

Gawler



Tourism Plan Beyond 2020

Prepared by

TOURISM  SCHOOL

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www.tourismeschool.com

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ABOUT THIS DOCUMENT

Town of Gawler (TOG) has a vision:

“To be confirmed through consultation.”

To achieve this vision, the TOG uncovered the town’s potential for the visitor economy through a thorough consultation with all industry stakeholders to develop a comprehensive **Visitor Economy + Cycle Tourism Situation Analysis**. From this Analysis, a **Tourism Plan** has been developed which outlines the actions council will implement to achieve the vision.

Where to start...

Visitor Economy + Cycle Tourism Situation Analysis

This document offers an in-depth analysis of the Visitor Economy for the TOG as at April 2019, with a focus on Cycle. This is a must-read for those who are interested in gaining a deep understanding of the state of play for the visitor economy in the town.

Tourism Plan Beyond 2020 – YOU ARE HERE!

This document sets the priorities to boost the visitor economy in TOG over the next 3-5 years. It includes the Actions to be implemented and KPIs to be measured to achieve the opportunities that were identified in the *Visitor Economy + Cycle Tourism Situation Analysis*.

Tourism Plan Snapshot Beyond 2020

This document offers a bird’s eye view of the Tourism Plan Beyond 2020



The Visitor Economy

The visitor economy includes all visitors that travel outside their usual home to take part in activities including leisure, business, events, employment, education or to visit friends and relatives.

These visitors, which include international, interstate, intrastate and day trip visitors, provide benefits to the economy through the direct contributions of their tourism activities, as well as the indirect contributions via the value chain, such as the impacts of capital investment and Government expenditure. The visitor economy encompasses the contribution tourism makes to employment, investment, infrastructure development, exports, provision of temporary labour and social vibrancy.

When it comes to calculating the return on marketing investment of investment in the Visitor Economy, it can be challenging to calculate a direct return on investment as there are often multiple stakeholders investing in a project and often results that are difficult to quantify. However, as a guide for organisations investing in a Visitor Economy, the 2015 Productivity Commission Report¹ found that for every \$1 invested in a Visitor Economy, the return on investment was \$15, while Tourism Accommodation Australia² found the return as high as \$22 for every \$1 invested.

Local Government's Role in the Visitor Economy

Councils support their communities in a variety of ways and now make a significant contribution to the economic and social well-being of residents. The days of 'Roads, Rates and Rubbish' are well and truly in the past.

As we all know, South Australia is facing economic challenges and many regions are competing for residents, business and visitors to maintain viable, healthy communities. With the transition to a service-based economy, tourism and events will play a greater role in regional development by attracting new money, supporting jobs and by contributing to the attractiveness of Councils as places to 'live, work and play'.

Town of Gawler (TOG) plays a significant and diverse role in developing its visitor economy. The base infrastructure and core amenities that are enjoyed in Town by visitors are largely the product of the work of TOG, whether it is through placemaking assets, accessibility, natural and cultural environment, or the provision of visitor services.

A vibrant visitor economy also unlocks the opportunity for population growth, as there are also strong overlaps between a place being highly liveable and great to visit. So, when visitors enjoy and fall in love with a location, they could decide to move and live locally, which can be a sustainable way to increase the capacity of the Council to deliver on community desires and expectations.

¹ <https://www.pc.gov.au/research/completed/international-tourism>

² https://www.tourismaccommodation.com.au/wp-content/uploads/2012/08/RETURN-ON-MARKETING-INVESTMENT-FOR-AUSTRALIAN-TOURISM-vrp2-16_7_14.pdf

Results from the Australian Regional Tourism Network (ARTN) Local Government spend on Tourism Report 2017³, noted that South Australian Councils, on average, spent \$17 on visitor economy related investment per resident. The report also highlighted the following sentiment from respondents:

- 90% respondents agreed that tourism offers economic development opportunities;
- 78% respondents agreed that tourism is one of the most important local industries;
- 72% respondents agreed that economic benefits far outweigh the costs of council investments in tourism; and
- 52% respondents agreed that tourism should be a higher priority in council.

Other Stakeholders in in the Visitor Economy

Whilst TOG has a major role in leading the activation of this Plan, other stakeholders from across industry all have an important part to play in helping achieve the KPIs within the Plan, including:

- Regional Development Australia
- Gawler Business Development Group
- TOG Based Business and Industry Associations
- Tourism Operators + Local Businesses
- South Australian Tourism Commission (SATC)
- Tourism Industry Council of South Australian (TiCSA)
- State Government Departments
- Commonwealth Government + Tourism Australia

Their roles and where they support the Plan can be found in section 2.9 and throughout the Action Plan under the 'Potential Partners' heading.

³ ARTN Local Government Spend on Tourism report January 2017 (<https://regionaltourism.com.au/tecset/wp-content/uploads/2018/07/ARTN-Local-Government-Spend-on-Tourism-Report.pdf>)

AT A GLANCE

Town of Gawler (TOG) has recognised the significance of the visitor economy, and specifically within that Cycle Tourism, as an increasingly sustainable economic driver for the local community, and as such, want to play an active role in developing the visitor economy to ensure the futures of those who live and work in the region.

The visitor economy impacts everyone, and therefore it's everyone's business. Visitor spend filters down to all parts of the community and is felt much more widely than by just the traditional accommodation provider or attraction. The visitor economy creates jobs and supports all local services (supermarkets, cafes, hotels, retail, restaurants and petrol stations), and the multiplier effect sees the local visitor spend flow on through local staff wages and business spend to support other ancillary services (tradespeople, truck drivers, laundry services, child care providers, local food and produce suppliers etc.) – it really does support the town's economy.

Although technically positioned in the Barossa tourism region (as per South Australian Tourism Commission's Tourism Region boundaries), the TOG and its tourism product offering are not consistent with the product themes and brand values of the Barossa. However, it is well positioned to offer regional city amenities and supporting tourism product for those who are visiting, or potentially visiting the Barossa region.

Specifically, the TOG has identified cycle tourism as a potential drawcard for the municipality, with some investment in cycle tourism already applied with the aim of attracting visitors who are either destination cyclists, or those who cycle whilst on holidays. Whilst the TOG has an immature portfolio of wider tourism product, which is key for the attraction of cycle visitors, it has some critical cycle tourism infrastructure in place, including a number of national standard shared paths, river and reserve trails, and a well- positioned and managed bike hub.

To uncover the Town's potential visitor economy, TOG engaged Tourism eSchool (www.tourismeschool.com) to work together with its key stakeholders and tourism industry partners to collaboratively develop a Situation Analysis for the state of the Visitor Economy in the Town. This analysis identified key strategic opportunities to leverage and engage with in the future, and has been consulted in the development of this Tourism Plan.

TOG will grow their visitor economy by undertaking actions that fall into the following 7 key priority areas (which align with the SATC's Draft 2030 Visitor Economy Strategy Priority Areas):

1. **Marketing.** Drive awareness and appeal of Town of Gawler as a travel destination, inspiring more people to visit, stay longer, spend more and use Gawler to explore surrounding areas.
2. **Visitor Servicing.** Town of Gawler provides appropriate and relevant visitor information at all stages of travel for the Town's Ideal Customers, through all owned on and offline channels.
3. **Events.** Use events as a trigger to visit Town of Gawler year round.
4. **Infrastructure + Experience Development.** Enable the development of experiences within Town of Gawler via relevant infrastructure, product development and placemaking initiatives, which supports visitors to have a positive, memorable experience.
5. **Collaboration.** Effectively collaborate within Council and with Town of Gawler's stakeholders to grow the town's visitor economy.
6. **Industry Capability.** Advocate and encourage each individual business in Town of Gawler to deliver the best quality consumer experience for visitors.

7. **Promote the Value of Tourism.** Communicate with residents, local businesses, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Town of Gawler.

Sitting under these priority areas are a number of actions to ensure the strategy becomes a reality. However, the current state of play of destination marketing in the town is it coming from an immature base and a number of immediate, short term activities need to be implemented to ensure the successful implementation of the rest of the Action Plan.

Whilst there is no specific visitation data (or cycle visitation data) available to consistently measure the impact of tourism investment and activity the TOG, the success of this Plan will be measured through a series of metrics that together will paint a picture of the development of the industry. Additionally, actions within the Plan to develop a more robust measurement strategy have been identified.

It is an exciting time for tourism in the TOG, and this Plan will aim to facilitate the connections between businesses, the tourism industry, state and local government, so the effort in the Town is coordinated, effective and assists the community to successfully activate its visitor economy potential for local, domestic and international visitors alike.

1. SITUATION ANALYSIS

TOG uncovered the Town's potential for the visitor economy, through thorough consultation with all industry stakeholders to develop a comprehensive **Visitor Economy + Cycle Tourism Situation Analysis**. This document highlights the state of play for the visitor economy for the TOG as at April 2019.

The following areas of the visitor economy were analysed within this document:

- Global, National, State, Regional and Local perspectives
- The TOG geographic region
- Stakeholders
- Tourism Assets
- Tourism Infrastructure
- Tourism Resources
- Visitor Servicing
- Branding + Positioning
- Marketing
- Visitor Insights
- Macroeconomic Environment
- Strengths, Challenges + Threats
- Opportunities

The situation analysis has enabled TOG to develop this **Tourism Plan** which outlines:

- Customers and Markets
- Branding, Positioning and Marketing
- Strategic Priority areas
- Action Plan, and;
- Measurement Strategy

2. TOURISM PLAN

2.1 Vision

To be sent out for Consultation

- Potentially include Cycle/Heritage/Community/Sustainability/Liveability

2.2 Strategic Goal

To work collaboratively with all levels of industry to build a thriving and sustainable visitor economy for the residents of the Town of Gawler.

2.3 Key Performance Indicators

Five key performance indicators provide an indication of whether TOG is meeting the Strategic Goal. To see the measurement and evaluation strategy for these indicators, please refer to section 2.8.

Table 1: Strategy - Major Key Performance Indicators

PERSPECTIVE	MAJOR KEY PERFORMANCE INDICATOR
Macro	Reach \$273 million tourism expenditure by 2023 for the Barossa Tourism region
Industry	Positive industry participation and engagement
	Increase the number of tourism related businesses in the Town of Gawler
Micro	Increase the number of visitors serviced by Gawler Visitor Information centre
Customers	Improve Customer Sentiment/Perception of the Town of Gawler owned and managed tourism assets

Important Note: KPIs including TOG Visitor Expenditure, Numbers (including cycle specific), Length of Stay, Jobs and Economic Contribution are not currently available, however actions have been identified in the plan to address this gap in Visitor Economy Insights.

2.4 Customers + Markets

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 customer centric approach, with TOG focusing on those customers whose interests and aspirations for travel (not just where they are from) align with TOG’s unique stories, heritage and product offerings.

Ideal Customer Personas

Through stakeholder engagement with industry (see Acknowledgements), three high yielding customer personas have been identified for the TOG. These three customer groups are most likely to stay longer and spend more. They also importantly have the greatest affinity with the visitor experiences that TOG and surrounding regions offers, and they therefore have the greatest likelihood of becoming fans and advocates for the Town, both on and offline.

Baseline Demographics

The below table identifies the unifying demographics for each of the identified Ideal Customer segments.

Table 2: Ideal Customer Demographics

AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITHOUT CHILDREN	GREY NOMADS
<ul style="list-style-type: none"> • Parents 35 – 55, Kids ages 4 - 16 • Live in urban centres, close to city. Adelaide, Melbourne, Sydney, Hobart, Regional Victoria and NSW. • Double Income \$120,000 - \$250,000 • Married or Defacto • Travelling with partner and kids, maybe on a group holiday (niche interest) with extended family or family friends • Interested in outdoor activities, adventure activities, natural attractions, great food + wine, family friendly activities 	<ul style="list-style-type: none"> • Couples. Childless or kids are older and not travelling with them. • Younger – 25 – 35 or older 45 - 65 • Live in urban centres, Adelaide, Melbourne, Sydney, Brisbane, regional Victoria, NSW, QLD, SA, WA and International (US, UK, EU, NZ and China specifically) • Double Income \$120,000 - \$250,000 (double income) • Dating, Engaged or Married. Male + female or same sex. • Still working if older. • Travel with their Partner, other Couples, extended family, or niche interest groups • Interested in food, wine, cooking, adventure, music, nature-based activities – cycling/hiking, keeping fit, art 	<ul style="list-style-type: none"> • Retired couples, travelling around Australia. • Home is currently the road, but home base is regional VIC, NSW, QLD, WA, or Melbourne, Sydney, Brisbane • Medium level income around \$80,000 pa from Super/retirement benefits. • Interested in food, wine, art, new places, nature, soft adventure, natural attractions, history

United by Psychographics

The three customer personas are not just united by their age and demographic, but also their aspirations, challenges, wants and needs when it comes to visiting the Town.

Table 3: Ideal Customer Psychographics

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
Motivations for Travel	<ul style="list-style-type: none"> Looking for adventure and fun, and to reconnect as a family – escape the dreaded school routine! Enjoy time away with other like-minded families, or by visiting friends and relatives (VFR). May be showing interstate and interstate family visitors into the region. Attending events – wedding or family event. Events on in the region. 	<ul style="list-style-type: none"> Looking to reconnect with one another, learn/be educated, relax and unwind from busy jobs. Indulge themselves with awesome food and wine as a reward for working so hard. Visiting Friends and Relatives (VFR) Attending events – wedding or family event, or an event on in the region. Niche interest group – Cycle/Mountain Biking 	<ul style="list-style-type: none"> To learn and explore To enjoy freedom away from ties of work and extended family life To meet new people and have new experiences – get under the skin of a location with longer stays. Visiting Friends and Relatives (VFR) Attending events – wedding or family event. Event on in the region.
How do they Research Travel?	<ul style="list-style-type: none"> Google Search > Direct to business Barossa.com and SA.com websites + social media channels for inspiration Google > Website > Dimmi Stayz/AirBnB/Wotif TripAdvisor Bloggers > eg Glam Adelaide Facebook > Recommendations from Friends Friends Social Media Feeds 	<ul style="list-style-type: none"> Google Search > Direct to business Barossa.com and SA.com websites + social media channels for inspiration Google > Website > Dimmi Stayz/AirBnB/Wotif TripAdvisor Bloggers Facebook > Recommendations from Friends Friends Social Media Feeds / niche interest group pages 	<ul style="list-style-type: none"> Google Search > Direct to business WikiCamps for accommodation ideas TripAdvisor Word of mouth recommendations from other travellers on the road Local Visitor Information Centres (and those outside of the region) Friends social media feeds

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
How do they Book Travel?	<ul style="list-style-type: none"> • Major booking website – if looking for holiday house or self-contained accommodation • May book via Barossa.com if found relevant accommodation available (and couldn't book directly with the business) • Direct with business owner via website, phone or email • May call business if need to clarify something • Will compare price to ensure not being overcharged 	<ul style="list-style-type: none"> • Direct with the business – via their website/third party booking website or app (like Dimmi), email, phone or website. • May call business if need to clarify something • Major booking website • May book via Barossa.com if found relevant accommodation available (and couldn't book directly with the business) 	<ul style="list-style-type: none"> • Direct with business owner via website, phone or email. • May call business if need to clarify something • Will compare price to ensure not being overcharged • May book ahead via local Visitor Centre if relevant
How they find visitor information about and when in Town of Gawler	<ul style="list-style-type: none"> • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers • Location based apps search – TripAdvisor, Facebook “Near me” • Google smartphone searches • Social media questions to family/friends 	<ul style="list-style-type: none"> • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from local business providers (including their accommodation hosts) • Visitor Information Centres – only if convenient and where they are already travelling • Location based apps search – TripAdvisor, Facebook “Near me” • Google smartphone searches • Social media questions to family/friends 	<ul style="list-style-type: none"> • Visitor Centre's on their way to Gawler – Barossa, Clare, Riverland, Adelaide, Kapunda etc. • Visitor guides in their accommodation or restaurants/shops they visit • Word of mouth recommendations from other travellers on the road • Gawler VIC • Location based apps search – TripAdvisor “Near me” • Google smartphone searches • Social media questions to family/friends • Information Bays
How do they travel around	<ul style="list-style-type: none"> • Self-drive • May cycle within parts of the town. 	<ul style="list-style-type: none"> • Self-drive • May join a luxury tour within the region. • May cycle within parts of the town + into Barossa 	<ul style="list-style-type: none"> • Self-drive • May cycle within parts of the town + into Barossa (easy ride only)
Where do they stay?	<ul style="list-style-type: none"> • Family friendly self-contained accommodation – Caravan Parks, AirBnB 	<ul style="list-style-type: none"> • Mid-high end self-contained or hosted accommodation, motels, AirBnB properties 	<ul style="list-style-type: none"> • Their own Caravan/Motorhome
How long do they stay?	<ul style="list-style-type: none"> • Weekend stay or few days during school holidays 	<ul style="list-style-type: none"> • A couple of nights. Part of a weekend/long weekend or few days as part of a longer self-drive holiday in SA. • Extended stays for niche group touring 	<ul style="list-style-type: none"> • A week or so. They base themselves in local caravan park/RV parks, and explore the whole region.

Source Markets

Although research shows that TOG currently has an overwhelming reliance on domestic tourism, international markets will offer an opportunity to drive growth in the future.

The major international source markets for the Barossa Tourism region include Europe (52%), UK (20%), New Zealand (14%) and US (13%)⁴. However, research undertaken by SATC shows growth potential from the Eastern hemisphere markets (specifically China & India) and therefore will be an increasing focus of their future marketing investment.⁵

China is one of the largest and fastest growing of all inbound markets to Australia. The South Australian Tourism Commission's 'Activating China – 2020 strategy', launched in February 2013, illustrates the Chinese visitation patterns. Top insights from the strategy include:

- The Chinese leisure tourism market is one of the largest and fastest growing inbound markets for Australia and South Australia.
- The China 2020 potential for South Australia is forecast to expect 57,000 visitors and \$450m expenditure, which is an average of nearly \$8K spend per visitor.
- Since December 2016, South Australia has secured direct access to this market through China Southern Airlines, mobilizing this market direct into the state for the first time
- Chinese visitation to South Australia is currently strong for Visiting Friends and Relatives (VFR), business and education purpose visitors, with a lower market share of the holiday market.
- Chinese holiday visitors travel the fastest of any traveler. Travel patterns focus on Australia's East Coast and visit three destinations over eight nights.
- South Australia will be positioning the state based on 3 core themes of 'Wine', 'Food' and 'Naturalness'

From TOG perspective, it is important to stay well-informed of the China opportunity, as some of the tourism product based in the Town are well positioned to attract the Chinese traveller.

Opportunities are outlined in the Action Plan to advocate for the culturally sensitive development and strategic marketing of tourism experiences to ensure that when this market matures, the tourism product within the Town are ready to leverage the opportunity.

⁴ Barossa Regional Tourism Profile December 2015-2017

⁵ South Australian Tourism Plan 2020

Market Alignment

The three Ideal Customer groups are identified across all key current source markets of Intrastate, Interstate and International Markets. The Action Plan outlines key activities for TOG to enable relevant opportunities to develop product and messaging to attract more visitors from relevant markets.

Table 4: Ideal Customer Market Alignment

	AFFLUENT FAMILIES WITH SCHOOL AGE CHILDREN	AFFLUENT COUPLES WITH NO CHILDREN	GREY NOMADS
Domestic - Intrastate	✓	✓	✓
Domestic - Interstate	✓	✓	✓
International - Western (UK, EU, US, NZ)	Local families hosting VFR	✓	x
International - Eastern (China, other Asia)	Local families hosting VFR	✓	x

Persona / Experience Mapping

In the below table, the key tourism experiences in the TOG (as identified in the Visitor Economy + Cycle Tourism Situation Analysis 2019) are mapped to the identified Personas. The mapping process identified the priority that the identified Persona places on each tourism experiences and how important it is in them choosing to travel to a destination. Actions to reduce product experience gaps in the below relevant experiences are outlined in the Action Plan.

Table 5: Ideal Customer Tourism Experience Alignment

	AFFLUENT FAMILIES, SCHOOL AGE CHILDREN		AFFLUENT COUPLES, NO CHILDREN		GREY NOMADS	
	<i>Domestic</i>	<i>International</i>	<i>Domestic</i>	<i>International</i>	<i>Domestic</i>	<i>International</i>
Outdoor + Adventure	Primary (Family Friendly)	N/A	Primary	Primary	Secondary (Soft Adventure)	N/A
History + Heritage	Secondary (Family Friendly)	N/A	Secondary	Primary	Primary	N/A
Food + Dining	Primary (Family Friendly)	N/A	Primary (Luxury)	Primary (Luxury)	Secondary	N/A
Arts, Culture and Retail	Secondary (Family Friendly)	N/A	Primary	Primary	Primary	N/A
Events	Primary (Family Friendly)	N/A	Primary	Primary	Primary	N/A

Niche Segments

The TOG is well positioned to leverage the growth from niche segments, such as cycle, cruise, business events and sport, through strategic partnerships and distribution opportunities.

The activation of these segments through targeted marketing efforts will assist to gain greater market share in the domestic market, and to grow visitation from priority international markets. Successful activation of these segments will require product refinement and effective marketing strategies.

Table 6: Niche Segment Market Segments by Country of Origin

	Australia	UK	Europe	NZ	USA	China	Other Asia
Cycle	✓	✓	✓	✓	✓		
Cruise	✓	✓	✓	✓	✓	✓	✓
Business Events	✓	✓	✓	✓	✓	✓	✓
Sport *	✓			✓			

*Market Alignment derived from Tourism Australia International Market Profiles⁶

⁶ Tourism Australia International Marketing Profiles

Cycle Tourism

Overview

Cycle tourism has been identified globally, by the United Nations World Tourism Organisation⁷, as a key growth adventure tourism activity due to its low-impact and high-spend nature. Not only is cycle tourism more sustainable environmentally, socially and economically but it also disperses visitors to areas that traditionally do not attract tourism and supports employment in local economies.

Cycle tourists can be categorised under two main market segments;

- Those who travel to a destination to cycle – those who are cycle enthusiasts who regularly travel with cycling as a primary motivator, and;
- Those who undertake incidental bike riding whilst on holiday – typically leisure cyclists where cycling is an incidental activity and plays no part in influencing travel behaviour.⁸

Within those two main market segments, the cycle tourist can be categorised under seven different cycle types:

1. Road Cyclists
2. Track Cycling
3. Mountain Biking
4. BMX
5. Touring (On and Off Road)
6. Recreation
7. Event Participant

Cycle tourists typically stay longer, spend more and engage in a broader range of experiences than the average visitor, and as a result, can become a driver for increased economic prosperity for regional destinations. Studies have identified that whilst a cycle tourist's average daily spend is slightly higher than domestic visitors, their overall trip spend is nearly five times as high.⁹

Other key characteristics of cycle visitors include;

- They have a higher propensity to travel to regional areas, and high tendency to become repeat visitors to a destination
- They average daily spend is \$124 per night, average length of stay is 16 nights (compared to 5 nights for the average overnight visitor in South Australia¹⁰), and total trip expenditure is approximately \$2000 per domestic cycle tourist and \$5,005 per international cycle tourist¹¹
- Twice as many cyclists travel on a long trip (5-night stay or more) to interstate regional destinations as those travelling to intrastate destinations (18% vs 8%)¹²
- They love fine wine, good restaurants (68%) and outdoor activities in natural environments (82%)¹³

⁷UNWTO Global Report on Adventure Tourism (2013) > <https://skift.com/wp-content/uploads/2014/11/unwto-global-report-on-adventure-tourism.pdf>

⁸ Western Australia Cycle Tourism Strategy >

https://www.tourism.wa.gov.au/Publications%20Library/Research%20and%20reports/CDP%202017%20reports/180419_Westcycle%20Cycle%20Tourism%20Strategy.pdf

⁹ Faulks, Ritchie & Fluker (2006), Cycle Tourism in Australia: An investigation into its size and scope, Sustainable Tourism CRC, available at <http://atfiles.org/files/pdf/Faulks-Australia-Cycle-Tourism.pdf>

¹⁰ SA Draft Tourism Strategy 2030

¹¹ Faulks, Ritchie & Fluker (2006), Cycle Tourism in Australia: An investigation into its size and scope, Sustainable Tourism CRC

¹² EY Sweeney (2015), Growing Cycling Tourism in Victoria – Report, Ernst and Young, available at <https://www.tourismnortheast.com.au/wp-content/uploads/sites/54/24681-Cycling-Tourism-Full-Report-FINAL-16-NOV-2015.pdf>

¹³ EY Sweeney (2015), Growing Cycling Tourism in Victoria – Report, Ernst and Young

- Cycle tourists typically travel at least three times per year, which suggests that cycle tourism is a niche but high engagement activity¹⁴

In terms of motivations, the cycle tourism market is dominated by cyclists who travel to destinations primarily because of the routes, trails, the riding experience that the destination offers, and events are also a key driver of travel motivation, as well as destination and facility awareness.

Between 2009-2014 the percentage of tourists that cycled in Australia increase by 25% by visitor number and 16% by visitor nights. In 2014, more than 2.9 million tourists in Australia cycled. In 2014, 1.1% of all Australian visitors participated in a cycling activity during their trip, while 5% of international visitors cycled.¹⁵

For the year end September 2018, 46,000 international visitors to SA undertook cycling as an activity somewhere in Australia (10% of all international visitors to SA), and 112,000 domestic overnight visitors to SA cycled while here (approx.1.7% of domestic overnight visitors to SA).¹⁶

In South Australia, there are trails, tourism experiences and cycling events that bring thousands of visitors to the State. South Australia is a great place to ride as a commuter or for sport and South Australia has some of the most significant bike assets in Australia including Cycling Australia’s High Performance Network and the Tour Down Under – an iconic sporting event and the largest bike business event in Australia.¹⁷

In 2015 a Roy Morgan survey identified that SA had 5 of the top 9 cycling destinations in Australia. Melrose in the state’s Southern Flinders Ranges is one of the top mountain biking destinations, and the Mount Lofty Ranges are being developed as an international mountain bike destination.¹⁸

TOG Potential

Cycle tourism offers a significant growth opportunity for the Town for improving and further connecting TOG visitor experiences. Gawler is well-placed to capitalise on both recent and planned major walking and cycling projects across the broader region.

The Barossa region has significant cycle tourism potential, with the Jack Bobridge Track (extending from Tanunda to Gawler), the Tanunda – Nuriootpa – Angaston Shared Path, in addition to the Seppeltsfield Road Shared Path, and plans to develop a new Adelaide Wine Capitals Trail, extending from the Clare Valley region, through the Barossa to the Adelaide Hills.

Supporting the broader region’s cycle offering, TOG also has excellent cycle tourism product, with the Gawler Rivers Shared Path Network (Tapa Pariara), which is a hub linking communities and parks along the North Para to Hewitt and Concordia and the South Para to Gawler East. The Jack Bobridge Track (as mentioned above) is a cycle gateway to the Barossa from Gawler but also a destination network for cyclists staying in the Barossa, coupled with path links to the Stuart O’Grady Bikeway to Angle Vale. In terms of amenity, the TOG also has a well-managed Bike Hub, co-located with the Gawler Visitor Information Centre.

The natural landscapes in and around the TOG are also an attractive proposition for the development of temporary, or low-cost infrastructure to support the growing Mountain Biking enthusiast market.

¹⁴ EY Sweeney (2015), Growing Cycling Tourism in Victoria – Report, Ernst and Young.

¹⁵ The South Australian Bike Economy (2016) > <https://innovationandskills.sa.gov.au/upload/publications/bike-economy.pdf>

¹⁶ South Australian Tourism Commission, Research Team, (3 year average to September 2018) data received March 2019

¹⁷ Growing the South Australian Bike Economy (2017) > https://innovationandskills.sa.gov.au/upload/industry/bikeecon/SAGOV_BikeEconomy_FACTSHEET_LR.pdf

¹⁸ The South Australian Bike Economy (2016) > <https://innovationandskills.sa.gov.au/upload/publications/bike-economy.pdf>

Based on TOG’s current and potential cycle infrastructure and amenity, the cycle markets TOG will need to focus on include:

Table 7: Cycle Market Segment Overview

MARKETS	DESCRIPTION	CYCLIST TYPE + PRODUCT	TRAVEL MOTIVATOR	IDEAL CUSTOMER PERSONA
Leisure + Recreation	<ul style="list-style-type: none"> • General cyclists of all ages and abilities • Limited skills • Seeking highly accessible routes with accessible facilities and services (ie. bike hire, cafes and toilets) • Engage in low intensity riding activities, typically around urban centres 	<ul style="list-style-type: none"> • Road (Shared Paths, Roads) • Mountain Biking (Off Road, purpose-built tracks) • E-Bikes (Shared Paths, Roads) 	<ul style="list-style-type: none"> • Cycling is additional to existing trip 	<ul style="list-style-type: none"> • Affluent Families, School Age Children • Grey Nomads • Affluent Couples
Enthusiast	<ul style="list-style-type: none"> • Aged between 29-49 and form the existing market majority • Moderate skills and ride weekly • Most likely to travel for cycling as a primary purpose • Focus on reaching a destination at the end of each day but visit a variety of experiences along the way 	<ul style="list-style-type: none"> • Road (Shared Paths, Roads, Touring) • Mountain Biking (Off Road, purpose-built tracks) 	<ul style="list-style-type: none"> • Cycling is a destination trip, however can also be additional activity on an existing trip 	<ul style="list-style-type: none"> • Affluent Couples (travelling together and separately)
Sport	<ul style="list-style-type: none"> • Competitive cyclists participating in events for formal, structured activity • Can be long distance, multi-day events • Usually members of a cycling club • Highly skilled 	<ul style="list-style-type: none"> • Road (On Road Touring) • Mountain Biking (Off Road Touring, Purpose Built Tracks) 	<ul style="list-style-type: none"> • Cycling is a destination trip 	<ul style="list-style-type: none"> • Affluent Families, School Age Children • Affluent Couples (travelling together and separately)

There is the potential to activate the cycle tourism offering in the TOG through strategic marketing initiatives, private and public investment and advocacy. Opportunities to activate the cycle tourism niche are outlined in the Action Plan.

Cruise

In 2018/2019, the Cruise sector super charged South Australia's visitor economy with a record 84 cruise ship visits planned, a 23% growth on the previous year, injecting a record breaking \$118 million into the South Australia economy¹⁹, well exceeding the State Government's 2020 target of 43 vessels (and \$17m expenditure).

The Cruise Market provides opportunities for TOG due to its proximity to Outer Harbour and its location on the way to the Barossa, a popular day trip for shore excursions. Currently TOG is a 45-minute drive from Outer Harbour, and this will be reduced by a further 10 minutes once the Northern Connector opens (scheduled for completion late 2019). Opportunities have been outlined in the Action Plan to grow numbers of independent and shore excursion visitors to the town.

Business Events

Business event visitors deliver high yields for the Australian tourism industry with an average overnight spend of \$238 per night, compared to an average \$161 per night spend by all overnight visitors to Australia. This high delegate spend has created an increasingly competitive environment for the business events industry in Australia.²⁰

In the Barossa, business travel accounts for 15% of total visits, with 12% of nights (domestic + international)²¹. Whilst Adelaide enjoys 23% of total business traveller visits, and 11% of total nights (domestic + international).²²

TOG is home to a number of high-quality business events venues including the Nixon's Function Centre, the new Gawler Civic Centre, and the Gawler + Barossa Jockey Club. These venues provide TOG with the opportunity to attract small-medium sized business events to the Town.

Due to TOG's close proximity to Adelaide, it is well positioned to also leverage pre and post touring options for the Meetings, Incentives, Conference and Exhibition (MICE) events in Adelaide through focused product development and marketing efforts.

Business events have been flagged in this Plan as a growth niche segment for the Town, and opportunities within the Action Plan instruct the leveraging of this segment via the Gawler Business Development Group, Barossa Tourism and the Adelaide Convention Bureau.

Sport Tourism

Sport tourism refers to travel which involves either observing or participating in a sporting event, staying apart from their usual environment. This is a fast-growing sector of the global travel industry, as people increasingly travel to watch or participate in their favourite sport.

TOG is home to several quality sporting venues, recreational complexes and picturesque recreational trails and roads²³, which offers a promising opportunity to attract more events, participants and spectators to the Town.

¹⁹ <https://www.thehotelconversation.com.au/news/2019/02/04/south-australias-record-month-cruise-ships-begins/1549255513>

²⁰ Tourism Australia, Business Events <http://www.tourism.australia.com/business-events.aspx>

²¹ Barossa Regional Profile 2014 - 2016

²² Adelaide Tourism profile, December 2016

²³ TOG Visitor Economy + Cycle Tourism Situation Analysis 2019, April 2018

The Action Plan outlines opportunities to work collaboratively with the Office for Recreation & Sport, GBDG and Events SA via Barossa Tourism to enhance, identify and secure an increased number of sporting events in the Town, especially during off peak season.

Sport types would be aligned with the sporting facilities and trails in the town, as well as and visitor's interests, as either participants or spectators. In addition to cycling specific events (road cycling, mountain biking, BMX), these sports could include swimming, cricket, football, bowls, golf, horse riding and running*.

**With the variety of sport venues and sporting associations, combined with the lack of a specific Sport Tourism Strategy for South Australia, further research is required to confirm the sport activities most likely to attract the town's highest yielding customers.*

2.5 Brand, Messaging + Positioning

A brand is a holistic picture of the destination. It includes strategy, messaging, content, storytelling, customer service, visitor and resident experiences that are all tied to your destination's unique DNA. Its combination of DNA elements (culture, environment, attractions, customs, and much more) form the "terroir" of a destination, which is its sense of place.

To successfully market the destination of Gawler, the opportunity for TOG will be to ensure the visitor experiences within the Town are applying the most relevant brand messaging on the right platform, targeting the right person, at the right time, to get maximum engagement in the Town's stories.

Currently the TOG does not differentiate marketing communications for visitors. Opportunities are outlined in the Action Plan for the TOG to develop a visitor brand and messaging for all visitor facing communications developed by TOG and the GVIC. They would also be available for industry to implement in their visitor communications, to drive demand for its tourism offering.

The Action Plan outlines opportunities for TOG to develop visitor specific branding to better tell the Town's unique selling proposition to current and potential visitors.

2.6 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 TOG.

2.6.1 Tourism Experience + Asset Development

Cycle and Heritage are the two key experiences that have the greatest opportunity to attract the Town's ideal customers (as identified in the Visitor Economy + Cycle Tourism Situation Analysis). However, both experience areas need significant activation to fully realise their potential for the visitor economy. TOG has a commitment to support both the continuing development of these tourism experiences, but also to identify key opportunities to advocate for the development of other product which could bring significant tourism potential for the Town.

This includes identifying key product gaps and supporting/advocating for private investment to address those gaps, activating Council owned tourism assets in line with visitor expectations, and supporting the industry to market and deliver exceptional experiences through capability training and development.

2.6.2 Stakeholder Education

The TOG has a developing tourism industry, and it's essential every stakeholder of the Visitor Economy understands the important role they play in growing the town's economy. This includes understanding the key experiences TOG offers (specifically cycle and heritage), delivering high quality visitor experiences that meet the needs of identified ideal customers (such as bike friendly businesses and visitor friendly opening hours) and working together to welcome, collaborate and advocate for what visitors can see and do in TOG.

Implementing strategic activities to educate stakeholders has the potential to develop a strong and engaged community in TOG that welcomes and embraces visitors. This ensures visitors have an exceptional experience and they visit the town longer, and thus increasing and spreading the yield from those people already visiting, which is easier than attracting new visitors.

Education also helps stakeholder understand why a strong visitor economy is important to them, such as increased town vibrancy, infrastructure investment, increased community services and growth in jobs for residents who may have otherwise had to commute outside of TOG.

2.6.3 Town Awareness

One of TOG's major challenges is the lack awareness of key tourism assets on offer for visitors to the Town. It's often perceived only as a transit location for visitors travelling through to the Barossa or to regions to the north of the Town.

To achieve increased visitation, TOG must elevate the awareness of the available tourism experiences, specifically around cycle and heritage, which can be achieved through strategic product development, brand marketing and advocacy tactics directed toward not only visitors, but residents alike.

2.7 Strategic Priority Areas

Seven Priority Areas provide a framework for achieving the Strategic Goal and Major Key Performance Indicators set out in this Plan (section 2.1, 2.2 and 2.3).

Key Initiatives, Overview and subsequent Actions are identified in the Action Plan (section 3) for each Priority Area.

Table 8: Strategic Priority Areas

1	Marketing	Drive awareness and appeal of Town of Gawler as a travel destination, inspiring more people to visit, stay longer, spend more and use Gawler to explore surrounding areas.
2	Visitor Servicing	Town of Gawler provides appropriate and relevant visitor information at all stages of travel for the Town’s Ideal Customers, through all owned on and offline channels.
3	Events	Use events as a trigger to visit Town of Gawler year-round
4	Infrastructure + Experience Development	Enable the development of experiences within Town of Gawler via relevant infrastructure, product development and placemaking initiatives, which supports visitors to have a positive, memorable experience.
5	Collaboration	Effectively collaborate within Council and with Town of Gawler’s stakeholders to grow the town’s visitor economy.
6	Industry Capability	Advocate and encourage each individual business in Town of Gawler to deliver the best quality consumer experience for visitors.
7	Promote the Value of Tourism	Communicate with residents, local businesses, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Town of Gawler.

Following is an overview of the Strategic intent of each of the 7 Priority Areas.

Priority Area 1: Marketing

Strategic Intent: Drive awareness and appeal of Town of Gawler as a travel destination, inspiring more people to visit, stay longer, spend more and use Gawler to explore surrounding areas.

The TOG will need to actively work with stakeholders to ensure the messaging used for all demand driving activities is leveraging the right brand stories via a strategic marketing plan, to ensure consistent storytelling on relevant platforms to achieve increased intent to travel with the identified customer groups. The Gawler VIC will have an active role to play in demand driving activities, to what extent, will be dictated by the strategic plan for the centre.

How will this be achieved

- *Align positioning for the TOG to ensure consistency in messaging across the industry to attract the town's Ideal Customers.*
- *Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified customer personas.*
- *Increase the number of TOG Managed / Supported and Privately Owned Tourism Assets on leading third party websites and travel apps*
- *Effectively market all tourism events to encourage year-round visitation*
- *Support and leverage all stakeholder marketing initiatives*
- *Leverage opportunities and partnerships to grow market share of high yielding niche segments*

Priority Area 2: Visitor Servicing

Strategic Intent: Town of Gawler provides appropriate and relevant visitor information at all stages of travel for the Town's Ideal Customers, through all owned on and offline channels.

Visitors expect to engage differently when it comes to finding visitor information. They use various, convenient sources to find visitor information online, 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 a bricks and mortar VIC, especially when located in a key visitor precinct or co-located with a visitor attraction, to remain relevant Gawler VIC must shift from the dated model of visitors come to them to a dispersal model, where visitor servicing is delivered to TOG identified Ideal Customers both on and offline and in additional offsite locations around town.

How will this be achieved

- *Ensure the TOG and Gawler VIC operates with strategic intent and direction to remain agile, effective and sustainable in all operations*
- *TOG provides the right visitor information to the right visitor, at the right location to drive demand and visitor dispersal around the Town.*

Priority Area 3: Events

Strategic Intent: Use events as a trigger to visit Town of Gawler year-round.

Events, festivals, sporting events and business events help grow awareness of destinations as a diverse and attractive place to visit, and as a result, can directly drive visitation to the TOG. They also provide experiences on weekends and evenings that contribute to improving the vibrancy of a destination and improving a visitors experience in a destination. The Town has an active calendar of community events, and opportunities exist to better promote these events to identified Ideal Customers via Priority Area 1 Marketing.

Opportunities also exist to identify new event opportunities which would support activation of the Town's primary visitor experiences of Cycle and Heritage. Pre and post business event touring and hosting of smaller businesses event also offer potential to the town.

How will this be achieved

- *Better promote events to drive demand with the Town's Ideal Customers.*
- *Leverage Business Events to attract more high yielding business travellers*
- *Advocate for the Town as a key location to host cycle and other sporting events.*
- *Leverage major South Australian events to attract more high yielding customers*

Priority Area 4: Infrastructure + Experience Development

Strategic Intent: Enable the development of experiences within Town of Gawler via relevant infrastructure, product development and placemaking initiatives, which supports visitors to have a positive, memorable experience.

To drive demand, the Town of Gawler needs to ensure high-quality experiences of its owned and managed key visitor assets (community, cycle and heritage). The identified challenges and opportunities in areas of placemaking, product, infrastructure, signage, parking, planning policy and service delivery need to be addressed to improve the visitor experience for the target markets, especially those that fuel travel intention and entice increased visitation.

How will this be achieved

- *Further activate a safe, engaging, easy to navigate and high-quality cycle trail network*
- *Advocate for a welcoming, cycle friendly culture*
- *Ensure TOG owned tourism signage, information bays, parking and road infrastructure is maintained to a high standard to ensure visitors can access experiences within the town easily and safely.*
- *Ensure TOG policies and new developments are sensitive and supportive of the visitor economy*
- *Activate engaging placemaking assets*
- *Advocate for development of existing and new experiences to enhance the visitor experience in the town, and attract more high yielding customers*

Priority Area 5: Collaboration

Strategic Intent: Effectively collaborate within Council and with Town of Gawler’s stakeholders to grow the town’s visitor economy.

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

How will this be achieved

- *Encourage a united, informed and collaborative Tourism Industry*
- *Be an advocate and conduit for strategic collaboration between government, state and regional industry groups and tourism operators.*

Priority Area 6: Industry Capability

Strategic Intent: Advocate and encourage each individual business in Town of Gawler to deliver the best quality consumer experience for visitors.

The experience a visitor has within a destination is one of the most influential promotional activity in attracting new and repeat visitors to a destination. A visitor’s positive experience fuels the highly trusted positive word of mouth marketing for a destination through visitors and residents both online and offline. Consequently, poor customer experiences will lead to negative visitor advocacy, which will challenge the growth of the local visitor economy. To grow visitor advocacy, it is critical that Council advocate for building industry capability with all businesses who engage with visitors to the Town.

How will this be achieved

- *Advocate for quality in visitor experience and customer service delivery*
- *Advocate for improved marketing capacity of tourism product owners and managers to enhance the industry’s on and offline footprint*

Priority Area 7: Promote the Value of Tourism

Strategic Intent: Communicate with residents, local businesses, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Town of Gawler.

The visitor economy is a growing economic driver for the Town of Gawler, supporting jobs, the sustainability of local business, and is a sustainable way to increase the capacity of the Council to deliver on community desires and expectations. A shared understanding from all stakeholders within the community will improve decision making for placemaking, public infrastructure, policies, parks, transport and community events. Appreciation of the role tourism plays at the local level also helps residents and communities take a more ambassadorial role in welcoming and showcasing their communities and places to visitors.

How will this be achieved

- *Take a lead role in advocating for Tourism as an economic driver for the Town*

2.8 Measurement of Key Performance Indicators

This Plan cannot be managed if it cannot be measured. As such, 5 Major Key Performance Indicators (KPIs) have been identified and will be used to monitor and measure the progress of this Plan. Additionally, it highlights which Strategic Priority Areas (and their Initiatives + Actions) will achieve each of the KPIs.

Table 9: Measurement of Key Performance Indicators

	Major Metric	Specific Metric	Baseline ²⁴	Potential	Priority Area
Macro Perspective	Expenditure	Tourism Expenditure for the Barossa Tourism Region	\$190 million (December 2017 ²⁵ .	\$291M ²⁶ by 2025	All Areas
Industry Perspective	Engagement	Individual Action KPIs are met	Positive Collaboration	Positive Collaboration	All Areas
	Businesses	Number of tourism related businesses in the Town of Gawler	Baseline available once Action 5.2 is completed.	TBC once baseline is set, based on 1.4% growth per annum ²⁷ by 2025	3, 4
Micro Perspective	Visitor Servicing	Total number of visitors serviced at the Gawler Visitor Information Centre	17,306	TBC once baseline is set	1, 2, 3
Customer Perspective	Customer Sentiment	Improve Customer Sentiment/Perception of the TOG owned / managed tourism assets	Baseline of for individual experiences in TOG Situation Analysis	Potential for each experience set as part of new Plan.	All Areas

²⁴ Baseline data is derived from Visitation Insights Graphs (Section 2.11) within the TOG Situation Analysis April 2019.

²⁵ Barossa Regional Profile December 2017> <https://tourism.sa.gov.au/research-and-statistics/regions/regional-tourism-profiles>

²⁶ SATC Visitor Economy Action Plan Draft 2030

²⁷ Growth percentage reflects national tourism employment average growth rate of 1.4% per annum. http://www.tra.gov.au/documents/Tourism_Employment_Projections_FINAL_Oct13.pdf

2.8.1 Measurement Evaluation Methodology

Below is a snapshot of the Evaluation Method for each of the KPIs for this Plan. However, it is recognised that new measures may 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 10: KPI Evaluation Method

Perspective	#	Major Key Performance Indicator	Data Collection Method
Macro	1	Reach \$291M tourism expenditure for Barossa Tourism Region by 2025	<ul style="list-style-type: none"> • Baseline and 2025 forecast data available from Tourism Research Australia (TRA), Barossa Regional Tourism Profile December 2017 and SATC Visitor Economy Sector Plan 2030 Draft.
Industry	2	Industry participation and engagement	<ul style="list-style-type: none"> • Industry participation will be quantified via individual KPIs set for each individual action.
	3	Number of tourism related businesses located in Town of Gawler	<ul style="list-style-type: none"> • Gawler Business Development Group • Town of Gawler Visitor Centre Participation Agreement • ATDW • Baseline definition of Tourism related businesses to be developed as Action 5.2
Micro	4	Number of visitors serviced by the Gawler Visitor Information Centre	<ul style="list-style-type: none"> • Baseline data available from Gawler Visitor Information Centre visitor tracking process • Additional tracking of online visitor servicing and outreach visitor servicing (eg events) to be added once Action 2.1 has been completed. • Set future potential once relevant actions within the Plan are implemented.
Customers	5	Improve Customer Sentiment/Perception of Town of Gawler owned and managed tourism assets	<ul style="list-style-type: none"> • Baseline data available in TOG Situation Analysis, Section 2.10.3. • New baseline of key visitor experiences that will be monitored to be developed in Action 2.1 • Set future potential once relevant actions within the Plan are implemented.

2.9 Stakeholders

Achieving this Plan's Strategic Vision and Mission requires an integrated and coordinated approach between a multitude of stakeholders. The Plan recognises that whilst TOG has a major role in leadership for deliverables outlined within, other stakeholders from across industry all have an important part to play in key activities where relevant.

Town of Gawler (TOG)

As creators and custodians of this Plan, TOG are to provide leadership for industry and government for the collective ownership and delivery of the Actions within this Plan. They are also responsible for the achievement of the KPIs, and reporting the achievement of the KPIs to all stakeholders.

Additionally, TOG play an integral role to the success of the Plan by:

- Advocating for, and developing appropriate tourism and cycling specific infrastructure as required,
- Maintaining council owned and managed tourism assets in line with visitor expectations
- Supporting the provision of visitor servicing through the Gawler Visitor Information Centre
- Fostering local community capacity to be ambassadors for visitors in the Town
- Considering the value of tourism to the local area in broader decision making

Industry Stakeholders

All stakeholders of this Plan are encouraged to consider the deliverables within this Plan and continue to positively communicate and collaborate on projects and activities that are mutually beneficial.

- Gawler Business Development Group (GBDG)
- National History Trust SA – Gawler (NHTSAG)
- Barossa Tourism (BT)
- Regional Development Australia (RDA)
- Barossa Council (BC)
- Light Regional Council (LRC)
- Barossa, Light and Gawler Regional Heritage Network (BLGRHN)

South Australian Tourism Commission (SATC)

It is essential that the SATC are aware of the development of this Plan, are consulted on Actions within this Plan for which they can play an active advocacy role, and Plan achievements are reported through the appropriate channels.

Additionally, SATC are responsible for:

- Providing leadership for industry and government for the collective ownership and achievement of the outcomes in the South Australian Visitor Economy Sector Plan 2030
- Foster collaboration among industry, business and Government
- Drive demand for South Australian experiences
 - Direct to consumer marketing

- Public Relations and Famils
- Digital marketing and facilitation
- Support the timely sharing and provision of research and insights that support good decision making by all stakeholders in the industry
- Work closely with aviation partners and other key access and transport stakeholders, such as Cruise Lines, to maintain and grow capacity and ease of access
- Improve understanding of the tourism industry’s contribution to South Australia’s economy
- Facilitate cooperative marketing
- Support the industry’s ease of access to external business support programs, grants and other opportunities for industry development and investment
- Work closely with regions, industry associations and partners to grow tourism across the whole State.
- Events South Australia (ESA) is a division of the SATC. It exists to promote South Australia as a tourism destination and attract visitors to the State through securing, managing, developing and supporting leisure Events and festivals and providing leadership to the events and festivals industry.

Tourism Industry Council South Australia (TiCSA)

It is essential that the TiCSA are aware of the development of this Plan, and are consulted on Actions within this Plan for which they can play an active advocacy or supporting role. TiCSA plays a vital role in building the TOG’s tourism industry, particularly in:

- Advocating for positive tourism policy
- Advocacy and support for accredited Visitor Centres
- Providing training and networking opportunities for tourism operators in the Town
- Facilitating and managing the SA Tourism Awards
- Facilitating and managing Tourism Accreditation

State Government Departments

State Government departments can support TOG through marketing, advocacy and advice by recognising the importance of the visitor economy, and specifically cycle tourism, to TOG’s economy and prosperity.

They can work with plan facilitators and stakeholders to support the growth of the wider visitor economy and cycle tourism niche on a range of issues such as investment attraction, skills and labour shortages and transport access.

State Government Departments who can play an active role in delivering this Plan include:

- Office for Recreation, Sport and Racing (OSR)
- Department of Trade, Tourism and Investment (DTTI)
- Department of Innovation and Skills (DIS)
- Department of Planning, Transport and Infrastructure (DPTI)
- Department of Primary Industries and Regions (DPIR)

Bicycle SA

Bike SA are the peak body for recreational and commuter cycling in South Australia, with over 6,000 members and delivering over 2,000 free community rides per year. They are the largest non-government provider of cycle tourism in South Australia and run the biggest programme of touring and recreational cycling activity in Australia.

Bike SA plays an important role in building the TOG's cycle segment particularly around the services they provide to Councils, including an extensive range of practical education, recreational cycling events, online support and information, bicycle planning and major initiative consulting.

Tourism Operators, Local Businesses and Local Cycling Enthusiasts

This Plan will only succeed if locals are engaged with the vision and goal, and offer their commitment to work collaboratively and cohesively with TOG to deliver the actions. As key enablers and major influencers of TOG's visitor economy, tourism operators, local businesses and local cycling enthusiasts (such as Gawler Wheelers) need to actively assist in the implementation of the actions across all Strategic Priority Areas within this Plan.

Adelaide Convention Bureau (ACB)

The Adelaide Convention Bureau (ABC) can assist with the activation of this Plan through via Barossa Tourism's membership. Through this relationship, ABC can assist with the activation of this plan by advocating for business events in the TOG.

Commonwealth Government + Tourism Australia

The Commonwealth Government and Tourism Australia (TA) can support this strategy, but the relationship needs to be activated by its partners (eg. SATC, Barossa Tourism, Regional Development Australia Barossa) as it relates specific projects (where relevant). Their roles include:

- Drive the development of strategy and policy relating to the tourism industry, and its implementation at a national level, particularly in areas critical to tourism growth such as visas and aviation.
- Tourism Australia works to maximise the opportunity for South Australian product to benefit from international visitor growth.

3. TOURISM ACTION PLAN

The Tourism Action Plan is a series of Actions which sit under each Strategic Priority Area.

TOG will play the lead role in the implementation of the actions within this Plan – whether they are as a project lead, or advocacy role, with the support and engagement of the other internal and external stakeholders as identified in the ‘Potential Partners’ section.

Time frames for the Action Plan include:

- *Short Term (next 18 months)*
- *Short Term, Ongoing (start in next 18 months, and then ongoing from there)*
- *Medium Term (18 months – 3 years)*
- *Medium Term, Ongoing (start in next 18 months, and then ongoing from there)*
- *Long Term (3 + years)*

Priority Area 1: Marketing

Drive awareness and appeal of Town of Gawler as a travel destination, inspiring more people to visit, stay longer, spend more and use Gawler to explore surrounding areas.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Align positioning for the TOG to ensure consistency in messaging across the industry to attract the town's Ideal Customers.	1.1	Develop messaging and positioning guidelines for all visitor communication touchpoints.	Tourism Marketing Consultant	Up to \$5K for Consultant	Short Term	Guidelines are developed and available for distribution to the industry
	1.2	Provide training on how tourism operators can integrate the guidelines in their experience and storytelling initiatives.	Tourism Marketing Consultant	Up to \$4,000 for Consultant	Short Term	Training is provided.
	1.3	Ensure appropriate messaging, positioning and branding is reflected in all TOG owned visitor touchpoints (online and offline). This includes: <ul style="list-style-type: none"> • Visitor Collateral (Brochures + Fact Sheets) (ref. action 2.7) • Visitor Signage (ref. action 4.13) • Marketing platforms (website, social media, apps) (ref. action 1.4) 	Marketing Suppliers	Cost depends on updates required.	Short Term	Messaging, positioning and branding is reflected in all marketing and visitor servicing touchpoints (as they are audited and updated, as per action 1.4)
Communicate the right stories by the right storytellers on the right channels to increase engagement, trust and consideration of identified customer personas	1.4	Develop Visitor Marketing Strategy , which highlights: <ul style="list-style-type: none"> • Journey Mapping of Ideal Customer Segments on all relevant platforms • Product and Stories Audit • Content + Campaign Calendar • Specific actions for investment and implementation for all digital and offline platforms (relevant to Ideal Customers), including: <ul style="list-style-type: none"> ○ Website planning + optimisation ○ Social media optimisation + posting ○ Consumer eCommunication set up + campaign development 	Tourism Marketing Consultant	Nil, if completed in-house. Approx. \$15K subcontractors	Short Term Strategy is reviewed Annually.	Visitor Marketing Strategy is developed, and implementation underway. Achievement of objectives are communicated to relevant stakeholders annually.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> ○ Online Reputation Management – listings claimed + responded to for TOG assets (eg GVIC, Cycle Trails, Parks, Heritage Collection) (ref action 2.10) ○ Advocacy strategy set up + optimisation (including visitors, locals + stakeholders) ○ Event Marketing support ○ Offline advertising optimisation ○ Online advertising optimisation (for event marketing) ● Measurement strategy for all actions / investments <p>Cycle Specific Marketing Opportunities:</p> <ul style="list-style-type: none"> ● Promote Gawler as a Cycle Hub to explore surrounding tourism regions ● Promotion of Cycle Hub and hire facilities ● Promotion of experiences on cycle trails and paths ● Advocacy / Partnership opportunities with local passionate cyclists in TOG <p>Review Visitor Marketing Strategy to record attainment of objectives and reset objectives.</p>				
	1.5	Increase factual and inspirational information for cycling visitors and identified customer personas and niche segments on the current TOG council website , with a focus on Cycle themed itineraries (based on level of ability) and include products such as AirBnb.	Gawler Wheelers (to supply information)	Nil	Short Term	More visitor content is published on www.gawler.sa.gov.au
	1.6	Investigate the development of a Memorandum of Understanding with Gawler Wheelers , to market TOG to wider cycling communities.	Gawler Wheelers	Nil	Short Term	MOU is developed.
	1.7	<p>Develop a new tourism website specifically promoting visitor experiences in Gawler (eg. www.visitgawler.com.au)</p> <ul style="list-style-type: none"> ● Engage a consultant to write a website marketing brief and manage tender process until engagement. ● Engage a professional website developer to develop a new visitor website for TOG. ● TOG tourism resource to manage project 	<p>Tourism Marketing Consultant</p> <p>Website Development Agency</p>	<p>Website brief approx. \$4K</p> <p>Website Agency approx. \$20-\$30K</p>	Medium Term	<p>Brief is written, and agency is appointed.</p> <p>New website strategy confirmed and implemented (within the Visitor Marketing Strategy, ref. Action 1.4)</p>

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
			GBDG			Aim to have web presence optimised by December 2020
	1.8	Identify opportunities for improving photo and video assets of key TOG experiences. <ul style="list-style-type: none"> • Audit SATC, BT, TOG and GBDG archives and identify gaps/updates • Use current promotional video for Gawler where relevant (https://www.youtube.com/watch?v=Waj9h5DG3yg) 	GBDG, South Australian Tourism Commission (SATC), Photographer/Videographer	Quotes to be obtained.	Short Term	Audit is complete. New photo / video content created and integrated into relevant demand driving tactics + visitor touchpoints.
Increase the number of TOG managed / supported and privately-owned tourism assets on leading third-party websites and travel apps	1.9	Audit key travel review websites/apps that the TOG's Ideal Customers are using to find and assess visitor information, TOG owned experiences and tourism operator gaps. <ul style="list-style-type: none"> • Websites include: Google My Business, TripAdvisor, Zomato, WikiCamps, Facebook Places <p>Undertake training sessions to educate GVIC and tourism operators on how to leverage, manage and grow their presence on these platforms.</p>	GBDG, Tourism Marketing training facilitators	Could form part of the budget for action 2.5 and 6.4	Short Term	Websites and Apps audited and opportunities to fill information gaps implemented. Training is provided to support the implementation.
	1.10	Audit www.barossa.com , www.southaustralia.com and www.australia.com to identify opportunities to increase relevant content on these websites as it relates to the Town's hero experiences (cycle and heritage). <ul style="list-style-type: none"> • In discussions with website owners, inform them of the TOG's Ideal customer personas and identify opportunities to share the Town's story content on their websites. • This also include information about key TOG events (ref. action 3.1 and 3.2) • Identify and communicate opportunities (via action 5.4) for TOG Tourism Businesses and Events also increase their content on these websites 	GBDG, Tourism Australia (TA), SATC, BT, tourism operators	Nil, unless outsourced.	Short Term	Content gaps identified. Opportunities communicated to local industry. Increase in the quality and quantity of the Town's content on these websites.
	1.11	Actively encourage tourism operators to list/update their product listings on the Australian Tourism Data Warehouse (ATDW) .	SATC, GBDG	Nil	Ongoing (via actions 5.4)	Increase in the number of TOG tourism operator listings on the ATDW.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Effectively market all tourism Events to encourage year-round visitation	1.12	Actively encourage event managers to list their events on the ATDW to get increased exposure of regional events online.	Event Managers	Nil	Short Term	Increase in the number of TOG event listings on the ATDW.
	1.13	Actively promote all events in the region via the Visitor Marketing Strategy (ref. action 1.4)		Nil	Short Term, Ongoing	All events are promoted via the Visitor Marketing Strategy (as part of the Content Plan) (ref. action 1.4)
Support and leverage all stakeholder marketing initiatives	1.14	<p>Actively liaise with Barossa Tourism and Barossa VIC to identify key campaigns / famils / projects / PR activities that align with TOG Customer Personas and leverage/support as applicable (eg. Barossa by Bike collateral).</p> <p>Specifically, ensure all relevant TOG experiences + trails are represented in all relevant Barossa Tourism visitor collateral:</p> <ul style="list-style-type: none"> • Barossa By Bike • Barossa Regional Guide • Barossa Touring Map 	BT, Barossa VIC	Per project costs may apply (eg. Co-op campaigns)	Short Term, Ongoing	<p>Opportunities identified and implemented.</p> <p>Collateral supports TOG tourism product.</p>
Leverage opportunities and partnerships to grow market share of high yielding niche segments	1.15	Liaise with SATC via Barossa Tourism to identify products in the Town that can work with the travel distribution system – both domestically (eg Sealink, Great Southern Rail) and internationally (eg China Trade Partners).	BT, SATC	Nil	Short Term, Ongoing	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff
	1.16	<p>Liaise with stakeholders to grow the Cycle tourism in the town through marketing initiatives, specifically:</p> <ul style="list-style-type: none"> • Better market the established trails/paths (via action 1.4) • Liaise with passionate local cyclists to identify new communication opportunities to attract niche cycle segments (MTB, BMX) (via action 4.1 – 4.11) • Market Gawler Main Street as cycle friendly precinct (in conjunction with the development of the precinct via action 4.18) 	Regional Development Australia Barossa (RDAB), Barossa Council (BC), Light Regional Council (LRC),	Contribution to Project costs with external funding partners	Ongoing	Stakeholders are engaged, and cycle specific marketing opportunities are activated.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> Better communicate the services at the Gawler VIC Bike Hub (via action 1.4) 				
	1.17	Liaise with SATC, Barossa Tourism to identify marketing opportunities to grow the Cruise niche segment, by increasing the number of independent and shore excursion visitors to the Town.	BT, SATC	Nil	Medium Term	Opportunities are identified, and actions implemented as applicable.

Priority Area 2: Visitor Servicing

Town of Gawler provides appropriate and relevant visitor information at all stages of travel for the Town's Ideal Customers, through all owned on and offline channels.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Ensure the TOG and Gawler VIC operates with strategic intent and direction to remain agile, effective and sustainable in all operations	2.1	<p>Develop new VIC Business Plan which outlines:</p> <ul style="list-style-type: none"> • Audit of current business operations (budgets, services and projects) including a review of the Partnership Agreement between GVIC and operators • Strategy for the day to day management and running of effective visitor servicing (taking into consideration the below specific projects actions 2.2 – 2.5) • Measurement strategy (eg Visitor Numbers, Online Visitor Servicing Numbers, Visitor Sentiment, Outreach Visitor Servicing, Retail Sales, Booking Commissions, Bike Hub usage, Bike Hire, TOG Heritage Tour Bookings) 	<p>Gawler VIC Manager</p> <p>Business Consultant</p>	Approx. \$15K if outsourced	<p>Medium Term</p> <p>VIC Business Plan developed by June 2020.</p> <p>Plan is reviewed Annually.</p>	<p>Plan is developed, and implementation underway.</p> <p>Achievement of objectives are communicated to relevant stakeholders annually (ref. action 7.8).</p>
	2.2	<p>Investigate and set up new revenue streams to support the sustainability of the GVIC. Specifically:</p> <ul style="list-style-type: none"> • Online booking capabilities in the Gawler VIC with Bookeasy or similar system by becoming a distributor profile • Become an affiliate of the Barossa VIC Bookeasy system (no set up costs, small amount of commission) • Review retail product strategy + sales and evolve into more experiential displays and products. Ensure alignment with the Town's key brand experiences and stories. (see Clare Valley Food, Wine and Tourism Centre for example of best practice) 	Bookeasy or similar service provider, TBC, Clare Valley Wine, Food & Tourism Centre (CVWFTC)	To be investigated	Medium Term	<p>The Gawler VIC is a distributor for Bookeasy or similar service provider.</p> <p>Staff are educated in the use of the system and upselling this service.</p> <p>Retail product strategy is developed, and changes made as per recommendations.</p>
	2.3	<p>Work collaboratively with neighbouring Visitor Information Centres and outlets to increase TOG product distribution and knowledge (via famils) to encourage dispersal and / or visitation</p>	Neighbouring VICs / VIOs	Travel costs (if required)	Short Term	Relationships with neighbouring VICs/VIOs is activated and optimised.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.4	Relevant staff to proactively liaise with tourism stakeholders on specific projects (eg. Regional Heritage Network) and attend relevant events (eg. SA VIC Conference) to remain informed and proactive	Relevant Tourism Stakeholders, SATIC	Travel and event costs	Medium Term	GVIC is well connected with relevant groups and with other VICs in the state.
	2.5	Implement professional development training for all Gawler VIC frontline staff in: <ul style="list-style-type: none"> • <i>Digital marketing</i> - to upskill in how to service visitors online, and successfully implement new learning's to activate online visitor servicing (will allow the completion of many of the actions in Priority Area 1). • <i>Tour Guiding</i> - to facilitate the best possible tour experience for all walking tours available via the GVIC • <i>Customer Service + Sales</i> – to ensure staff able to sell the Town's experiences, and visitors have the best experience in the VIC encouraging them to stay longer and spend more in the Town. 	Tourism Marketing Consultant	Approx. \$6K	Medium Term	Professional development opportunities are provided to Gawler VIC staff.
TOG provides the right visitor information to the right visitor, at the right location to drive demand and visitor dispersal around the Town.	2.6	Audit existing TOG produced brochures, maps, guides, fact sheets and distribution channels for alignment with branding (ref. action 1.3) and customer personas. (ref action 1.4)	Tourism Marketing Consultant	Nil, unless outsourced	Short Term	Audit completed, and recommendations implemented.
	2.7	Optimise and reproduce visitor collateral based on audit findings (ref. action 2.6). At a minimum optimise with: <ul style="list-style-type: none"> • Key visitor experiences in the Town are aligned with the Town's Ideal Customers • Website call to action to track online engagement (eg. brochure downloads, live views). • Visitor advocacy for the Town (such as including relevant hashtags and social channels to tag) are included in all collateral Cycle Specific Visitor Collateral updates include: <ul style="list-style-type: none"> • Publish and distribute "Cycling Guide – Gawler + Surrounds" (print/online versions) 	Marketing suppliers	Costs associated with printing collateral	Short Term, once audit is complete.	Visitor Collateral aligned to Ideal Customers and optimised for visitor advocacy and conversion tracking.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> Simplify and streamline the TOG town Map to include cycling trails, cycle trail ability levels (ref. action 4.6) and itineraries on the back (removing street references). 				
	2.8	<p>Distribute visitor collateral to relevant Ideal Customer touchpoints – both on and offline, including:</p> <ul style="list-style-type: none"> Offline via key VIC/VIO's, accommodation suppliers (including AirBnB hosts), attractions (eg. Museum), local transport providers, key tourism precincts (eg Gawler Railway Stations), restaurants/cafes/bakeries/hotels, service stations, supermarkets and relevant offline locations. Via Council Website (ref. action 1.5), new TOG visitor website (ref. action 1.7), TOG social media platforms (ref. action 1.4), www.barossa.com and tourism operator websites. Encourage the loading of PDF Versions / link to digital version of visitor collateral on their websites and track engagement. Develop distribution plan to get copies into hands of residents to assist with VFR recommendations (see Action 2.12 and 7.9) 	Other VICs / VIOs in neighbouring regions, Local businesses	To be confirmed	Once brochures are updated.	<p>Visitor information is distributed in key locations</p> <p># offline brochures distributed</p>
	2.9	<p>Implement outreach visitor servicing at relevant local events, which align to the Town's Ideal Customers and niche visitor groups.</p> <p><i>TIP: To measure the effectiveness of this investment, encourage visitors to sign up to TOG Visitor Database which will be set up as part of the new Visitor Marketing Strategy (ref. action 1.4)</i></p>	Event Organisers	Dependent on Event participation costs	Short Term	<p>The GVIC staff are present at relevant events.</p> <p>Increase in subscriptions to TOG Visitor Database, for remarketing purposes.</p>
	2.10	<p>Ongoing management and response to online listings for all TOG managed visitor experiences, to ensure high level of visitor engagement and response to visitor enquiries (ref action 1.4)</p>		Nil	Short Term	TOG owned/managed tourism asset reputation is managed online.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	2.11	Liaise with Civic Guides to ensure visitor information in the information bays around the Town are correct.	Civic Guides	Contract with Civic Guides	Short Term	All visitor information in bays feature up to date, relevant information. Visitor information bays audited annually.
	2.12	Engage residents to be effective visitor servicing advocates for the town by: <ul style="list-style-type: none"> • Communication of 'What's On' or 'What's New' in the town through local communication channels (The Bunyip, Local Community Facebook Groups, Council Communication Channels – eg Website, Facebook) • Open Days – especially for TOG supported Tourism Assets (eg. leverage History Week). • Local Visitor Guide distribution plan (see action 2.8) 	Local Community Groups, Local Print Media	Budget to be confirmed.	Short Term	Residents are aware of what's on and new in town. Attendance at Open Days.
	2.13	Engage tourism operators in the town to be effective visitor servicing advocates by: <ul style="list-style-type: none"> • Facilitating a famil program of TOG tourism experiences • Supplying relevant collateral for distribution (ref. action 2.8) 	Tourism operators	\$500 (for famil)	Medium Term	Relevant tourism operators are engaged and prepared to service visitors in the region.

Priority Area 3: Events

Use events as a trigger to visit Town of Gawler year round

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Better promote events to drive demand with the Town's Ideal Customers.	3.1	Undertake an event audit to identify existing tourism and community events that align with Ideal Customers and Niche Segments, and include events in the Campaign and Content Calendar communications (via action 1.4), encourage event owners to list the events on ATDW (via action 5.4)	Event Organisers	Nil	Short Term, Ongoing (marketing)	Audit complete, and events identified. Events included in Campaign and Content calendar + being used in marketing of TOG. (ref. action 1.4)
	3.2	Support the development and attraction of new (or regeneration of existing) events that align with the Town's ideal Customers and Niche Segments and support off peak visitation and/or activation of the Town's evening economy (after 5pm). These could include events that are either stand alone or part of larger state-wide events such as SA History Festival, SALA, Tasting Australia or Adelaide Fringe.	Local Community Groups (eg Arts, Heritage, History), Local Tourism Operators, GVIC (Heritage Tours)	Nil	Ongoing	New events are facilitated. Inclusion of TOG based events in state wide event programs. # of events held and participation
Leverage Business Events to attract more high yielding business travellers to the Town	3.3	Identify the following opportunities with Barossa Tourism (via the Adelaide Convention Bureau) to grow Business Events in the town: <ul style="list-style-type: none"> • Bidding/hosting for relevant events in town • Inclusion of the Region in relevant pre and post touring itineraries (of major state and Barossa Regional events) • Working with travel trade via Barossa Tourism to package the town's relevant tourism products for event packages. 	BT, ACB	Nil	Medium Term	Opportunities are identified, and actions implemented as applicable.
Advocate for the town as a key location to host cycle and other sporting events.	3.4	Liaise with relevant Cycle specific event organisation and community groups to identify opportunities to secure an increased number of Cycle Events to attract the identified Ideal Customers. Cycle events could include <ul style="list-style-type: none"> • Road Cycling 	Gawler Wheelers, Local BMX Groups, Local MTB Community, GBDG, Office of	Each event analysed to ensure a positive ROI for TOG if	Long Term	Opportunities are identified, and actions implemented as applicable.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
		<ul style="list-style-type: none"> • BMX • Mountain Biking • Triathlons • Tour Down Under 	Recreation & Sport (ORS), Events SA, Bike SA	investment is required.		
	3.5	<p>Liaise with relevant organisations supporting sporting events to identify opportunities to identify and secure an increased number of sporting events in TOG based on facilities available in town.</p> <p>Sporting events including:</p> <ul style="list-style-type: none"> • Running • Cricket • Football • Scooting/Skateboarding • Golf • Hiking • Bowls • Horse Riding / Show Jumping / Rodeo 	RDAB, BT, Office of Recreation & Sport (ORS), Events SA	Each event analysed to ensure a positive ROI for TOG if investment is required.	Long Term	Opportunities are identified, and actions implemented as applicable.
Leverage Major South Australia Events to attract more high yielding customers to the Town	3.6	<p>Liaise with SATC and Event Organisers to:</p> <ul style="list-style-type: none"> • Advocate for pre and post touring to the Town around Major Events outside of the Town that align with Ideal Customers and Niche Segments (eg. Town Down Under). • Where relevant, work with travel trade to package the Town's tourism products (ref. Action 1.15) for event packages. 	SATC, Specific Event Organisers, Events SA, BT	Nil	Long Term	<p>Events identified and aligned to Customer Personas.</p> <p>Touring options promoted and packaged.</p>

Priority Area 4: Infrastructure + Experience Development

Enable the development of experiences within Town of Gawler via relevant infrastructure, product development and placemaking initiatives, which supports visitors to have a positive, memorable experience.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Further activate a safe, engaging, easy to navigate and high-quality cycle trail network	4.1	<p>Activate relevant actions of the TOG Cycle and Walking Plan 2017 – 2027, including</p> <ul style="list-style-type: none"> • Connection of JBT, SOB and River Shared Path Network into the Bike Hub and Town Centre, ideally off-road. • Remove cycling lanes that merge into dangerous busy roads • Widening of verges to allow room for cyclists • Directional and way finding signage for shared paths and trails (see action 4.7 below) 	Neighbouring Cycle Trail Councils	Refer to TOG Cycle and Walking Plan 2017 – 2027	Medium-Long Term	Actions are implemented from the TOG Cycle and Walking Plan 2017 – 2027
	4.2	<p>Review cycle infrastructure on cycle trails (SOG, JBB, River Trails) and key cycle precincts (Murray Street/GVIC/Railway Stations) for facilities of water stations, repair stations, public toilets, rest areas, toilets, bins, bike parking and safe + secure car parking (cycle trail heads), and plan to upgrade facilities as per the review. As part of review, investigate ways to collect cycle trail visitor data.</p>	Neighbouring Cycle Trail Councils	Dependent on review. Budget will need to be allocated.	Medium Term	Cycle trail facilities reviewed Plan/budget to implement new trail facilities developed. Tracking of cycle trails initiated.
	4.3	<p>Ensure the surface of all shared paths and trails within the TOG are reviewed regularly and maintained to the State and National standards. At a minimum, ensuring:</p> <ul style="list-style-type: none"> • Trails are free of debris and revegetation of verges • Trail surface is not compromised by underground root systems of trees etc. 	TOG Works Department	Dependent on review. Budget will need to be allocated.	Medium term, Ongoing	Regular review of trails and maintenance is implemented.
	4.4	<p>Cycle Safety education plan for dog owners developed and implemented to educate them on the importance of keeping dogs on leashes when on or near bike paths.</p>	TOG Communications Dept, Bike SA	Nil	Medium Term	Education plan is developed and communicated to residents and made available to industry via TOG council website and through industry

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
						communication strategy (ref. action 5.4)
	4.5	Investigate the potential to develop MTB Network of Trails and a MTB Skills Park via activation of new and existing trails in TOG parks + public lands. This includes Dead Man’s Pass, Clonlea Park, Railway Reserve, Electranet easements and Cheek Ave.	Local mountain bike community	Quotes to be obtained.	Medium Term	Local MTB community engaged. New MTB trails feasibility reviewed and developed.
	4.6	Develop new cycle trail ability grading system , with consistent colour scheme to allow people to choose cycle trails based on their cycling ability. Implemented into relevant wayfinding signs to and along the cycle trails and also on cycle trail collateral (visitor guides/maps).	Specialist Cycle Consultant, Bike SA	Quotes to be obtained.	Medium Term	Grading is developed and promoted via the Visitor Marketing and Collateral (ref. action 2.7)
	4.7	Audit and implement clear and easy to follow/understand way-finding cycle trail signage from key visitor arrival points, such as the SOB/JBT into GVIC/Murray Street/Railway Stations, and also along the trails (ref. TOG Cycle and Walking Plan 2017-2027)	Neighbouring Cycle Trail Councils	To be quoted once audit is complete + dependent on stakeholders involved.	Medium Term	Audit is complete, and signage is erected where appropriate.
Advocate for a welcoming, cycle friendly culture in TOG	4.8	Initiate a TOG Bike Friendly Businesses Program to educate, encourage new and promote cycle friendly services + culture in the Town	Bike SA, Gawler Wheelers	Dependent on how the program is marketed (eg. graphic design, collateral printing)	Short Term	Bike Friendly Business program researched and implemented.
	4.9	Investigate and implement relevant Bike SA programs to grow cycling culture, touring programs and events	Bike SA	Dependent on programs implemented.	Short Term	Relationship established with Bike SA (eg. membership), and relevant opportunities identified and implemented.
	4.10	Investigate opportunities to activate Young Riders , such as via a skills park for learners, learn to ride programs, ride to school programs (identified in the TOG Cycle and Walking Plan 2017 – 2027). (Also ref action 4.9)	Bike SA, Gawler Wheelers, MTB Community Members	Dependent on programs implemented.	Medium Term	Options investigated, and programs/infrastructure developed/implemented.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	4.11	Actively liaise with the Gawler Wheelers to investigate the expansion of their ride programs to support Mountain Biking, Kids Rides (ref. action 4.11) and School Programs. (also ref action 1.6 and 5.1)	Gawler Wheelers	Dependent on programs implemented.	Medium Term	Relationship established with Gawler Wheelers, and programs initiated.
Ensure TOG owned tourism signage, information bays, parking and road infrastructure is maintained to a high standard to ensure visitors can access experiences within the town easily and safely.	4.12	Implement recommendations from the Gawler Town Centre Parking Strategy Report (2017-2020) and continue to review parking in key visitor locations for bikes, cars, caravan and RV's (eg. Murray Street precincts) and plan to upgrade as per recommendations.		Dependent on review. Budget will need to be allocated.	Short Term	Strategy Report Recommendations are implemented. Visitor Parking is reviewed regularly.
	4.13	Undertake all tourism, interpretive & wayfinding signage audit and update signage as per the audit recommendations (ref action 4.7)	Consultant / in-house	Quotes to be obtained	Medium Term	Tourism and wayfinding signage audit is complete, and signage is upgraded.
	4.14	Ensure existing visitor infrastructure (public toilets) and TOG assets (Parks) are maintained to a high standard	TOG Works Department	Dependent on review. Budget will need to be allocated.	Ongoing	Infrastructure is reviewed, and upgrades/maintenance is implemented. Can be monitored via ORM (see action 2.10)
Ensure TOG Policies and New Developments are sensitive and supportive of the visitor economy	4.15	Review relevant State Government and TOG policies and ensure they support sustainable tourism development in the town and remove unnecessary red tape where possible and relevant.	RDAB	Nil	Medium Term	Policies are reviewed. Case manage significant development proposals.
	4.16	Ensure property developers implement relevant on or off-road connectivity of their developments into the TOG cycle trail network.	Property Developers	Nil	Ongoing	Relationship established with property developers, and sensitive development is implemented.
	4.17	Ensure TOG policies support the development of a vibrant food and dining offering within the town and key cycle trail locations + precincts (eg Mobile Food Vendors, Clonlea/River Park Cafes etc). (ref action 4.18)	Food and Dining Operators	Nil	Medium Term, Ongoing	Engage with potential business owners, identify and implement opportunities
Activate engaging placemaking assets to encourage visitors to linger longer	4.18	Ongoing activation of Murray Street in Gawler as key visitor precinct: <ul style="list-style-type: none"> • Advocate for more vibrant dining and retail mix • Advocate for preservation and restoration of privately-owned historic buildings facades • Parking/Wifi/Seating provided/signage • Cycle friendly infrastructure provided (ref. action 4.2). 	Heritage grant funding suppliers, GBDG	Dependent on projects initiated.	Medium Term, Ongoing	Projects are identified, and implemented

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	4.19	Advocate for improved placemaking at Gawler Central and Gawler Railway Station	DPTI - RailCare program	Nil	Medium Term	Relationship established, upgrades to placemaking assets implemented.
Advocate for development of existing and new experiences that will enhance the visitor experience in the town, and attract more high yielding customers	4.20	Advocate for the development of Heritage Experience within the town by private enterprise or community groups, to increase storytelling and engagement with TOG's rich heritage buildings and stories.	NHTSA Gawler, Tourism Operators, Local Businesses	Nil	Short Term, Ongoing	Engagement with relevant businesses or community groups and increase in heritage products / storytelling / events in TOG
	4.21	Enhance Gawler's historic experiences via the Gawler Heritage Collection, Heritage Tours and Interpretive Signs (ref. action 4.13)	GVIC, TOG Civic Centre Resource	Nil	Ongoing	Identify and implement ways to improve the visitor experience for the historical product within the Town.
	4.22	Investigate the activation of a permanent food/dining option at the Gawler VIC and at Clonlea Park	Private Enterprise	Nil	Medium Term	Opportunities identified, private investment engaged, and product developed.
	4.23	Review and expand the bike hire offering around Gawler, including <ul style="list-style-type: none"> • Advocate for bike hire at caravan parks and accommodation properties • Investment in e-bike hire from GVIC • Investigate e-scooter hire 	Tourism operators, cycle hire operators, e-bike / e-scooter hire operators	Nil	Short Term	Bike hire reviewed, and new hire options implemented.
	4.24	Support inclusion of TOG in Adelaide Wine Capital Cycle Trail	RDAB, Adelaide Hills Council, The Barossa Council, Clare + Gilbert Valley Council	Nil	Ongoing	Advocacy and support are maintained, and investment is considered if relevant.
	4.25	Advocate for a Cycle Retail Shop and Bike Mechanic in the town centre and near the GVIC Bike Hub.	Private Enterprise	Nil	Ongoing	Potential bike retailer/mechanics approached.
	4.26	Advocate for the development of new, or extension of existing accommodation product in the town. Specifically, larger scale Accommodation and AirBnB operators.	Accommodation operators	Nil	Medium Term	New and existing accommodation product is supported.
	4.27	Identify and apply for relevant grants (eg. Building Better Regions Fund) to activate TOG tourism projects + cycle specific projects (as identified in this Plan).	Department for Business, Innovation + Skills	Nil	Short Term, Ongoing	Opportunities identified, and applications prepared and submitted.

Priority Area 5: Collaboration

Effectively collaborate with Council and with Town of Gawler's stakeholders to grow the town's visitor economy.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Encourage a united, informed and collaborative Tourism Industry	5.1	Establish MOUs with relevant tourism stakeholder organisations in the Town to clearly outline roles and responsibilities to ensure long term strategic focus on the visitor economy + cycle tourism (eg. Gawler Business Development Group, Gawler Wheelers [ref 1.6, 4.10, 4.11], NTSA Gawler, RDA Barossa, Barossa Tourism)	GBDG, GW, NTSAG, RDAB, BT	Nil	Short Term, Ongoing	MOUs created and reviewed annually during strategic planning timeframes.
	5.2	Develop and actively maintain a database of all tourism operators in Town. Include all tourism products, supporting products (eg food/dining/retail), key TOG Staff and stakeholder organisations	GBDG	Nil	Short Term, Ongoing	Database developed and maintained.
	5.3	Facilitate regular (approx. 2 per year) industry networking functions hosted at key tourism locations in TOG with a focus on networking, education and familiarisations of product.	Industry Stakeholders, GBDG	\$2,000	Short Term, Ongoing	Networking functions are facilitated, and industry is increasingly engaged.
	5.4	Maintain regular communication with industry to distribute all marketing, visitor servicing, training and development, grant funding opportunities, and share news from happenings around the Town.	GBDG	Nil	Short Term, Ongoing	Monthly enews distributed to Industry stakeholders. Engagement by industry in communicated opportunities.
Be an advocate and conduit for strategic collaboration between government, state and regional industry groups and tourism operators.	5.5	Maintain open lines of communication with Barossa Tourism and RDA Barossa regarding the development of new experiences, infrastructure and investment projects (eg. Adelaide Wine Capitals Cycle Trail)	BT, RDAB	Nil	Short Term, Ongoing	Relevant entities engaged, and communication lines established.
	5.6	Maintain open lines of communication with relevant state government departments to ensure all new initiatives and opportunities are communicated to the right contacts to allow proactive development of the industry.	DPTI, ORS, SATC, Adelaide Convention Bureau (ACB)	Nil	Short Term, Ongoing	Relevant government staff engaged, and communication lines established.
	5.7	Maintain open lines of communication with neighbouring and state Visitor Information Centre and Outlets to identify collaborative opportunities. (ref action 2.3)	Visitor information Centres (VICs) / Visitor	Nil	Short Term, Ongoing	Relevant VIC staff engaged, and communication lines established.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
			Information Outlets (VIOs)			
	5.8	Maintain open lines of communication with neighbouring Councils to identify collaborative opportunities. (eg. Adelaide Wine Capital Cycle Trail)	Barossa Council, Adelaide Plains Council, Adelaide City Council, Light Regional Council, Adelaide Hills Council and other relevant councils.	Nil	Short Term, Ongoing	<p>Relevant staff engaged at each organisation and communication lines established.</p> <p>Collaborative opportunities identified and actioned as relevant.</p> <p>MOU's established for significant projects and activities.</p>

Priority Area 6: Industry Capability

Advocate and encourage each individual business in Town of Gawler to deliver the best quality consumer experience for visitors.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Advocate for quality in visitor experience and customer service delivery	6.1	Encourage tourism operators to work with TiCSA for tourism accreditation, awards, training and business development (can be communicated via action 5.4).	TiCSA, Tourism Operators	Nil	Short Term, Ongoing	Tourism operators participate in relevant TiCSA opportunities.
	6.2	Identify and promote programs (via action 5.4) that support businesses to transition into new markets (e.g. China Ready Programs), engage in new distribution channels (eg Trade & Cruise Visitors as per action 1.15 and 1.17) and develop and adapt products to capitalise on growth opportunities.	TiCSA, SATC, Tourism Operators	Nil	Short Term, Ongoing	Tourism operator participation in relevant programs.
	6.3	Connect private enterprise with relevant grant opportunities (re action 4.27)	Relevant Stakeholders, RDAB	Nil	Short Term, Ongoing	Private enterprise is aware of relevant funding opportunities.
Build the marketing capacity of tourism product owners and managers to enhance the industry's on and offline footprint	6.4	Identify and leverage relevant professional development opportunities for tourism operators (eg. via GBDG, TiCSA) and communicate opportunities with industry (ref action 5.4).	TiCSA, SATC, GBDG, Tourism Operators	Nil	Short Term, Ongoing	Industry participation and engagement in relevant programs.

Priority Area 7: Promote the Value of Tourism

Communicate with residents, local businesses, council staff, elected members and tourism industry to help them understand the contribution of the Visitor Economy to the Town of Gawler.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
Take a lead role in advocating Tourism as an economic driver for TOG	7.1	Employ a Tourism Officer to implement this Tourism Plan		\$80K	Medium Term	Resource is employed, and Tourism Plan is activated.
	7.2	Participate in TiCSA's Local Government network (biannual forum meetings)	TiCSA	Nil	Ongoing	TOG is represented at the meetings
	7.3	Enquire to attend the 'Tourism Focussed SA Councils' meetings to discuss synergies and opportunities for collaboration (liaise with LRC Economic Development Manager to find out details of this group)	Tourism Focussed Councils in SA	Nil	Ongoing	TOG contributes at meetings
	7.4	Present new Tourism Plan to TOG Elected Members	Elected Members of Council, TOG CEO	Nil	Short Term	Plan is presented to and endorsed by Elected Body
	7.5	Ensure the GBDG's Annual Business Plan supports the actions within this Plan, to reduce duplication, and keep focus for the initiatives for the visitor economy (ref action 5.1)	GBDG	Nil	Short Term	GBDG's Annual Business Plan supports the achievement of the actions within this Tourism Plan (where relevant)
	7.6	Advocate for improved visitor data collection and reporting for the Town (including cycle infrastructure usage) <ul style="list-style-type: none"> Liaise with RDAB to obtain visitor economy insights via the RDAB Economy ID platform (just like they have done for Light Regional Council) Discuss with SATC + Tourism Research Australia the opportunity to obtain LGA level insight and analysis from state-wide visitor data, to provide more consistent insights on visitor spend, numbers, dispersal and source markets, and cycle niche visitation data. 	RDAB, SATC, Tourism Research Australia (TRA),	To be confirmed dependent on data source.	Short Term	RDAB, SATC /TRA briefed on data requirements for TOG, and data is curated to support the measurement of this Tourism Plan.

KEY INITIATIVES	#	ACTIONS	POTENTIAL PARTNERS	BUDGET	TIME FRAME	ACTION MEASURE
	7.7	Prepare and present achievement of this Tourism Plan's achievements to TOG Elected Members.	Elected Members, TOG CEO	Goals and actions included in TOG's Annual Business Plan and Annual Report	Short Term, Ongoing	Elected Members are informed on the progress of the Tourism Plan's KPIs on a regular basis (annually at a minimum)
	7.8	Prepare and present the new Plan and achievement of KPIs to industry via networking events (ref. action 5.3) and industry communication (ref. action 5.4).	All Industry Stakeholders	Nil	Bi-Annually (end of 2 nd Quarter, and end of 4 th Quarter)	Industry Stakeholders are informed on the progress of the Tourism Plan's KPIs.
	7.9	Develop and implement a Local Advocacy communication plan to keep residents informed of "good news" tourism stories in the town and encourage their advocacy of tourism in the region. (Forms part of Advocacy Strategy in action 1.4 and ref. action 2.13)	TOG Communication Channels, Local Media	Nil	Short Term, Ongoing	Communication Plan developed and implemented (via action 1.4)

4. ACKNOWLEDGEMENTS

The **Town of Gawler Tourism Plan Beyond 2020** has been developed through extensive consultation with key tourism stakeholders across community, industry, business and government. Stakeholder input to the Cycle Tourism Plan was gathered through the following sources during February - April 2019:

- Via 43 responses through online survey of residents, community groups, local government, industry and government staff (March 2019)
- Over 15 elected members and key stakeholders were involved in 1 face to face consultation workshops in Gawler (March 2019)
- Individual meetings were also conducted with key government and industry stakeholder organisations (February-March 2019)

Table 14: Tourism Stakeholder Engagement Summary

Local and State Government	Industry	Local Community
<ul style="list-style-type: none"> • Town of Gawler Council staff + elected members (including Visitor Centre) • Barossa Council (Via Barossa Visitor Information Centre Manager) • Light Regional Council • South Australian Tourism Commission 	<ul style="list-style-type: none"> • Gawler Business Development Group • Bicycle SA • Barossa Tourism • Regional Development Australia Barossa 	<p>40 + Local Residents, Business Owners, Cycle Enthusiasts and Tourism Providers in the town</p>

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).

5. GLOSSARY + ACRONYMS

ACB – Adelaide Convention Bureau
ABS – Australian Bureau of Statistics
ATDW – Australian Tourism Data Warehouse
BT – Barossa Tourism
BVIC – Barossa Visitor Information Centre
CVFWTC – Clare Valley Food, Wine and Tourism Centre
ESA – Events South Australia
DPTEI – Department of Planning, Transport and Infrastructure
JBT – Jack Bobridge Track
KVIC – Kapunda Visitor Information Centre
LGA – Local Government Association
LRC – Light Regional Council
GBDG – Gawler Business Development Group
GBH – Gawler Bike Hub
GRP – Gawler Rivers Path Tapa Pariara
GVIC – Gawler Visitor Information Centre
GW – Gawler Wheelers
MTB – Mountain Bike
NHTSAG – National History Trust of SA Gawler Branch
ORS – Office of Recreation and Sport
RDAB – Regional Development Australia Barossa
RTO – Regional Tourism Organisation
SOB – Stuart O’Grady Bikeway
SATC – South Australian Tourism Commission
TiCSA – Tourism Industry Councils SA
TA – Tourism Australia
TDU – Tour Down Under
TBC – The Barossa Council
TOG – Town of Gawler
TRA – Tourism Research Australia
VFR – Visiting Friends and Relatives
VIC – Visitor Information Centre (accredited)
VIO – Visitor Information Outlet (non-accredited)

6. REFERENCES

In addition to the references footnoted throughout the Situation Analysis, following is a summary of all resources referenced in this document.

- Australian Wine Capital Cycle Trail, October 18
- Barossa Region Cycle Tourism Strategy 2017
- Economy.ID
- Establishing the Adelaide Mount Lofty Ranges Region as an international mountain bike destination, July 15
- Gawler Arts and Culture Strategy 2016 – 2025
- Gawler Business Development Group Inc 2 Yr Report 2016-2017 2017-2018
- Gawler Business Identity Session, April 17
- Gawler Invest
- Gawler TDU Bid Media Coverage, Bunyip Press, Feb 19
- Gawler Urban Rivers Master Plan
- RDA Barossa Regional Action Plan + Economic Priorities
- Regional Heritage Strategy 2014 – 2020
- SA Bike Economy Industry Roundtable Nov 17
- SA Recreational Trails 10 Year Masterplan 2015-2025
- South Australia Visitor Economy Sector Plan 2030 – Draft for Industry Feedback
- The South Australian Bike Economy
- Tourism 2020
- Tourism Australia International Marketing Profiles
- Tourism Australia Market Profiles
- Tourism Barossa Membership Prospectus (2018)
- Tourism Barossa Strategic Plan 2017 - 2018
- Tourism Research Australia (TRA)
- Town of Gawler Community Plan 2017 - 2027
- Town of Gawler Walking and Cycling Plan 2018 – 2028
- Town of Gawler Town Centre Car Parking Report 2017-2020