



# Destination Tourism + Marketing Plan 2025

**DRAFT**

(13 October 2020)

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The information contained in this report is intended only to inform and it is expected that all recommendations should be analysed, and appropriate due diligence undertaken prior to making any investment decisions.

In the course of our preparation of the document, recommendations have been made on the basis of assumptions, methodology and information provided by many sources through the consultation process (See Acknowledgements). Whilst every effort was made to report on the most accurate data and information available, Tourism eSchool accept no responsibility or liability for any changes in operation/regional circumstance, errors, omissions, or resultant consequences including any loss or damage arising from reliance on the information contained in this report.

# Acknowledgement of Country

The lands and waters of the Limestone Coast are central to the culture and beliefs of the Traditional Owners, who have occupied, enjoyed, utilised and managed the Limestone Coast area since the Creation.

The Limestone Coast Tourism Industry acknowledge the Boandik and Ngarrindjeri are the Traditional Owners and that we respect their spiritual relationship with their country.

We pay our respects to their elders, past and present.

We acknowledge the Aboriginal people who continue to care for this country today.

We honour their stories, songs, art, and culture, and their aspirations for the future of their people and these lands.

We respectfully encourage Aboriginal communities to be a part of the current and future success of the Limestone Coast Visitor Economy.

## Message from LCLGA Chair

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# Limestone Coast Destination Tourism + Marketing Plan 2025

## At a Glance

The stakeholders of the Limestone Coast tourism region (The Region) recognise the increased importance of the visitor economy within their planning frameworks, and as such have commissioned Tourism eSchool to develop this Destination Tourism + Marketing Plan 2025 (The Plan) for the Region with the aim of articulating a shared vision for the growth of the sector for the Region.

The first step in the development of this Plan was first to establish a 'Destination Situation Analysis', which involved consultation with all levels of industry, to ensure all available information was considered to draw realistic conclusions. Consultation included one on one meetings with various stakeholders (all levels of industry and government), community workshops, and an online survey with industry (see Acknowledgements).

In addition to stakeholder consultation, Tourism eSchool identified all the key internal and external stakeholders' roles and responsibilities, analysed the current visitor data insights, tourism market segments, product, access, infrastructure, marketing, branding, resourcing and visitor servicing within the Region, and from this, have formulated the Region's strengths, weaknesses, threats as it relates to growing the visitor economy over the coming decade.

From this analysis, major opportunities have been identified for effective and sustainable visitor economy growth which were considered in the development of this Plan.

# Visitor Economy State of Play

Leading up to 2020, the South Australian tourism sector remained buoyant, with year on year growth, on track to reach its full potential of \$8billion by December 2020.

Before reaching its full potential though, the sector was hit hard by a 'once in a hundred year' event, when the first wave of the COVID-19 global pandemic hit Australia in March 2020, and the Australian Federal Government imposed a nation-wide lockdown on movement for 4 weeks.

The impact of COVID-19 on the state's visitor economy was widespread and brutal. Tourism operators took in about 630,000 fewer visitors in April 2020 compared to the same month in 2019<sup>1</sup>. When the heavy restrictions started to lift in May and June, overnight visitor numbers recovered albeit at a 40% decline on the previous year.

From July onwards, the regional tourism sector in South Australia has anecdotally seen increased demand from visitors (and in some cases more demand than usual), which has carried right through to October. With border restrictions still in place for New South Wales and Victoria in September, the majority of visitors are domestic intrastate.

The Limestone Coast tourism region has anecdotally been one of the hardest hit regions in South Australia. The impact of the second wave of COVID-19 in Victoria, and subsequent 8+ week lockdown of the state has hit the Limestone Coast region particularly hard on two accounts. Firstly, the region historically attracts the most interstate visitors, with a third of their visitor base from Victoria, and another 15% from other states and territories. Secondly, whilst South Australian's are increasingly supporting the state's regional visitor economies, anecdotally, they are avoiding some parts of the Limestone Coast tourism region due to its proximity to the Victorian border, and the perceived increased risk of infection.

Leading up to 2020, the Limestone Coast tourism region actively perused opportunities to target the high-yielding international visitors, with minimal focus on the domestic market. With international travel now suspended until at least 2024<sup>2</sup>, the region will need to pivot its focus promptly to the domestic market to ensure it captures its share of intrastate and interstate visitors.

The Limestone Coast is in a fortunate position to have such a diverse and exciting range of tourism experiences to be able to attract the high-yielding domestic market whom otherwise would be candidates for international travel. With a strong focus on nature-based tourism experiences, the region is well positioned to leverage the changing needs of visitors, reflecting open-space, safety and outdoor experiences.

Prior to COVID-19, the region was earmarked by State Government to increase visitor expenditure by 80% over the next 10 years, from \$337million in December 2018 to \$609million in September 2030. Whilst these targets don't take into consideration the economic impact of the pandemic, the region can remain positive about their competitive position as a domestic travel destination, given that demand for travel is imminent with the intrastate market now, and for the interstate market when borders fully reopen.

There are numerous opportunities outlined in this Plan which require a shift in mindset, courage to change direction, an increase in resourcing, and the ability to adapt fast and remain nimble throughout the life of this Plan, as the situation continually evolves.

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<sup>1</sup> Tourism Research Australia's National Visitor Survey > <https://www.tra.gov.au/Domestic/domestic-tourism-results>

<sup>2</sup> International Air Transport Association (IATA) > <https://www.iata.org/en/pressroom/pr/2020-07-28-02/>

# Why the Visitor Economy matters to the Limestone Coast

Even with the impact of COVID-19, the visitor economy remains a super growth sector for the State, and of high strategic importance. The State Government proved their commitment to the sector following the bushfires in December 2019/January 2020 when they elevated the portfolio to sit with the Premier.

Since then, the Government have introduced several new funding programs to support the industry, including the \$25million Nature-Based Co-Investment Fund, and the \$20million Tourism Industry Development Fund, both of which provide significant opportunity for the Limestone Coast tourism industry.

This State level commitment is great news for the Limestone Coast, as it means increased opportunity for thriving local communities.

Increased tourism expenditure in the region results in the injection of 'New Money' into local communities. This results in new jobs, secured livelihoods, new business opportunities, career pathways for school leavers, vibrant main streets, more investment by Councils in the livability of their municipalities, and less reliance on the agricultural, forestry and fishing industries to support families.

This is of pertinent importance, as consultation highlighted that the region is currently in a phase of consolidation, which is evidenced by vacant shop buildings in main streets, and the population growth rate consistently lower than the rest of South Australia<sup>3</sup>.



<sup>3</sup> EconomyID – Population > <https://economy.id.com.au/rda-limestone-coast/population>



# The Appeal of the Limestone Coast

The Limestone Coast is known for its clean, green and pristine credentials. It's one of Australia's natural icons, home to phenomenal world renowned geological landscapes, which set the foundation for a thriving primary industries sector which underpins the visitor economy in the region.

The Limestone Coast is home to an established tourism industry of over 750 visitor experiences, with welcoming, visitor-focused town and communities offering accommodation, dining, retail, cultural and historical attractions and visitor information centres. Each part of the large Region has their own unique mix and flavour of the Limestone Coast's key experience via their place, people, landscapes and events.

**Mount Gambier** and surrounds are home to the hero experiences for the Region, attracting visitors to the geological wonders including the Blue Lake, Umpherston Sinkhole, Cave Garden, Engelbrecht Caves, Valley Lake Recreation Area and nearby Mount Schank, Ewens Ponds, Piccaninnie Ponds, Kilsby Sinkhole, Little Blue Lake, Hell's Hole, Caroline Sinkhole and Ghost Mushroom Lane (seasonal). Mount Gambier is also home to South Australia's largest regional art gallery and cultural centre, The Riddoch and Main Corner Complex which acts as a business hub.

**Coonawarra Wine Region** is the most well know wine region, renowned for its red terra-rossa soil and Cabernet Sauvignon wines. Other wine regions include Padthaway, Wrattobully, Mt Benson, Robe, Mount Gambier and Cape Jaffa, which combine to offer over 40 cellar doors to explore across the Region.

The historic town of **Penola** is the accommodation and dining heart of the Coonawarra, and is home to early settler heritage assets along Petticoat Lane and also home to the engaging Mary McKillop Centre, which celebrates Australia's first Saint.

**Naracoorte** is the agricultural hub for the Region, and is the home of South Australia's only World Heritage Listed Site – The Naracoorte Caves, a key driving of visitation to the Region. Nearby **Lucindale** is small rural community most well-known for hosting the annual South East Field Days.

**Tantanoola Caves** are a stunning small wet cave, uniquely wheelchair accessible. Nearby **Millicent** is a larger agricultural and forestry-based town popular with touring visitors, which has an engaging agricultural museum and regional art gallery.

**Coastal Villages** along the southern ports include relaxed holiday villages of Robe, Kingston SE, Beachport, Port McDonnell and Cape Jaffa, all known for their long stretches of pristine beaches, golf courses, fishing, boating, stunning coastal landscapes and access to National and Conservation Parks for four-wheel driving.

**Port MacDonnell** is South Australia's most southerly town. It has a rich maritime history, and is home to South Australia's Rock Lobster industry and a growing range of fishing charter experiences.

**Robe** is the Region's most iconic holiday village. It's a popular stop on the Melbourne to Adelaide coastal route for international visitors, and as a summer holiday destination for South Australians and Victorians. Rich in historic buildings, many and varied accommodation options and a vibrant food, produce, dining and retail mix, Robe also provides access to stunning coastal national parks, four-wheel beach driving and recreational activities. **Beachport** and **Kingston SE** are loved by visitors looking for a quieter holiday town vibe from Robe, and their coastal national parks.

**Keith and Bordertown** are major agricultural hubs and gateway to the Limestone Coast in the north. They receive strong self-drive visitor traffic from those travelling the overland route from Melbourne to Adelaide. They are both growing hubs for attracting sporting events, while Bordertown is growing its number of cultural visitors through the Walkways and Bob Hawke Gallery.

## Limestone Coast Map



# Key Challenges

## **Under-Activated Nature Based Experiences**

Whilst there is no shortage of experiences to do in the Region, many of the Limestone Coast's hero natural attractions are free or low cost, and don't encourage an extended stay in the Region. These include the Blue Lake, Umpherston Caves, Mount Shank, Bool Lagoon and some of the region's Coastal National Parks. There are also under activated natural assets of the Region's native and pine forests, lakes/lagoons, caves, sinkholes and volcanoes for recreational/leisure activities such as walking, cycling, camping, water-based activities and commercial tour operators.

## **Lack of Resourcing**

Since the disbandment of the Regional Tourism Organisation in 2010, visitor economy staffing at a regional level was reduced from 4 FTE to 1 FTE. This has had a major impact on the Region's ability to activate and leverage demand driving activities, particularly the increasingly important consumer direct, digital marketing channels where the Region's High Yield Visitors and Niche Interest traveller segments are dreaming, planning and booking and advocating for destinations. The lack of resourcing has also hampered industry collaboration which by default has seen tourism communities across the Region operating in silos in areas in such as marketing, events, experience development and visitor servicing.

## **Industry Engagement**

There is currently no industry reference group, or industry operators engaged on the Tourism Management Group responsible for the strategic planning and implementation of initiatives to grow the visitor economy. This impacts the sense of responsibility and ownership of growing the sector by those who are delivering the experience, which impacts on the implementation of initiatives. The Tourism Management Group was initially established to align Local Government investment in tourism activities, which was quite fractured.

## **Competition**

The domestic tourism market is experiencing increasing competition with shift to intrastate and interstate focus. The lack of domestic consumer direct marketing and storytelling for the Region, now a non-negotiable tactic for COVID-19 recovery, means the Region is now playing catch up to other region's in both South Australia and Nationally, and lacks an ability to leverage all important word of mouth marketing/advocacy for the region to drive future demand.

## **Disruption of COVID-19**

International borders closures have effectively closed key International source markets for the Region for the next few years, whilst border restrictions with Victoria also impacts key intrastate source markets. A perception of being closer to the pandemic is also impacting intrastate travel recovery. Other impacts include the reduction in revenue for government funding partners, business and consumer confidence, willingness and financial ability to travel by visitors, and the availability of tourism experiences, including business and leisure events are also impacts that will be felt by the industry and the Region for the long term.

# Key Opportunities

## **Consumer Direct Marketing**

To capture the strong intrastate and anticipated interstate COVID-19 recovery, and also build long-term sustainable demand for the Region, pivoting focus from trade marketing to the investment in consumer direct marketing activities aimed at inspiring high yield visitors and niche interest segments across their full travel purchase journey will be key to driving demand over the next 5 years.

## **Events**

Events are key demand drivers for visitation to the Region in many diverse interest areas. Therefore, supporting existing events, activating new event spaces across the Region and attracting new events in areas of leisure, sport and business are major opportunities for driving demand, dispersal and evening out seasonality.

## **Experience Development**

Continued development of immersive, high quality experiences across the in Region's nature based adventure experiences, food/wine/beverages, history, heritage, arts and culture, combined with quality and experiential accommodation, will drive increased demand, and also strong word of mouth advocacy with the region's high yield visitors and niche interest/market segments.

## **Cross Border Marketing**

Working with neighbouring Victorian destinations via partnership projects and relevant marketing and visitor servicing activities will help drive dispersal from the great number of high yield Great Ocean Road, Grampians and Wimmera Mallee visitors into the Limestone Coast region.

## **Collaborative Visitor Servicing**

Supporting the Region's visitor servicing resources to collaborate on projects such as visitor collateral, events support, online and outreach visitor servicing will be key to drive dispersal, spend and length of stay for all sectors of visitors into the Region.

# The Visitor

## The Visitor Today

The Limestone Coast tourism region has been attracting an increasing number of visitors to the region since 2014.

Visitor sentiment echoes the Region's experience strength, heralding the phenomenal geological assets, including Caves and Volcanoes as the hero attractions. The region is also well known as a holiday destination especially along the coastline and is a favourite spot for families.

The Region predominantly attracts domestic visitors in equal parts from South Australia, and key interstate markets including Victoria and New South Wales. The Region also has strong affinity with international visitors, accounting for 7% of the total visitor profile, which is the largest market share of all inland regions in South Australia.

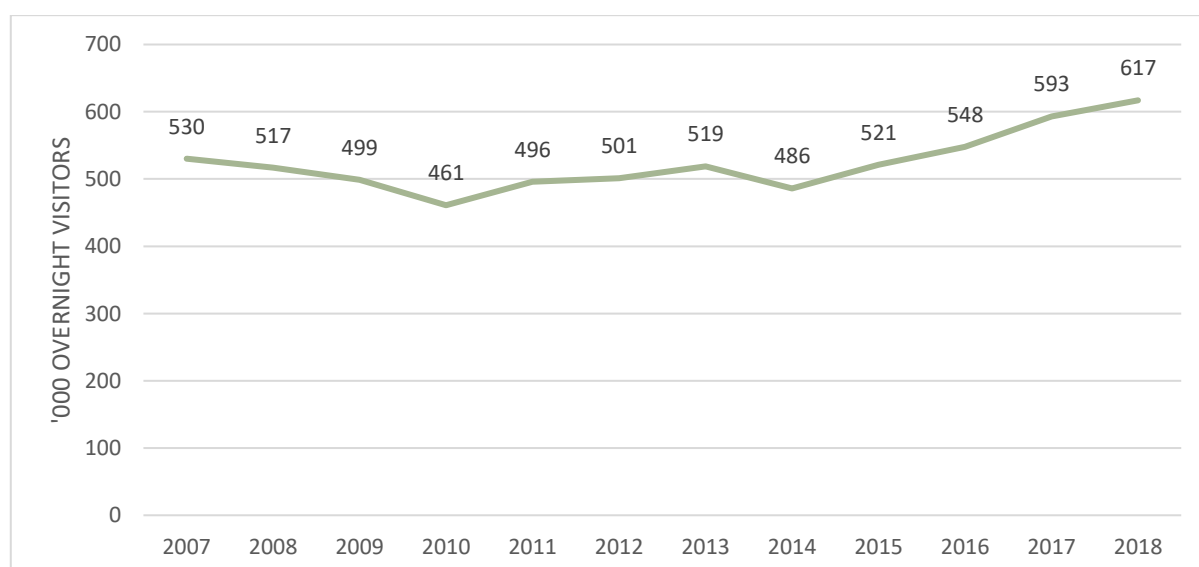
Majority of people visit the region for a holiday, but the Region has growing appeal as a destination for business events and an established Visiting Friends and Relatives market.

### Key Statistics to be designed graphically

#### Regional Visitation Statistics as at December 2018.

- 617,000 overnight visits
- 2 million nights
- 739 day trips
- 3 nights average length of stay

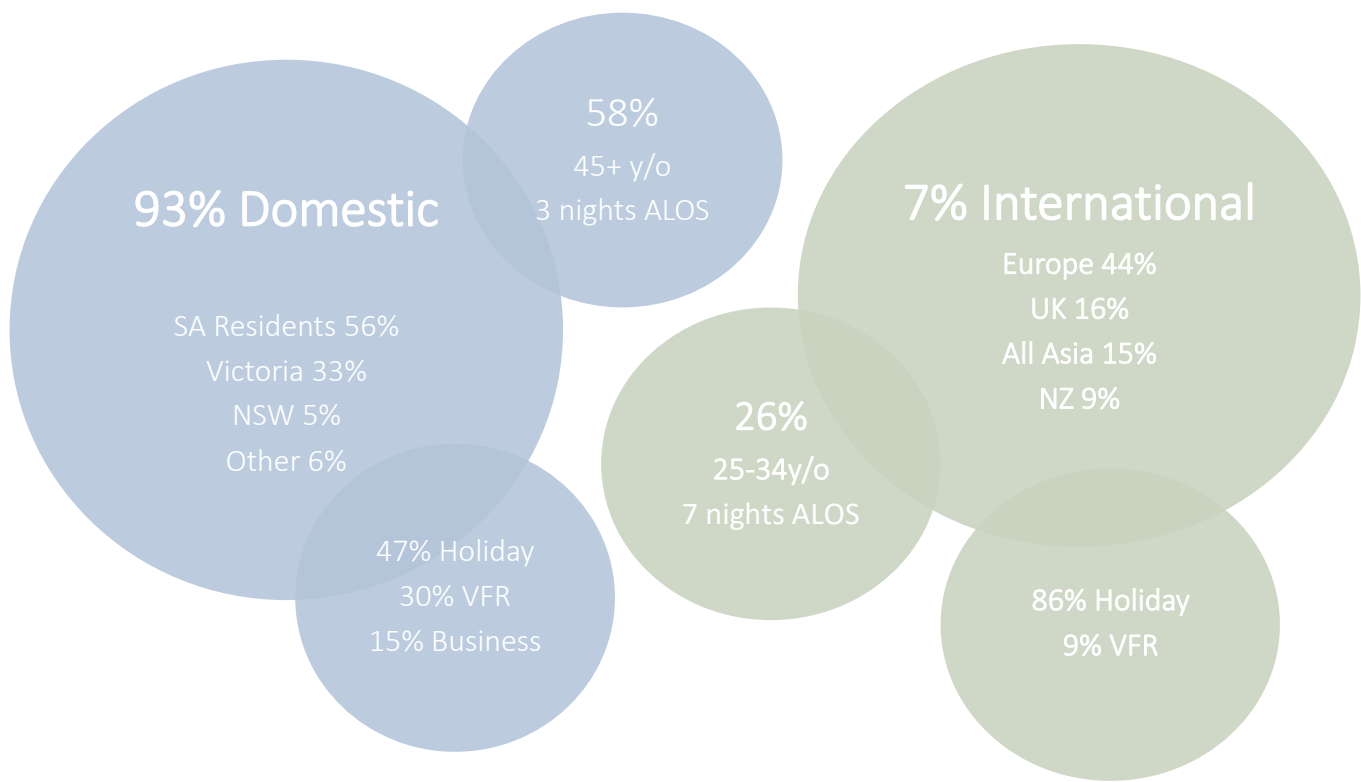
Limestone Coast Tourism Region, Total Overnight Visitors (YE DEC 2007-YE DEC 2018)



Data Source: SATC Limestone Coast Regional Tourism Profile 2016-2018

More Statistics to be designed graphically

Regional Visitation Statistics as at December 2018.



## Visitor Traveller Trends

As the globe adjusts to a new normal living with COVID-19, the industry anticipates slight changes in visitor behaviour as they plan their upcoming holidays:

- People will seek out opportunities for increased connection with their friends and families, along with getting out of routine to reconnect.
- Whilst people are very keen to travel again, they will initially be limited to, and possibly choose to travel close to home initially, prior to venturing interstate, with international travel completely off the cards for the near future.
- As borders open up though, people will increasingly be looking for experiences that offer a safe way to travel, with social distancing measures and COVID-safe plans in full force.
- Given the uncertainty of COVID-19 restrictions and their long-term freedoms, people will also be looking for booking flexibility, along with a preference for supporting local businesses by booking direct, rather than the convenience of using online travel agents.
- COVID-19 completely disrupted our usual way of communicating and as such, throughout the initial stages of the pandemic society experienced widespread adoption of digital communications platforms. This was seen particularly in demographic cohorts who were not so digitally savvy prior COVID-19. It is

envisaged that this uptake of digital adoption will be maintained into the future, and therefore the way people plan and book travel.

- Everyone in the world is experiencing the impact of COVID-19 in varied ways, and this will impact how they feel about the security of their livelihoods, and their mental and physical health. This along with their financial position will impact their future travel aspirations.

Whilst there will be some nuanced travel behaviours due to the pandemic, the underlying motivations for travellers will remain a constant.

- People are increasing seeking out truly authentic travel experiences – something that is unique for them, that addresses their travel motivations and challenges specifically. They no longer want a cookie cutter experience, they want to immerse themselves in culture, live like a local, and seek out lesser known experiences, they want to walk away feeling transformed.
- People are more conscious and considerate to how their presence and pennies impact the local community and environment, and people now prioritise and support businesses and experiences that have initiatives in place that have a sustainable focus for the environment.

The SATC also highlight some state specific traveller trends which will also need to be considered in the context of the Limestone Coast region

- The expectation for 'On Demand' services will only increase through to 2030. Expectations of travellers for personalised, high quality experiences with short lead times will represent both an opportunity and a challenge for tourism businesses, particularly regarding opening hours, seasonal operations and the availability of skilled labour.
- With Australia's aging population, the Baby Boomer generation will continue its insatiable thirst for travel experiences. The typical visitor in ten years' time is likely to be, on average, older than those of today.
- A 'typical visitor' will become increasingly challenging, with a more ethnically diverse visitor mix demanding a range of appropriate visitor experiences.
- It is impossible to predict the direction that technology will take us in the next 5 years, but we do know it will be disruptive and present new opportunities and challenges. Visitors from across the globe will bring with them expectations of tourism businesses embracing the new technologies and digital platforms that emerge.

The Limestone Coast has the potential to capitalise on the new traveller trends and behaviours by continuing to develop and leverage its natural assets and diverse combination of experiences, along with a strategic refocus of initiatives and resources to ensure the Region's visitor personas are supported throughout their whole travel purchase journey.

# The Ambition

## Measuring the Value of the Visitor Economy

For the Limestone Coast, a thriving visitor economy means more jobs for locals, sustainable businesses and population growth.

Measuring the value of tourism for the Limestone Coast is multi-pronged. There are a number of relevant data sets available for the Region that can be used as 'indicators of growth'. Available indicators for analysis include:

- Visitor Yield
- Visitation Data
- Jobs, Businesses, Population Growth

Other metrics that destinations should take into consideration, to measure the impact of the implementation of activities include:

- Visitor Sentiment
- Visitor Spend Tracking

Local sentiment is another key indicator of the success of a destination visitor economy. Business sentiment, social license for experience development and local advocacy for the towns and the Region in which people live are three of biggest indicators for destinations to consider.

A robust Measurement Strategy is outlined in the Plan (see page 100– located at end of this document). However, actions within the Plan are outlined to include other growth indicators in the Action Plan.

## Visitor Yield Targets

Visitor yield is one of the best indicators to determine the growth of a visitor economy, as increasing visitor numbers doesn't necessarily result in a growing economy.

Increasing visitor numbers can also be counter-productive in building a sustainable experience offering, especially in regions like the Limestone Coast, where the natural environment is the Region's competitive advantage.

Within the South Australian Visitor Economy Sector Plan 2030, the SATC has identified an ambitious target for the Limestone Coast, which is to grow the visitor economy to \$609m by 2030.

This target was set pre-COVID-19, which has already been impacted and will continue to hinder the visitor projections used to determine the target that SATC set for the Region.

So, whilst this target will remain as a key economic ambition for the Region, it will need to be reset once new visitation projections are available.



# Strategic Direction

## The 8 Strategic Priority Areas

The Plan has been developed based on eight strategic priority areas:

1. **Marketing**
2. **Visitor Servicing**
3. **Events**
4. **Experience Development**
5. **Infrastructure + Access**
6. **Governance + Collaboration**
7. **Industry Capability**
8. **Promote the Value of Tourism**

The priority areas align broadly with the SA Visitor Economy Sector Plan 2030. Sitting under these priority areas are strategies to be implemented within recommended timeframes (Immediate, Short, Medium, Long Term, Ongoing) by the Region's stakeholders to ensure the strategy becomes a reality.

## Who we will Target

Increasing competition and limited resources means that destinations need to focus on customers and markets that offer the best return on investment. Integral to the success of this Plan is a shift to a visitor-centric approach to marketing, visitor servicing and experience development, with the Region focusing on people whose interests and aspirations for travel (not just where they are from) align with the Region's competitive advantage.

Three high yielding customer personas (HYVP) have been identified for the Region. These three visitor groups are most likely to stay longer and spend more. They also importantly have the greatest affinity with the visitor experiences that the Region offers, and they therefore have the greatest likelihood of becoming fans and advocates for the Region, both on and offline. This is important because advocacy is the most trusted form of marketing for a travel destination.

### *Older Couples, No Children*

This persona is probably the most lucrative segment, whereby, they represent a cohort of travellers with the highest household net wealth (domestically) and potential to spend more than double on accommodation than the Young Couples (Millennials).<sup>4</sup>

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<sup>4</sup> <https://www.cheapoair.com/miles-away/baby-boomer-travel-trends/>

### *Younger Couples, No Children*

This persona represents the Millennial-Generation Z traveler - young, carefree, career driven, and an 'aspiring NEO'. Typically, this persona may know a little about the Region, but is drawn to the destination mainly to attend an event (whether it is family or niche interest event) and will likely stay a couple of nights.

### *Families with Children*

This persona, whilst still a Millennial, was once a 'Young Couple, No Children' persona, and has developed into an 'Affluent Family' persona post starting a family. They still have the identical interests, and align with the same experience themes, with a family friendly nuance. They are often travellers who return again and again to the Region once they fall in love with it.

## New Economic Order (NEO) Consumer Mindset

Developed by Dr Ross Honeywill, the NEO typology is an innovative population classification revealing that society is split pretty much into two consumer MINDSETS: the New Economic Order or *NEOs*, and the traditional economic order or *Traditionals*.<sup>5</sup>

In this 2-speed economy, the two mindsets are as different as a Tesla and Nissan.

The first type is the socially progressive, high-spending, high discretionary-choice *NEOs*, 91 percent of whom are in the Big Spender category (top third of elective spenders in the economy). Their traditional cousins have decidedly conservative social attitudes, are reluctant spenders and passive investors; and exhibit low discretionary-choice behaviour.

Regardless of their income or net worth, *Traditionals* are price-sensitive and more interested in features, functions, status and the right deal than they are in quality and a premium experience. As a consequence, only 4 percent of Traditionals are in the top third of discretionary spenders.

**The three high-yielding personas identified about are also NEOs.** They are typically well educated, they believe as much in learning a living as they do in earning a living. Great planners and architects of their own life outcomes, NEOs embrace technology to give them more control over their lives. They are optimistic about the future and juggle an intellectual bent with the desire to look and feel fashionable. Conspicuous activists, they are inconspicuous consumers.

This NEO typology reference is pertinent in being able to delineate the motivations, predispositions and goals for the three Visitor Personas, which will need to be reflected when the region communicates to them, when they plan to build new experiences, and also when they are wanting to service them whilst in the region.

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<sup>5</sup> Ross Honeywill's NEO Typology > <https://rosshoneywill.com/neos/>

## Demographics, Psychographics and Travel Preferences

The following tables identifies the unifying demographics, travel related psychographics and also their travel preferences for each of the identified HYVPs.

**Table 1: Overview of High Yielding Visitor Persona Demographics + Psychographics**

	YOUNGER COUPLES, NO CHILDREN	OLDER COUPLES, NO CHILDREN	FAMILIES, SCHOOL AGE CHILDREN
<b>Broad Description</b>	Intrastate and Interstate (and potential for international as more international product is developed) NEO, 25-45y/o, university educated, travel as couples or with a group of friends.	Domestic + international NEO, 45-70y/o, university educated, travel as couples or with other couples same age, or sometimes extended family groups.	Domestic NEO, female lead, family market, travelling with school aged children and like-minded friends with children or sometimes as multi-generational travel.
<b>Age Range</b>	25 - 40	Couples aged 40 - 65	Parents 35 – 55, Children 4 – 16
<b>Where they live</b>	Urban Dwellers – Adelaide, Melbourne, Sydney and International Regional – SA, VIC	Urban Dwellers – Adelaide, Melbourne, Sydney and International (US, UK, EU, NZ and Eastern Markets) Regional - SA, VIC, WA	Adelaide, Regional SA, VIC, NSW. Other states also for longer touring “Aussie Road Trip” family segments.
<b>Income Bracket</b>	Double income \$120,000-\$200,000	Double Income \$120,000 - \$300,000	Double Income \$120,000 - \$250,000
<b>Marital Status</b>	Dating Engaged or Married. No kids.	Married or Defacto. No children/older children not travelling with them.	Married or Defacto with school age kids
<b>Gender</b>	Male + Female or Same Sex	Male + Female or Same Sex	Male + Female or Same Sex
<b>Decision Maker</b>	Both Male and Female.	Female	Female
<b>Interests</b>	Food, wine, cooking, adventure, music, nature-based activities – cycling/hiking, keeping fit, modern art	Food, wine, art, new places, nature, soft adventure, natural attractions, history	Adventure activities, food and wine, nature-based activities – cycling/MTB, hiking, keeping fit, art, family friendly activities – history/heritage included.
<b>Primary Motivations</b>	<ul style="list-style-type: none"> <li>• <i>Feel transformed</i> – personal growth and challenge, accomplishment and achievement, gratitude and mindfulness</li> <li>• <i>Expanded worldview</i> – broadened perspective, cultural understanding</li> <li>• <i>Nature and Discovery</i> - Enjoy wide open spaces and fresh air</li> <li>• <i>Learn and experience something new</i> – environmental, cultural, historical</li> <li>• <i>Mental Health</i> – recharge, digital detox, disconnect from ‘real life’/routine</li> <li>• <i>Fun and Thrills</i> – Feel alive, partake in fitness or exercise</li> <li>• <i>Experience something unique</i> – Unexpected experience, going somewhere others don’t go, feeling accomplished, create a new meaningful personal story</li> </ul>		

	<ul style="list-style-type: none"> <li>• <i>Connection</i> – Bond with friends and family, meet new people</li> </ul>		
<b>Other Motivations*</b>	<ul style="list-style-type: none"> <li>• Participation in a sporting event</li> <li>• Attend a leisure Events and/or wedding</li> <li>• Long weekend getaway</li> <li>• Attending an event – wedding or family event</li> </ul>	<ul style="list-style-type: none"> <li>• Participating in a sporting event</li> <li>• Long weekend getaway</li> <li>• Visiting Friends and Relatives (VFR)</li> <li>• Attending events – wedding or family event, business meetings</li> <li>• Touring around Australia</li> <li>• Voluntourism/citizen science projects in their interest areas</li> </ul>	<ul style="list-style-type: none"> <li>• Kids participant in sporting championships</li> <li>• Escape the dreaded school routine!</li> <li>• Enjoy time away with other like-minded families, or by visiting friends and relatives (VFR).</li> <li>• May be showing interstate and interstate family visitors the region</li> <li>• Touring around Australia with their kids</li> </ul>
<b>COVID-19 Considerations</b>	<ul style="list-style-type: none"> <li>• They may be feeling insecure about the future of their job / their business (especially if in lockdown)</li> <li>• May currently be in lockdown, and physically restricted to being able to visit the region</li> <li>• Ability to bounce back is positive</li> <li>• Will prioritise domestic travel as soon as they can safely do so, and permitted to do so (by government)</li> <li>• Concerned about their parents and grandparents health, but still prioritise their travel plans regardless</li> </ul>	<ul style="list-style-type: none"> <li>• They may be feeling insecure about the future of their job / their business (especially if in lockdown)</li> <li>• Very concerned for their own health and the health of their elderly parents - hard to travel far away from them.</li> <li>• May push forward with plans to start their Touring plans to safer states in Australia (if possible to do so within restrictions)</li> </ul>	<ul style="list-style-type: none"> <li>• They may be feeling insecure about the future of their job / their business</li> <li>• Will prioritise travel (intrastate) as soon as they can safely do so</li> <li>• Concerned for their children's health, and the health of their older parents</li> </ul>

**Table 2: Overview of High Yielding Visitor Persona Travel + Experience Preferences**

	YOUNGER COUPLES, NO CHILDREN	OLDER COUPLES, NO CHILDREN	FAMILIES, SCHOOL AGE CHILDREN
<b>Who do they travel with?</b>	<ul style="list-style-type: none"> <li>• Their partner (and pet dog!)</li> <li>• Group of mates</li> <li>• Couple of couples</li> </ul>	<ul style="list-style-type: none"> <li>• Their partner</li> <li>• Sometimes another couple/group of couples</li> <li>• Sometimes with pet dog.</li> </ul>	<ul style="list-style-type: none"> <li>• Immediate family</li> <li>• Extended family (grandparents + family groups)</li> <li>• Sometimes other family</li> <li>• Sometimes with pet dog</li> </ul>
<b>How do they Research Travel?*</b>	<ul style="list-style-type: none"> <li>• Google Search</li> <li>• Destination websites + social media channels for inspiration</li> <li>• Stayz/AirBnB/Wotif</li> <li>• TripAdvisor</li> <li>• Bloggers/Influences</li> <li>• Relevant Media based where they live (eg Glam Adelaide/Adelady)</li> <li>• Facebook &gt; Recommendations from Friends</li> <li>• Friends Social Media Feeds</li> <li>• Offline WOM</li> </ul>	<ul style="list-style-type: none"> <li>• Google Search</li> <li>• Destination websites + social media channels for inspiration</li> <li>• Stayz/AirBnB/Wotif</li> <li>• TripAdvisor</li> <li>• Wikicamps</li> <li>• Bloggers/Influences</li> <li>• Relevant Media based where they live (eg Glam Adelaide/Adelady/South Aussie with Cosi for SA/The Advertiser, Weekend Australia (national), Country Style, etc)</li> <li>• Facebook &gt; Recommendations from Friends</li> <li>• Friends Social Media Feeds</li> <li>• Offline WOM</li> </ul>	<ul style="list-style-type: none"> <li>• Google Search</li> <li>• Destination websites + social media channels for inspiration</li> <li>• Stayz/AirBnB/Wotif</li> <li>• TripAdvisor</li> <li>• Online Bloggers/Influences eg Trip in a Van, We are Explorers</li> <li>• Wikicamps</li> <li>• Facebook &gt; Recommendations from Friends</li> <li>• Friends Social Media Feeds</li> <li>• Offline WOM</li> </ul>
<b>How do they Book Travel?*</b>	<ul style="list-style-type: none"> <li>• Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website.</li> <li>• Major booking website</li> <li>• Expectation of a frictionless online experience and great customer service.</li> <li>• Expects needs to be understood and met</li> <li>• Immediate response required</li> </ul>	<ul style="list-style-type: none"> <li>• Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website.</li> <li>• May call business if need to clarify something</li> <li>• Major booking website</li> <li>• May book via regional website if found relevant accommodation available (and couldn't book directly with the business)</li> <li>• Trade Partners (domestic/international) – especially as part of wider Australian itinerary or group tour itinerary.</li> </ul>	<ul style="list-style-type: none"> <li>• Major booking website – if looking for holiday house or self-contained accommodation, otherwise direct with business</li> <li>• May book via regional website if found relevant accommodation available (and couldn't book directly with the business)</li> <li>• Direct with business owner via website, phone or email</li> <li>• May call business if need to clarify something</li> </ul>
<b>How do they find visitor information whilst in destination?*</b>	<ul style="list-style-type: none"> <li>• Visitor guides if they happen to find one in accommodation/local food/shops</li> <li>• Word of mouth recommendations from local business providers – determine where to go next on the day</li> <li>• Location based apps search – TripAdvisor, Facebook “Near me”, paying particular attention to reviews</li> <li>• Google smartphone searches</li> <li>• Social media questions to family/friends</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor guides in their accommodation or restaurants/shops they visit</li> <li>• Word of mouth recommendations from local business providers (including their accommodation hosts)</li> <li>• Visitor Information Centres – only if convenient and where they are already travelling</li> <li>• Location based apps search – TripAdvisor, Facebook “Near me”, Wikicamps</li> <li>• Google smartphone searches</li> <li>• Social media questions to family/friends</li> </ul>	<ul style="list-style-type: none"> <li>• Visitor guides in their accommodation or restaurants/shops they visit</li> <li>• Word of mouth recommendations from local business providers</li> <li>• Location based apps search – TripAdvisor, Facebook “Near me”, Wikicamps, paying particular attention to reviews</li> <li>• Google smartphone searches</li> <li>• Social media questions to family/friends</li> <li>• Visitor Information Centres – only if they are a child friendly attraction</li> </ul>

<b>How do they access the Region?</b>	<ul style="list-style-type: none"> <li>• Self Drive</li> <li>• Fly/hire/drive potentially between Melbourne + Adelaide (GOR drive)</li> <li>• Uses public transport when wanting to leave car at accommodation (eg boat/taxi for winery visits)</li> <li>• Fly/Fly – Business Travel</li> </ul>	<ul style="list-style-type: none"> <li>• Self drive (intrastate+ some interstate)</li> <li>• Fly/hire/drive potentially between Melbourne + Adelaide (GOR drive)</li> <li>• Self-Contained high-end touring vehicle if on longer touring holiday (domestic)</li> <li>• Group Touring</li> <li>• Fly/Fly – Business Travel</li> </ul>	<ul style="list-style-type: none"> <li>• Self-drive</li> <li>• Fly/hire/drive potentially between Melbourne + Adelaide (GOR drive)</li> <li>• Fly/Fly – Business Travel (not with family)</li> </ul>
<b>Where do they stay?</b>	<ul style="list-style-type: none"> <li>• Modern apartment/house (AirBnB/Stayz)</li> <li>• Experiential accommodation – eg glamping in nature settings</li> </ul>	<ul style="list-style-type: none"> <li>• Higher end self-contained or hosted accommodation</li> <li>• Higher standard motels</li> <li>• Glamping in nature settings</li> <li>Or</li> <li>• In Caravan Parks or RV Friendly Campgrounds if on longer touring holiday</li> </ul>	<ul style="list-style-type: none"> <li>• Family friendly self-contained accommodation (AirBnB/stayz),</li> <li>• Family friendly holiday parks – own caravan/campertrailer or Cabins</li> <li>• Farm stays</li> </ul>
<b>What do they do?</b>	<ul style="list-style-type: none"> <li>• Major Regional Attractions – Blue Lake, Naracoorte Caves, Umpherston Caves</li> <li>• Visit Wineries, Cellar Doors, Breweries, Food Producers - including premium experiences (eg Mayura Station) + Farmers markets</li> <li>• High end food/wine e</li> <li>• Nature based adventure – cave snorkelling, adventure caving, beach, glow mushrooms, camping, kayaking, Walk/Cycle (lookouts/National Park/Conservation Parks).</li> <li>• Niche interest recreation activities – Golf/Fishing/4wd etc</li> <li>• Explore Town/Galleries/Heritage attractions + Retail as part of their winery/food explorations.</li> <li>• Events – Niche interest events such as Cycling, Food + Wine, Cultural/Arts/Music</li> </ul>	<ul style="list-style-type: none"> <li>• Major Regional Attractions – Blue Lake, Naracoorte Caves, Umpherston Caves</li> <li>• Visit Wineries, Cellar Doors, Breweries, Food Producers - including premium experiences (eg Mayura Station) + Farmers markets</li> <li>• Soft Adventure – Golf, walks/cycling, 4wd trails, fishing, birdwatching, glow mushrooms, camping</li> <li>• Cultural/Art/Historic attractions in each towns they visit. – Galleries/Art Trails/Exhibitions/Museums, Lady Nelson VIC</li> <li>• Events – Niche interest events such as Golf, Cycling, Food + Wine, Cultural/Arts/Music</li> </ul>	<ul style="list-style-type: none"> <li>• Major Regional Attractions – Blue Lake, Naracoorte Caves, Umpherston Caves</li> <li>• Active Family Adventures – National Parks/Conservation Parks – Snorkel sinkholes (would love to if they could!), cycling trails, adventure caving, walking trails (eg Mt Schank), camping, kayaking, beach activities (Robe/Beachport/Kingston/Port Mac), fishing, ghost mushrooms, forest trails, farm visits.</li> <li>• Family friendly wineries + food producers (eg Cellar Doors, Food outlets)</li> <li>• Events/Family friendly – Country Shows, Local Markets, Winery Events</li> <li>• Family friendly heritage + cultural attractions – eg Sheeps Back Museum, Petticoat Lane, Maritime Museum, National Trust properties, Lady Nelson VIC</li> </ul>
<b>Where do they eat</b>	<ul style="list-style-type: none"> <li>• Need a great coffee each day.</li> <li>• Funky cafes</li> <li>• Quality restaurants eg Mayura Station, The Barn, Upstairs at Hollicks</li> <li>• Great local pubs</li> <li>• Great local bakeries</li> <li>• Search out local hidden gems (eg scroll queen)</li> <li>• Want to try local produce – eg seafood/crayfish/local/waygu beef</li> </ul>	<ul style="list-style-type: none"> <li>• Cafes/restaurants that cater for dietary requirements</li> <li>• Great local pubs</li> <li>• Quality restaurants eg Mayura Station, The Barn, Upstairs at Hollicks</li> <li>• Great local bakeries</li> <li>• Must try local hidden gems (eg scroll queen)</li> <li>• Want to try local produce – eg seafood/crayfish/waygu beef</li> </ul>	<ul style="list-style-type: none"> <li>• Need a great coffee each day.</li> <li>• Funky cafes</li> <li>• Great local pubs</li> <li>• Great local bakeries</li> <li>• Search out local hidden gems (eg scroll queen)</li> <li>• Want to try local produce – eg seafood/crayfish/local</li> </ul>
<b>How long do they stay?*</b>	<ul style="list-style-type: none"> <li>• Takes several short leisure trips per year including weekend getaways</li> <li>• Longer 1-2 week interstate or overseas throughout the year as their annual leave accrues</li> </ul>	<ul style="list-style-type: none"> <li>• Part of a weekend/long weekend or few days as part of a longer self-drive holiday, eg Great Ocean Road</li> <li>• Part of a longer tour (2-6 month multi-destination journey)</li> </ul>	<ul style="list-style-type: none"> <li>• Shorter stay (eg as passing through on GOR) or longer 3-7 days during school holidays, based in 1 – 2 locations.</li> <li>• Smaller numbers - part of a longer tour (2-6 month multi-destination journey with kids)</li> </ul>

## Market Alignment + Prioritisation

The three HYVPs are identified across Intrastate, Interstate and International source markets.

The short term priority is given to consumer direct activities, with a focus on Domestic Intrastate and Domestic Interstate Markets, especially while international border restrictions remain around Covid-19. The current experience base in the Limestone Coast lends itself already to attract greater market share from these markets, which should be realised through strategic marketing and partnerships.

**Table 3: High Yielding Visitor Persona Market Alignment + Prioritisation**

	YOUNGER COUPLES, NO CHILDREN		OLDER COUPLES, NO CHILDREN		FAMILIES, SCHOOL AGE CHILDREN	
	Priority	Time Frame	Priority	Time Frame	Priority	Time Frame
Domestic - Intrastate	High	Short Term	High	Short Term	High	Short Term
Domestic - Interstate	High	Short Term	High	Short Term	High	Short Term
International - Western (UK, EU, US, NZ)	Medium	Medium - Long Term	Medium	Medium - Long Term	N/A	N/A
International - Eastern (China, other Asia)	Medium	Medium - Long Term	Medium	Medium - Long Term	N/A	N/A



# Experience and Niche Market Segment Mapping

The region is well positioned to leverage the growth from niche interest and niche markets through strategic marketing and some specific experience development which will assist to gain greater market share in the domestic and international markets.

In the below table, the key experiences themes, niche interest and market segments in the Limestone Coast are mapped to the region's HYVPs. The mapping process prioritises what experiences they are likely to travel to the Limestone Coast for in the future.

**Table 4: HYVP Tourism Experience Theme and Niche Markets Alignment**

	YOUNGER COUPLES, NO CHILDREN		OLDER COUPLES, NO CHILDREN		FAMILIES, SCHOOL AGE CHILDREN	
	DOMESTIC	INTERNATIONAL*	DOMESTIC	INTERNATIONAL*	DOMESTIC	INTERNATIONAL*
<b>EXPERIENCE THEMES - Events cover all themes</b>						
Food, Beverage + Produce	Primary (Luxury)	Primary (Luxury)	Primary (Luxury)	Primary (Luxury)	Primary (Family Friendly)	N/A
Nature + Wildlife	Primary	Primary	Primary	Primary	Primary (Family Orientated)	N/A
Outdoor + Adventure	Primary (Active)	Primary (Active)	Primary (Soft)	Primary (Soft)	Primary (Family Friendly)	N/A
History + Heritage	Secondary	Secondary	Secondary	Secondary	Secondary (Family Friendly)	N/A
Arts, Culture + Retail	Primary	Primary	Primary	Primary	Secondary (Family Friendly)	N/A

# Enablers of Success

## Adaptability

Stakeholders in the region need to recognise that the world is moving at a rapid pace. The success of the Visitor Economy will come down to how a region can respond to change, or how quick they can identify and grasp an opportunity, with time being the key determinant. Therefore, stakeholders of this plan need to ensure processes are in place to govern the plan with a level of flexibility, and support each other to make bold moves quickly.

## Data Culture

In order to make sense of the investment in the visitor economy, the region will need to commit to embracing and investing in a data driven approach. This applies across all strategic priority areas and is vital to enable better decisions, education, advocacy, perception and governance.

Central to this is a laser focus on monitoring, measuring and reporting on the implementation of this plan, and an emphasis on celebrating success, as recognition of success will breed success.

## Effective Collaboration

For this plan to be successfully actioned, it is essential that all stakeholders work together under the principles and practice of effective collaboration, ensuring the roles and responsibilities of all stakeholders are participative and complimentary.

For this to occur all stakeholders need to apply the vision for the whole Region as a lens over all investment in the visitor economy, and proactively participate in an effective and efficient communication and reporting mechanism.

## Increased Investment

To successfully implement this Plan, increased resources, both human and financial, are needed to fully realise all the opportunities outlined in this plan. This would require an increase in investment from funding partners to support the Plan, as opposed to reliance on grants to fund the short falls.

# Areas of Emphasis

Three areas of emphasis are highlighted as important opportunities that require focus within this Plan. These will be addressed throughout the Action Plan as they have the potential to influence the growth of the visitor economy for the Region.

## Regional Awareness

A key challenge identified by many stakeholders in the Region is while visitors to the Region love the many and varied experiences on offer in the Limestone Coast, for many visitors, they find out this information too late, and only when they are in Region. By then it is often too late for them to stay longer as their trip plans are already locked in for the rest of their visit. This will be addressed through marketing, visitor servicing and advocacy activities, that targeting the Region's High Yield Visitor Personas in the dreaming and planning stages of their visitor purchase journey.

## Seasonality

Many stakeholders also identified seasonality as a key challenge for their businesses and towns in the Limestone Coast, with the quieter seasons of winter being perceived as too cold for many visitors, whilst the booming Summer periods in coastal towns creates challenges around management sourcing skilled staff and finding them affordable accommodation.

This is a significant challenge to businesses profitability, to being able to employ quality staff year-round and being open when visitors expect them to be open. This will be addressed through better promotion of the Region as a year-round destination, promotion of events, and better storytelling of the Region's off-peak experiences.

Peak visitation also is a challenge for visitor infrastructure management, such as overflowing bins, toilet cleanliness, lack of parking and camp site cleanliness. Poor management of peak visitation can also lead to negative advocacy for the Region. This will be addressed in the plan through advocacy for visitor management planning for key experiences, towns and events ahead of peak times.

## Dispersal

The Region is large and dispersed, and many visitors don't travel too far from bases such as Robe, Mount Gambier, Naracoorte, Coonawarra and Penola, with many other towns perceived only as drive through towns. By improving the dispersal of visitors around the Region, we can ensure everyone benefits from tourism.

Marketing intra-regional itineraries, product development, better communication of experiences available throughout the Region and advocating for referrals through the visitor servicing network in South Australia and Victoria (North West) will improve the dispersal of visitors once they are in Region.

# Destination Marketing Towards 2030

To succeed in driving demand from a destination's most valued visitor segments, a region must maximise the impact of its marketing resources (time, money and relationships). The following is a set of destination marketing principles that should guide the strategic intent and investment in marketing into the future

## Visitor Focussed Implementation

Consumers are connected with the world around them more now than ever. They are expecting to find information about any topic, any time, online, and similarly, they confidently ignore any messages that are not of direct interest.

When it comes to purchasing travel experiences, consumers are typically using their smartphones to look for travel inspiration and helpful information, referencing many different sources, often over a long period of time, prior to departure.

Consumers are also looking for genuine connection with brands and are willing to share enough personal information to achieve a tailored experience.

Strategic marketing must reflect this new consumer, therefore the Region will need to engage marketing tactics that engage potential visitors on a deeper level, truly connecting to their needs and motivations, in a two-way communication model.

## Advocacy is a destination's most influential marketing tactic

Travellers are influenced heavily by unbiased word of mouth recommendations.

Destination marketing tactics need to encourage visitors to share their experiences widely online and offline. Once the advocacy is shared, then tactics to leverage the advocacy are to be implemented through the collection, elevation and syndication.

Additionally, local advocacy, whereby residents become passionate word of mouth advocates for a destination, is a key tactic that will organically amplify the region's promise and has the potential to attract an increasing number of visiting friends and relatives to the region.

## 'Always On' strategic storytelling

Strategic content creation is the cornerstone of any destination marketing plan. This is because engaging content has the ability to inspire, inform, convince and convert potential consumers at all stages of the travel purchase journey.

Consumers are now 'always-on' via their digitally connected devices and so must be the approach to destination marketing.

The region will need to focus on sharing messages on experiences, rather than selling specific products via campaigns, and tactics geared to develop a relationship with potential customers over a longer period of time will be identified to deliver these messages to customers.

## Destination Marketing is Experience Development

The experience that a destination delivers is the most important promotional tool, as this is what drives highly trusted visitor advocacy for a Region. It is because of this understanding, there is shift in the thinking behind the role of destination marketing organisations, from a typically, traditional 'promotional' model of operation, toward experience development.

This change toward bolstering the visitor experience from the ground up is more effective as a marketing tactic, because improving a destination's experiences ensures better visitor experiences, and therefore is the most effective way to super-charge positive word-of-mouth in a region<sup>6</sup>.

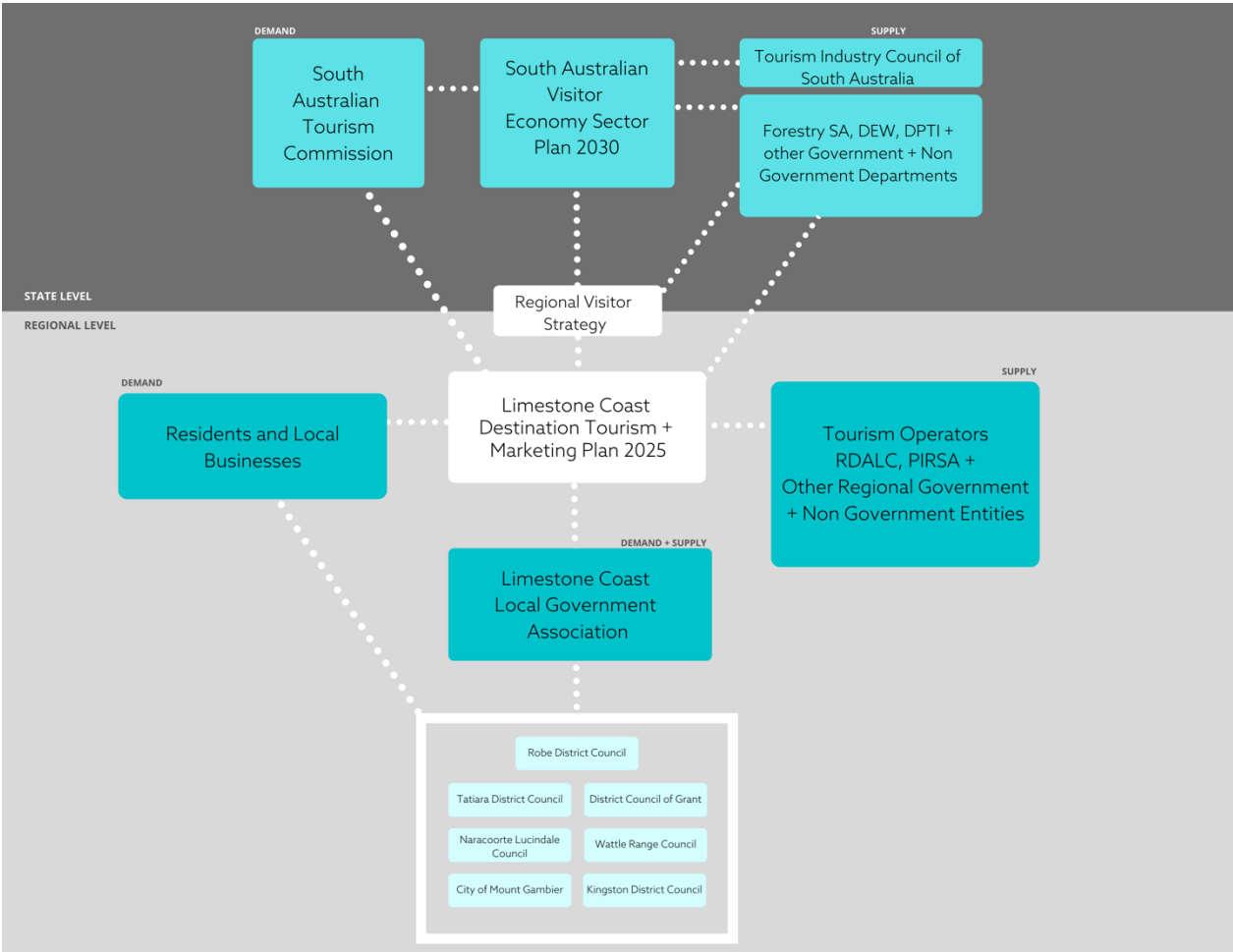
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<sup>6</sup> The 4 P's of Marketing for Destinations, Destination Think, <https://destinationthink.com/four-ps-marketing-destinations/>

# Stakeholders

As Limestone Coast Local Government Association (LCLGA) is the peak body for the visitor economy, they are the custodians of this Plan. However, the Strategies and actions within the Plan are recommended to be led and supported by various stakeholders within the Region, including Local Government, Industry Associations, Regional Development Australia, and State Government departments.

*Note: The ‘Limestone Coast Destination Situation Analysis July 2020’ will need to be consulted by stakeholders responsible for this Plan’s implementation in order to provide context to the opportunities outlined in the Strategic Priority Areas.*



# The 8 Strategic Priorities Areas + Action Plan

Eight Priority areas provide a framework for achieving the Strategic Goal and Major Key Performance Indicators set out in this Plan. Each Priority Area has an Action Plan that outlines Key Initiatives, Actions, Stakeholders, Budgets and Timeframes.

## Timeframes

**Immediate** – Commence Immediate Action before June 2021

**Short Term** – To be actioned in 2021 Financial Year, with some projects ongoing

**Medium Term** – To be actioned in 2022 and 2022 Financial Years, with some projects ongoing

**Ongoing** – Already underway (or start when advantageous) and to continue

***NOTE: The 'Limestone Coast Destination Situation Analysis July 2020' provides full background to the Strategic Priorities and is essential reading for Stakeholder implementation.***

## Priority Area 1: Marketing

### The Mission

To actively communicate the appeal of the destination to the Limestone Coast's high-yield visitor personas and niche interest travellers throughout their whole travel purchase journey, to drive demand, increase length of stay, spend more and disperse around the Region.

### What Action is Required

Over the past 10 years there has been a fundamental shift in the way people plan and book travel. Their touchpoints for finding answers to their travel questions reach far and wide, from recommendations from friends and family, through to social media and digital review platforms, and talking to locals whilst in Region.

The Limestone Coast has not had a consumer marketing strategy for over 10 years, so the biggest opportunity for the Region will be to share the best of the region's experiences to the identified high yielding visitor personas and niche interest and market segments through the investment of communication assets and relationships to drive brand awareness, trust and consideration for the Region as a must visit tourism destination.

### How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
<b>Develop Visitor Economy Brand Strategy for the Limestone Coast and activate + advocate for the use of the brand throughout the whole Region.</b>	1.1	<b>Develop Brand Strategy</b> to complement the already established Limestone Coast Regional logo/assets. <ul style="list-style-type: none"><li>Understand the Brand DNA for the region as a whole, and for each council area/town in the region (extensive consultation required)</li><li>Develop accurate, consistent and compelling key messaging around the region's unique Storylines</li></ul>	LCLGA	Brand Consultant/Agency	Quote required	Short Term	Brand Strategy is developed and implemented



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<p>centred around the region's 'clean, green pristine' + geology/landscapes credentials along with the sub-regional stories (eg. Gold Escort Route, Mary McKillop, Maritime Heritage etc)</p> <ul style="list-style-type: none"> <li>• Develop key storylines developed for each town/council area</li> <li>• Develop storylines and other brand assets that acknowledge and highlight the Boandik and Ngarrindjeri cultures</li> <li>• Develop brand kit for Industry (instructions on how industry can interpret the region's stories in their experiences/towns, how to implement the regional logo etc)</li> <li>• Develop engagement strategy (ref. 1.2)</li> </ul>					
	1.2	<p>Develop and implement <b>Brand Strategy Engagement Plan</b> to ensure industry understand what the regional brand is, and how to implement it in their experience and storytelling</p> <ul style="list-style-type: none"> <li>• Facilitate group workshops for tourism operators and local businesses (ref. action 7.2).</li> <li>• Work 1:1 with tourism operators to develop experiences that align with the brand (ref. action 7.2).</li> </ul>	LCLGA	Tourism Marketing Consultants / Agency	Quote required	Short Term	<p>Brand Strategy Engagement Plan is developed and implemented</p> <p>Uptake of brand stories in operator/local business marketing and experience development</p>
	1.3	<p><b>Advocate for consistent messaging, positioning and application</b> in all regional visitor touchpoints and key stakeholder communications (online and offline). This includes:</p> <ul style="list-style-type: none"> <li>• All digital marketing platforms (website, social media, apps) (ref. 1.7-1.10)</li> <li>• Destination Hashtags Promoted (ref.1.6)</li> </ul>	LCLGA	Councils, AVICs Marketing Suppliers	Cost depends on updates required.	Short Term	Messaging, positioning and branding is reflected in all marketing and visitor servicing touchpoints.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Visitor Collateral (Brochures + Fact Sheets) (ref. action 2.7)</li> <li>Visitor Signage (public + private) – (ref. action 5.8)</li> </ul>					
	1.4	<p><b>Grow the Region’s visual assets (photos/videos)</b> that align with the Region’s Brand Strategy, experience profile and identified high yield + niche visitor groups.</p> <ul style="list-style-type: none"> <li>Ensure asset brief reflects the brand positioning/DNA and addresses motivations of the Region’s visitor personas and niche interest and market segments</li> <li>For use in all destination marketing activities (eg. Websites/Visitor Guides etc), and also align with SATC’s visual assets guide.</li> <li>Address visual asset gaps by engaging relevant creatives for photo/video shoots for experience or events.</li> <li>Share content with SATC Media Gallery to be used by industry to promote the region in their marketing</li> </ul>	LCLGA	Councils, Tourism Operators, SATC, Local Creatives (photographers, video)	Quote required	Short Term	<p>Audit is complete, digital asset library is optimised.</p> <p>Content alignment to SATC visual asset guide.</p> <p>Increase of use of Regional images/video on owned and third-party destination marketing assets.</p> <p>Add images to SATC + Tourism Australia Media Gallery for public use.</p>
<b>Implement an ‘Always On’ Digital Marketing Strategy</b>	1.5	<p><b>Develop and implement a rolling Digital Storytelling Calendar</b> to implement across digital assets, to:</p> <ul style="list-style-type: none"> <li>Support visitation during low season / manage visitation in high season</li> <li>Encourage day trip visitation from surrounding destinations</li> <li>Publish multi-night itineraries (to convert single night trips to multi-night trips)</li> <li>Promote regional events (seasonal and time-specific)</li> </ul>	LCLGA	Tourism Marketing Consultant	TBC – if budget required	Immediate, Ongoing	<p>Calendar developed implemented.</p> <p><i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i></p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Market themed drive journeys (including Southern Ocean Drive, Melbourne to Adelaide Touring Route)</li> <li>Share new developments/experiences</li> </ul> <p><i>Example &gt;</i>  <a href="https://corporate.margaretriver.com/resources/ymrr-strategy-and-planning/">https://corporate.margaretriver.com/resources/ymrr-strategy-and-planning/</a></p>					
	1.6	<p><b>Develop and manage a User Generated Content (UGC) Strategy</b> (consumer, trade and industry) to curate the best regional stories – images, videos and written copy in the <b>Digital Storytelling Calendar</b> (ref. Action 1.5) and for curation into the consumer website (ref. Action 1.7).</p> <ul style="list-style-type: none"> <li>Confirm Regional promoted destination + sub regional hashtags and social media accounts for promotion + collection of UGC with regional stakeholders.</li> <li>Optimise all destination digital channels and other third-party digital channels and any offline marketing (e.g. visitor guide) with the UGC strategy T+Cs.</li> <li>Actively engage event organisers to contribute to the Region's UGC strategy</li> <li>Ongoing management and monitoring of UGC for sharing on Social Media (ref. action 1.8) curation on Regional website (ref. action 1.7) and blog articles (ref. action 1.9).</li> <li>Encourage locals, industry and visitors to use the destination's visitor hashtags when they are sharing tourism content on their owned social media platforms, through relevant industry</li> </ul>	LCLGA	Residents, Local Government, Local Businesses, Tourism Operators, SATC, All Regional Industry Organisations	Nil, unless outsourced to someone like Tourism eSchool	Immediate	<p>Growth in hashtag use by residents, tourism operators and visitors.</p> <p><i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i></p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		communications (ref. action 6.11), industry training (action 7.2)					
	1.7	<p><b>Evolve <a href="http://www.limestonecoast.org.au">www.limestonecoast.org.au</a></b> into a high performing destination website</p> <ul style="list-style-type: none"> <li>Update URL to visitlimestonecoast.com.au</li> <li>Optimise website to include high converting content (storytelling via blog, action 1.9) and visitor servicing content to attract and convert more Visitor Personas and niche groups across their travel purchase journey.</li> <li>Optimise and integrate Alpaca content specifically for self-drive, multi-night itineraries based on interests of the HYVP's.</li> <li>Integrate dynamic events calendar/What's on/ section on the site that's supported by all regional event stakeholders via ATDW (ref. Action 2.10)</li> <li>Ensure all webpages are optimised for search engines</li> <li>Website marketing KPI's are set for the website, and performance is tracked quarterly.</li> <li>Encourage all regional stakeholders advocate for / contribute to the website for consistency and unified industry approach.</li> <li>Update social media linkages to region's identified brand channels (ref. action 1.8)</li> </ul>	LCLGA	Destination Website Marketing Specialist  Website Development Agency	Destination Marketing Specialist to Project Manage  Website Developer to make updates	Immediate	<p>Website is redeveloped.</p> <p>Website is updated, website objectives set and measured / reviewed quarterly.</p> <p>Updates are made to the site based on reviews.</p> <p>Incremental growth in key visitor metrics each quarter.</p> <p><i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i></p>
	1.8	<p><b>Grow highly engaged Social Media communities</b></p> <p><i>Optimisation + Management</i></p>	LCLGA	Tourism Marketing Consultant	Quote Required	Immediate	Optimisation + management resourcing confirmed.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Confirm the single promoted Facebook + Instagram channel for the Region.</li> <li>• Review and update social media channel profiles for alignment with the Regional Brand, and identified visitor personas</li> <li>• Review and add/delete/merge other relevant social channels as per relevance to visitor personas (such as YouTube).</li> <li>• Ensure all channels have name + profile images across different social media channels + aligned with Regional branding (ref. action 1.1).</li> <li>• All channels point back to single, official website <a href="http://www.limestonecoast.org.au">www.limestonecoast.org.au</a> (ref. action 1.7)</li> <li>• Identify niche interest social communities online and actively contribute to discussions, Q&amp;A</li> <li>• Identify relevant KPI's to effectively measure the return on investment of social media activity</li> </ul> <p><i>Content Strategy</i></p> <ul style="list-style-type: none"> <li>• Optimise content posting on social media to reflect the Digital Storytelling Calendar and stories uncovered in the User Generated Content strategy (see action 1.6)</li> <li>• Only invest in very strategic social media advertising highlighting identified events or campaigns as per alignment with the region's visitor personas.</li> <li>• Amplify content using relevant state and national destination amplification hashtags/tagging (ref. action 1.16)</li> </ul>					<p>Social Media engagement showing strong + consistent growth in identified metrics.</p> <p>Increase in engagement and referrals to Operator + regional website from social media</p> <p><i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i></p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	1.9	<b>Develop and implement a Blogging strategy</b> Specifically: <ul style="list-style-type: none"> <li>Evolve <a href="http://www.limetonecoast.org.au">www.limetonecoast.org.au</a> to include section for storytelling</li> <li>Identify content themes, topics + stories for each identified visitor persona and niche interest segments, and map out in Digital Storytelling Calendar (ref. action 1.5)</li> <li>Ensure all articles are optimised for search engine visibility</li> <li>Develop blog policy (incl. including contributors, blogging frequency)</li> </ul>	LCLGA	Tourism Marketing Consultants  SATC, Local Media / Writers, Local Industry.	Nil, unless outsourced  Set up of Strategy - \$2,000 approx.  Payment of blog writers – quote required	Short Term, Ongoing	Blogging strategy is developed  Blog integrated on Regional Website  Increase in blog landing pages on regional website from key referring platforms (Search + Social Media referral traffic).  <i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i>
	1.10	<b>Implement and manage a consumer Email Direct mail (eDM) Strategy</b> to capture visitor interest in the Region (online – website, offline – events), build trust and engagement and drive conversions (tactical offers, such as events, seasonal offerings).  Specifically: <ul style="list-style-type: none"> <li>Confirm which organisation database/s are going to be rolled into the strategy (ref. action 6.9).</li> <li>eDM frequency, content, resources and themes (blog content central). Update this information in the Digital Storytelling Calendar (see action 1.6)</li> <li>Policy developed for operator inclusion (e.g. which/who/what deals and offers.)</li> <li>Develop a ‘welcome’ automated communication strategy for new opt-ins.</li> </ul>	LCLGA	Tourism Marketing Consultant	TBC – if budget required, \$4000 approx.  Monthly budget required for use of commercial eDM software (eg. Mailchimp)	Immediate, Ongoing	Consumer eDM is set up, optimised.  Website is optimised for eDM database subscriptions.  eDMs are sent out on a consistent basis, and engagement metrics measured and reported.  <i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Set up and manage the consumer email database on Email Service Provider (such as Mailchimp)</li> <li>Optimise regional website with eDM signup form (ref. action 1.7) and optimise call to actions on key social media channels for eDM subscriptions. (ref. action 1.8)</li> <li>Send re-activation email to inactive consumer databases</li> <li>Encourage signups at all events (signup form on iPad or similar) (refer action 3.8)</li> </ul>					
<b>Implement Campaigns to drive demand for the region throughout key times of the calendar year</b>	1.11	<b>Implement Seasonal Campaigns</b> to support visitation through shoulder and off peak seasons <ul style="list-style-type: none"> <li>Identify the key visitor persona(s), niche market and interest segments to target</li> <li>Develop campaign assets, and identify the key messages for the campaign</li> <li>Leverage relevant owned and identify earned and bought media platforms for maximum engagement (online and offline)</li> <li>Work with relevant partners / operators / brands to develop bespoke packages/experiences</li> <li>Identify key KPIs for the campaign and track and report on achievement</li> </ul>	LCLGA	Relevant industry/event/ community stakeholders, SATC, Media, Influencers etc  Tourism Marketing Consultants/Agency	TBC – campaign dependent	Short Term	Relevant campaigns developed and implemented.  Positive KPIs, including engagement and conversion metrics results.
<b>Increase the digital footprint for Limestone Coast destination information and storytelling on third-party websites, and travel apps.</b>	1.12	<b>Online audit of websites/apps that the Region's Visitor Personas</b> use to inspire + plan their trip (eg <a href="http://www.southaustralia.com">www.southaustralia.com</a> , Google, TripAdvisor, Special Interest Websites etc).  Review them to identify gaps in:	LCLGA	Tourism Marketing Consultant, LCVISN	TBC – budget required, approx. \$4000	Short Term	Websites and apps audited and opportunities to fill gaps identified.  Tourism Operators are educated

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Destination Storytelling Information</li> <li>• Destination Suggested Itineraries (to the region and within the Region)</li> <li>• Tourism Operator Listings – optimised listings, online bookable (if/where relevant).</li> <li>• Community Tourism Assets Listings</li> </ul>					
	1.13	<p><b>Educate Tourism Operators, Councils/Visitor Centres</b> how to grow digital footprint of their product experiences in third party websites + apps, and also drive visitor conversions.</p> <p>Key education points include:</p> <ul style="list-style-type: none"> <li>• Importance of being online bookable (and distributed on major booking websites if relevant) and managing a conversion focused website.</li> <li>• How to claim, optimise and managed their product listings and online advocacy (such as ATDW, TripAdvisor + Google My Business)</li> </ul> <p><i>This action can also be undertaken via actions in Priority Area 7 – Industry Capability.</i></p>	LCLGA	Tourism Marketing Consultants / Agency  Councils, Tourism Operators	TBC – quote to be supplied.	Short Term	Increase + optimisation of product Listings on ATDW, Google My Business and TripAdvisor (increase in online bootability where relevant)  Growth in number of reviews on the listings.
	1.14	<p><b>Increase Regional motivational content on <a href="http://www.southaustralia.com">www.southaustralia.com</a></b> aimed at the Region’s HYVPs and Niche Interest Segments.</p> <ul style="list-style-type: none"> <li>• Identify opportunities to increase articles promoting the Region on the Blog.</li> <li>• Identify product listings that are missing from experience categories (eg. there are limited shopping experiences listed &gt;</li> </ul>	LCLGA	SATC  Tourism Marketing Consultant	Nil, unless outsourced	Short Term.  Ongoing - Annual review	Content gaps identified.  Meet with SATC.  Increase in the quality and quantity of the Region’s motivational content on the website.  Increase in referral to Regional Website and operator websites from sa.com.



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<a href="https://southaustralia.com/places-to-go/limestone-coast/things-to-do/shopping">https://southaustralia.com/places-to-go/limestone-coast/things-to-do/shopping</a>					
	1.15	Actively encourage tourism operators + event managers to list/update their listing on the <b>Australian Tourism Data Warehouse (ATDW)</b>	LCLGA	SATC, ATDW, LC Councils, All AVICs	Nil	Short Term, Ongoing	Increase # of Region's tourism operator + event listings on the ATDW (which filters through to Regional Website)
<b>Actively leverage SATC marketing initiatives</b>	1.16	Identify opportunities to amplify more Limestone Coast destination stories in their <b>consumer marketing initiatives</b> . <ul style="list-style-type: none"> <li>• Ensure LC inclusion in relevant seasonal campaigns</li> <li>• Publish itineraries for HYVPs on southaustralia.com</li> <li>• Amplify social media content via #seeSouthAustralia</li> <li>• To extend the Region's experience and product stories in their promotion of the 'Southern Ocean Drive' promoted and signposted Road Trip</li> </ul>	LCLGA	SATC, 24 Regional Stakeholder Groups, Councils	Cost dependent on involvement in initiatives	Ongoing	Increase in regional brand exposure through SATC initiatives
<b>Activate strategic trade marketing opportunities to drive demand from key inbound markets</b>	1.17	<b>Support the relevant SATC International Marketing Activities</b> where there is clear alignment to the Region's Internationally located HYVPs + Niche Interest Segments. <ul style="list-style-type: none"> <li>• Key markets for consideration include New Zealand (short term), Europe, UK, India and China (dependent on COVID-19 climate).</li> </ul>	LCLGA	SATC	Opportunities are to be considered carefully, and ROI must be measured	Ongoing	Opportunities identified and leveraged. Positive ROI on a project by project basis. (Clear ROI defined for each project)

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	1.18	<b>Identify products in the Region that can work with the travel distribution system and pay commission</b> – both domestically (eg Tour Operators, Accommodation, Experiences) and internationally (eg Western and Eastern Market Trade Partners) and connect them into relevant SATC Trade Marketing activities. (This can be supported via activities through Priority Area 7 Initiatives)	LCLGA	SATC, Tourism Operators	Nil	Short Term, Ongoing	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff.
	1.19	<b>Identify strategic projects to grow the share of International visitors in the Region</b> <ul style="list-style-type: none"> <li>• Maintain and leverage ATEC membership, and activate relevant activities connect and education trade with LC commissionable experiences.</li> <li>• Capitalising on the recently implemented ‘Limestone Coast Mixed Dozen Interactive Trails Project’ by continuing to invest in the sustainability and evolution of the messaging and digital assets.</li> <li>• Activate relationships with tertiary education organisations (eg. Education Adelaide, Universities), to drive visitation from international VFR visitors.</li> <li>• Maintain and update the ‘Treasure Trails’ collateral and distribute at relevant touch points for the China visitor.</li> <li>• Share relevant International Marketing opportunities with local industry (ref. action 6.11).</li> <li>• Development of rich media assets to drive demand from this segment (via action 1.4).</li> </ul>	LCLGA	ATEC, SATC, Education Adelaide, Tertiary Education Provides, Travel Trade, Industry	TBC	Ongoing	Projects are identified and implemented where relevant.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Support Wine / Tourism Brands / industry organisations who are hosting Chinese Incentive Buyers with itinerary planning and organisation.</li> <li>Support tour operators with itinerary planning + guidance who are bringing International Visitors into the Region.</li> </ul>					
	1.20	<p>Advocate for the <b>inclusion of the Region in Itineraries of Tour Operators</b> who are aligned to the Region's visitor personas.</p> <ul style="list-style-type: none"> <li>Domestic Coach Group Operators</li> <li>Aviation Tour Operators</li> <li>Cruise Ship Pre/Post Tours</li> </ul> <p>Activation via relevant activities specific to that Tour Operator</p>	LCLGA	SATC, Councils, Tourism Operators		Medium Term	<p>Relevant Tour Operators Identified and relationship established.</p> <p>Longer term growth of LC in itineraries of identified Tour Operators.</p>
<b>Activate strategic marketing opportunities to drive demand from niche market segments</b>	1.21	<p><b>Research and develop buyer personas and journey maps for each of the Region's key Market Segments</b></p> <ul style="list-style-type: none"> <li>Business Event Organisers</li> <li>Sport Event Organisers</li> <li>Group Travel Organisers (including Niche Interest Segments + School groups)</li> </ul>	LCLGA	Key Market Segment Partners	Nil	Short Term	Buyer Personas are identified and journey maps are created.
	1.22	<p><b>Develop and implement key messaging and communication strategies to drive demand from each of the Market Segments</b> (leveraging active marketing platforms and identifying new marketing avenues)</p>	LCLGA	Key Market Segment Partners	TBC – depending on marketing opportunities identified	Short Term	Communication Strategies are developed and implemented

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Implement a strategic offline marketing initiatives that support the 'Always On' Digital and 'Campaign' Marketing initiatives.	1.23	<p><b>Develop and implement an Influencer, Media and Travel Trade Famil Plan</b> to identify and support visitation to the Region from Digital Influencers (Local/Micro/Major), Traditional Media and Travel Trade relevant to the region's HYVPs and Niche Interest Segments.</p> <p><i>Ensure best practice vetting and management of Influencer visits to ensure positive return on investment. (Refer <a href="https://tourismeschool.com/blog/a-destination-marketers-guide-to-working-with-digital-influencers/">https://tourismeschool.com/blog/a-destination-marketers-guide-to-working-with-digital-influencers/</a>)</i></p>	LCLGA	SATC, Local Tourism Brands relevant to specific Customer Groups / Niches	As required	Short Term, Ongoing	<p>SATC are engaged.</p> <p>Influencers/media hosted.</p> <p>Positive impact on digital marketing metrics as a result of relevant influencer visit/s.</p> <p><i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i></p>
Implement strategic partnership marketing initiatives with key stakeholders	1.24	Identify and activate partnerships with <b>Regional Tourism Brands that align with the Region's Visitor Personas and niche interest/market segments</b> (eg. Discovery Holiday Parks (Families), Wine Brands (International and Domestic Affluent Couples).	LCLGA	Tourism, Wine, Retail, Media, Special Interest Groups, Influencers	Opportunity to be considered carefully, and ROI must be measured	Ongoing	<p>Opportunities identified and leveraged.</p> <p>Growth in the partner engagement and conversion metrics, and growth in relevant Regional owned digital channels</p>
	1.25	Initiate/leverage partnership marketing with <b>media brands</b> to amplify Limestone Coast storylines through traditional and online media sources (eg. Sunrise, Today Show, Local Papers, The Advertiser, etc.)	LCLGA	Media Brands	Opportunity to be considered carefully, and ROI must be measured	Ongoing	<p>Opportunities identified and leveraged.</p> <p>Growth in the partner engagement and conversion metrics, and growth in relevant Regional owned digital channels</p>
	1.26	Initiate/leverage partnership marketing with <b>key access brands</b> (eg. Rex Airlines, RAA) on relevant campaigns and projects as they are aligned with the region's visitor personas	LCLGA	Access Brands	Opportunity to be considered carefully, and ROI must be measured	Ongoing	<p>Opportunities identified and leveraged.</p> <p>Growth in the partner engagement and conversion metrics, and growth in relevant Regional owned digital channels</p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
<b>Advocate for a coordinated, strategic approach to marketing and storytelling across the Region</b>	1.27	<b>Advocate for implementation of strategic and coordinated marketing for key tourism assets/experiences</b> (eg. Naracoorte Caves) with relevant stakeholders (ref. Priority Area 4 - Experience Development)	LCLGA	Key Experience Stakeholders	nil	Ongoing	Experiences are aligning and leveraging key destination branding messaging in their marketing initiatives
	1.28	<b>Advocate for consistent and coordinated marketing across the Region</b>  Facilitate a workshop with tourism stakeholders to confirm: <ul style="list-style-type: none"> <li>• Education on best practice destination marketing and the remit for the official regional marketing channels</li> <li>• Identify the digital marketing remit for each organisation (content themes, tone, CTAs)</li> <li>• Understand the regional marketing hierarchy and how to elevate content through to SATC/Tourism Australia</li> <li>• Centralisation of a single consumer EDM database + lead organisation</li> <li>• Guidance on how sub-brands/event/website owners can differentiate their content (social media/email/website) from official Regional communication channels to drive engagement + conversions for their consumer activities</li> </ul>	LCLGA	All 24 Tourism Stakeholder Groups, Regional Digital Influencers	Nil, unless outsourced to someone like Tourism eSchool	Immediate	Workshop facilitated, and official Regional consumer + industry channels + lead organisation defined.
<b>Successfully report on the attainment of major KPIs and marketing initiatives</b>	1.29	<b>Develop a spreadsheet that identifies base line marketing engagement and conversion metrics for each objective in the Tactical Measurement Table.</b> (ref. Appendix 1)	Tourism eSchool	LCLGA	Quote to be obtained, approx. \$1500	Short Term	Baseline metrics identified for each objective (eg. as per metrics in Appendix 1)  All metrics to be reported on at regular interval (e.g. monthly or bi-monthly)

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<i>This is to allow for the monitoring and measurement of demand driving activities in this plan moving forward.</i>					
	1.30	<b>Advocate for continued access to data from SATC</b> with regard to campaign investment, website referrals from <a href="http://www.southaustralia.com">www.southaustralia.com</a> and social media activities	LCLGA	SATC	Nil	Ongoing	Data and insights are made available to the region

## Priority Area 2: Visitor Servicing

### The Mission

To provide appropriate and relevant visitor information for the Region's High Yield Visitor Persona's and Niche Markets when and where they expect it to drive dispersal, spend and length of stay.

### What Action is Required

Visitors expect to engage differently when it comes to finding visitor information. They use multiple convenient sources before and during travel to a destination such as via Google, TripAdvisor and Social Media. They also rely on highly trusted recommendations from family, friends, local businesses and residents.

While there is still a place for very strategic focused physical Visitor Centres, especially when located in a key visitor precinct or co-located with a visitor attraction, to remain relevant, visitor servicing in the Region must evolve to deliver visitor servicing to the region's Visitor Personas when and where they expect to find it, via local residents and business, at relevant events and online via Live Chat, TripAdvisor and Google.

When it comes to Visitor Servicing in the Limestone Coast, Councils will need to ensure they deliver strategic and professional visitor servicing that is visitor focussed, and has a whole of region collaborative approach to ensure resources are adding real value to the visitor economy, driving length of stay, spend and dispersal from visitors.

This will require existing visitor servicing teams to collaborate across the Region to proactively deliver visitor servicing activities not just in their Visitor Centres, but via online and via outreach activities to meeting the region's high yield visitor personas and niche interest travellers and markets when and where they expect it.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
<b>Evolve visitor servicing in the Limestone Coast to be Regionally focused, strategically aligned and resourced to drive increased length of stay, spend and dispersal</b>	2.1	<b>Elevate Visitor Servicing as a strategic, regional priority area</b> by LCLGA to be included in regular reporting. <ul style="list-style-type: none"> <li>Key visitor servicing activities + statistics</li> <li>Collaborative opportunities</li> <li>Resource representation on new Tourism Management Group (see action 6.2)</li> </ul>	LCLGA	LC Councils	Nil	Immediate	Visitor Servicing recognised at a strategic regional level by LCLGA
	2.2	Activate a <b>Limestone Coast Visitor Servicing Network (LCVSN)</b> to enable Council Visitor Servicing teams to collaborate and communicate on projects and activities. <ul style="list-style-type: none"> <li>Confirm governance (terms of reference, frequency, reporting + accountability (eg fortnightly online/3 monthly in person), share round secretary role, online meeting notes taken/shared + distributed</li> </ul> Key opportunities for collaboration: <ul style="list-style-type: none"> <li>Whole of Regional Visitor Servicing Reporting dashboard</li> <li>Visitor collateral production + distribution</li> <li>Famils</li> <li>Operator education</li> <li>Online Reputation Management</li> <li>ATDW listing support</li> <li>Digital Storytelling Calendar support/contribution</li> </ul>	LC Councils VIC managers	LCLGA	Nil	Immediate	Network activated, governance confirmed, and catch up's happening.



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Online visitor servicing – websites/social media</li> <li>• Event support – bookings/marketing/tickets/outreach</li> <li>• Ambassador and Volunteer Training Programs</li> <li>• Guides of Mt Gambier training programs</li> <li>• Concierge booking service (eg sports groups, group travel, major events)</li> <li>• Collaborative resourcing with relevant marketing and event stakeholders</li> <li>• Collaborative visitor servicing opportunities with neighbouring regions (SA, Interstate)</li> <li>• Further leverage relevant opportunities of the Limestone Coast/Western Victoria Visitor Information Providers Group</li> </ul>					
	2.3	<b>Identify a resource</b> to coordinate/activate the LCVSN (ref action 2.2)	LCLGA	LCVSN	TBC	Immediate	Regional Visitor Servicing Resource employed and engaged in Region wide projects
<b>Ensure Visitor Centres in the region operate with strategic intent and direction to remain agile, effective and sustainable in all operations</b>	2.4	<p><b>Each Council to review their Visitor Servicing Activities</b> for alignment with the region's visitor personas and Actions within this Plan.</p> <ul style="list-style-type: none"> <li>• Audit of current business operations (budgets, services, resources, revenue streams and projects), accreditation requirements (if required at all)</li> </ul> <p>Based on review results, <b>develop/refine Visitor Servicing Business Plans</b> which outlines:</p> <ul style="list-style-type: none"> <li>• Strategy for the day to day management and running of effective visitor servicing (taking into</li> </ul>	LC Councils	External consultants	TBC	Short Term Plan is reviewed Annually	<p>Review is undertaken, and implementation underway.</p> <p>Achievement of objectives are communicated to relevant stakeholders annually.</p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		consideration recommendations in LC Situation Analysis 2020 insights) <ul style="list-style-type: none"> <li>Contribute to Regional Measurement Strategy (eg Visitor Numbers, Online Visitor Servicing Numbers, Visitor Sentiment via the Centre) (ref. action 6.3)</li> </ul>					
	2.5	Relevant <b>staff to proactively engage with wider Regional stakeholders on specific projects, events and committees</b> to remain informed and proactive. (ref. action x)	LC Councils	LCVSN, Relevant Tourism Stakeholders, Event Stakeholders, SATIC	Nil (except travel + event costs)	Short Term, then ongoing.	The Region's Visitor Servicing Staff are well connected with relevant groups and with other VICs in the state.
	2.6	Implement <b>digital visitor servicing training for all frontline staff</b> in the Region.  Implement new learnings to activate digital visitor servicing (will allow the completion of many of the actions 2.14 and 1.28)	Tourism eSchool		TBC	Short Term	All VIC staff are trained in best practice online visitor servicing.  Growth in online visitor servicing metrics.
<b>Develop and distribute visitor collateral that drives conversions, dispersal and increasing length of stay in the region</b>	2.7	<b>Develop and implement an annual visitor collateral plan</b> for the Limestone Coast.  <ul style="list-style-type: none"> <li>Review and consolidate visitor collateral for alignment to Limestone Coast Visitor Personas and niche interest and market needs, address content and distribution gaps (intra-regional itineraries), alignment to LC visual identity and brand stories.</li> <li><b>Investigate development of a whole of Limestone Coast Regional Map and/or Melbourne to Adelaide Visitor Map</b></li> </ul>	LCLGA	LCVSN, Local Publishers, Industry, Community  Western Victorian Councils/RTO's	TBC	Immediate	Collateral Plan developed, implemented and reported on.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• <b>Review for potential of development of a whole of region visitor guide</b> – with focus on drive trails, HYVP + Niche Interest/market editorial.</li> <li>• Consideration for SATC brochure distribution network requirements</li> <li>• Implement a strategic measurement plan (on and offline)</li> <li>• Implement a strategic distribution plan for key visitor touchpoints (on and offline)</li> </ul> <p>Report on the attainment of visitor collateral KPIs and actions through a coordinated feedback mechanism.</p>					
	2.8	<b>Audit existing Council developed Visitor Collateral</b> for alignment with Regional branding (see action 1.1), Visitor Personas and Niche Interest Segments.			Nil	Short Term	Audit completed and recommendations implemented.
	2.9	<p><b>Optimise relevant Council-developed Visitor Collateral</b> based on audit findings (ref. action 2.8) and new design templates.</p> <p>At a minimum optimise content with:</p> <ul style="list-style-type: none"> <li>• Website call to action to track online engagement (eg. brochure downloads, live views).</li> <li>• Visitor advocacy for the Region (such as including relevant hashtags and social channels to tag) are included in all collateral</li> <li>• Intra-regional suggested itineraries for the High Yield Visitor Personas and niche interest markets.</li> </ul>		Tourism Operators	Costs associated with Printing	Short Term, once template is developed	Sub-Regional Visitor Collateral aligned to HYVP and optimised for visitor advocacy and conversion tracking

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.10	<b>Develop dynamic ‘What’s On’ visitor collateral</b> for distribution via Visitor Centres and Tourism Operator to keep visitor update to date with what’s on at their time of year. (ref. action 1.7)	LCLGA		Costs associated with website development	Short Term	What’s On Calendar developed, and increasing number of downloads/views on the website
<b>Provide the right visitor servicing support at the right location to the Region’s HYVPs that drives real conversion of visitors + increase spend and length of stay.</b>	2.11	<b>Increased collaboration and knowledge of Visitor Servicing Teams of the experiences across the whole Region. (ref. 2.2)</b> <ul style="list-style-type: none"> <li>Famils of relevant staff within the region around the sub-regions</li> <li>Regular communication of sub-region activities between Visitor Servicing Managers and frontline staff in the region (ref action 2.5)</li> </ul>	LCVSN	LCLGA, Tourism Operators	TBC	Short Term, Ongoing	Close collaboration + understanding of Sub-Regional product offerings by Visitor Servicing Staff.
	2.12	<b>Grow awareness of regional product offering with Visitor Centres outside the region</b> , to increase Regional product knowledge and referrals from other Visitor Centres to the region. This includes: <ul style="list-style-type: none"> <li>Famils – intra and interstate opportunities – Focus on Western Victorian VIC teams as covid-19 restrictions allowed (eg via Limestone Coast/Western Victoria Visitor Information Providers Group)</li> <li>Regional Visitor Collateral distribution (refer action 2.7)</li> </ul>	LCVSN	LCLGA, SATC, TiCSA	TBC	Ongoing	Relationships with relevant VICs/VIOs is activated and optimised.  Other relevant project based metrics.
	2.13	<b>Implement Outreach Visitor Servicing</b> at relevant Regional events + locations, which align to the Region’s HYVPs. <ul style="list-style-type: none"> <li>Roving ambassadors at relevant events or key visitor precincts</li> </ul>	LCVSN	Event Organisers, Councils	TBC	Ongoing	Identified opportunities implemented  <i>Refer to Appendix 1 to measure + report on return on investment for this activity.</i>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Pop-Up Visitor Information Stalls at relevant events</li> </ul> <p><i>TIP: To measure the effectiveness of this investment, encourage visitors to sign up to the Regional Consumer Database (ref. action 6.11)</i></p>					
	2.14	<b>Reputation management of relevant online listings (eg TripAdvisor, Google My Business)</b> of Council + Community Managed visitor experiences in the region to ensure high level of visitor engagement and response to visitor enquiries and increase profile of these products in online.	LCVSN	LCLGA, SATC Tourism Marketing Consultant	Nil	Short Term, Ongoing	Council/Community owned/managed tourism assets reputation are managed online
	2.15	<p>Support the provision of <b>up to date and on-brand visitor information</b> via <b>Visitor Information Boards/Information Bays</b> in the region.</p> <ul style="list-style-type: none"> <li>Review current information boards in the Region (via relevant local communities/council) for location (key visitor touch points), condition, branding, (ref. action 2.1), content and call to action alignments (eg. Regional Website or Visitor Centre phone numbers).</li> <li>Work with relevant stakeholders for Board Maintenance, Design and Information updates</li> <li>Potentially roll this action into Tourism Signage Audit (see action 5.8).</li> </ul>	LCVSN	Tourism Signage Experts.	Quote to be obtained (if required)	Medium Term	All visitor information in bays / boards feature up to date, relevant information + CV Brand.
	2.16	<p><b>Engage residents to be effective visitor servicing advocates</b> for the region by:</p> <ul style="list-style-type: none"> <li>Promote the opt-in form for the LC residents communication database (via action 8.5)</li> </ul>	LCVSN	LCLGA, Tourism Operators, Local Community	TBC	Ongoing	Residents are aware of what's on and new around the Region, and respond to communication.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Communication of ‘What’s On’ or ‘What’s News’ through local community channels (eg Council communication channels - social media, local community Facebook Groups, local media (print, radio).</li> <li>• Distribution of relevant Visitor Collateral at outreach visitor servicing events (ref. action 2.13)</li> </ul>					
	2.17	<p><b>Engage tourism operators</b> to be effective visitor servicing advocates for the region by:</p> <ul style="list-style-type: none"> <li>• Facilitating a calendar of intra-region famils of tourism experiences</li> <li>• Supplying relevant collateral for distribution – Visitor Guides/What’s On Guides</li> </ul>	LC Visitor Centres + LC Visitor Servicing Resource	RDAYMN, Councils Tourism Operators	\$500	Medium Term	Famil Calendar developed and Visitor Guides distributed to Region’s Tourism Operators.
<b>Successfully report on the attainment of major KPIs and Visitor Servicing initiatives</b>	2.18	<p>Develop <b>region digital dashboard for reporting on key Regional Visitor Servicing statistics</b></p> <ul style="list-style-type: none"> <li>• Visitor Serviced – in person, phone, email</li> <li>• Event visitor servicing + support</li> <li>• Outreach visitor servicing – Facebook/Instagram/Direct Message</li> <li>• Visitor Centre sentiment</li> <li>• Brochure distribution – numbers + locations.</li> </ul> <p><i>Reference WRC digital dashboard as a base.</i></p> <p><i>Integrate into overall measurement of Key Visitor data for the region. (Refer this Plan’s measurement strategy)</i></p>	LCVSN	LCLGA, LC Councils, SATC	TBC	Short Term	Whole of Regional LC Visitor Servicing data being captured and reported on.

## Priority Area 3: Events

### The Mission

Ensure 'Team Limestone Coast' (all stakeholders) are collaborating and to attract and deliver events that drive demand for the Region year round.

### What Action is Required

Events are important economic and community development drivers in the Limestone Coast. They drive demand for visitation to the Region in many diverse interest areas, even-out seasonality, encourage intra-regional dispersal, improve liveability and even attract new residents to the Region.

The Limestone Coast had an active calendar of both major events and community events pre-Covid. As events resume, opportunities exist to better promote these events to identified high yield visitors, and provide ticketing and booking support where required via Priority Area 1 Marketing and Priority Area 2 Visitor Servicing. There is also a major opportunity for the Region to be in a position to be nimble to pitch and attract new events to the Region, as seen during the success of 2019's JJJ One Night Stand to drive regional demand outside of peak seasons.

However, the Region's ability to attract new and sustain/grow existing event has challenges around resourcing, scheduling and funding that need to be addressed for these events to continue to drive demand.

The Region's nature based outdoor spaces, recreational and sporting facilities and active sporting clubs means growing sports events to the Region is a major opportunity. The Region is also well placed to attract and host more (small) MICE events and weddings across the Region's function and group dining venues.

Therefore the biggest opportunity for the Region to grow leisure, sports and business events will be the development of a collaborative Events Strategy, which has a dedicated resource who can bring the region together to realise the full potential of this segment of the visitor economy.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
<b>Develop, resource and fund the implementation of a Limestone Coast Event strategy to help event stakeholders better collaborate and drive demand for the Region</b>	3.1	<b>Engage a Destination Events Manager</b> responsible for overseeing the development and implementation of a Regional Events Strategy (responsible for overseeing the implementation of all actions within this Priority Area)	LCLGA	LC Councils	TBC	Short Term	Resource appointed
	3.2	<b>Undertake an events audit</b> - Current/proposed events post COVID-19, stakeholder contact details, customer needs, pre/post touring opportunities, event stakeholders/committees, funding opportunities, volunteer capacity and skills, venue audit/gap analysis.	LCLCA	LC Councils, Specific Event Organisers, LCVSN	TBC	Short Term	Audit undertaken.
	3.3	<b>Connect all event stakeholders</b> (as confirmed in the audit) into all Industry Capability activities, including industry communications, networking events and professional development opportunities (ref Priority area 7).	LCLCA	LC Councils, Specific Event Organisers, LCVSN	TBC	Short Term	Event stakeholders identified, added to industry databased and communicated to.
	3.4	Identify <b>funding, development, marketing and visitor servicing strategies</b> relating to leisure events (profile and journey map event organisers and participants, develop marketing strategies) to grow existing and attract new events into the region.	LCLCA	LC Councils, Specific Event Organisers, SATC, LCVSN	TBC	Short Term	Opportunities identified from the Audit and activated.
	3.5	Activation of <b>Limestone Coast Tourism Event Calendar</b> on the destination website (ref. action 1.7) via ATDW listings (ref. action 1.15).	LCLCA	LC Councils, Specific Event Organisers, LCVSN	TBC	Short Term	Activation of the event calendar



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	3.6	Support/foster/activate <b>intra and inter-regional networking and collaboration</b> via relevant event stakeholder including the continue activation of the <b>Cross Border Event Network</b> collaboration and <b>SA Local Government Events Network Forums</b>	LCLGA	LC Councils, Specific Event Organisers, LCVSN	TBC	Short Term	Networking and collaboration opportunities identified and activated.
	3.7	Advocate for the development of a <b>consistent funding approach for LGAs</b> (Application process, funding guidelines, considerations etc).	LCLGA	LC Councils, Specific Event Organisers, SATC, LCVSN	TBC	Short Term	LG Councils engaged and collaborating on regional event funding synergies.
	3.8	Support the development of an <b>Education and Data Measurement Strategy</b> for all Regional Events (Education program to ensure volunteers can obtain the skills/knowledge to run events successfully), and a mandated measurement strategy for all events to track ROI as a region.	LCLGA	LC Councils, Specific Event Organisers, SATC, LCVSN	TBC	Short Term	Education and data measurement strategy implemented and reported on.
	3.9	Support the <b>succession planning for events</b> (conceptual volunteer fatigue, ongoing funding)	LCLGA	LC Councils, Specific Event Organisers, SATC, LCVSN	TBC	Short Term	Event
<b>Support and promote existing events to drive demand, dispersal, length of stay and dispersal</b>	3.10	<p><b>Support existing events to the Region</b> that are aligned to the region's visitor personas, niche interest markets and market segments.</p> <ul style="list-style-type: none"> <li>Identify existing events driving key visitation to the Region. Such as <ul style="list-style-type: none"> <li>Coonawarra Wine/Beverage Events</li> <li>South East Field Days</li> <li>Generations in Jazz</li> <li>Glow Mushrooms</li> <li>Southern Ports Golf</li> </ul> </li> <li>Support them to profile and journey map event customers to identify marketing, experience</li> </ul>	LCLGA	LC Councils, LCVSN, Event Organisers	Nil	Ongoing	Event organisers engaged and opportunities activated + measured

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<p>development and visitor servicing opportunities to drive increased length of stay/pre-visitation visitor servicing information. (ref. action 1.21)</p> <ul style="list-style-type: none"> <li>Event governance/resourcing (human/financial)/measurement strategies to deliver sustainable events.</li> </ul> <p>Case manage by relevant regional stakeholder as relevant for each event.</p>					
	3.11	<b>Identify existing regional and local business/community events</b> that align with the region's visitor personas, and include events in the Digital Storytelling Calendar, (via action 1.5), Event Calendar (ref. action 3.5) and in relevant Visitor Collateral (via action 2.7).	LCLGA	LC Councils, SAVSN, Event Organisers.	Nil, unless outsourced	Immediate	Audit complete, and events identified.
	3.12	Actively encourage event managers (council and non-council) to <b>list their events on the ATDW</b> to get increased exposure of regional events online via regional website and other relevant channels. (ref. Action 1.15)	LCLGA	LC Councils, SAVSN, Event Organisers	Nil	Ongoing	Increase in the number of Regional event listings on the ATDW.
	3.13	Actively engage event organisations to use <b>regional branding</b> (ref. Action 1.1 )and also encourage regional advocacy through the promotion of the Region's user generated content policy. (ref. Action 1.6)	LCLGA	LC Councils, SAVSN, Event Organisers	Nil	Ongoing	Event organisers are engaged in and implementing the UGC policy.
<b>Attract new events to the Limestone Coast Region that will drive Regional dispersal, length of stay and spend.</b>	3.14	<p>Work with relevant <b>event venue owners</b> across the region to identify new event opportunities in areas of leisure, business and sports events.</p> <p>Activate via relevant marketing/experience development and bid/hosting strategies.</p>	LCLGA	Event venue stakeholders	TBC	Ongoing	Event stakeholders engagement and opportunities identified and activated via relevant Plan strategies.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Forestry SA – Forestry assets (sports/weddings/MICE)</li> <li>• Yakka Park, Lucindale (large scale events, music etc)</li> <li>• DEW – National Parks assets (eg Tantanoola Caves)</li> <li>• Councils Managed Venues</li> <li>• Sporting Venues</li> <li>• Private industry</li> </ul>					
	3.15	<p>Actively support <b>councils/ organisations/ communities</b> to bid and host for new events that align to the region’s visitor personas and niche interest sectors/markets and add value across the Limestone Coast visitor economy.</p> <ul style="list-style-type: none"> <li>• <b>Leisure Events</b> – Nature Based/Outdoor/Adventure/Arts/Cultural/History/Food/Wine/Beverage</li> <li>• <b>Sporting Events</b> – All relevant sports the Region can support with its facilities + sporting communities. (ref. action 3.20 - 3.22)</li> <li>• <b>Business Events</b> – aligned to Region’s industry sector strengths (ref. action 3.17-3.19)</li> </ul> <p>Support to include – Bid development, financial support, grant funding application support, positive policy support, in-kind support, staffing support etc as required.</p> <p><i>NOTE: Refer to stakeholder workshop event ideas in the Situation Analysis.</i></p>	LCLGA	LC Councils, Sporting Groups, Community Groups, ACB, Tourism Operators	Each event analysed to ensure a positive ROI for the region if investment is required.	Ongoing	Growth of new events to the Region.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	3.16	Advocate for local communities/industry/councils to <b>grow their involvement in state-wide event programs</b> . These include <ul style="list-style-type: none"> <li>• Tasting Australia</li> <li>• History Festival</li> <li>• SALA</li> <li>• Adelaide Fringe</li> <li>• Adelaide Festival</li> </ul>	LCLGA	State Government, Events SA, Local Government, Local Community Groups, Tourism Operators	Nil	Ongoing	Growth in Limestone Coast events in statewide event programs
Attract high yield Business Events to the Region	3.17	Maintain a database and communication with <b>Business Event Operators</b> in the Limestone Coast region (ref. action 6.9)	LCLGA	LC Business Event Stakeholders – Council, Industry, Government, Community	Nil	Immediate	Business Event operators identified and being communicated opportunities.
	3.18	Review, update and distribute <b>Limestone Coast Business Events Planning Brochure</b> via relevant on and offline touchpoints to the relevant Event Planners.	LCLGA	LC Business Event Stakeholders – Council, Industry, Government, Community	TBC	Immediate	Updating and distribution of the Event Planner

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	3.19	<p>Continue to work <b>with Adelaide Convention Bureau</b> to leverage relevant membership opportunities for the following opportunities:</p> <ul style="list-style-type: none"> <li>• Bidding/hosting for relevant regional business events in Region (refer action 3.15)</li> <li>• Inclusion of the Region in relevant pre and post touring itineraries and incentive group itineraries</li> <li>• Engage relevant Adelaide Convention Bureau staff to regional famils and industry networking hosting opportunities</li> </ul>	LCLGA	ACB, LC Business Event Stakeholders – Council, Industry, Government, Community	Each opportunity analysed to ensure a positive ROI for the region if investment is required.	Short Term	ACB is engaged, and opportunities identified and actioned as applicable.
<b>Attract high yield Sports Events to the Region</b>	3.20	<p><b>Develop collaborative partnership with sporting stakeholders</b>, sports marketing bodies, Limestone Coast sporting clubs and venues to identify, bid, and host high yield sporting events to the Region.</p> <ul style="list-style-type: none"> <li>• Cycling</li> <li>• Running</li> <li>• Multisport</li> <li>• Horse Racing</li> <li>• Golf</li> <li>• Walking/Hiking</li> <li>• Basketball</li> <li>• BMX</li> <li>• Mountain Bike/Fat Tyre</li> <li>• Rally</li> <li>• Motorbikes</li> <li>• Watersports – Sailing/Windsurfing</li> </ul> <p>Refer action 3.15 for bid and hosting support.</p>	LCLGA	LC Councils, Sporting Groups, Sports Venues, Community Groups	TBC – will depend on relevant opportunities.	Short Term	Growth in hosting of sporting events in the Limestone Coast.
	3.21	Advocate <b>for re-hosting of the SA Masters Games</b> in the Limestone Coast.	TRC	LCLGA	TBC	Short Term	Event re-bid for

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	3.22	Work with membership based clubs (eg. Yacht/Sailing/Golf) – <b>encouraging reciprocal membership rights</b> to attract travellers to use their facilities and run event that attract members from intra/interstate clubs. Southern Ports Golf Weeks is a key example of this opportunity.	LCLGA	LC Membership Based Sports Clubs	TBC	Medium Term	Reciprocal rights established + communicated via relevant comms channels
<b>Advocate for sustainability of events committees and volunteer numbers</b>	3.23	Support the development of <b>Event Volunteer Engagement + Activation program</b> , to encourage more event volunteers or on event management committees. (ref. action 7.11)	LCLGA	Secondary + Tertiary High Schools, Event Consultants,	TBC	Medium Term	Sustainability of key events committees and their volunteer numbers.

## Priority Area 4: Experience Development

### The Mission

Support the development and expansion of demand driving visitor experiences and maintaining access and infrastructure visitors and locals expect.

### What Action is Required

The Region needs high-quality visitor experiences to drive demand and encourage the highly trusted visitor advocacy.

Environmentally sensitive yet immersive quality visitor experiences of the Region's hero attractions of Naracoorte Caves World Heritage Site and Mount Gambier's Blue Lake and Umpherson Sinkhole will be key drivers of visitation for the whole Region over the coming years.

In addition to the hero attractions, people are increasingly travelling to the Limestone Coast to pursue nature based experiences around its natural assets of volcanoes/craters, lakes, aquifers, forests, swamps, caves and sinkholes. Cave diving and snorkelling, fishing, boating/sailing, windsurfing, canoeing/kayaking, walking, cycling/mountain biking, bird watching, ghost mushrooms hunting, 4WD and camping are all driving travel from high yield visitors and niche interest segments.

Ongoing maintenance, development and potential expansion of relevant supporting infrastructures and the support of existing or new operators to enter the market, will continue to attract passionate enthusiasts for their specific activity via their strong word of mouth networks whilst also broadening the experience offerings for the Region's high yield visitors. A positive regulatory environment around insurance will also be key to grow this segment.

Continued development of immersive, high quality food, dining, wine and beverage experiences across the Region's cellar doors, farm gates, restaurants and farmers markets will also be key to grow visitor satisfaction, increase dispersal, length of stay, and to better connect visitors to the Limestone Coast's premium food, beverage and wine producers.

Whilst the Region has a range of accommodation options, opportunities to advocate for enhanced quality and quantity of experiential accommodation supply that meets the changing consumer trends is required, upgraded ageing motel stock across the region and larger 4/5 accommodation in locations such as Mount Gambier and Coonawarra are key longer term opportunities.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
<b>Development of existing/new Nature Based and Outdoor Adventure experiences in the Limestone Coast</b>	4.1	<b>Activation of Blue Lake precinct via a Masterplan</b> to improve visitor experience and grow length of stay by high yield visitor personas and niche interest groups. Key opportunities include <ul style="list-style-type: none"> <li>• Lakefront food and dining</li> <li>• Lakefront group accommodation</li> <li>• Active experiences – immersive lake tours, trails (inc walking/cycling/MTB), commercial tour operators, group experiences (inc Schools)</li> <li>• Business Events + Functions space</li> <li>• Visitor Servicing/Interpretation Centre</li> <li>• Visitor infrastructure – parking/toilets/walking trails/lookouts/signage</li> </ul>	CoMG	LCLGA, State Govt, SA Water, SATC, Industry, Community	TBC	Medium Term	Collaborative engagement by all key stakeholders and all levels of government.  Masterplan developed, outlining key activations + projects to grow visitor experience over coming decade/s.
	4.2	Further <b>activation of Naracoorte Caves World Heritage Site</b> to encourage length of stay and engagement by visitors at the Caves and in Naracoorte <ul style="list-style-type: none"> <li>• Caves Connection Business Prospectus</li> <li>• Visitor experience - tours</li> <li>• Edutourism/school groups</li> <li>• Food and dining</li> <li>• Events</li> <li>• Experience development, including accommodation</li> </ul>	NLC/DEW	LCLGA, State Government, SATC, Industry, Community	TBC	Ongoing	Collaborative engagement by all key stakeholders and all levels of government.  Funding/Activation of relevant opportunities.
	4.3	Progress the <b>Limestone Coast Regional Trails Network</b> via relevant grant opportunities and stakeholder funding. Key sections	LCLGA	RDALC, Forestry SA, LC Councils	TBC	Ongoing	Funding towards LC Regional Trails Networks applied for and received.  Extension of trails network..



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Naracoorte to Naracoorte Caves Bike Trail.</li> <li>Penola to Coonawarra Rail Trail.</li> <li>Mount Gambier Rail Trail to Port MacDonnell.</li> </ul>					
	4.4	<p>Engage and support <b>Forestry SA – Green Triangle</b> in activation of their natural assets for nature based and adventure experiences, which align to key visitor experiences and niche visitors:</p> <ul style="list-style-type: none"> <li>Cave Sites – Existing/New Sites/Adventure Caving</li> <li>Camping Sites (eg Lake Edwards, Pine Forests)</li> <li>Commercial Operators, including events.</li> <li>Cycling/MTB and Walking Trails (in Mt Burr, Naracoorte, Mt Gambier Rail Trail, Glencoe)</li> <li>Ghost Mushrooms</li> <li>Recreational Lake activations (inc Lake Edwards)</li> <li>Visitor Counters at relevant Locations.</li> </ul>	LCLGA	Forestry SA, RDALC, LC Councils, SATC, TiCSA, Visitor Centres, Industry, Communities	TBC	Short Term	<p>Forestry SA engaged, and support identified for relevant projects.</p> <p>Development of new experiences for visitors.</p>
	4.5	<p>Engage and support <b>Department of Environment and Water</b> in further activation of their natural assets for nature based and adventure experiences across their Limestone Coast assets, which align to key visitor experiences and niche visitors. Key opportunities include</p> <ul style="list-style-type: none"> <li>Cave Diving + Snorkelling Sites - Picanninie Ponds, Ewen Ponds</li> <li>Camping Sites – National Parks/CP/Reserves</li> <li>Commercial Operators, including events.</li> <li>Cycling/MTB and Walking Trails – Mount Schank,</li> <li>Game Reserves – Bool Lagoon</li> <li>Group Experiences – schools, coach groups</li> <li>Event Activation – eg Tantanoola Caves</li> </ul>	LCLGA	DEW, LC Councils, SATC, TiCSA, Visitor Centres, Industry, Communities	TBC	Short Term	<p>DEW engaged, and support identified for relevant projects.</p> <p>Development of new experiences for visitors.</p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		Lobby inclusion of relevant LC National Parks/Assets in future Parks 2025 funding.					
	4.6	<p>Advocate for maintenance/development/expansion of relevant <b>supporting infrastructures</b> for <b>nature based adventure experiences</b> at key visitor locations in the Limestone Coast. Engage local operators and community for feedback on specific niche sport/locations needs.</p> <ul style="list-style-type: none"> <li>• <b>Cave Diving, Cave Snorkelling + Swimming</b> – Picanninie Ponds/Ewen Ponds/Little Blue Lake + other relevant new or existing locations.</li> <li>• <b>Hiking/Walking</b> – National Parks (trails/boardwalks/paths), Volcanic Sites (Mt Shank, Blue Lake)</li> <li>• <b>Mountain Biking</b> – Forestry SA, DEW, Mt Gambier/Robe trails</li> <li>• <b>Birdwatching</b> – National Parks/Forestry SA</li> <li>• <b>4WD</b> – National Parks</li> <li>• <b>Fishing</b> Coastal- Jetties/Boat Ramps/Waterways</li> <li>• <b>Kayak/Canoe</b> – pontoons/navigation aids/landing areas</li> </ul>	LGLGA	DEW, Forestry SA, LG Councils, Private Land Owners	Nil.	Short Term	<p>Community/Operators Engagement of specific niche sector.</p> <p>Infrastructure upgrades in relevant budgeting/planning cycles.</p>
	4.7	Actively encourage relevant LG Operators to leverage the DEW <b>Nature Based Tourism Co-Investment Fund</b> and <b>SATC Tourism Industry Development Fund</b> especially in areas of <b>adventure tourism</b> and activation of <b>LG natural assets</b> – caves, forests, coastal. (ref. action 4.7)	LCLGA	SATC, DEW, Forestry SA	Nil	Immediate	Key operators identified and approached re the opportunities.
	4.8	<b>Support of existing or new operators to enter the market</b> , including hire products, lessons, tours or pop up experiences including:	LCLGA	LC Councils, SATC, DEW, Forestry SA, Industry,	TBC	Short Term	Growth in activation of relevant new or existing experiences.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>• Snorkels/Full body wetsuits/Lifejacket/Flipper Hire (cave snorkelling)</li> <li>• Surfboard/Boogie Board/Windsurfer Hire or Lessons</li> <li>• Mountain Bike/Cycle Hire or Lessons</li> <li>• Birdwatching binoculars/maps/interpretation</li> <li>• Kayak/canoe hire</li> <li>• Fishing line/tackle</li> <li>• Other relevant identified recreational gear requirements to activate nature based tourism potential.</li> </ul> <p><i>NOTE: Potential for LC councils to address market gaps until private operators see the potential.</i></p>					
Advocate and support the expansion of existing/development of new Food, Wine and Beverage experiences.	4.9	<p><b>Advocate for and support the development of food/wine/beverage experiences</b> in the Region, based around the region's strengths of wine/beverages, fishing, dairy, forestry and agriculture industries</p> <ul style="list-style-type: none"> <li>• Lobster dining/pot pulling experience</li> <li>• Farm gate/Farm to plate/Farm stay experiences</li> <li>• Immersive/personalised winery experiences</li> <li>• Cooking schools</li> <li>• Hands on experiences</li> <li>• LC Farmer's Markets – improved experiences</li> <li>• Group experiences (inc. Schools)</li> <li>• Part of Limestone Coast events (ref. Priority Area 3 - Events)</li> </ul>	LCLGA	RDALC, LC Councils, CV, LC Food Sectors, Industry, Communities	TBC	Short Term	Growth in activation of relevant new or existing experiences.
	4.10	Further activation of the <b>Limestone Coast Tasting Trail</b> to grow number of online bookable experiences.	LCLGA	CV, Industry, SATC, LC Councils	TBC	Short Term	Growth in online bookable experiences

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	4.11	<b>Advocate for activation of Limestone Coast Food, Wine + Beverage</b> brand stories <ul style="list-style-type: none"> <li>• LC food awareness/activation on tourism menus</li> <li>• Advocate and leverage media/chef coverage of food producers in the Region.</li> <li>• Advocate for use of the Limestone Coast Brand with food suppliers</li> <li>• Increase usage of Regional food producers in wider hospitality industry and food retailers in the region.</li> </ul>	LGLGA	CV, RDALC, industry sectors, community	TBC	Ongoing	Activation of Limestone Coast brand stories and visual identity in the Region.
	4.12	Advocate for expansion of <b>food experiences</b> in relevant events, such as Tasting Australia, Regional Events, and the Region's Farmers Markets (refer Priority Area 3 - Events)	LCLGA	Event Organisers, CV, SATC, Industry, Community	Nil	Ongoing	Use of Limestone Coast food producers/experiences in events.
<b>Advocate and support the investment of existing/development of accommodation to attract more of the region's High Yield Visitor Personas and evolve the region's accommodation options to meet changing visitor expectations.</b>	4.13	Actively encourage LG Operators to leverage the <b>Tourism Industry Development Fund</b> . <ul style="list-style-type: none"> <li>• Investment in new group, 4-5 star accommodation</li> <li>• Investment/expansion of experiential accommodation</li> <li>• Upgrade of tired motel stock</li> </ul>	LCLGA	SATC, LG Councils, Industry	Nil	Immediate	# of LG accommodation projects successfully applying for the funds.
	4.14	Advocate for <b>private investment into quality 4.5 star group accommodation in Mount Gambier and Coonawarra</b> to further activate business event and higher yield group travel.	WRC/CoMG	LCLGA, SATC, CV, Private Industry	TBC	Medium Term	Projects activated by SATC investment prospectus.
	4.15	Advocate for expansion/improvements to accommodation that caters to <b>higher yielding caravan, camping and RV traveller</b> requirements, such as <ul style="list-style-type: none"> <li>• Larger sites/toilets/showers/wifi etc</li> <li>• Towing Travellers – Caravans + Camper trailers</li> </ul>	LCLGA	LG Councils, DEW, Forestry SA, Local Communities, Industry, SATC	Nil	Ongoing	Growth in quality and quantity of camping options in LG.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>RV Dump points</li> </ul>					
<b>Advocate and support the development existing/development of new History, Heritage, Arts and Cultural experiences</b>	4.16	<b>Expansion of "Guides of Mt Gambier"</b> Program throughout the region, to activate more guided tours / volunteer ambassadors for Limestone Coast experiences, including history/heritage/arts/cultural/event experiences.	LCLGA	LCLGA, Industry, Communities	TBC – Grant Funding potentially	Short Term	Funding and rollout of Guides of Mt Gambier to wider region.  Program Graduate # and new products.
	4.17	<p>Advocate for/support the further <b>activation of key History and Heritage experiences</b> in the Region, with a focus on offering a more immersive + engaging visitor experiences.</p> <p>Key heritage experiences in the Region include <b>National Trust Properties, Heritage Sites and Museums, Historic Drives and Trails</b>. Support in areas of:</p> <ul style="list-style-type: none"> <li>Advocate for contemporary, digital + motivating interpretation</li> <li>Advocate for maintenance of heritage assets</li> <li>Connecting with relevant funding opportunities</li> <li>Increase online distribution + promotion (via Priority Area 1 - Marketing)</li> <li>New Product Development opportunities – including Groups (coach, schools)</li> <li>Volunteer training + engagement (Re action 7.11)</li> </ul>	LCLGA/DEW	DEW, National Trust, LCLGA, Industry, Communities	TBC	Short Term	Identification and activation of relevant projects.
	4.18	<p><b>Advocate for the further development of engaging interpretation and storytelling around the Limestone Coast towns unique heritage stories.</b></p> <ul style="list-style-type: none"> <li>Pre European Indigenous stories</li> <li>Agricultural and Pastoralist heritage</li> <li>Early settlers/Soldier Settlers</li> <li>Mary MacKillop/Aussie Camino</li> </ul>	LC Councils	LCLGA, National Trust, Local Communities/Heritage Committees	TBC	Short Term	Further activation of key LC Regional Stories across the Region visitor experiences

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Chinese Overland Goldfield Travellers (including cross border with Victoria)</li> <li>Gold Escort Route (Golden Way) stories (including cross border with Victoria)</li> <li>Maritime Trails</li> </ul> <p>This could be activated through the Guides of Mount Gambier initiative (Ref. action 4.16)</p>					
	4.19	<p><b>Increase acknowledgement and inclusion of Boandik and Ngarrindjeri history and culture</b> across the Region's visitor experiences. Specific opportunities include</p> <ul style="list-style-type: none"> <li>Develop key storylines to use in destination marketing activities (ref. action 1.1)</li> <li>Confirmation/use of native language names for key visitor sites</li> <li>Increased indigenous interpretation at key visitor experiences in the region</li> <li>Increased indigenous interpretation on visitor collateral and websites</li> <li>Increase supply of Aboriginal heritage experiences in the Region.</li> <li>Leverage relevant plans to grow Aboriginal Heritage Tourism in the Region</li> <li>Leverage the indigenous experience of newly World Heritage Budj Bim Cultural Landscape and National Park</li> </ul>	LCLGA	LC Councils, Local Indigenous Elders, Indigenous Communities, DEW, Councils, Industry, Community	TBC	Short Term	Engagement and support with local Indigenous Communities on relevant projects.
	4.20	<p>Advocate and support the attraction and expansion of <b>Art and Cultural experiences</b> in the Region. eg</p> <ul style="list-style-type: none"> <li>Expanded Jazz experiences in Mt Gambier</li> <li>Advocate for existing Operators looking to expand their current Art + Cultural offerings.</li> </ul>	LG Councils	GIJ, LCLGA, Country Arts SA, Community, Industry	TBC	Ongoing	Growth in activation of relevant new or existing experiences.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Local Government Art + Culture Strategies support the activation of key Visitor Experiences/ Locations.</li> <li>Increased large scale public art around the Region – eg murals/silo art</li> <li>Activation of empty shops in townships with artworks, murals, pop-up local creative/artist</li> <li>Leverage Country Arts SA programs and grants</li> </ul>					
<b>Advocate and support the investment of existing/development of sporting, recreational and event/function infrastructure to attract more of the region's high yield visitors and niche interest segments.</b>	4.21	<p>Advocate for councils in their <b>sporting/recreation facilities capital works programs</b> to assist with attracting relevant events based on their facilities. For example, ensuring sports facilities were able to offer</p> <ul style="list-style-type: none"> <li>Male and female change rooms</li> <li>Night-lighting to allow night event</li> <li>Upgrading facilities are at a state (and national) competition levels (eg. turf pitches at cricket ovals).</li> </ul> <p>Investment into new sporting facilities where identified community gaps exist, that can also be used for attracting sporting events to the Region. (ref. Priority Area 3 – Events)</p>	LCLGA	LC Councils, Office of Sport + Rec,	TBC	Medium Term	Consideration of visitor economy in expansion/new investment in sporting/recreation and event/function projects
	4.22	Support the progression of new <b>Mount Gambier Community + Recreation Hub</b>	LCLGA	CoMG	TBC	Short Term	Consideration of visitor economy the project specs.
	4.23	Support the progression of the <b>Robe Function and Event Centre</b>	LCLGA	RDC	TBC	Short Term	Consideration of business events in the project specs

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
<b>Advocate for positive regulatory environment that supports experience development in the Region.</b>	4.24	<p>Advocate for the <b>removal of unnecessary red tape/simplification of tourism development policies</b> to support experience development in areas of</p> <ul style="list-style-type: none"> <li>• Accommodation</li> <li>• Nature Based and Outdoor Adventure</li> <li>• Food, Wine and Beverage</li> <li>• History, Heritage, Arts and Cultural</li> </ul> <p>Identify key issues via engagement with industry (ref. Priority Area 6 – Governance and Collaboration)</p>	LCLGA	TiCSA, LG Councils, State Government	Nil	Ongoing	<p>Identify any policies hindering experience development</p> <p>Advocate for changes via relevant stakeholder.</p>
	4.25	<p>Advocate for <b>insurance policies</b> that support experience development in areas of</p> <ul style="list-style-type: none"> <li>• Nature Based and Adventure Tourism Tour Operators (eg allowing children under ages of 12 to snorkel at locations such as Kilsby sinkhole)</li> <li>• Food, Wine and Beverages</li> <li>• And any other identified areas – eg Groups/School visits etc</li> </ul> <p>Identify key issues via engagement with industry (ref. Priority Area 6 – Governance and Collaboration)</p>	LCLGA	TiCSA, Insurance Companies	TBC	Short Term	<p>Identify any insurance policies hindering experience development</p> <p>Advocate for changes via relevant stakeholder.</p>
<b>Advocate for funding that supports visitor experience development in the Region</b>	4.26	<p>Identify and connect/apply relevant stakeholders to relevant <b>grants</b>, to activate LC Experience Development tourism projects as identified in this Section. Potential grants include</p> <ul style="list-style-type: none"> <li>• Building Better Regions Fund</li> <li>• Regional Growth Fund</li> <li>• Tourism Industry Development Fund</li> <li>• Nature Based Tourism Co-Investment Fund</li> </ul>	LCLGA	TiCSA, SATC, RDALC	Nil	Ongoing	<p>Limestone Coast experiences successfully receive and implement grant funding.</p>



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
	4.27	Lobby for <b>grant funding opportunities</b> that supports the growth of the Limestone Coast Experience based on the experience gaps in the Region.	LCLGA	TiCSA, SATC, RDALC	Nil	Ongoing	Activation of new grant opportunities to grow the visitor economy in the Limestone Coast.

## Priority Area 5: Access and Infrastructure

### The Mission

Enable access to and around the Region, and maintain infrastructure to a standard that both visitors and locals expect.

### What Action is Required

To support the visitor economy sustainability and growth, visitors need easy and safe access to the Limestone Coast Region, and also expect to find key visitor infrastructure maintained to a high level.

Maintaining reasonably priced and regular commercial flights into /out the Limestone Coast are key post covid to support of business travel segment. To support the strong drive travellers, the maintenance of a high standard road network is essential. To support the ongoing growth of EV travellers, a wide-spread network of charging points at key visitor destinations can also support the Region's growing green credentials. Public transport, including taxis, bus, coach and rail all need consideration to allow visitors to safely and easily access and then explore the Region.

A signage strategy focusing on improving visitor experience, satisfaction, dispersal and length of stay within the Region will also be a key project to support visitors whilst in region.

Advocating for improved Broadband and Wifi blackspots in the Region will ensure visitors can easily plan, book and advocate for the Region when travelling around, and also allow for local businesses to connect to visitors more easily.

The Region's visitor experience extends into the realm of community, as they use all the public conveniences that are provided to locals, including parking, toilets, bins, reserves, coastal assets (jetties/boat ramps), walking and cycling trails and playgrounds. It is important that these amenities are well maintained, and even optimised where possible, in line with visitor expectations, as these experiences can impact a visitor's overall visitor sentiment for a destination.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNER	BUDGET	TIME FRAME	ACTION MEASURE
<b>Support safe, easy and cost effective access to and around the Limestone Coast region for the Region's High Yield Visitors and Niche Interest Travellers and segments.</b>	5.1	Advocate for <b>maintenance of commercial flights into</b> Mount Gambier. <ul style="list-style-type: none"> <li>Advocate for the sustainability of REX Adelaide and Melbourne flights (post covid)</li> <li>Advocate for lower excess luggage fares for visitors flying into the Region (eg Cave Divers)</li> <li>Potentially pursue a second carrier into the airport – ONLY subject to growth in demand (via SATC)</li> </ul>	LCLGA	DCG, SATC, REX	TBC	Ongoing	Regular and well-priced commercial flights connecting the region to Melbourne and Adelaide.
	5.2	Continue to support the <b>Mount Gambier Airport Expansion and Masterplan</b> activation. Key considerations <ul style="list-style-type: none"> <li>Visitor Servicing (eg Visitor collateral/visitor maps)</li> <li>Terminal Visitor Experience (eg regional produce sales, LC Branding etc)</li> <li>Visitor Access – taxi/hire cars</li> </ul>	LCLGA	LC Councils	TBC	Short Term	Activation of relevant projects as part of Airport Upgrade
	5.3	Advocate for relevant <b>infrastructure upgrades are region's airstrips</b> to support air tour charter operators. <ul style="list-style-type: none"> <li>Eg Coonawarra Airstrip Navigation Equipment</li> </ul>	LCLGA	LC Councils, Tourism Operators,	TBC	Ongoing	Activation of relevant aerodrome upgrades
	5.4	Expand the <b>Regional network of EV charging points</b> , including high capacity chargers at key visitor locations, to support drive travellers between Melbourne and Adelaide.	LCLGA	LC Councils, Tourism Operators	TBC	Medium Term	Continued roll out of EV charging stations at key visitor locations in the Region.
	5.5	<b>Advocate for enhanced public transport links</b> that support the visitor to get to, and move around the Region. <ul style="list-style-type: none"> <li>Wine region transport (taxi/uber)</li> </ul>	LCLGA	Transport Operators, Tourism	TBC	Ongoing	Engagement with relevant transport providers to highlight relevant service gaps.

		<ul style="list-style-type: none"> <li>Major event shuttles/transport</li> </ul>		Operators, Community			
	5.6	Advocate for <b>coach connectivity</b> through the Region from Melbourne to Adelaide.	LCLGA	Transport Operators, Tourism Operators, LC Councils.	TBC	Short Term	Engaged with SA + VIC coach provides to address scheduling challenges.
	5.7	Advocate for the continued funding of the <b>Overland Train</b> service between Melbourne and Adelaide.	LC Councils	State Government, TiCSA	TBC	Short Term	Relevant stakeholders engaged with and lobby for continued funding.
Ensure all levels of tourism signage supports the region's visitors have a safe, engaging and easy transit around the region	5.8	<p>Maintain a <b>regional tourism &amp; wayfinding signage register</b> and <b>identify and prioritise signage updates</b>. Specific signage including</p> <ul style="list-style-type: none"> <li>Interpretive Signs (Towns, Trails, Conservation Parks etc)</li> <li>Tourism Signs (brown signs)</li> <li>Town Welcome Signs</li> <li>Tourism Trail Signs</li> <li>Wayfinding Signs</li> <li>Highway Directional Signs</li> <li>Information Bays</li> </ul> <p>Engage with relevant stakeholders and identify funding opportunities to implement the signage upgrades based on relevant signage priorities.</p>	LC Councils	All regional stakeholders	TBC	Ongoing	Regional tourism and wayfinding signage audit is complete, and signage is upgraded.
	5.9	<b>Activate/update information bays at key visitor rest/convenience stops</b> (eg. Keith/Bordertown) or pull over-locations to photograph (+ advocate) for the region via social media (eg Blue Lake/Umpherston Sinkhole etc). Use of Limestone Coast Brand, consistency of stories, messages and branding. (ref. action 2.15)	LC Councils	Community/Progress/Tourism Associations	Upgrades to be added to Council's relevant programs	Medium Term	<p>Current Information Bays / Pull Over locations are suitably upgraded to cater for visitor needs (information/safety).</p> <p>New information bays are identified, and activated.</p>

<b>Deliver new/upgrade existing/maintain public assets and infrastructure that supports the Limestone Coast Visitor Economy</b>	5.10	Advocate for prioritisation of projects in <b>the LCLGA Infrastructure Audit</b> relevant to the visitor economy including <ul style="list-style-type: none"> <li>• Upgrades of <b>relevant visitor road networks</b></li> <li>• <b>Improved WIFI and mobile coverage in/around major placemaking hotspots</b></li> <li>• Maintenance of <b>coastal assets</b> for visitors including boat ramps/jetties/Robe obelisk/lighthouses/marinas/sand erosion and collection</li> </ul>	LCLGA	All Regional Stakeholders	TBC	Ongoing	Activation of relevant infrastructure projects that address visitor economy gaps.
	5.11	<b>Improve parking</b> in key Limestone Coast visitor locations for <ul style="list-style-type: none"> <li>• Identify/improve parking for RV/towing visitors where required</li> <li>• Address any parking bottlenecks at peak season/events/locations (eg Carpenter Rocks)</li> </ul>	LC Councils	Tourism Operators, Communities	TBC	Short Term	Parking improved at key visitor locations.
	5.12	Ensure public assets, such as <b>Public Toilets, Bins, RV Campgrounds and Parks</b> are maintained to a high standard, especially during peak times.	LC Councils	Tourism Operators, Communities	TBC	Ongoing	Nil complaints/positive advocacy for relevant public assets.
	5.13	Consider Visitor Economy impacts/opportunities with all <b>Placemaking/Masterplans</b> – main street re-activations of empty shops, playground developments, parking, open space for events, public amenities, recreation + sporting facilities, public art, visitor interpretation, cycling/trails infrastructure etc.	LC Councils	Tourism Operators, Communities	Via LC Government Budgeting Process	Ongoing	Visitor economy considered as part of major LC council projects.

## Priority Area 6: Governance + Collaboration

### The Mission

For the region's stakeholders work cohesively and collaborate effectively on opportunities to drive growth of the Limestone Coast's visitor economy.

### What Action is Required

The region needs a collaborative industry, empowered by leadership from across industry, Local Government and private enterprise. Fostering and participating in a supportive and positive industry will allow the stakeholders to better pool their resources and insights, reduce duplication of efforts, agree on shared priorities and leverage the opportunities for driving growth.

In order to achieve growth of the visitor economy, appropriate resourcing and governance of this Plan will firstly need to be determined and agreed upon by key stakeholders.

A 'Team Limestone Coast' mindset will also need to be engaged as the actions in this Plan rely on a proactive collaboration of numerous local, regional, state and interstate stakeholders. The strength of relationships, and resolve to work collaboratively will ultimately determine the outcome for the Region.

Underpinning this collaborative culture will be the implementation of an effective industry communication and engagement plan, to ensure everyone understands their role in growing the visitor economy, businesses feel supported and heard, and all stakeholders are informed in an efficient and effective way.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Apply appropriate funding and governance structures to facilitate the successful management and implementation of this Plan	6.1	<b>Confirm the resourcing required to support the implementation of the Plan</b> , all stakeholders to review investment in the visitor economy to support the implementation of the Plan.	LCLGA	LC Councils	TBC	Immediate	Resourcing is confirmed, and the actions within this Plan are implemented.
	6.2	<p><b>Evolve the Tourism Management Group to ‘LC Visitor Economy Collaborative’ (or similar) to take on custodianship of the Plan.</b></p> <p>It’s recommended the group is not incorporated (same structure as current LCLCGA TMG) with representation from all stakeholders within the Plan in the Group (Council, Operators, DEW, Forestry SA, RDALC etc).</p> <p>Terms of reference for this group will need to be confirmed, with potential remit to include:</p> <ul style="list-style-type: none"> <li>• LCLGA to facilitate the group</li> <li>• Govern the implementation of the Destination Tourism + Marketing Plan 2025</li> <li>• Provide feedback /update on WIP of initiatives</li> <li>• Advocate on behalf of their organisation/constituents</li> <li>• Review the Plan regularly, and adapt/pivot as consumer behaviour/opportunities change</li> </ul>	LCLGA	All stakeholders of the Plan	Budget may need to be allocated for meetings	Immediate	<p>The new group is established, and terms of reference confirmed.</p> <p>Group members meet regularly and the implementation of the Plan.</p> <p>The Plan is reviewed annually, and reported on in a consistent, ongoing format to key stakeholders</p>
	6.3	<b>Develop set of valid measurement metrics via a digital visitor data dashboard to reliably track the</b>	LCLGA	LC Councils, SATC	TBC	Short Term	Measurement metrics confirmed and tracking started.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<b>trajectory of the Region's visitor economy through Macro and Micro datasets.</b> <ul style="list-style-type: none"> <li>• Visitation</li> <li>• Dispersal</li> <li>• Visitor Sentiment</li> <li>• Consumer Spending</li> <li>• Visitor Servicing</li> <li>• Event Metrics</li> </ul> <i>Refer KPI Section at end of the Action Plan.</i>		DEW Forestry SA			
	6.4	<b>Advocate for improved, micro data and insights from SATC</b> (opportunity to provide the data sets in action 6.3 at a state level which all regions can use)	LCLGA	LC Councils, SATC, TiCSA	TBC	Short Term	SATC engaged and supporting additional insight collection for the region.
	6.5	<b>Ensure consistency in priorities between this Plan and the Limestone Coast's priorities in the SA Regional Visitor Strategy</b>	LCLGA	SATC	Nil	Immediately	The Limestone Coast's priorities and key initiatives in the SA Regional Visitor Strategy 2025 reflect the priorities within this Plan.
<b>Engage the Region's tourism businesses and local tourism organisations in the Plan</b>	6.6	<b>Support the establishment of an Industry Reference Group</b> , which will liaise with and support LCLGA to implement the Plan  The group will: <ul style="list-style-type: none"> <li>• Have representatives from a range of industry sectors/locations across the region</li> <li>• Provide context, feedback and ideas with regard to implementing projects within this Plan</li> <li>• Assist in the activation of cooperative opportunities</li> <li>• Be a sounding board for conceptual ideas</li> </ul>	LCLGA	Industry	Nil	Immediately	Governance of reference group in place, and Group activated.



KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Advocate for the visitor economy, and for LCLGA priorities in their sub-regional initiatives</li> </ul>					
	6.7	<p><b>Engage visitor economy groups and committees in the Plan</b> by assisting them to review their local Plans and help them to identify and integrate actions that support the achievement of this Plan</p> <p><i>Eg. Plan Checklists for Local Tourism Groups and Committees and 1:1 mentoring</i></p>	LCLGA	All visitor economy groups and committees	Nil	Short Term	All groups and committees have aligned their Plans with this Plan.
	6.8	<p><b>Facilitate and encourage tourism operators to collaborate with other operators and industry organisations on mutually beneficial initiatives</b> that support the attraction of the region's high yielding visitor personas and niche interest segments and markets</p> <ul style="list-style-type: none"> <li>Experience development</li> <li>Product packaging</li> <li>Buy in projects and Marketing campaigns</li> <li>Niche Sectors – eg Business Events</li> </ul>	LCLGA	Tourism Industry	Nil	Ongoing	Increase in the collaboration between tourism experiences within the region
<b>Develop and implement a strategic Industry Engagement and Communication Plan</b>	6.9	<p>Continue to manage and grow a <b>database of all tourism operators</b> in the Region. Include all tourism products, tourism events and key tourism contacts in all stakeholder organisations.</p> <p>Note: Set up consistent tags in the database to identify operators segments (eg accommodation – small, tour, winery etc) and also key niche market/interest areas (eg. business events/groups etc) (ref. action 6.11)</p>	LCLGA	All relevant Regional Stakeholders	Nil	Immediate, Ongoing	Database developed and maintained.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	6.10	Facilitate regular (approx. 4 per year) <b>industry networking</b> events hosted at key tourism locations around the Region, with a focus on networking, education and familiarisations of product.	LCLGA	All relevant Regional Stakeholders	\$2,000	Short Term, Ongoing	Industry networking events are facilitated, and industry is increasingly engaged.
	6.11	Maintain the already established <b>regular communication with industry</b> via relevant channels (eg Enews, FB Group ) to distribute relevant information and opportunities relating to marketing, visitor servicing, training and development, grant funding opportunities, and new news.	LCLGA	All relevant Regional Stakeholders	Nil	Ongoing	<p>Monthly enewsletter is distributed to Industry stakeholders.</p> <p>Continue management of Industry Facebook Group</p> <p>Segmented email comms to relevant database participants as required.</p> <p>Engagement by industry in communicated opportunities.</p>
	6.12	<p><b>Develop a quarterly Industry Survey to gather business sentiment insights</b></p> <p>Survey to include insights relating to business activity (eg occupancy), owner/manager sentiment (present and future confidence)</p> <ul style="list-style-type: none"> <li>Analyse and publish results</li> <li>Use the results to inform conversations regarding industry investment initiatives</li> <li>Potential data sources to integrate &gt; DEW, TiCSA</li> </ul>	LCLGA	DEW, Forestry SA, TiCSA	TBC	Short Term	
<b>Liaise with and work collaboratively on relevant projects with other industry sectors in the Region</b>	6.13	<b>Develop comprehensive tourism investment plan/prospectus (which align with experience development opportunities – refer Priority Area 4) for major experiences and project, as well as SMEs</b> and liaise with SATC and other Government Departments to activate opportunities	LCLGA	SATC, Other Government Departments	\$5000	Short Term	<p>Investment Prospectus is developed and distributed.</p> <p>Opportunities within the prospectus are realised.</p>

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	6.14	Activate relationships with <b>Primary industry sector organisations</b> to pro-actively identify and leverage experience development, leisure and business events and marketing opportunities (eg. Red Meat Cluster) (See Situation Analysis, Section 11. Visitor Economy Stakeholders for Opportunities)	LCLGA	Primary Industry Stakeholders	TBC – dependent on opportunities	Ongoing	Opportunities identified and implemented.
<b>Work with neighbouring regions to maximise tourism opportunities across visitor servicing, marketing, events experience packaging and other consistencies</b>	6.15	<b>Initiate/leverage collaborative opportunities with neighbouring regions in Victoria</b> , including: <ul style="list-style-type: none"> <li>• Enhance and extend the Limestone Coast Wine Trails project</li> <li>• Consistent Experience Themed campaigns/projects</li> <li>• Potential cross-border Touring Map (ref. action 2.7)</li> <li>• Cross Border Event Network (ref action 3.6)</li> <li>• Activating Cruise Shore Excursions via Portland (Glenelg Shire)</li> <li>• Working collaboratively with the <i>Great Southern Touring Route</i> marketing program (specifically, a touring Map) could enhance demand from interstate visitors who are wanting to extend their trip into South Australia.</li> <li>• Leveraging the marketing investment of the <i>Limestone Coast Wine Trails</i> project (extend the digital platform) to target the domestic food and wine niche interest segment.</li> <li>• Collaborating with neighbouring regions on relevant and specific programs that support the key experience themes of the Region (eg. Volcanic, Wine/Food, Nature, Aboriginal Culture, History/History, Indigenous stories)</li> </ul>	LCLGA	Glenelg Shire, Southern Grampians, West Wimmera	TBC – dependent on opportunities	Ongoing	Opportunities identified and implemented.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	PROJECT PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Collaborate on consistent issues regarding the growth of the visitor economy (policy, insurances, development, marketing)</li> <li>Visitor Servicing – famils, cross border conference, event calendar updates and other identified opportunities</li> </ul>					
	6.16	<p><b>Initiate/leverage collaborative opportunities with neighbouring regions in South Australia</b> (including:</p> <ul style="list-style-type: none"> <li>Market itineraries for the Melbourne to Kangaroo Island Driving Route (international market)</li> <li>Melbourne to Adelaide Touring Route Map</li> <li>Coorong / wine region related opportunities</li> <li>Collaborate on consistent issues regarding the growth of the visitor economy (policy, development, marketing)</li> </ul>	LCLGA	Murray River, Lakes and Coorong, Fleurieu	TBC – dependent on opportunities	Ongoing	Opportunities identified and implemented.

## Priority Area 7: Industry Capability

### The Mission

Supporting the Limestone Coast industry to develop sustainable businesses that deliver high quality visitor experiences for the region's high yielding visitor personas.

### What Action is Required

The experience a visitor has within a destination is one of the most influential marketing activities in attracting new and repeat visitors to a destination. This is because a visitor's positive experience fuels the highly trusted positive advocacy for a destination through visitors and residents both online and offline.

To grow visitor advocacy, and thus the economy, it is critical the businesses delivering or facilitating the product or service on the front-line have the skills, staff and support to develop sustainable and high-quality experiences.

Given the region's tourism industry mostly comprises of small and medium sized businesses, this underpins the success of the whole plan, and should remain a major priority for the Region.

## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Ensure businesses and volunteers have access to, and engage with, tools, technologies, programs and funding to maximise their professionalism and profitability	7.1	<b>Undertake an skills gap audit</b> to identify key areas of support required to facilitate business growth and new experience development and events across the region	LCLGA	RDALC, Consultant	TBC	Short Term	Audit is complete
	7.2	<b>Develop/leverage/advocate for a schedule of relevant professional development opportunities for visitor economy experiences.</b>  Specific topics include: <ul style="list-style-type: none"> <li>• Business Continuity</li> <li>• Storytelling</li> <li>• Digital Marketing (Website, Social, Online Reputation Management, Listings Management (ATDW), online bookability)</li> <li>• Commissionable Products</li> <li>• Customer Service</li> <li>• Experience Development</li> <li>• Experience Design (accessible design)</li> <li>• Event Management (Marketing, Risk Management, etc).</li> <li>• Tour Guiding (ref. action 4.15)</li> </ul>	LCLGA	LC Councils, Training Consultants, TiCSA, SATC	TBC	Immediate, Ongoing	Schedule is developed in the short term.  Implementation is ongoing.
	7.3	<b>Identify and promote programs that support businesses to transition into new markets</b> (e.g. International Ready Programs), engage in new distribution channels (eg Trade & Cruise Visitors) and develop and adapt products to capitalise on growth opportunities. (ref. action 1.17 – 1.20)	LCLGA	TiCSA, SATC, Tourism Operators	Nil	Short Term, Ongoing	Tourism operators participate in relevant programs.

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	7.4	Connect industry to <b>relevant grants and businesses assistance</b> (via action 6.11)	LCLGA	Relevant Stakeholders	Nil	Immediate, Ongoing	Industry stakeholders are aware of relevant funding opportunities.
	7.5	<b>Encourage tourism operators to work with TiCSA</b> for tourism accreditation, awards, training and business development (can be communicated via action 6.11).	LCLGA	TiCSA, Councils, Tourism Operators	Nil	Short Term, Ongoing	Tourism operators participate in relevant TiCSA opportunities
	7.6	<b>Support existing volunteer run Heritage assets across the region</b> to better market and develop their experiences (via Action 7.2)	LCLGA	Training Consultants, TiCSA, SATC	TBC	Short Term Ongoing	Volunteers are engaging in professional development opportunities
<b>Grow the tourism industry workforce</b>	7.7	<b>Undertake an audit to identify gaps/key challenges in labour/jobs supply</b> for the visitor economy (eg. lack of accommodation for staff in Robe over summer)	RDALC	LCLGA	TBC	Medium term	Audit is undertaken
	7.8	Advocate for the <b>development of programs and initiatives that provide training / work experience placement / vocational placements</b> for secondary schools and college students and apprentices and industry-led promotions of the sector.	RDALC	LCLGA	TBC	Medium Term	Programs are developed and implemented.
	7.9	Advocate for the <b>implementation of skill-based training opportunities</b> (relevant to findings from the Audit, ref. action 7.2) to fill gaps in appropriate labour supply	LCLGA/RDA LC	LCLGA, relevant training providers	TBC	Ongoing	Training opportunities are offered.
	7.10	<b>Advocate for the development of a digital solution to connect businesses to potential employees</b> to fill gaps in labour supply to support the continuity and sustainability of jobs and businesses in the Region	LCLGA	RDALC, PIRSA, Digital Product Developer	TBC	Medium Term	Solution is developed, and employees are better connected to employment opportunities within the region.
	7.11	<b>Develop a volunteer strategy</b> to support the sustainable development and succession planning of event committees, tour guiding and visitor servicing.	LCLGA	LG, RDALC	TBC	Medium Term	Strategy is developed and implemented.

## Priority Area 8: Promote the Value of Tourism

### The Mission

Proactively communicate the value of the visitor economy with the limestone coast communities to create positive sentiment for the sector and encourage local advocacy for the region as a travel destination.

### What Action is Required

The Limestone Coast's visitor economy is already a significant economic driver for the Region, and has the potential to drive increased employment and business sustainability, along with population growth and town vibrancy if the actions within this plan are realised.

An engaged community and subsequent positive community sentiment results in greater levels of trust which gives Local Government a higher degree of social licence to invest in visitor experiences and infrastructure, which means better, more vibrant communities for everyone.

When communities appreciate the value of tourism, and what it means for their families and their future livelihoods, it creates friendlier communities and thus better visitor experiences; and locals are more likely to become advocates who provide word of mouth recommendations to current visitors and encourage their own friends and relatives to visit.

Communicating regularly and consulting widely on projects for the visitor economy are key activations that will galvanise a community and is likely to assist in improved communication collaboration across other sectors within the region.



## How Will We Get There

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Share the value of the visitor economy with Elected Bodies	8.1	<b>Regular presentation of achievements of the Plan</b> to elected bodies	LCLGA	LC Councils	Nil	Ongoing – Annually	Annual deputations to Council Elected bodies are presented on the achievements of the plan and the Value of Tourism
	8.2	<b>Organise and facilitate familiarisations</b> for elected members and council staff of visitor experiences	LCLGA	LC Councils	TBC	Medium Term	Elected bodies have an increasing awareness and understanding of the visitor economy, and key experiences
Develop and implement a long-term local advocacy strategy	8.3	<b>Develop and implement a Destination Ambassadors Program</b> to increase the knowledge of local communities in the visitor economy (product experiences, value of tourism etc)  <i>This program will require seed and ongoing funding for marketing and potential networking opportunities</i>	LCLGA	LC Councils	TBC	Medium Term	Program is established, marketed, and an increasing number of locals become Ambassadors
	8.4	<b>Publish regular editorial in local papers</b> with key achievements in the industry (promote the value of tourism, keep locals informed of what there is to see and do)	LCLGA	All Regional Communication Channels, Local Media	Nil	Short Term, Ongoing	Communication Plan developed and implemented
	8.5	<b>Develop a residents communication opt-in database</b> to communicate new news, what's on to keep the community up to date	LCLGA	LC Communities	Nil	Short Term, Ongoing	Database set up, and opt-in promoted in relevant activities
	8.6	<b>Identify/set up and manage a Facebook Group for locals</b> to connect and engage with regard to the visitor economy	LCLGA + LCVSN	Visitor Servicing Teams	Nil	Short Term, Ongoing	Facebook Group set up and community is managed

KEY INITIATIVES	#	ACTIONS	ACTION LEAD	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> <li>Learn about new news, what's on, any upcoming/active projects</li> <li>Ask any visitor servicing questions</li> </ul>					
	8.7	<b>Enhance the current regional shop local campaign</b> (Shop Limestone Coast) offering locals incentives to drive visitation from locals and VFR) <ul style="list-style-type: none"> <li>Optimise Facebook Page</li> <li>Implement local PR opportunities across local media</li> <li>Design and Print collateral / digital website/app to support the campaign.</li> </ul>	LCLGA	Shop Limestone Coast asset owner, Local Businesses		Medium Term, Ongoing	Enhance and implement a whole of region campaign
	8.8	<b>Activate a local's hashtag where locals can share their Stories on Instagram</b> , which can then be leveraged via destination Always On marketing channels (ref Action 1.5-1.10)	LCLGA	Nil	Nil	Immediate	Hashtag developed and stories re-marketed in always on digital marketing activities
	8.9	<b>Develop an annual 'The True Value of Tourism' editorial/infographic</b> for Councils to send to all residents with Rates	LCLGA	LC Councils	Quote for graphic design and printing to be obtained (90approx. \$5,000)	Medium Term	Lift out is produced and distributed via Council distribution
	8.10	<b>Consult the Limestone Coast community</b> to engage them in decision making process for visitor economy projects (eg. Regional Brand, experience development) and activate local PR regarding the value these projects bring to the community	LCLGA, LC Councils	Local Communities	Nil	Ongoing	Community are consulted on relevant projects

# Action Plan Snapshot

Following is a snapshot of the Action Plan by priority time frames.

## Immediate Priorities

Commence Immediate Action before June 2021

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
<b>Marketing</b>	<ul style="list-style-type: none"> <li>Implement an 'Always On' Digital Marketing Strategy                             <ul style="list-style-type: none"> <li>Digital Storytelling Calendar</li> <li>User Generated Content Strategy</li> <li>Destination Website</li> <li>Social Media</li> <li>Email Marketing Strategy</li> </ul> </li> <li>Facilitated workshop to ensure consistent and coordinated marketing across the Region</li> </ul>	LCLGA
<b>Visitor Servicing</b>	<ul style="list-style-type: none"> <li>Elevate Visitor Servicing as a strategic, regional priority area</li> <li>Activate a Limestone Coast Visitor Servicing Network (LCVSN)</li> <li>Identify a resource to coordinate/activate the LCVSN</li> <li>Develop and implement an annual visitor collateral plan</li> </ul>	LCLGA, LC Councils
<b>Events</b>	<ul style="list-style-type: none"> <li>Maintain a database and communication with Business Event Operators</li> <li>Review, update and distribute Limestone Coast Business Events Planning Brochure</li> <li>Identify existing regional and local events and promote via marketing and visitor servicing activities</li> </ul>	LCLGA
<b>Experience Development</b>	<ul style="list-style-type: none"> <li>Actively encourage relevant LG Operators to leverage the DEW Nature Based Tourism Co-Investment Fund and SATC Tourism Industry Development Fund</li> <li>Actively encourage LG Operators to leverage the Tourism Industry Development Fund.</li> </ul>	LCLGA
<b>Governance + Collaboration</b>	<ul style="list-style-type: none"> <li>Confirm the resourcing required to support the implementation of the Plan,</li> <li>Evolve the Tourism Management Group to include cross section of industry and funding partners to govern the new Plan</li> <li>Ensure consistency in priorities between this Plan and the Limestone Coast's priorities in the SA Regional Visitor Strategy</li> <li>Support the establishment of an Industry led Industry Reference Group</li> <li>Continue to manage and grow a database of all tourism operators in the Region</li> </ul>	LCLGA, LC Councils
<b>Industry Capability</b>	<ul style="list-style-type: none"> <li>Develop/leverage/advocate for a schedule of relevant professional development opportunities</li> <li>Connect industry to relevant grants and businesses assistance</li> </ul>	LCLCA, LC Councils
<b>Promote the Value of Tourism</b>	<ul style="list-style-type: none"> <li>Activate a local's hashtag where locals can share their Stories on Instagram</li> </ul>	

# Short Term Priorities

To be actioned in 2021 Financial Year, with some projects ongoing

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
<b>Marketing</b>	<ul style="list-style-type: none"> <li>Develop, activate the Visitor Economy Brand Strategy for the Limestone Coast + advocate for the use of the brand throughout the whole Region</li> <li>Grow the Region's visual assets (photos/videos)</li> <li>Develop and implement a Blogging strategy</li> <li>Implement Seasonal Campaigns</li> <li>Increase the digital footprint for LC on third-party websites, and travel apps.</li> <li>Identify products in the Region that can work with the travel distribution system</li> <li>Activate strategic marketing opportunities to drive demand from niche market segments</li> <li>Implement a strategic offline marketing initiatives</li> <li>Set up mechanisms to report on the attainment of major KPIs and marketing initiatives</li> </ul>	LCLGA
<b>Visitor Servicing</b>	<ul style="list-style-type: none"> <li>Councils to review visitor servicing activities and refine business plans</li> <li>VIC staff to engage with wider regional stakeholders on projects, events and committees</li> <li>Digital Visitor Servicing Training for frontline staff</li> <li>Audit and optimise existing Council developed Visitor Collateral</li> <li>Develop dynamic 'What's On' visitor collateral as an integration into destination website</li> <li>Undertake reputation management for all online listings of council/community owned visitor experiences</li> <li>Develop region digital dashboard for reporting on key Regional Visitor Servicing statistics</li> </ul>	LCVSN, LC Councils, Tourism eSchool
<b>Events</b>	<ul style="list-style-type: none"> <li>Develop, resource and fund the implementation of a Limestone Coast Event strategy</li> <li>Continue to work with Adelaide Convention Bureau to leverage relevant membership opportunities</li> <li>Develop collaborative partnerships with sporting stakeholders</li> <li>Advocate for re-hosting of the SA Masters Games in Tatiara</li> </ul>	LCLGA, TRC
<b>Experience Development</b>	<ul style="list-style-type: none"> <li>Engage and support Forestry SA – Green Triangle and DEW in activation of their natural assets for nature based and adventure experiences</li> <li>Advocate for maintenance/development/expansion of relevant supporting infrastructures for nature based adventure experiences at key visitor locations in the Limestone Coast</li> <li>Support of existing or new operators to enter the market, including hire products, lessons, tours or pop up experiences</li> <li>Advocate for and support the development of food/wine/beverage experiences</li> <li>Further activation of the Limestone Coast Tasting Trail</li> <li>Expansion of "Guides of Mt Gambier" Program</li> <li>Advocate for/support the further activation of key History and Heritage experiences</li> <li>Advocate for the further development of engaging interpretation and storytelling around the Limestone Coast towns unique heritage stories.</li> <li>Increase acknowledgement and inclusion of Boandik and Ngarrindjeri history and culture across the Region's visitor experiences.</li> <li>Support the progression of new Mount Gambier Community + Recreation Hub</li> </ul>	LCLGA, LC Councils, DEW, Forestry SA

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
	<ul style="list-style-type: none"> <li>Support the progression of the Robe Function and Event Centre</li> <li>Advocate for insurance policies that support experience development of key experience themes</li> </ul>	
<b>infrastructure + Access</b>	<ul style="list-style-type: none"> <li>Continue to support the Mount Gambier Airport Expansion and Masterplan activation</li> <li>Advocate for coach connectivity through the Region from Melbourne to Adelaide.</li> <li>Advocate for the continued funding of the Overland Train service between Melbourne and Adelaide.</li> <li>Improve parking in key Limestone Coast visitor locations</li> </ul>	LCLGA, LC Councils
<b>Governance + Collaboration</b>	<ul style="list-style-type: none"> <li>Develop set of valid measurement metrics via a digital visitor data dashboard</li> <li>Advocate for improved, micro data and insights from SATC</li> <li>Engage visitor economy groups and committees in the Plan</li> <li>Facilitate regular industry networking events</li> <li>Develop a quarterly Industry Survey</li> <li>Develop comprehensive tourism investment prospectus</li> </ul>	LCLGA
<b>Industry Capability</b>	<ul style="list-style-type: none"> <li>Undertake an skills gap audit</li> <li>Identify and promote programs that support businesses to transition into new markets</li> <li>Encourage tourism operators to work with TiCSA</li> <li>Support existing volunteer run Heritage assets across the region</li> </ul>	LCLGA
<b>Promote the Value of Tourism</b>	<ul style="list-style-type: none"> <li>Publish regular editorial in local papers with key achievements in the industry</li> <li>Develop a residents communication opt-in database</li> <li>Identify/set up and manage a Facebook Group for locals to connect and engage with regard to the visitor economy</li> </ul>	LCLGA, LCVSN

## Medium Term Priorities

To be actioned in 2022 and 2023 Financial Years, with some projects ongoing (Potential for earlier activation resourcing permitted)

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
<b>Marketing</b>	<ul style="list-style-type: none"> <li>Advocate for the inclusion of the Region in Itineraries of Tour Operators</li> </ul>	LCLGA
<b>Visitor Servicing</b>	<ul style="list-style-type: none"> <li>Support the provision of up to date and on-brand visitor information via Visitor Information Boards/Information Bays in the region.</li> <li>Engage tourism operators to be effective visitor servicing advocates for the region</li> </ul>	LCLGA, LC Councils
<b>Events</b>	<ul style="list-style-type: none"> <li>Work with membership based clubs (eg. Yacht/Sailing/Golf) – encouraging reciprocal membership rights to attract travellers to use their facilities</li> <li>Support the development of Event Volunteer Engagement + Activation program</li> </ul>	LCLGA
<b>Experience Development</b>	<ul style="list-style-type: none"> <li>Activation of Blue Lake precinct via a Masterplan</li> <li>Advocate for private investment into quality 4.5 star group accommodation in Mount Gambier and Coonawarra</li> <li>Advocate for councils in their sporting/recreation facilities capital works programs to assist with attracting relevant events based on their facilities.</li> </ul>	LCLGA, LC Councils
<b>infrastructure + Access</b>	<ul style="list-style-type: none"> <li>Expand the Regional network of EV charging points</li> <li>Activate/update information bays at key visitor rest/convenience stops</li> </ul>	LC Councils
<b>Industry Capability</b>	<ul style="list-style-type: none"> <li>Undertake an audit to identify gaps/key challenges in labour/jobs supply</li> <li>Advocate for the development of programs and initiatives that provide training / work experience placement / vocational placements</li> <li>Advocate for the development of a digital solution to connect businesses to potential employees</li> <li>Develop a volunteer strategy</li> </ul>	RDALC, LCLGA
<b>Promote the Value of Tourism</b>	<ul style="list-style-type: none"> <li>Organise and facilitate familiarisations for elected members and council staff of visitor experiences</li> <li>Develop and implement a Destination Ambassadors Program</li> <li>Enhance the current regional shop local campaign</li> <li>Develop an annual 'The True Value of Tourism' editorial/infographic for Councils to send to all residents with Rates</li> </ul>	LCLGA, LC Councils

# Ongoing Priorities

Already underway (or start when advantageous) and to continue

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
<b>Marketing</b>	<ul style="list-style-type: none"> <li>Actively leverage SATC marketing initiatives</li> <li>Support the relevant SATC International Marketing Activities</li> <li>Identify strategic projects to grow the share of International visitors in the Region</li> <li>Implement strategic partnership marketing initiatives with key stakeholders</li> <li>Advocate for implementation of strategic and coordinated marketing for key tourism assets/experiences (eg. Naracoorte Caves) with relevant stakeholders</li> <li>Advocate for continued access to data from SATC</li> </ul>	LCLGA
<b>Visitor Servicing</b>	<ul style="list-style-type: none"> <li>Grow awareness of regional product offering with Visitor Centres outside the region</li> <li>Implement Outreach Visitor Servicing</li> <li>Engage residents to be effective visitor servicing advocates for the region</li> </ul>	LCVSN
<b>Events</b>	<ul style="list-style-type: none"> <li>Support existing events to the Region</li> <li>Actively encourage event managers to list their events on the ATDW</li> <li>Actively engage event organisations to use regional branding and encourage advocacy through the promotion of the Region's user generated content policy</li> <li>Work with relevant event venue owners across the region to identify new event opportunities in areas of leisure, business and sports events.</li> <li>Actively support councils/organisations/communities to bid and host for new events</li> <li>Advocate for local communities/industry/councils to grow their involvement in state-wide event programs.</li> </ul>	LCLGA
<b>Experience Development</b>	<ul style="list-style-type: none"> <li>Further activation of Naracoorte Caves World Heritage Site</li> <li>Progress the Limestone Coast Regional Trails Network</li> <li>Advocate for activation of Limestone Coast Food, Wine + Beverage brand stories</li> <li>Advocate for expansion of LC food experiences in relevant events</li> <li>Advocate for expansion/improvements to accommodation that caters to higher yielding caravan, camping and RV traveller requirements</li> <li>Advocate and support the attraction and expansion of Art and Cultural experiences in the Region</li> <li>Advocate for the removal of unnecessary red tape/simplification of tourism development policies to support experience development</li> <li>Identify and connect/apply relevant stakeholders to relevant grants</li> <li>Lobby for grant funding opportunities</li> </ul>	NLC, DEW, LCLGA
<b>infrastructure + Access</b>	<ul style="list-style-type: none"> <li>Advocate for maintenance of commercial flights into Mount Gambier</li> <li>Advocate for relevant infrastructure upgrades are region's airstrips</li> <li>Advocate for enhanced public transport links</li> <li>Maintain a regional tourism &amp; wayfinding signage register and identify and prioritise signage updates.</li> <li>Advocate for prioritisation of projects in the LCLGA Infrastructure Audit</li> <li>Ensure public assets, such as Public Toilets, Bins, RV Campgrounds and Parks are maintained to a high standard</li> </ul>	LC Councils, LCLGA

PRIORITY AREA	KEY INITIATIVES	PROJECT LEAD
	<ul style="list-style-type: none"> <li>Consider Visitor Economy impacts/opportunities with all Placemaking/Masterplans</li> </ul>	
<b>Governance + Collaboration</b>	<ul style="list-style-type: none"> <li>Facilitate and encourage tourism operators to collaborate with other operators and industry organisations on mutually beneficial initiatives</li> <li>Maintain the already established regular communication with industry via relevant channels</li> <li>Activate relationships with Primary industry sector organisations to pro-actively identify and leverage experience development, leisure and business events and marketing opportunities</li> <li>Initiate/leverage collaborative opportunities with neighbouring regions in Victoria</li> <li>Initiate/leverage collaborative opportunities with neighbouring regions in South Australia</li> </ul>	LCLGA
<b>Industry Capability</b>	<ul style="list-style-type: none"> <li>Advocate for the implementation of skill-based training opportunities</li> </ul>	LCLGA, RDALC
<b>Promote the Value of Tourism</b>	<ul style="list-style-type: none"> <li>Regular presentation of achievements of the Plan to elected bodies</li> <li>Consult the community to engage them in decision making process for visitor economy projects</li> </ul>	LCLGA



# Key Performance Indicators

This Plan cannot be managed if it cannot be measured. As such, 6 Major Key Performance Indicators (KPIs) have been identified and will be used to monitor and measure the progress of this Plan and indicate the achievement of the 6 Strategic Priority Areas initiatives and actions.

In *Priority Area 6: Governance and Collaboration*, it has been recommended the Region develop set of valid measurement metrics (in addition to the below) via a digital visitor data dashboard to reliably track the trajectory of the Region's visitor economy.

*Suggested additional data points include:*

- *Accommodation Occupancy*
- *Dispersal*
- *Visitor Sentiment*
- *Consumer Spending*
- *Visitors Serviced*
- *Event Participation/Attendances*

**Table 5: Measurement of Key Performance Indicators**

	METRIC	SPECIFIC METRIC	BASELINE <sup>7</sup>	2025 POTENTIAL
Economy	Expenditure	Tourism Expenditure	\$337M (Dec 2018)	\$609M
	Jobs	Number of people directly and indirectly employed in tourism	3,000 <sup>8</sup>	3,210 <sup>9</sup>
Visitors	Visits	Total number of overnight visits (Domestic + International)	617,000	731,145 <sup>10</sup>
	Nights	Total nights (Domestic + International)	2,001,000	2,371,185 <sup>11</sup>
	ALOS	Average length of stay (Domestic)	3	4 <sup>12</sup>
	Day Trips	Total number of Day Trip visitors	402,000	476,370 <sup>13</sup>

<sup>7</sup> South Australian Tourism Commission Regional Tourism Profile, Limestone Coast, Annual Average 2016-2018

<sup>8</sup> South Australia Tourism Commission, Limestone Coast, The Value of Tourism

<sup>9</sup> Tourism employment is projected to grow nationally by an average rate of 1.4% per annum. [http://www.tra.gov.au/documents/Tourism\\_Employment\\_Projections\\_FINAL\\_Oct13.pdf](http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf)

<sup>10</sup> 10-year annual average growth rates from 2019/2018 of 3.7% for domestic market only ([https://www.tra.gov.au/ArticleDocuments/185/Tourism\\_Forecasts\\_2019.pdf.aspx](https://www.tra.gov.au/ArticleDocuments/185/Tourism_Forecasts_2019.pdf.aspx))

<sup>11</sup> See reference 7

<sup>12</sup> Stretch target, no formula available.

<sup>13</sup> See reference 7

# Measurement Evaluation Methodology

Below is a snapshot of the Evaluation Method for each of the KPIs for this Plan. However, it is recognised that economy KPI's will need updating once post covid-19 forecasts are updated. New measures may also need to be developed and for some aspects quantitative measures are not easily obtainable and alternative tools to review progress may need to be used. An annual review of this Plan is recommended with associated reporting to be made available to key stakeholders in the Plan.

Table 6: KPI Evaluation Method

Perspective	#	Major Key Performance Indicator	Data Collection Method
Economy	1	Tourism Expenditure	<ul style="list-style-type: none"> <li>Baseline data available from <b>SATC Regional Tourism Profile 2016-2018</b> (updated data is available each year)</li> <li><b>2030 Potential Set by SATC</b> (2030 Tourism Strategy, and forecast data made available from Research Team, February 2020).</li> </ul>
	2	Direct and Indirect Employment	<ul style="list-style-type: none"> <li>Baseline data available from <b>Tourism Research Australia Regional Satellite Account for Limestone Coast Tourism Region 2017-2018</b></li> <li>2025 potential data calculated using <b>Tourism Employment Average growth rate of 1.4% per annum</b> (<a href="http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf">http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf</a>)</li> </ul>
Visitors	4	Total number of overnight visits (Domestic + International)	<ul style="list-style-type: none"> <li>Baseline data available from <b>SATC Regional Tourism Profile 2016-2018</b> (updated data is available each year)</li> <li>2025 potential data calculated using 10-year annual average growth rates of 3.7% for domestic market and International (<a href="https://www.tra.gov.au/ArticleDocuments/185/Tourism_Forecasts_2019.pdf.aspx">https://www.tra.gov.au/ArticleDocuments/185/Tourism_Forecasts_2019.pdf.aspx</a>)</li> <li>Average Length of Stay is a stretch target.</li> </ul>
	5	Total nights (Domestic + International)	
	6	Average length of stay (Domestic)	
	7	Total number of Day Trip visitors	

# Acknowledgements

The Limestone Coast Destination Tourism and Marketing Plan 2025 has been prepared through extensive consultation with key tourism stakeholders across community, industry, business and government. Stakeholder input to the Report was gathered through the following sources during February – September 2020:

- Via 73 responses through online survey of residents, community groups, local government, industry and government staff (Feb – April 2020)
- Over 70 tourism operators and key stakeholders were involved in 7 face to face community consultation workshops in across the Region (February 2020)
- Many Individual meetings were also conducted with key government and industry stakeholder organisations (February-September 2020)

Local and State Government	Industry	Local Community
<ul style="list-style-type: none"> <li>• Elected Members, Executive Staff, Visitor Servicing Staff of               <ul style="list-style-type: none"> <li>• City of Mount Gambier</li> <li>• District Council of Grant</li> <li>• Wattle Range Council</li> <li>• District Council of Robe</li> <li>• Kingston District Council</li> <li>• Naracoorte Lucindale Council</li> <li>• Tatiara District Council</li> </ul> </li> <li>• South Australian Tourism Commission – Marketing, Product Development</li> <li>• Department of Environment + Water</li> <li>• Department of Primary Industries + Research.</li> <li>• Forestry SA</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Development Australia Limestone Coast</li> <li>• Beachport Progress Association</li> <li>• Bordertown on the Move</li> <li>• Coonawarra Vignerons</li> <li>• Kingston Connect</li> <li>• Kingston SE Tourism Group</li> <li>• Limestone Coast Mixed Dozen</li> <li>• Millicent Business and Tourism Association</li> <li>• Mount Gambier &amp; Districts Tourism Operators</li> <li>• Naracoorte &amp; Lucindale Business and Tourism Association</li> <li>• Penola &amp; District Business &amp; Tourism Association</li> <li>• Robe Tourism Association</li> <li>• Tatiara Tourism Group</li> <li>• Tourism Mount Gambier</li> </ul>	70+ Local Residents, Business Owners, Wineries, Tourism Providers in the Region

The development of the Tourism Plan, management and execution of the stakeholder engagement was conducted by Rebecca White and Paige Rowett, Directors, Tourism eSchool ([www.tourismeschool.com](http://www.tourismeschool.com)).

# Glossary

ABS – Australian Bureau of Statistics  
ACT – Australian Chamber of Tourism  
AFG – Australian Federal Government  
ATDW – Australian Tourism Data Warehouse  
CMG - City of Mount Gambier  
DCG - District Council of Grant  
DCR - District Council of Robe  
DEW - Department of Environment + Water  
DPTEI – Department of Planning, Transport and Infrastructure  
KDC - Kingston District Council  
LCLGA – Limestone Coast Local Government Association  
LCVSN – Limestone Coast Visitor Servicing Network (proposed)  
NLC - Naracoorte Lucindale Council  
PIRSA - Department of Primary Industries + Research.  
RDALC – Regional Development Australia Limestone Coast  
RTO – Regional Tourism Organisation  
SATC – South Australian Tourism Commission  
TA – Tourism Australia  
TDC - Tatiara District Council  
TiCSA – Tourism Industry Councils SAC  
TRA – Tourism Research Australia  
VFR – Visiting Friends and Relatives  
VIC – Visitor Information Centre (accredited)  
VIO – Visitor Information Outlet

# Appendix 1: Marketing and Visitor Servicing Goals, Objectives + Measurement

## Marketing + Visitor Servicing Goals

To achieve the Strategic Goal and Major KPIs (ref. Priority Area 1 Marketing + Priority Area 2 Visitor Servicing), the following Marketing and Visitor Servicing Goals have been identified.

1. Increase Brand Awareness + Advocacy
2. Foster Engagement, Consideration and Trust
3. Increase Lead Acquisition
4. Increase Visitors Serviced
5. Increase Conversions / Profits (Product/Event Booking Commission/Retail/Souvenir Sales)

# Tactical Objectives

Below are some **suggested** online tactical objectives, aligned with the relevant Marketing and Visitor Servicing Goals (objectives to be confirmed by LCLGA, as it relates to the current investment in marketing initiatives)

NOTE: These metrics can be updated or added to in accordance with the outcome of the implementation of the actions in this Plan.

MARKETING GOALS	OBJECTIVES	TIMEFRAME	MEASUREMENT
WEBSITE MARKETING			
Brand Awareness	Attract X users to the website	From <date> to <date>	Via Google Analytics
	Achieve X total page views on the website	From <date> to <date>	
	Attract an average of X% of 'new users' to the website	From <date> to <date>	
Engagement + Trust	Achieve an average bounce rate of less than X% for the whole website	By <date>	
	Achieve an average time on site of X minutes for the whole website	By <date>	
	Achieve an average Pages per Session of X for the whole website	By <date>	
	Achieve an average time on site of X minutes for Mobile Visitors	By <date>	
Lead Generation	Achieve X Emarketing Opt-in signups from website opt-in forms	By <date>	
	Increase Referrals to Operator Websites by x%	By <date>	
Visitor Servicing	Achieve x Live Chat discussions	By <date>	Via Online Chat Software
	Achieve X Contact Form Submissions	By <date>	Via Google Analytics
	Achieve X Click to Call	By <date>	
	Achieve X Visitor Guide Views/Downloads	By <date>	
	Increase destination visitor information, product + event on relevant third party tourism organisation websites by x% (including ATDW listings)	By <date>	Manual tracking
Conversions / Profit	Increase bookings direct from website by X%	From <date> to <date>	Via Google Analytics, Bookeasy and Financial Reporting software
	Increase bookings from review websites referral source by X%	By <date>	
	Increase total profit by X%	From <date> to <date>	
	Achieve X Contact Form Submissions which have offline sales conversions	By <date>	

MARKETING GOALS	OBJECTIVES	TIMEFRAME	MEASUREMENT
	Increase retail sales direct from website by X%	From <date> to <date>	Via Ecommerce Software Reporting
	Increase # units sold by X%	From <date> to <date>	
SEARCH ENGINE OPTIMISATION			
Brand Awareness	Attract average X% users to the website from 'Organic' source	From <date> to <date>	Via Google Analytics
	Attract average X% users to the website from 'referral' sources (social, email, referral)	From <date> to <date>	
	Increase the # of landing pages from search engine source from X to X	By <date>	
Engagement + Trust	Achieve an average bounce rate of less than X% for users from 'Organic' Source	By <date>	
	Achieve an average time on site of X minutes for users from 'Organic' Source	By <date>	
Lead Generation	Achieve X Emarketing Opt-in signups from organic search visitors	By <date>	
	Achieve X Contact Form Submissions from organic search visitors	From <date> to <date>	
Conversions / Profit	Increase bookings by organic search by X%	From <date> to <date>	
	Increase retail sales by organic search by X%	From <date> to <date>	
SOCIAL MEDIA + ONLINE REVIEW WEBSITES			
Brand Awareness	Increase social media community size/s by x% (per channel)	From <date> to <date>	via Social Media Channel Insights tools
	Increase quality of community to align with the destination's Ideal Customers	From <date> to <date>	
	Increase social media coverage on key destination influencer social communities by x%	From <date> to <date>	
	Increase average monthly social media reach by x% (per channel)	From <date> to <date>	
		Improve position of organisation managed product listings to position X (e.g. TripAdvisor + Google My Business)	From <date> to <date>
Engagement + Trust	Increase positive use of brand hashtags by x%	From <date> to <date>	via relevant Social Media Channel Insights tools
	Achieve average monthly engagement rate of over 7% on Facebook Posts.	By <date>	
	Achieve average monthly engagement rate per post of over 11 % on Instagram Posts.	By <date>	
Lead Generation	Achieve X Emarketing Opt-in signups from social media	By <date>	
Visitor Servicing	Increase the # of social customer service queries answered by x%	By <date>	Manual Tracking
	List and provide management responses for all relevant regionally managed experiences on review websites.	By <date>	
	Achieve 100% response rate on all Forum and Q+ A Listings (e.g. TripAdvisor + Google MyBusiness)	By <date>	
Conversions / Profit	Increase bookings by social media referral source by X%	By <date>	Via Google Analytics

MARKETING GOALS	OBJECTIVES	TIMEFRAME	MEASUREMENT
BLOGGING			
Brand Awareness	Increase the # of landing pages which are blog posts from any source from X to X	By <date>	Via Google Analytics
Engagement + Trust	Increase the average time per blog post from X to X	By <date>	
	Achieve X total average monthly social shares of individual blog posts	By <date>	Via Google Analytics
	Achieve X total page views for individual blog posts	By <date>	
Lead Generation	Achieve X downloads of free content from blog posts	By <date>	
Visitor Servicing	Increase the use of Blog articles in Online Visitor Servicing by x% by <dates>	By <date>	Manual Tracking
Conversions / Profit	Increase bookings by blog landing page source by X% by <dates>	By <date>	Via Google Analytics
	Increase retail sales by blog landing page source by X% by <dates>	By <date>	
EMAIL MARKETING			
Engagement + Trust	Achieve click through rate of over x% for eNews	From <date> to <date>	
	Increase the average time on your website by email campaign referral source from X to X	By <date>	Via Google Analytics
	Achieve open rate of over x% for eNews	From <date> to <date>	Via Email Service Provider
Lead Generation	Increase email subscribers by x%	From <date> to <date>	
Conversions / Profit	Increase bookings by email campaign referral source by X%	By <date>	Via Google Analytics
	Increase retail sales by email campaign referral source by X%	By <date>	
VISITOR SERVICING			
Visitor Servicing	Increase the # of face to face visitors serviced in the VIC/s by x%	From <date> to <date>	Manual Audit + Tracking
	Increase the # of visitors serviced online by x% (eg direct message, phone, email)		
	Increase the # of visitors serviced outside of the VIC/s by x% (such as pop up, events, etc)	From <date> to <date>	Manual Audit + Tracking
	Hardcopy Brochure/Map Distributed – Via Welcome Pack, Visitor Centre, Tourism Operators, Community Events	From <date> to <date>	Manual Audit + Tracking



# Other Marketing + Visitor Servicing Metrics

## Retail Sales

- Offline sales tracked in Visitor Centres

## Visitor Collateral, Print, TV and Radio Advertising

- Objectives to be set for each individual activity.
- All activities must drive traffic to the website, via a unique URL landing page (which can't be found in search engine results).
- Track the number referrals to the unique URL via Google Analytics
- Track the number of conversions online via Google Analytics (depending on what you want the user to do once they hit the URL, e.g. Fill out a form)

## Famils, PR, Visiting Journalists, Brand Partnerships, Influencers, Trade/Consumer Shows

- All activities need to have a direct, measurable impact on the Strategic Goal
- Identify what part of the activity will assist to get the regional brand in front of more Ideal Customers and or Niche Groups.
- Set up measurement tactics on website, or other means, to be able to track brand engagement as a result of the activity
- Can be integrated into online marketing tactical measures (as per previous table)