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Barossa
Product Gap Audit
Investment and Regulatory Reform Working Group

National Long-Term Tourism Strategy

Barossa Product Gap Audit

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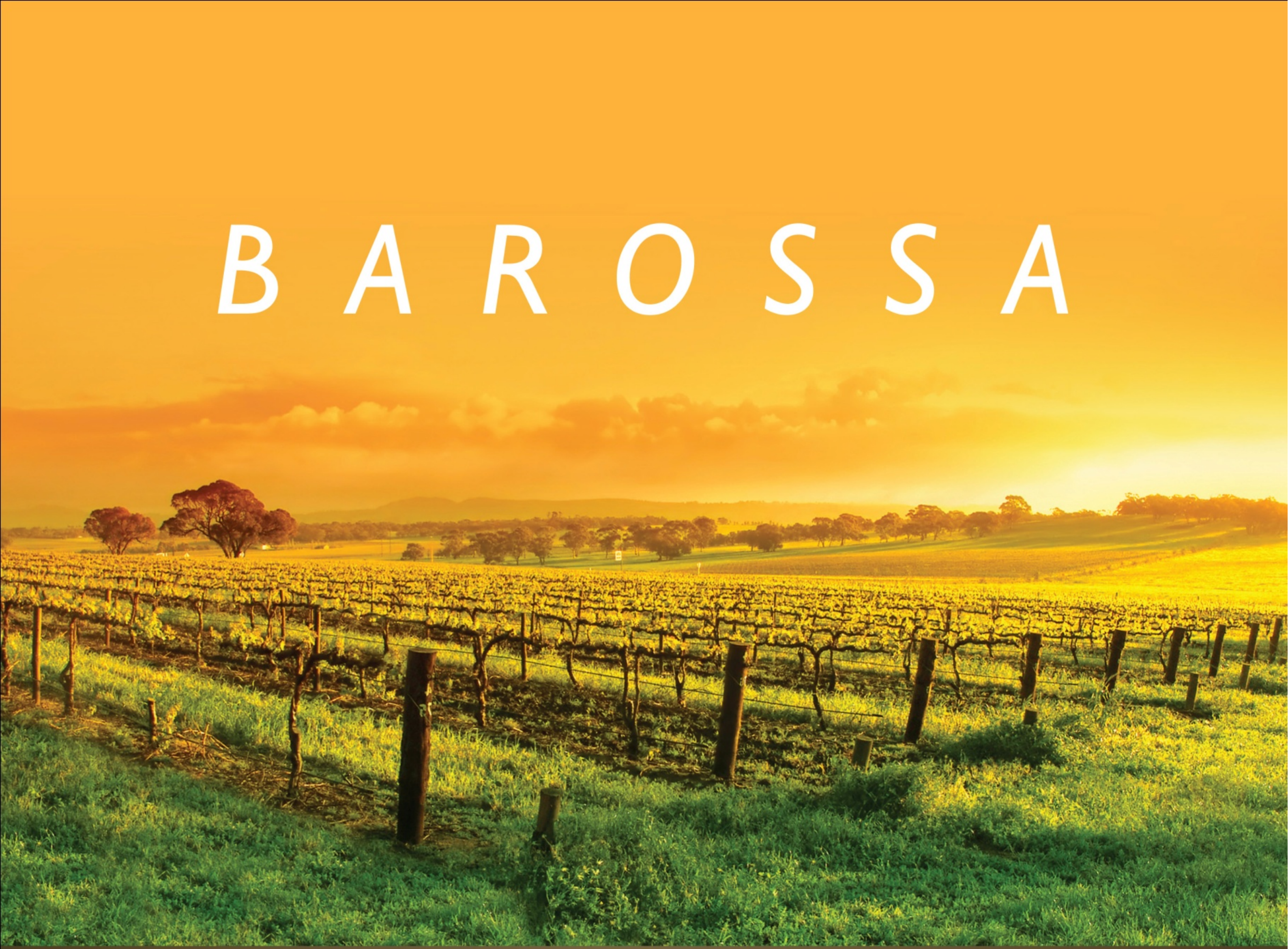

Barossa Product Gap Audit

Investment and Regulatory Reform Working Group

AECgroup

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Key Points

The Project

The Barossa Product Gap Audit investigated the tourism products and infrastructure in the Barossa to determine what needs to be done to accommodate future visitor growth. This involved detailed analysis of the region's visitor statistics and tourism products, as well as consultation with those on the ground to understand what the key challenges are for tourism in the next twenty years. The outcome of the project is a series of opportunities for growth prioritised on what they can provide the region with in terms of economic, financial, social and environmental benefits.

The Barossa

The Barossa is situated around 75km north-east of Adelaide and has a rich heritage in wine and food production. Made up of the Barossa and Eden Valleys and the historic township of Gawler, the Barossa is a significant tourism region with an established market presence. The Barossa is Australia's fifth-most visited wine region and is home to brands such as Jacob's Creek, Penfolds and Seppletsfield, along with dozens of smaller wineries and tourism operators.

Tourism in the Barossa

The Barossa is well-branded for tourism and the region has accommodation options that range from small, self-catering cottages up to 4.5 and 5 star resorts. While over a million visitors came to the Barossa in 2009-10, tourism in the region has experienced a decline over recent years, along with Australian tourism in general. However, the Barossa's tourism market is evolving, with the number of domestic day and South Australian visitors declining over the last decade and the number of interstate visitors increasing. This changing tourism landscape presents both challenges and opportunities to existing and potential operators in the region.

Key to meeting these challenges and capitalising on the opportunities available in the region is an understanding what visitors are coming to the Barossa currently and who is likely to be coming to the region in the future. To do this, the various visitor markets that make up the tourism visitation in the Barossa and their individual forecast growth was analysed to 2030, with the results presenting some very interesting findings. The Barossa is well-represented in growing visitor markets such as older working and non-working married persons, but also well-represented in shrinking markets such as young/midlife couples and young singles. Likewise, the Barossa is well-represented in growing activity markets such as visiting wineries, friends and relatives, museums and art galleries but also in shrinking activity markets such as agri-tourism and visiting history/heritage buildings, pubs and clubs. This indicates that the path to tourism growth in the Barossa is a complicated one that will require a variety of responses. The good news for tourism operators in the Barossa is that an overwhelming majority of visitors to the region were highly satisfied with their visit to the region.

Key Challenges

Analysis indicates that the Barossa is a mature visitor market that has been experiencing similar trends to the Australian market overall, but with two notable exceptions. Firstly, the interstate market has been growing much faster than for Australia, and secondly, international visitor numbers have been declining in the Barossa whilst increasing for Australia. Also, while the high satisfaction levels mentioned previously would generally indicate that there are few perceived product or infrastructure gaps impacting on the visitor experience, this is driven by the existing market visitor segments rather than new visitors and must not be taken for granted in the future.

Whilst considered a mature destination, when the Barossa is compared to other domestic wine regions and overseas culinary destinations that have higher levels of visitation, it is clear that there needs to be more product for traditional visitor market segments (i.e. to encourage revisitation) and for visitor markets that are currently under-represented, but growing in the Australian context.

Visitation Potential

There is potential for steady growth in tourism visitor numbers in the Barossa in the next twenty years, reversing the decade long decline. But achieving this potential will require the enhancement of existing products or the development of new ones. Naturally, the best place to look for potential new products is in those areas that represent current strengths that are under-developed or, opportunities that have not yet been fully explored. By taking a critical eye to these areas and mapping them against analysis of destination and visitor market segment forecasts, a number of key opportunities can be identified.

A Wealth of Opportunities

The study has identified numerous opportunities and timeframes for their suitability that provides all stakeholders with a potential work program to improve the tourism product over the next twenty years. These include:

- *Immediate*: improvements to public transport; Barossa familiarisation training for employees; an event strategy; a development application and licencing guide for investors, electronic guides and applications; a retail strategy; Barossa Convention Bureau to attract more business visitors, a signage and entry statement strategy; extending cellar door tasting/restaurant hours; and a trail documentation and guide.
- *Short-term (1 to 5 years)*: a Chinese ready plan; an environmental strategy, more wine bars, cooking schools and restaurants, a cycle path to Gawler[1]; an adventure playground; and a heritage steam train.
- *Medium-term (5 to 10 years)*: an Artisan and Craft Knowledge Centre; a wildlife park/native zoo; a 200 room 5 star resort, more luxury lodges; a heath and wellness spa; and a Culinary Institute.
- *Long-term (10 + years)*: Barossa Central (town square).

Each of these opportunities has been defined and assessed using a robust and transparent framework that considers their financial, social, economic and environmental risks. By using this framework, opportunities and key actions can be prioritised and acted upon in a clear and organised manner to provide tourism in the Barossa with the capabilities it needs to capture future growth.

Achieving the Goals

The task facing the Barossa in terms of delivering an improved tourism product is a complex one that requires a multi-faceted response including supportive planning, zoning and approval practices to encourage investment. The approach used by this project delivers a range of opportunities that can be combined in order to best attract those market segments that can deliver growth for the region. Across the broad segments of traditional, luxury, family, youth, Chinese/Asian and business tourism, the opportunities associated with the luxury visitor market segment were found to produce the largest impact and have the largest demand to 2030. Interestingly, the impact and demand associated with the traditional market were found to be the lowest of all the segments – a finding which clearly demonstrates the need for action and the opportunities available.

The Future of Tourism in the Barossa

The findings of this project in no way mean a fundamental change of direction for tourism in the Barossa, but rather a focus on the strategic opportunities that the region can leverage. By taking advantage of the significant natural advantages of the region, as well as the quality of current operators, high satisfaction of existing visitors and the strength of the Barossa as a tourism brand, the recommendations from this project will enhance the tourism experience for visitors and provide greater opportunities for growth in the future.

[1] On 7 September 2011 this project received $4.81 million in funding through the Regional Australia Development Fund.

Executive Summary

The Barossa Product Gap Audit seeks to examine local tourist-specific products and infrastructure in order to determine to what extent upgrading, or expanding, tourism products and infrastructure in the region will be required in order to accommodate future demand expectations within the Barossa.

The project is an initiative of the Australian Government's *National Long Term Tourism Strategy*, the Investment and Regulatory Reform Working Group (IRRWG), South Australia Tourism Commission (SATC) and Tourism Barossa Inc.

The definition of product and infrastructure in this study is wide ranging. It covers both hard and soft elements that need to be in place to ensure that key visitor market segments can access the experience that they are seeking, or expecting. In this regard the audit covers the whole of the visitor experience from arrival, stay, activities and departure.

Destination Barossa

The Barossa, situated 75km Northeast of Adelaide, was settled in 1842 and covers over 58,000 hectares. It is comprised of the Barossa Valley and the Eden Valley, with the Barossa Ranges bridging the two, and the historic township of Gawler. The Barossa Tourism Region boundaries are consistent with the Barossa Geographical Indication (GI) as entered into the Australian Register of Protected Names.

Tourism characteristic and tourism connected products and infrastructure were audited and much of the consultation feedback commented upon the adequacy or otherwise of these products and infrastructure. The major categories of products and infrastructure considered by the study were:

Table E1: Tourism Characteristic and Connected Products and Infrastructure

Tourism Characteristic	Tourism Connected
• Governance and Organisations	• Governance and Organisations
• Visitor Information Centres	• Transport
• Accommodation	• Utilities
• Food, Dining and Function Venues	• Community Facilities
• Cellar Doors	• Education and Training
• Attractions (man-made and natural)	• Other Services (Health, Police, Fire, Ambulance)
• Events	• Media
• Retail	
• Transportation and Tours	
• Information and Marketing	
• Skills and Labour	

Source: AEC*group*

Key findings from the audit and consultation were:

- There are a number of state and local tourism organisations directly involved in the Barossa including South Australia Tourism Commission, Tourism Barossa Inc., Eden Valley Tourism and Promotion Group, and the Barossa, Light and Gawler Councils. Visitor Information Centres are located in Tanunda, Gawler and Kapunda. The Tanunda VIC is currently undergoing a significant expansion including an interpretive display for the region.
- Based on an audit by Tourism Barossa (2011d) there are a total of 141 different accommodation providers within the Barossa, with a total of 997 rooms and 2,627 beds. Of the 141 accommodation providers, more than 26 facilities have recorded a 4 star rating or higher.
- Based on a survey by the ABS (2011a), occupancy rates for establishments with 15 or more rooms (representing about 38% of total rooms) was 51% during 2010. Occupancy is highest in the December Quarter and lowest in the September Quarter. The total accommodation taking for 2010 for hotels, motels and serviced apartments with 15+ rooms was $12.1 million. Average takings per room night occupied were $158.

- There are 100 different food and dining venues within the Barossa, of which 29 are restaurants, and 42 have function and meeting facilities, although only 10 are advertised in the *Barossa Business Events Planner*.
- The Barossa contains a total of 144 registered cellar doors (80 with regular opening hours) with some internationally recognised brands such as Jacobs Creek, Penfolds and Seppletsfield.
- The natural landscape of the Barossa, including Gawler, the Barossa and Eden Valleys and the Barossa Ranges are seen as a key natural asset. There are many natural attractions within the Barossa enhanced through recreation and conservation parks and trails.
- A major attraction of the Barossa is its Prussian and English heritage which underlines European settlement and many of the skills involved in food production, wine making and other arts and crafts. The preservation of this aspect is a key differentiator of the region from other wine regions in Australia.
- There are a total of 46 man-made attractions within the Barossa from museums and galleries to different regional tours.
- There is a Balinese massage parlour located in Tanunda and a number of other day spas co located with hair dressers and beauty salons throughout the region. Mobile massage and beauty therapists work with accommodation providers offering tailored in-room services.
- The Barossa has a solid calendar of events through the year. These are important for attracting the day tripper market.
- The Barossa retailing comprises numerous small specialist stores throughout the towns of Tanunda, Angaston and Nuriootpa. Retailing is supplemented with regularly held markets including the Barossa Farmers Market every Saturday.
- The nearest international airport to the Barossa is the Adelaide Airport, 1.5 to 2 hours drive. There is also an airport at Parafield and two air strips which can accommodate light planes in Rowland Flat and Gawler. Private and charter planes use these air strips to access the Barossa.
- The Barossa is accessible from the Sturt Highway as well as the Northern Expressway and is serviced by good main roads. Some minor roads are unsealed. Several routes are gazetted as commodity routes suitable for B-doubles including Gomersal Rd causing some conflict with tourist traffic. Signage to the Barossa from Adelaide and Adelaide Airport is poor (as is back to the Airport). There are no entry statements to the Barossa and therefore no sense of arrival. Signage within the region also needs improvement.
- Public transport to and within the Barossa is also poor and limited to trains from Adelaide to Gawler and a bus service from Gawler to the Barossa via other smaller townships. There is no permanent car hire in the Barossa and the taxi service is limited.
- There are a number of cycle tracks in the Barossa including from Tanunda to Angaston. Recently the region's councils have applied for funding to extend the cycleway from Gawler to Tanunda.
- There are a total of 25 registered tourism operators in the region, with tours ranging from half day basic tours to multi day bicycle tours from Flinders to the Barossa.
- The Barossa contains several self guided trails, showcasing much of the region's produce including the *Butcher, Baker Winemaker Trail* and *Barossa Cheese and Wine Trail*.
- Tourism Barossa Inc. produces a number of publications and maps for the region including *Barossa Visitors Guide*, *Barossa Touring Map*, *Butcher, Baker, Wine Maker Trail* brochure and the *Barossa Business Events Planner*. The main website for tourism is Barossa.com. Online booking is being added to the site and there are links to social media which are regularly updated.
- There were an estimated 7,374 people directly employed by 120 tourism characteristic and connected businesses throughout the Barossa during 2006-07.

- There are a range of other state and local governance organisations with an interest in tourism in the Barossa including Regional Development Australia - Barossa, Food SA, Barossa Grape and Wine Association and Bike SA.
- The region appears well serviced by other infrastructure including: utilities, community facilities, education and training, community services and media.

Visitor Characteristics & Segmentation

To understand the characteristics of visitation in the Barossa a detailed analysis was undertaken of available statistics along with comparisons against the Australian visitor market. The key findings were:

- The Barossa experienced an estimated 1.081 million visitors in 2009-10, a decline of 9% on 1999-00. Visitation in Australia was also down 7% over this period.
- Domestic day visitors accounted for 867,000 or 80% of visitors (domestic day visitors comprised 67% of the Australian visitor market).
- Intrastate visitors:
  - Accounted for 114,000 or 53% of overnight visitors (61% for Australia);
  - Accounted for 223,000 or 41% of total visitor nights (26% for Australia); and
  - Stayed an average 2.0 nights (2.7 nights for Australia).
- Interstate visitors:
  - Accounted for 89,000 or 41% of overnight visitors (32% for Australia);
  - Accounted for 257,000 or 47% of visitor nights (31% for Australia); and
  - Stayed an average 2.9 nights (6.2 nights for Australia).
- International visitors:
  - Accounted for 11,900 or 6% of overnight visitors (8% for Australia);
  - Accounted for 63,000 or 12% of visitor nights (43% for Australia); and
  - Stayed an average 5.3 nights (33.7 nights for Australia).
- Whilst there is some seasonality across different visitor sources, visitation is relatively smooth across the year.
- 38% of visitors to the Barossa were aged 45-64 years whilst those aged 25-44 years were 34%. Over the last few years the older age groups have been increasing in market share at the expense of the 15-25 year group.
- The majority of visitors to the Barossa come for holiday/leisure purposes (55%) whilst visiting friends and relatives comprised 29%.
- Business tourism is variable from year to year reaching 27,000 in 2009 and 2008 but with variation in visitor nights (44,000 in 2009 v 97,000 in 2008).
- 58% of domestic visitors come from Adelaide with 19.2% from regional South Australia. The largest interstate market was NSW/ACT with 18% followed by Victoria with 14%.
- For international source markets Europe is the largest (33% with 9% from Germany) followed by New Zealand (22%), United Kingdom (19%), North America (17%) and Asia (7%).
- Visitor expenditure in the Barossa 2009-10 was estimated at $180 million. Day trip visitors spent on average $84 per day, domestic overnight visitors $223 per night. International visitors spent $85 per day in regional SA.
- The most popular activities in the Barossa are eating out at restaurants and cafes (54%) followed by visiting wineries (44%) and visiting friends and relatives (42%).
- The largest lifestyle group visiting the Barossa is older non-working married persons (25.7%) followed by parents with their youngest children aged 15+ still living at home (17.3%).

- In aggregate, older people comprised 44%, parents with children of any age comprised 40%, younger couples with no children 12%, and singles just 4%.
- In terms of overall visitor satisfaction, 93% were satisfied with their visit to the Barossa, much higher than other visitor satisfaction surveys (82%).

These findings indicate that the Barossa is a mature visitor market that has been experiencing similar trends to the Australian market in regard to all visitor segments with two exceptions. Firstly, the interstate market has been growing much faster than for Australia, and secondly, international visitors have been declining whilst increasing for Australia. The high satisfaction levels would generally indicate that there are few perceived product or infrastructure gaps impacting on the visitor experience

To determine product and infrastructure gaps it is important to understand visitor market segments visiting the Barossa and those that are not. To aid in this the Barossa's visitor market was analysed using lifestyle groups versus growth in the Australian market. The analysis clustered lifestyle groups as follows:

Table E1: Barossa Visitor Lifestyle Groups v Australian Growth

Well-represented, low growth	Well-represented, high growth
• Young/midlife couple, no children • Young single living alone or in shared accommodation.	• Older non-working married persons • Older working married persons • Parents with youngest child aged 15+ still living at home
Under-represented, low growth	**Under-represented, high growth**
• Parents with youngest child aged 6 to 14 • Young single living at home • Midlife singles	• Parents with youngest child aged 5 or less • Older working single

Source: AEC*group*

Further analysis was also undertaken of activities undertaken in the Barossa by visitors versus growth in those activities in the Australian market. The analysis clustered activities as follows:

Table E2: Barossa Visitor Activities v Australian Growth

Well-represented, low growth	Well-represented, high growth
• Play other sports • Go on a day trip to another place • Visit history/heritage buildings or sites • Casinos/pubs/clubs • Agri-tourism	• Wineries • Visit friends and relatives • Visit museums or art galleries • Attend theatre concerts or other performing arts
Under-represented, low growth	**Under-represented, high growth**
• Other outdoor activities • Sporting event • Play golf • Visit amusements or theme parks • Go fishing • Going to the beach	• Retail • Visiting national parks, bushwalking, rainforest walks • Visit botanical or other public gardens • Attend festivals, fairs or cultural events • Visit wildlife parks/zoos

Source: AEC*group*

In addition, restaurants and cinemas and tourist trains/sightseeing activities are as equally well represented in the Barossa as in Australia.

Other market segments included in the study and used to identify product and infrastructure gaps, but not analysed in detail due to lack of data, are:

- SATC's experience seeker Greg & Helen;
- The *2005 Clare Valley and Barossa Tourism Regions Integrated Strategic Plan* proposed market segments: Wine focused (31-50 years); Indulgers (41-50 years); Browsers (>50 years); Generation Y discoverers (10-30 years); Generation X discovers (31-40 years); and Visiting friends and relatives; and
- Psychographics (wants and needs) segmentation (Tourism Queensland, 2011): Active Explorers, Stylish Travellers, Self Discoverers, Unwinders, Connectors and Social Fun Seekers.

Competitor Destinations

Selected domestic and international competitor wine regions to the Barossa were examined to gain an understanding of what products and infrastructure other regions may have that the Barossa does not.

There are four wine regions in Australia that receive higher wine tourism visitation than the Barossa including: Hunter Valley (NSW), Margaret River (WA), Swan Valley (WA), Yarra Valley (VIC). There are two wine regions in Australia that receive higher international visitation than the Barossa including Margaret River (WA) and Hunter Valley (NSW). Key findings were:

- These destinations vary in distance from capital cities from 18km for the Swan Valley (Perth) to 272km for Margaret River (Perth). Barossa is 75km from Adelaide.
- All locations (except Swan Valley) have multiple towns and villages.
- All but two regions have two or more local governments. Augusta-Margaret River and City of Swan are those with only one local government.
- Resident populations vary from 12,500 in Margaret River to 214,000 in Yarra Valley. The Barossa is 58,000, made up of the Barossa Council 22,908, Light Regional Council 13,984 and the Town of Gawler 21,041.
- All destinations have official websites of various ages. Two of the sites, Margaret River and Yarra Valley are driven by Bookeasy and therefore look aged. All regions make some use of social media. All use facebook, three use twitter and two use YouTube. The Barossa is the only site to use all three. No regions offer mobile applications.
- Hunter Valley has the highest overall visitation, generated from traffic out of Sydney and Newcastle. Yarra Valley has the smallest although there are no figures for Swan Valley. The Barossa has the second highest overall visitation.
- There are subtle variations in the age profile of visitors. In Margaret River 58% of visitors are under 44 years, whilst this figure is 52% and 50% in the Barossa and Hunter Valley respectively. In the Yarra Valley this figure is 45%.
- The Hunter Region has the largest number of accommodation establishments with 5 or more rooms at 156 (although this does include Newcastle). Swan Valley has the fewest at six. The Barossa has 17. Occupancy rates of most regions are clustered around 50% with the exception of Margaret River which is 64%.
- The Barossa has the largest area of vine plantings (12,388ha), grape growers (533) and cellar doors (144) followed by Margaret River (10,454ha, 486, 105 respectively). Swan Valley is the smallest wine region with just 21 cellar doors.
- Other regions, e.g. Hunter Valley appear to have more higher end restaurants than the Barossa.
- Other region's have more attractions than the Barossa including: breweries and distilleries, wine and cooking schools, day spas, children's activities, steam trains, wildlife parks and zoos, regional wine centre, aboriginal culture, coastal frontage, wider range of itineraries, and galleries.

A number of international comparisons have been made of renowned global culinary tourism destinations. These include: Franschhoek (South Africa), Napa Valley (USA) and Rhone Valley (France). Key findings were:

- Franschhoek, within the Western Cape Region, is comparable in size and demographics to the Barossa and a similar distance from a major population. In 1998 it was a small country town with one fine restaurant and 25 nearby wineries. Its growth came about through excellent restaurants which led to the need for quality accommodation. The combination of food, wine and luxury accommodation has created sufficient quality and critical mass to attract international visitation. During the six months to May 2010 the Western Cape region received 521,000 overnight visitors and 392,000 domestic day visitors.
- Napa Valley has many similar characteristics to the Barossa in that it is a wine growing region within an hour of a major population centre comprising of several

towns. However the local population is more than double, visitation is 4-5 times higher, the number of accommodation establishments are higher, along with the number of 5 star establishments and the number and quality of restaurants is higher.

- Both Franschhoek and Napa are 10 to 20 years ahead of the Barossa, in terms of product, but the Barossa possesses the unique selling points to be competitive.

The Rhone Valley is a very advanced tourism destination on a significantly larger scale than the Barossa or the other two examples and has other significant unique selling points surrounding heritage and culture, dramatic landscapes and large resident populations. The destination is one that is more aspirational for Barossa (and indeed South Australia) hundreds of years into the future.

Visitation Potential

Domestic visitation is impacted by consumer confidence, interest rates, saving, exchange rates and cost. Whilst international visitation is impacted by other countries' GDP, exchange rates and cost.

Within Australia the Tourism Forecasting Committee (TFC) produces 10 year forecasts of key tourism measures for both inbound and domestic markets for Australia. The key messages from the most recent Australian forecasts are (Tourism Research Australia, 2011):

- Tourism consumption is forecast to reach $106.7 billion in 2020 underpinned by annual average growth of 1.2%;
- Tourism inbound economic value (TIEV) is expected to grow by 3.7% per annum to reach $34.1 billion in 2020;
- Domestic visitor nights are expected to grow a modest 0.3% per annum to be 266 million in 2020; and
- Inbound arrivals growth of 3.6% per annum to reach 8.4 million by 2020 with Asia and particularly China and Indonesia showing strong growth.

South Australia is actively aiming to increase the value of tourism to the South Australian economy from $3.7 billion in 2002 to $6.3 billion by 2014. This goal is $1.3 billion higher than the forecast trend (base line) of $5 billion. The target requires average annual growth of 6%.

For the Barossa two sets of forecasts, a *base line* and *potential*, have been prepared out to 2030. The *base line* forecast assumes that nothing changes in the Barossa and modest growth in visitation is dependent upon maintenance of market share and population growth in South Australia and Australia. Tourism Forecasting Committee (TFC) forecasts are used for domestic and international visitor activity.

The second set of forecasts, or *potential* has been created assuming that the Barossa changes, through implementing the opportunities identified in this study, thereby increasing the attractiveness of the destination to traditional and new visitor market segments. In this manner, the *potential* becomes a target that can only be achieved by implementing the opportunities in this study.

In aggregate the base *line forecast* results in the following changes in activity:

- Visitors to the Barossa increases from 1.048 million in 2010 to 1.249 in 2030, an average of 0.9% per annum;
- Visitor nights in the Barossa increases from 518,000 in 2010 to 744,000 in 2030, an average of 1.8% per annum; and
- Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $222 million ($ 2010), an average of 0.7% per annum.

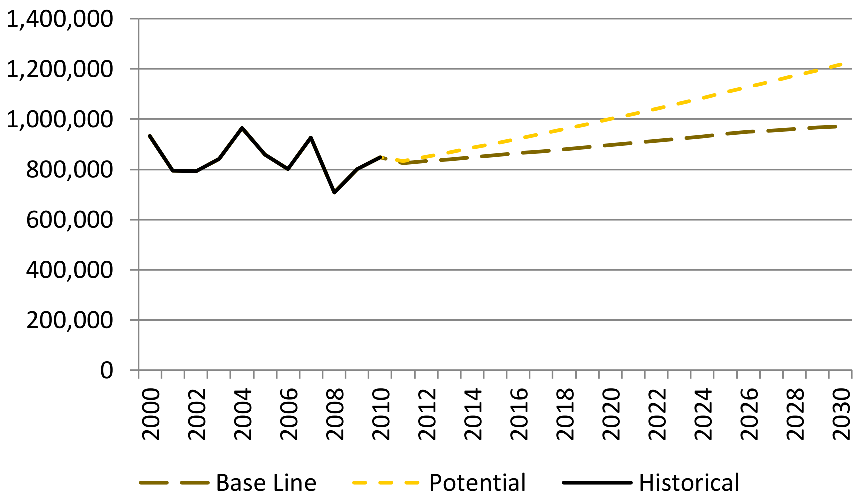
In contrast the *potential forecast* results in the following changes in activity:

- Visitors to the Barossa increases from 1.048 million in 2010 to 1.587 million in 2030, an average of 2.1% per annum;
- Visitor nights in the Barossa increases from 518,000 in 2010 to 991,000 in 2030, an average of 3.3% per annum; and

* Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $290 million ($ 2010), an average of 2.0% per annum.

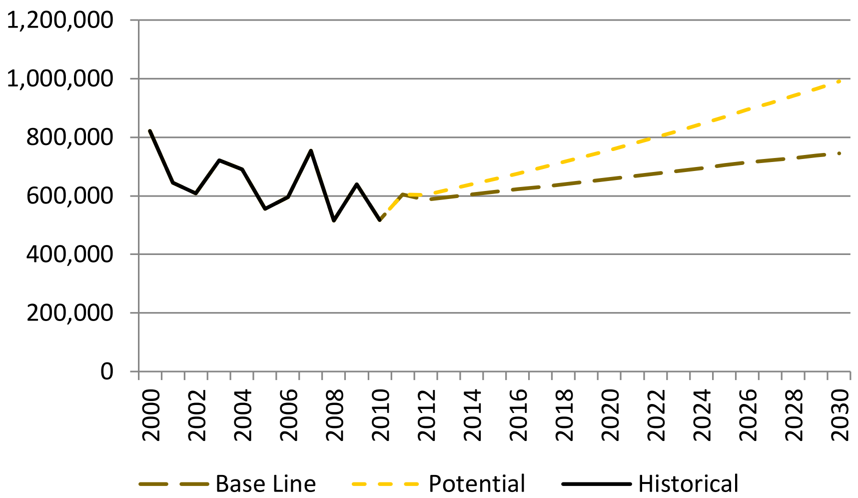
These forecasts are shown graphically in Figures E1 to E3.

Figure E1: Visitors to the Barossa (number)



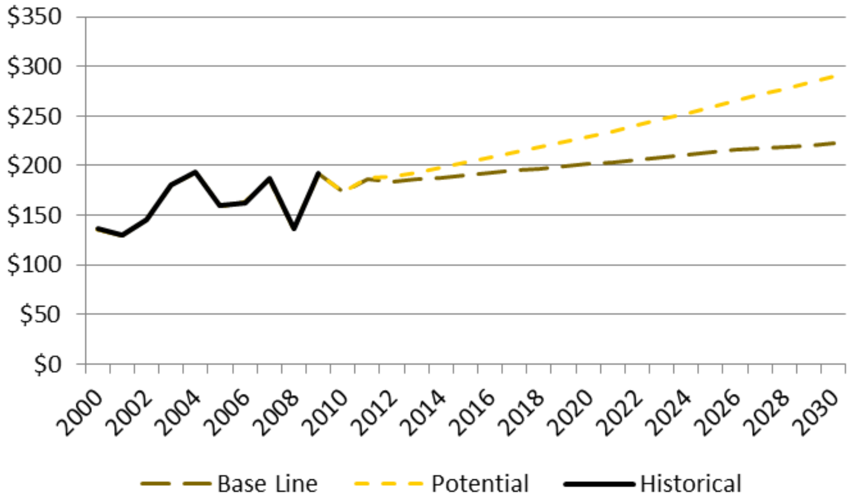
Source: TFC (2011a) AEC*group*

Figure E2: Visitor Nights in the Barossa (number)



Source: TFC (2011a) AEC*group*

Figure E3: Expenditure in the Barossa ($m 2009)



Source: TFC (2011a) AEC*group*

Implications of the forecasts have been translated into demand for accommodation of all types. Currently in the hotel, motel and resort accommodation segment, where much of the future demand is likely to fall, there are an estimated 540 rooms (out of 997 in all accommodation) and occupancy rates are around 51%. Based on the assumption that additional room pressures are felt once occupancy rates increase above 65%, the *base line* forecast indicates that no new hotel, motel and resort room stock will be required until 2017 and will reach 200 rooms by 2030. In the case of the *potential* forecast additional hotel, motel and resort room stock will be required in 2015 and will reach 400 rooms by 2030.

Product & Infrastructure Opportunities

The Barossa has a plethora of strengths as a destination based upon its global wine brands and wine reputation, cellar doors, geography and landscape, heritage and culture, food products, events and its proximity to Adelaide.

Whilst a key strength, the over reliance on the wine industry can also be seen as a weakness, as it limits the visitor segments that can be attracted to the destination including some visitor market segments that are growing in Australia. There are also a number of other weaknesses including: lack of signage, accommodation capacity and diversity, insufficient restaurants, limited public transport, lack of night time entertainment, variable service standards and differing attitudes to development.

At the same time the Barossa is faced with a number of threats, foremost of which is any damage to its primary production assets, loss of heritage (including food skills), competition from other wine regions, over-development, restrictive development application processes and a general loss of uniqueness.

The Barossa's strengths and weaknesses, as well as analysis of the destination, visitor market segments and their activities and forecasts of its future potential visitation, have resulted in a number of opportunities including:

- *Accommodation*: 200 room 5 star resort, luxury lodge(s);
- *Food, dining and function venues*: restaurant(s), extended cellar door tasting/restaurant hours, wine bar(s), cooking school(s);
- *Attractions*: adventure playground, health and wellness spa, artisan and craft knowledge centre, heritage steam train, wildlife park/native zoo, Barossa Central;
- *Transportation and tours*: signage and entry statements, public transport, cycle path to Gawler;
- *Information and marketing*: electronic guides/applications, Barossa Convention Bureau, trail documentation and guide, development application and licencing guide;

- *Skills and labour*: Barossa familiarisation training, culinary institute; and
- *Governance and organisation*: Chinese ready plan, event strategy, retail strategy, environment strategy.

To assess each opportunity a high level objective and subjective assessment approach was applied around five dimensions: financial, social, economic, environmental and risk.

The most successful financial opportunity based on the benefit cost ratio (BCR) to the proponent is the Chinese ready plan. In this case the proponent is industry and the assumed benefit is the Barossa attracting 0.5% of all Chinese visitors to Australia who stay 5 nights. Other opportunities with a medium positive financial impact include: artisan and craft knowledge centre, Barossa Convention Bureau, cooking school(s), wildlife park/native zoo and wine bar(s).

The opportunities with the most positive social assessment are generally those that have positive benefits for all stakeholders. Many of the impacts for government are negative as government generally incurs costs associated with the opportunities. The highest social impacts are assessed as coming from the Barossa familiarisation training, Chinese ready plan, 5 star resort, Barossa Convention Bureau and restaurants(s).

The largest demand would be generated by the artisan and craft knowledge centre which is assessed to be patronised by 25% of visitors to the Barossa. The largest generators of new demand are likely to be the 5 star resort, adventure playground, Barossa Convention Bureau and health and wellness spa. From an operational viewpoint those opportunities that will have the largest ongoing economic impact are the 5 star resort, luxury lodge(s), health and wellness spa and Barossa Convention Bureau.

Opportunities with positive environmental outcomes are public transport, environmental strategy, signage and entry statement strategy, cycle path to Gawler and the development application and licencing guide. Many opportunities have a negative environmental impact due to resource consumption or increases in vehicle traffic.

The opportunity with the highest risk is restaurant(s) followed by luxury lodge(s), health and wellness spa, wildlife park/native zoo, heritage steam train, Chinese ready plan and 5 star resort. Those with lowest risk are guides and strategies, however, most opportunities that contain substantial investment have a medium risk due to approval risk and demand risk. It is therefore important that planning, zoning and approval practices encourage tourism investment.

The five individual assessments (financial, social, economic, environmental and risk) have been combined into one score by equally weighting each dimension. The ranking of these scores then form the basis of recommendations for progression of the opportunities (see recommendations below).

Evolution of the Destination

One opportunity alone is unlikely to dramatically increase the number of visitors to the Barossa. Therefore combinations of products and infrastructure opportunities were assembled for various broad visitor groups that include: traditional, luxury, family, youth, Chinese/Asia and business to determine what aggregate impacts would be.

Table E3: Barossa Opportunity Combinations

Opportunity	Traditional	Luxury	Family	Youth	Chinese/Asia	Business
Environmental Strategy	yes		yes	yes		yes
Chinese Ready Plan					yes	
Barossa Central	yes	yes	yes	yes	yes	
5 Star Resort		yes	yes	yes	yes	yes
Luxury Lodge	yes	yes				
Restaurant	yes	yes	yes	yes	yes	yes
Wine Bar	yes	yes		yes	yes	yes
Cooking School	yes	yes		yes		
Ext. Cellar Door Tasting/Restaurant Hours	yes	yes		yes	yes	yes
Trail Documentation & Guide		yes	yes	yes		
Adventure Playground			yes			
Health & Wellness Spa		yes				
Artisan & Craft Knowledge Centre	yes	yes	yes	yes	yes	yes
Heritage Steam Train			yes			
Wildlife Park/Native Zoo			yes		yes	
Event Strategy	yes		yes	yes		
Retail Strategy	yes	yes			yes	
Public Transport				yes		
Cycle Path to Gawler			yes	yes		
Signage & Entry Statement Strategy	yes	yes	yes	yes		yes
Electronic Guides/Applications	yes	yes	yes	yes	yes	yes
Barossa Convention Bureau						yes
Dev. Application & Licencing Guide						yes
Barossa Familiarisation Training	yes	yes	yes	yes	yes	yes
Culinary Institute	yes		yes	yes		yes
Economic Impacts in 2030 relative to 2010						
Demand Growth	36.6%	41.8%	53.4%	50.5%	47.2%	41.9%
Output ($m)	$41.3	$102.4	$76.8	$69.2	$74.1	$70.6
Income ($m)	$10.5	$26.4	$20.0	$17.7	$19.2	$18.2
Employment	280	673	494	461	479	464
Value Added ($m)	$17.3	$43.0	$32.3	$29.0	$31.2	$29.6
% regional Value Added	0.9%	2.3%	1.7%	1.5%	1.6%	1.6%

Source: AEC*group*

The combination of product and infrastructure opportunities for the luxury visitor market segment were found to have the largest demand and economic impact by 2030. Those targeting traditional visitor market segments had the smallest economic impact. This finding indicates that growth will be lower if only traditional visitor market segments are targeted.

Recommendations

Assuming the goal is to evolve the Barossa as a culinary destination and thereby increase visitation, whilst preserving its heritage and culture, a combination of product and infrastructure opportunities is the most appropriate approach. Using all the analysis in this report and the assessment of the opportunities, recommendations in order of priority along with responsibility and comments, are listed in Table E4 grouped by timeframe.

Stakeholders should begin to progress the opportunities listed above so that the Barossa can begin to evolve as a destination and become a truly global culinary destination enabling it to compete strongly with both domestic and international wine tourism regions.

Table E4: Barossa Opportunity Recommendations by Timeframe

Overall Rank	Opportunity	Responsibility	Comment
Immediate			
2	Public Transport	Public/Industry	A weakness of the destination which needs to be addressed in the short term for certain visitor market segments. Will require investment from State and local government. Cost estimated at $500,000 per annum for 22 seater bus operating 16 hours per day. Potential demand among local residents and visitors is high although negligible economic benefits although strong environmental benefit.
4	Barossa Familiarisation Training	Industry	Immediate and ongoing opportunity to improve service levels across the Barossa of those workers interacting with visitors in order to give them the best possible experience. Costs estimated at $10,000 to develop materials, business incur training costs. No immediate impact on visitor demand although there could be beneficial impacts in the medium to long term from consistent levels of customer service
7	Event Strategy	Public/Industry	A short term opportunity to review the nature, quantum and success of events in the Barossa and formulate a plan for events over a five year horizon. Costs estimated at $50,000 to develop strategy. Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if new events and successful.
8	Development Application and Licencing Guide	Public	This is an important guide to have available for prospective investors. Sufficient material already exists and the investment required for compilation and production is minimal. Cost estimated to be $10,000 in kind. Benefits to industry of investors understanding development application and licencing rules and processes.
9	Electronic Guides/Applications	Industry	Immediate opportunity to develop and disseminate leading edge electronic guides and applications, or utilise existing applications, for the destination. Development costs vary from $15,000 to $90,000+ depending on complexity of the application. Mobile applications regarding destinations are likely to become ubiquitous and therefore will be expected rather than having an ability to increase visitation. In fact visitor demand could be negatively impacted if information about the destination is not available on mobile platforms.
10	Retail Strategy	Public	To be undertaken at the local level, the retail strategy will enable the identification of gaps in the retail offering important for both local residents and visitors. Not an immediate requirement but more important as population and visitation grows in order to attract and diversify private retail investment. Cost estimated at $50,000. Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if an improved retailing offer is successful.
11	Barossa Convention Bureau	Industry	A critical and immediate opportunity to drive the Barossa's business visitation and maximise utilisation of existing assets. Cost is estimated at $100,000 per annum. The potential forecast scenario has conservatively estimated that business visitation could double to 2030 from 27,000 to 62,500 visitors.
13	Signage and Entry Statement Strategy	Public	A key weakness for the Barossa which needs to be addressed in the short term through an appropriate strategy. Will require investment from State and local government. Cost estimated to be $50,000 for the strategy, implementation costs unknown. No impact on demand although word of mouth regarding good experiences could lead to increased visitation in the future.
16	Extended Cellar Door Tasting/Restaurant Hours	Private	The easiest and most inexpensive way to expand the number of restaurants open in the evening and to provide night time entertainment to visitors. Costs confined to operations only as assets already in place. Evening tastings and more restaurant choice in the evening will increase attractiveness of destination and visitation.
21	Trail Documentation and Guide	Industry	An immediate opportunity to collate and promote all trails available in the Barossa in one guide therefore making information more accessible. Cost estimated at $50,000. Assuming a 1% boost in all visitor types, visitation will increase by 10,645 in 2012 and onwards.

Overall Rank	Opportunity	Responsibility	Comment
Short Term (1-5 years)			
1	Chinese Ready Plan	Public/Industry	A resource prepared by Australian or State tourism organisations for the benefit of regions and individual operators. Private investment in implementation will allow destinations to increase their market share of Chinese visitors. Costs estimated at $50,000 (however this can be spread over many destinations so zero cost to the Barossa) as business should be able to access the plan free of charge. Costs for implementation/training and accreditation are assumed at $800 per annum. South Australia currently receives 4% of Chinese visitors to Australia and the Barossa represents 3.5% of visitors to South Australia (thereby 0.14% of Chinese visitors to Australia visit the Barossa). It has been assumed that by being Chinese ready along with appropriate marketing the Barossa can increase to 0.5% of Chinese visitors to Australia each year which amounts to 2,270 in 2012..
3	Environmental Strategy	Public/Industry	Opportunity to create a point of difference in relation to environmental sustainability. Needs to be undertaken by State and local governments based on existing policies and incentives available to business and then initiatives implemented and promoted by the private sector. Costs estimated at $100,000, businesses to assess implementation and accreditation costs dependent on viability. Initially a low impact as unlikely to stimulate visitor demand in the short term. Potential for higher impacts if Barossa outstrips other destinations in its use of green technology.
5	Wine Bar(s)	Private	Expansion of tasting opportunities and late night entertainment for visitors. Assumed capital cost of $400,000. Based on 7 days, 50% occupancy, number of covers assumed at 14,600. One additional wine bar by self is unlikely to materially increase demand in visitation.
6	Cooking School(s)	Private	To satisfy demand for immersion experiences in relation to local food experiences. Assumed capital cost of $500,000. Based on 5 days, 2 classes per day, average take up of 50% = 4,600 students. Also assume that 50% stay overnight in commercial accommodation. One cooking school by self is unlikely to materially increase demand in visitation.
12	Restaurant(s)	Private	Availability of more high end restaurants to give reasons for longer stays and revisitation. Assumed capital cost of $750,000. Based on 5 days, lunch and dinner and one sitting at each, 50% occupancy, number of covers assumed at 20,800. One additional restaurant by self is unlikely to materially increase demand in visitation.
18	Cycle Path to Gawler (a)	Public	An important linking piece of infrastructure but with no direct revenue generating potential and limited market appeal. Therefore a lower priority from a tourism point of view. Requires investment from all levels of government. Assumed capital cost of $5 million. It is unknown to what extent visitation to the Barossa will be impacted by the cycle path.
22	Adventure Playground	Public	This opportunity will add to the attraction of the Barossa for families for both day trips and overnight stays. It will require investment from State and local government. Assumed capital cost of $250,000. Experience of other similar facilities show that families are prepared to travel up to an hour to access this type of facility. Therefore day trip visitation will be increased by an assumed 5%. A family attraction of this nature will also attract overnight visitors to the Barossa as well as possibly extending lengths of stay in combination with other family attractions.
Short to Medium Term (1-10 years)			
25	Heritage Steam Train	Industry/Public	Niche product that will require government assistance for approvals and operational costs, but does expand the number of attractions aimed at non-traditional markets. Most steam railways are operated by not-for-profit organisations and rely heavily on volunteers. Assuming an engine, carriages and a depot are available or donated operating costs could equate to 160% of revenues. Demand of 9,200 passengers per year.

Overall Rank	Opportunity	Responsibility	Comment
Medium Term (5-10 years)			
14	Artisan and Craft Knowledge Centre	Industry/Public	This is a critical item of infrastructure for preservation of the Barossa's heritage and culture as well as an important central attraction for visitors wanting immersion in all aspects of the region's heritage and culture, wine and food, arts and crafts. It will require investment and support from all three levels of government as well as industry and should be considered for delivery in a 1 to 5 year timeframe. Assumed capital cost of $7 million. Assume that 25% of all visitors to the Barossa will visit the attraction and that the attraction will also boost visitation by 5% or 107,000.
15	Wildlife Park/Native Zoo	Private	Short to medium term opportunity to provide an attraction aimed at different visitor market segments than traditional visitor market. Assumed capital cost of $2 million. 100,000 visitors per year based on Warrawong Sanctuary, 80% of these are school groups.
17	5 Star Resort	Private	Medium to long term opportunity once growth in overnight visitation, occupancy rates and business visitation has occurred. Assumed capital cost of $97 million. Based on 200 rooms available 365 days per year, 65% occupancy, average of 1.8 visitors per room, number of visitor nights assumed at 85,410.
19	Luxury Lodge	Private	Short to medium term opportunity to offer accommodation choice in the luxury market. Assumed capital cost of $60 million. Based on 40 rooms available 365 days per year, 60% occupancy, average of 2 visitors per room, number of visitor nights assumed at 17,520.
20	Health and Wellness Spa	Private	As the luxury market expands there is an opportunity for this type of product in the medium to long term. Also has some attraction for local residents. Assumed capital cost of $10 million. Based on 2.5% of existing visitor market equating to 26,612 visitors..
23	Culinary Institute	Public/Industry	Has substantial potential in the medium term and maybe possible with existing educational infrastructure. Requires State government investment with support from industry. Assumed capital cost of $10 million. 2,500 students and 20,000 visitors per annum.
Long Term (10+ years)			
24	Barossa Central	Public/Private	Potential to create a central focus point for the Barossa sometime in the distant future therefore low priority. Requires investment from local government followed by private sector investment. Costs and demand were not assessed for this opportunity.

Note: (a) On 7 September 2011 this project received $4.81 million in funding through the Regional Australia Development Fund.
Source: AEC*group*

Table of Contents

1. Introduction

The Barossa is one of the world's great wine regions, revered alongside Bordeaux, Napa and Tuscany. The region is a key tourist destination for domestic and international visitors to South Australia. There is, however, more to the Barossa than just wineries: visitors can also enjoy hot air ballooning over vineyards, bushwalking and visiting towns which still preserve the area's British and Prussian heritage.

As an initiative of the Australian Government's *National Long Term Tourism Strategy*, the Investment and Regulatory Reform Working Group (IRRWG) along with South Australia Tourism Commission (SATC) and Tourism Barossa Inc. are investigating the tourism products and infrastructure required to service the Barossa over the coming 20 years. Interest in the wine industry within Australia has grown in recent years, with many people now electing to visit wine growing regions during their holidays. The region's close proximity to other destinations such as Adelaide is also a factor in drawing tourists to the region. IRRWG are interested in examining local tourist-specific products and infrastructure in order to determine to what extent upgrading, or expanding, tourism products and infrastructure in the region will be required in order to accommodate future demand expectations within the Barossa.

1.1 Purpose of this Study

The purpose of the study is to develop a report which details the product and infrastructure requirements of the tourism industry over the coming 20 years. The key requirements of the project are to:

- Identify key visitors markets/segments;
- Identify key market/segment preferences in terms of infrastructure, products and activities which contribute to their experience;
- Identify existing and potential strengths of the region;
- Match key market/segment preferences with regional strengths;
- Identify long-term (20-year) growth forecasts and opportunities from those key visitor markets;
- Identify both general and priority products and infrastructure required to realise growth forecasts and opportunities;
- Where appropriate, identify any region-specific impediments to the development of those products and infrastructure, and options to mitigate those impediments; and
- Provide an estimate of the net economic benefit arising from the development of these products and infrastructure.

1.2 What do we mean by Products & Infrastructure?

The definition of product and infrastructure in this study is wide ranging. It covers both hard and soft elements that need to be in place to ensure that key visitor markets can access the experience that they are seeking or expecting in a destination. In this regard the audit covers the whole of the visitor experience from arrival, stay, activities and departure. The definition therefore relates to both tourism characteristic and tourism connected products, including goods and services, and infrastructure. The table below outlines the major categories of product and infrastructure considered by the study.

Table 1.1: Tourism Characteristic and Tourism Connected Products and Infrastructure

Tourism Characteristic	Tourism Connected
• Governance and Organisations • Visitor Information Centres • Accommodation • Food, Dining and Function Venues • Cellar Doors • Attractions (man-made and natural) • Events • Retail • Transportation and Tours • Information and Marketing • Skills and Labour	• Governance and Organisations • Transport • Utilities • Community Facilities • Education and Training • Other Services (Health, Police, Fire, Ambulance) • Media

Source: AEC*group*

1.3 Supporting Strategic & Plans

There are a range of strategies and plans that provide the direction that Tourism Barossa Inc. and the South Australian Government are pursuing in relation to the Barossa, tourism, food and wine. These provide background for the product and infrastructure gap analysis. Those directly related to the Barossa include:

- 2005 Clare Valley & Barossa Tourism Regions Integrated Strategic Tourism Plan;
- 2010-11 Tourism Barossa Business Plan; and
- Under a Barossa Sky – the story of a place and its people…A Barossa Story.

Those that are more widely focussed but still have relevance for Barossa are:

- South Australian Tourism Plan 2009-2014;
- South Australian Food and Wine Tourism Strategy 2009-2014; and
- South Australian Food Strategy 2010-2015.

Each of these and their relevance to the Barossa are contained in **Appendix A**.

1.4 Report Structure

The report largely follows the requirements of the project, that is:

- *Section 2: Destination Barossa* contains an analysis of the Barossa region and its existing products and infrastructure.
- *Section 3: Visitor Characteristics & Segmentation* looks at visitation patterns and the characteristics of visitors over the last decade as well as analyses and explores various visitor market segmentations applicable to the Barossa.
- *Section 4: Competitor Destinations* provides an analysis of the products and infrastructure provided by both domestic wine tourism regions and select global culinary tourism destinations that are considered competitors to the Barossa.
- *Section 5: Visitation Potential* undertakes forecasts of visitors, nights and expenditure in the Barossa for a base case or business as usual forecast and for a potential forecast. Implications for accommodation from the potential forecast are discussed.
- *Section 6: Opportunities* lists the product and infrastructure opportunities derived from the analysis in sections 2 to 5. Each opportunity is scored using an objective and subjective assessment framework. Impediments and mitigation approaches are also discussed.
- *Section 7: Evolution of the Destination* provides a discussion of the various product and infrastructure opportunities that the Barossa could pursue in order to satisfy the needs of various market segments and thereby evolve the destination. Recommendations of opportunities are made in priority order for various stakeholders to pursue.

Appendices present more detailed information to support the analysis or techniques used for the report.

2. Destination Barossa

This Section contains an analysis of the Barossa region and its existing products and infrastructure.

Key Findings

- The Barossa, situated 75km Northeast of Adelaide, was settled in 1842 and covers over 58,000 hectares. It is comprised of the Barossa Valley and the Eden Valley, with the Barossa Ranges bridging the two, and the historic township of Gawler.
- The Barossa Tourism Region boundaries are consistent with the Barossa Geographical Indication (GI) as entered into the Australian Register of Protected Names.
- There are a number of State and local tourism organisations directly involved in the Barossa including South Australia Tourism Commission, Tourism Barossa Inc., Eden Valley Tourism and Promotion Group, and the Barossa, Light and Gawler Councils.
- Visitor Information Centres are located in Tanunda, Gawler and Kapunda. The Tanunda VIC is currently undergoing a significant expansion including an interpretive display for the region.
- There are a total of 141 different accommodation providers within the Barossa, with a total of 997 rooms and 2,627 beds.
- Of the 141 accommodation providers, more than 26 facilities have recorded a 4 star rating or higher.
- Occupancy rates for establishments with 15 or more rooms (representing about 38% of total rooms) was 51% during 2010. Occupancy is highest in the December Quarter and lowest in the September Quarter.
- The total accommodation taking for 2010 for hotels, motels and serviced apartments with 15+ rooms was $12.1 million. Average takings per room night occupied were $158.
- There are 100 different food and dining venues within the Barossa, of which 29 are restaurants, and 42 have function and meeting facilities available, although only 10 are advertised in the *Barossa Business Events Planner*.
- The Barossa contains a total of 144 registered cellar doors (80 with regular opening hours) with some internationally recognised brands such as Jacobs Creek, Penfolds and Seppletsfield.
- The natural landscape of the Barossa, including Gawler, the Barossa and Eden Valleys and the Barossa Ranges are seen as a key natural asset. There are many natural attractions within the Barossa enhanced through recreation and conservation parks and trails.
- A major attraction of the Barossa is its Prussian and English heritage which underlines European settlement and many of the skills involved in food production, wine making and other arts and crafts. The preservation of this aspect is a key differentiator of the region from other wine regions in Australia.
- There are a total of 46 man-made attractions within the Barossa from museums and galleries to different regional tours.
- There is a Balinese massage parlour located in Tanunda and a number of other day spas co located with hair dressers and beauty salons throughout the region. Mobile massage and beauty therapists work with accommodation providers offering tailored in room services.

Key Findings (cont)

- The Barossa has a solid calendar of events through the year. These are important for attracting the day tripper market.
- The Barossa retailing comprises numerous small specialist stores throughout the towns of Tanunda, Angaston and Nuriootpa. Retailing is supplemented with regularly held markets including the Barossa Farmers Market every Saturday.
- The nearest international airport to the Barossa is the Adelaide Airport, 1.5 to 2 hours drive. There is also an airport at Parafield and two air strips which can accommodate light planes in Rowland Flat and Gawler, private planes and charter planes use these air strips to access the Barossa.
- The Barossa is accessible from the Sturt Highway as well as the Northern Expressway and is serviced by good main roads. Some minor roads are unsealed. Several routes are gazetted as commodity routes suitable for B-doubles including Gomersal Rd causing some conflict with tourist traffic.
- Signage to the Barossa from Adelaide and Adelaide Airport is poor (as is back to the Airport. There are no entry statements to the Barossa and therefore no sense of arrival. Signage within the region also needs improvement.
- Public transport to and within the Barossa is poor and limited to trains to Gawler and a bus service from Gawler to the Barossa via other smaller townships.
- There is no car hire in the Barossa and the taxi service is limited.
- There are a number of cycle tracks in the Barossa including from Tanunda to Angaston. Recently the region’s councils have applied for funding to extend the cycleway from Gawler to Tanunda.
- There are a total of 25 registered tourism operators in the region, with tours ranging from half day basic tours to multi day bicycle tours from Flinders to the Barossa.
- The Barossa contains several self guided trails, showcasing much of the region’s produce including the *Butcher, Baker Winemaker Trail* and *Barossa Cheese and Wine Trail*.
- Barossa Tourism produces a number of publications and maps for the region including *Barossa Visitors Guide*, *Barossa Touring Map*, *Butcher, Baker, Wine Maker Trail Brochure* and a *Business Events Planner*.
- The main website for tourism is Barossa.com. Online booking is being added to the site and there are links to social media which are regularly updated.
- There were an estimated 7,374 people directly employed by 120 tourism characteristic and connected businesses throughout the Barossa during 2006-07.
- There are a range of other State and local governance organisations with an interest in tourism in the Barossa including Regional Development Australia - Barossa, Food SA, Barossa Grape and Wine Association and Bike SA.
- The region appears well serviced by other infrastructure including: utilities, community facilities, education and training, community services and media.

2.1 The Barossa Region

The Barossa, situated 75km Northeast of Adelaide, was settled in 1842 and covers over 58,000 hectares. It is comprised of the Barossa Valley and the Eden Valley (with the Barossa Ranges bridging the two), and the historic township of Gawler. Barossa contains four communities including Angaston, Lyndoch, Nuriootpa and Tanunda, and a collection of hamlets in Bethany, Cockatoo Valley, Eden Valley, Greenock, Keyneton, Light Pass, Marananga and Seppeltsfield, Mount Pleasant, Penrice, Rowland Flat, Springton, Stockwell, Truro and Williamstown.

The Barossa Valley, often referred to as the Valley Floor, stretches from Williamstown in the south to Kapunda and Truro in the north. It follows classic valley topography, presenting a generally warm climate for grape growing, hence the landscape is peppered with vineyards, cellar doors, and rolling hills. Seppeltsfield Road is located in this area and is famous for the hundreds of palm trees lining the route which incorporates approximately 24 businesses.

Eden Valley, previously referred to as the Barossa Ranges, encompasses land from Truro to Mount Pleasant in the south. It is on average 300 metres higher than the valley floor, and has a strong history of agriculture as well as wine making. Temperatures on average are cooler than elsewhere in the Barossa, and the landscapes are picturesque with huge gum trees, hidden vineyards, historic churches and villages, dairy cows and beautiful views. The Eden Valley is often traversed by visitors heading to or from the Adelaide Hills as it is a scenic drive and has easy to reach trails, reserves and forests showcasing the Barossa's natural beauty.

Gawler is South Australia's oldest country town bound by rolling hills and is within close proximity to Adelaide. Settled on the banks of the North and South Para Rivers, Gawler played a major role in the 19th century mining and agricultural booms and has blossomed into a town of broad streets, peaceful parklands and distinctive architecture. The town's pioneering spirit is reflected in its rich, historic buildings, as well as the numerous cafes, restaurants and retail precincts making Gawler a major regional centre for commerce and business.

The Barossa Tourism Region boundaries are consistent with the Barossa Geographical Indication (GI) as entered into the Australian Register of Protected Names providing protection for these GIs both within Australia and all associated agreement countries. The region incorporates the entire Barossa and Gawler Council areas as well as the majority of the Light Regional Council.

Figure 2.1: Location of the Barossa

Source: Tourism Barossa (2011b)

2.2 Tourism Characteristic Products & Infrastructure

Tourism characteristic products and infrastructure is that which is predominantly directly associated with the provision of services to visitors.

2.2.1 Governance & Organisations

There are a number of Australian, State and local organisations that are directly associated with tourism governance and organisation:

- *Commonwealth Department of Resources, Energy and Tourism*: The Australian Government department with carriage of tourism policy in Australia.
- *Tourism Australia*: The Australia Government agency responsible for the international and domestic marketing of Australia as a destination for leisure and business travel.
- *South Australia Tourism Commission*: Responsible for growing South Australia's tourism industry.
- *The Barossa Council*: Operates the Tanunda Visitor Information Centre.
- *Light Regional Council*: Operates the Kapunda Visitor Information Centre.
- *Town of Gawler*: Operates the Gawler Visitor Centre.
- *South Australian Tourism Industry Council*: Peak tourism body with a role to engage the tourism industry in all of the processes that shape the State's tourism future and bring the diverse industry together.
- *Tourism Barossa Inc.*: Regional Tourism Organisation funded by SATC and members. Acts as a bridge between tourism operators, national tourism bodies and local government. Responsible for destination marketing and destination management.
- *Eden Valley Tourism and Promotional Group*: Represents businesses and wineries in Eden Valley.

Other organisations with a minor involvement in tourism are listed in Section 2.3.1.

Consultation Comments

Concern was expressed regarding the withdrawal of SATC funding to Tourism Barossa Inc. and that the region needs that local marketing resource to ensure that the experiences, products and attractions of the Barossa are appropriately marketed.

It was also raised that in order to target the business visitor market a convention and exhibition resource is required to market the Barossa's facilities and attractions to the meetings, incentives, conference and exhibitions (MICE) market.

2.2.2 Visitor Information Centres

Visitor information centres (VIC) for the Barossa are located within the towns of Tanunda, Gawler and Kapunda and are open from 9am to 5pm weekdays and 10am to 4pm on weekends and public holidays. The Tanunda VIC is currently undergoing a significant renovation and expansion which will encompass online accommodation bookings, self help terminals, an interpretive display and additional car and bus parking. This expansion should facilitate Tanunda as more of "the centre" of the Barossa and present a focal point for visitors.

2.2.3 Accommodation

There are a total of 141 different accommodation providers within the Barossa ranging from caravan parks and backpacker accommodation to B&Bs, self contained cottages and luxury hotels. In total there are 997 separate rooms with a total capacity of 2,627 guests per day. Of the 141 different accommodation providers within the Barossa, there are 26+ facilities which recorded a star rating of 4 or higher, including the Bassett Gawler B&B,

The Louise Retreat and Resort and The Atrium at Greenock, all of which recorded a 5 star rating.

The predominant type of accommodation, by number of providers, in the Barossa are self contained cottages, with 100 total accommodation providers with 286 total rooms available. Hotels and motels have the greatest capacity within the Barossa with 382 total rooms available between 13 providers, capable of accommodating 997 guests per night. A breakdown of all accommodation providers, with their number of rooms and star rating (where available) can be observed in **Appendix B**.

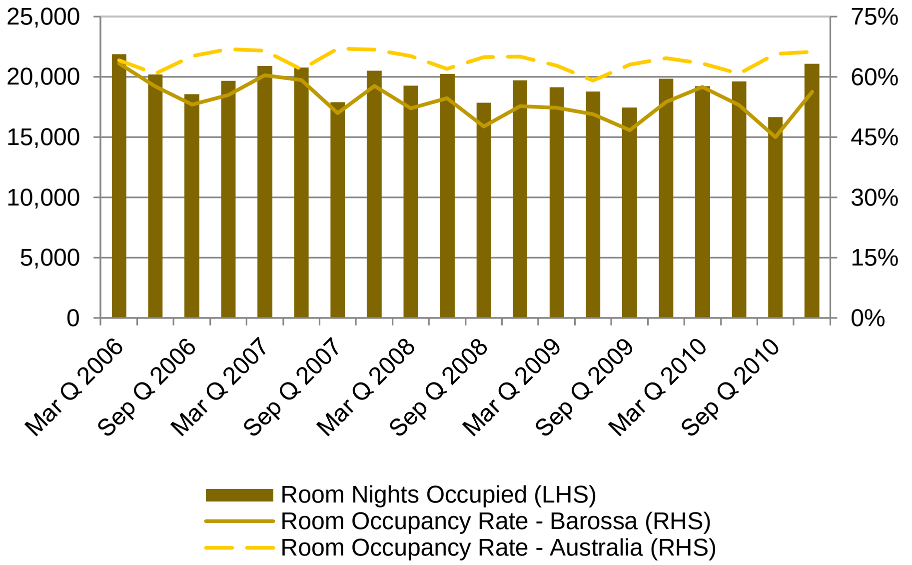
Table 2.1: Accommodation in the Barossa, 2011

Property Type	Accommodation Providers	Rooms Available	Room capacity (number of guests)
Guesthouse/Inn	1	8	16
Bed & Breakfast	1	3	6
Self Contained	100	286	700
Hotel/Motel	13	382	997
Backpacker	2	7	29
Hosted	16	53	123
Caravan / Tourist Park	5	100	392
Retreat / Resort	3	158	364
Total	**141**	**997**	**2,627**

Source: Tourism Barossa (2011d)

The total number of room nights occupied, for hotels, motels and serviced apartments with 15+ rooms[2], during the December Quarter 2010 was 21,122, representing a room occupancy rate of 56.4%. Total room nights occupied during 2010 was 76,655, which equates to a room occupancy rate of 51%. The December Quarter is the peak season whilst the September Quarter is the low season.

Figure 2.2: Room Nights Occupied and Room Occupancy Rate for the Barossa



Note: Establishments with 15 or more rooms
Source: ABS (2011a)

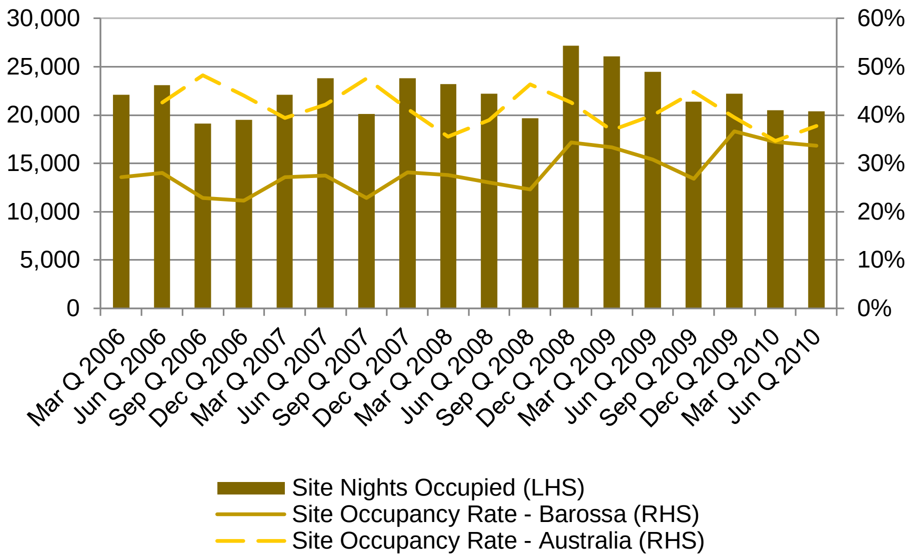
When the Barossa room occupancy rate is compared to that of Australia, the Barossa has consistently recorded an occupancy rate lower than the Australian occupancy rate. During certain seasons, most notably during the December Quarter, the Australian room

[2] Accommodation figures presented are from two sources. The total number of accommodation providers, rooms available and room capacity have been compiled by Tourism Barossa (2011d) based on an audit of all accommodation providers undertaken in early 2011. Room nights occupied and room occupancy rate are compiled through a survey of accommodation establishments with 15 or more rooms by the ABS (2011a) on a quarterly basis. Accommodation establishments with 15 or more rooms represent about 38% of all rooms.

occupancy rate was almost 10% larger than the Barossa, although only for hotels, motels and serviced apartments with 15+rooms.

Occupancy rates for caravan parks are lower than for hotels, motels and serviced apartments averaging 30% in 2010. Occupancy rates for SA caravan parks had until recently been around 15% higher than the Barossa but this gap has narrowed recently.

Figure 2.3: Site Nights Occupied and Occupancy Rate, Caravan Parks



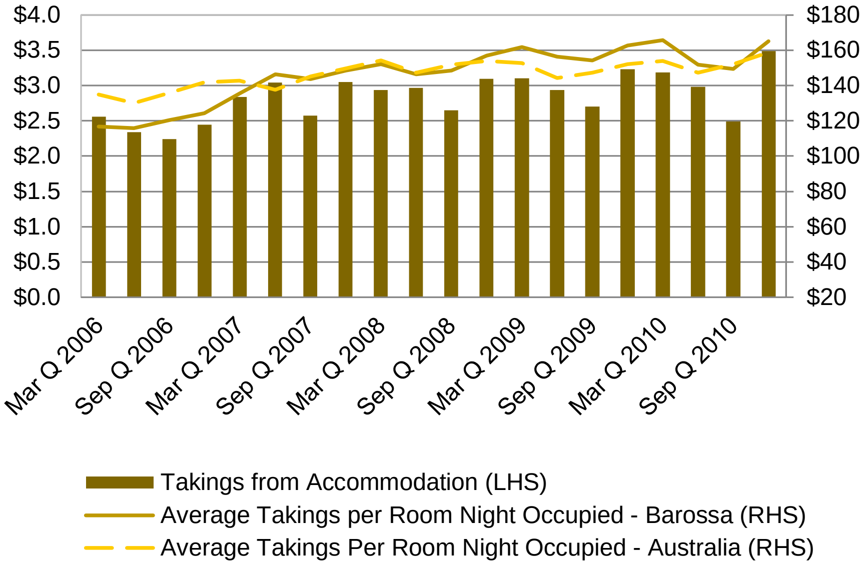
Source: ABS (2011a)

The total takings from accommodation in the Barossa for the December Quarter 2010 was $3,484,871, for hotels, motels and serviced apartments with 15+ rooms. The total accommodation taking for 2010 for hotels, motels and serviced apartments with 15+ rooms was $12.1 million. Total takings from accommodation increased by 1.4% compared to 2009's accommodation takings of $12 million.

The average takings per room night occupied for hotels, motels and serviced apartments with 15+ rooms for the December Quarter 2010 was $165 per room per night occupied, with the average for 2010 being $158.

The average takings per room night occupied for the Barossa were consistent with the average takings for Australia. Recently the average takings per room night occupied for the Barossa were greater than those recorded for Australia.

Figure 2.4: The Barossa Takings from Accommodation ($m) and Average Takings Per Room Night Occupied



Source: ABS (2011a)

Consultation Comments

A range of comments were made regarding different types of accommodation. These included:

- Lack of high end accommodation for families;
- Need for another resort but development approval may be a barrier depending on location;
- If chasing business conferences then need large capacity accommodation;
- Need for additional small scale high end accommodation like The Louise;
- Potential for lower cost accommodation for visitors that spend big on other products and services; and
- Gawler is lacking accommodation (only one three star model) which will be required for business and VFR as size of the population grows.

2.2.4 Food, Dining & Function Venues

There are a total of 100 individual food and dining venues within the Barossa to cater for all types of demand, with the ability to provide catering for more than 3,885 people at any one time. There are only 29 restaurants. The breakdown of dining providers within the Barossa, and their opening hours, can be observed in **Appendix B**.

Table 2.2: Food, Dining and Function Venues in the Barossa

Dining Experience	Number of Establishments	Seating Capacity
Restaurant	29	1,324
Food producer	6	n/a
Market	1	n/a
Café	42	1,340
Hotel	9	525
Take Away	13	258
Other	17	1,145

Source: Tourism Barossa (2011d)

There are a total of 42 food and dining venues within the Barossa which have the capacity and facilities available to host functions. Tourism Barossa Inc. produces the *Barossa Business Events Planner* which contains details of capacities and configurations for conference venues with and without accommodation. The food and dining facilities which have the ability to serve as a function or meeting venues are listed in **Appendix B**.

Table 2.3: Function Venues in the Barossa

Function Centres	Function Rooms	Capacity	Rooms Available
With Accommodation			
Barossa Weintal Resort	5	10-220	50
Novotel Resort	6	8-144	140
The Louise	2	16-68	16
Vine Inn Barossa	4	up to 300	47
Without Accommodation			
Barossa Arts and Convention Centre	3	140-970	
Barossa Function Centre	8	60-250	
Chateau Tanunda	8	12-5000+	
Jacobs Creek Visitor Centre	7	25-300	
Saltram Estate Wine	3	80-150	
Wolf Blass	5	10-1000+	

Source: Tourism Barossa (2011c)

Consultation Comments

Comments concerning restaurants, dining and function venues included:

- Need for more upmarket restaurants (between Appellation and 1918 standard);
- Clustering of restaurants around a focal point (town/village square) would create destination and critical mass;
- Potential for big name restaurant therefore creating a destination, e.g. Rick Stein in Mollymook;
- Potential for more "hidden" dining experiences especially for luxury travellers;
- Branded restaurants (e.g. McDonalds) would be useful in catering for families but those consulted were glad that they were not there and if they were should be confined to Nuriootpa;
- Need for wine bars (cellar doors close at 5pm) as meeting places and for after dining entertainment opportunities;
- Current concerns with inconsistent opening hours (e.g. early closing and not open as advertised);
- Some concerns with inconsistent service and skill levels;
- Some concerns with inconsistent food quality in restaurants; and
- In addition to the above comments, those consulted expressed a need for more educational experiences in relation to food and wine. These include more hands on experience with the growing and production processes as well as cooking schools offering either day or residential courses to visitors.

2.2.5 Cellar Doors

The wine production assets of the Barossa are the major attraction for visitors to the area. There are 144 wineries throughout the Barossa, producing many varieties of wine, the most notable being Shiraz. The majority of these vineyards have their cellar doors open to the public, be it set opening hours (80) or by appointment only. Several of these wineries also provide dining as well as function services. The cellar doors within the region vary immensely, from Whistlers Wines vineyard's cellar door which operates off the homestead's front veranda to the Jacobs Creek and Penfolds cellar doors and visitor centres, which operate out of specially built facilities to cater for the demand from visitors. A full list of cellar doors is contained in **Appendix A**.

Consultation Comments

The presence of international brands and smaller less well known brands, often family owned and only available in limited quantities at cellar doors or by mail order, is seen as an important mix for the region. The efforts of the wineries and cellar doors in promoting the Barossa and holding events is held in high regard. There is a need for cellar doors to diversify the experience by providing different food offerings and extending their operating hours.

Generally there is a need for more interactivity with the agricultural, wine and food making experience, for example, in wine education: knowing how to taste a wine, knowing the age of a wine, and what a corked wine is.

2.2.6 Attractions (Natural & Man-made)

2.2.6.1 Natural Attractions

The natural landscape of the Barossa Valley and Ranges are seen as a key natural asset. There are many natural attractions within the Barossa enhanced through recreation and conservation parks and trails.

Table 2.4: Selected Natural Attractions in the Barossa

Name	Type	Attractions
Para Wirra Recreation Park	National Park	Relics of the Gold Rush, mineshafts, open days, Barossa Goldfields Walking Trail
Sandy Creek Conservation Park	National Park	Bird watching, with over 130 different bird species
The Heysen Trail	Walking Trail	Long distance walking trail
Warren Conservation Park	National Park	4 different bushwalking trails
Kaiserstuhl Conservational Park	National Park	Several bushwalking tracks, granite rock formations, low-lying forests and scenic lookout for views across the Barossa
Hale Conservation Park	National Park	An isolated national park with a 4 hour hike trail
The Kidman Trail	Walking Track	A horse riding, cycling and walking trail that traverses 269 km of roadside, forest tracks, private land and unmade road reserves throughout the Barossa
The Mawson Trail	Walking trail	A cross-country mountain bike trail. Extends from the Fleurieu Peninsula to the Flinders Rangers (1200km), the central section cuts through the Barossa
Mount Crawford Forest	National Park	Littered with mountain bike and walking trails, Mount Crawford Forest is ideal for energetic people and explorers
Lavender Federation Trail	Walking Trail	A trail stretching from the Murray Bridge to Springton in the Barossa, a linear walking trail 105km long through the diverse countryside

Source: Tourism Barossa (2011b)

Visitor market segmentation analysis in Section 3.2.1.3 indicates that visitor's activities in relation to visiting national parks, bushwalking and rainforest walks are under-represented compared to the Australian average whilst visitor interest in visiting national parks, bushwalking, rainforest walks had been increasing.

Consultation Comments

The natural attractions in the Barossa are not promoted well (they are mentioned in the visitor guide). More could be done to produce collateral around natural attractions and to create walking and cycling trails between towns and villages enabling half or whole day itineraries for those visitors looking to combine regional experiences with recreational exercise.

2.2.6.2 Man-made Attractions

A major attraction of the Barossa is its Prussian and English heritage which underlines European settlement and many of the skills involved in food production, wine making and other arts and crafts. The preservation of this aspect is a key differentiator of the region from other wine regions and should play a major role in the future vision of the Barossa.

There are a total of 46 identified man-made attractions within the Barossa from museums and galleries to different regional tours infrastructure such as the Whispering Wall at the Barossa Reservoir. A list of man-made attractions within the Barossa can be observed in **Appendix A**.

There is one Spa located at the Novotel Resort.

Consultation Comments

It was commented that there is an absence of Aboriginal heritage in the Barossa. The heritage and cultural aspects and values of the Barossa need to be a significant component of the destination's unique selling points. It was commented that locals do not recognise and promote their local heritage.

There is a need to catalogue and display to visitors the skills of local artisans, e.g. food and wine production, arts and crafts (including Barossa furniture making) as a means of heritage preservation and tourist attraction.

A standalone health & wellness spa may be a requirement for increased numbers of luxury visitors to be attracted to the region.

2.2.7 Major Events

The Barossa plays host to several major events throughout the year many of which are related to the food and wine industry. Major events are a key attractor for the day visitor market. The largest event is the Barossa Vintage Festival which is held every second year.

Table 2.5: Major Events in the Barossa

Event	Month	Involves:
Barossa Vintage Festival	Last week in April every second year	Quintessential Barossa Event, biennial nine-day celebration which is a brilliant blend of wine, food and music
Barossa Gourmet Weekend	Third weekend in August	Food and wine extravaganza as well as live entertainment
Para Road Wine Path	First Sunday in November	Fine food, wine and entertainment for families
Declaration of Vintage	February	Declaring the vintage open, blessing of grapes and a harvest parade. The Vigneron and winemaker of the year announced
Tour Down Under	January	Plays host to one stage of the Tour Down under
A Day on the Green	Throughout the year	A relaxing music event taken place in several wineries
Barossa Under the Stars	January	The event regularly attracts sell-out crowds with its unique setting and idyllic open-air picnic atmosphere

Source: Tourism Barossa (2011b)

In addition to major events there is a solid calendar of events throughout the year.

Table 2.6: Calendar of Events in the Barossa

January
- Tour Down Under
- Shakespeare in the vines
- Australia Day Celebrations
- Barossa Under the Stars
- Friday Unwind

February
- Declaration of Vintage
- Angaston Show
- Sunday Funday
- Twilight Concert

March
- The Barossa Cup
- Tanunda Show
- Mount pleasant Show
- Candlelight Concert
- Sunday Funday
- Lichinga Family Fun Day

April
- Barossa Vintage Festival
- Easter Sunday Family Funday
- Sunday Funday
- Kapunda Farm Fair
- Sunday Argentine Asado
- Seafood Sunday

May
- Gawler History Week
- Discover Seppeltsfield Road
- Tanunda Town Band

June
- Stew and Shiraz Day
- Friday after Five

July
- Barossa Small Winemakers Annual Tasting
- Barrel Shed Concert
- Marananga Brass Band

August
- South Australian Living Artist Festival
- Barossa Gourmet Weekend
- Gawler Horticulture and Agriculture Show
- South Australian Living Artist Festival
- Marananga Regional Wine Show
- Barossa Wedding Expo
- Friday Hot Pot

September
- Barossa Wine Show
- Barossa Band Festival 2011
- The Gawler Cup
- Chateau Barossa High Tea
- Slow Food Sunday's at the Farm
- Friday Hot Pot

October
- Sunday Funday
- Pfeiffer Fest
- Gawler Textile and Arts Weekend
- Slow Food Sunday's at the Farm
- Kapunda Celtic Festival
- Kapunda Show

November
- A Day on the Green
- Barossa Rose and Flower Show
- Slow Food Sunday's at the Farm
- Para Road Wine Path
- SA Premiers Masters' Ashes Cricket

December
- Slow Food Sunday's at the Farm
- Tanunda Christmas Parade and Street Party
- Gawler Christmas Street Festival
- Carols by Candelight
- Christmas Racing Carnival
- Community Carols
- Lions Christmas Carols
- Salt Carols

Source: Tourism Barossa (2011b)

Visitor market segmentation analysis in Section 3.2.1.3 indicates that visitors' activities in relation to attending festivals, fairs or cultural events are under-represented compared to the Australian average whilst visitor interest in events had been increasing. This indicates a potential weakness in the Barossa events.

No regular business events were identified except that some of the events relating to food and wine do have a business component.

Consultation Comments

It is widely recognised that events play a vital role in attracting visitors to the Barossa. There were suggestions that some events need to be discontinued and new ones created to stimulate visitation. There was also an expressed need for better co-ordination of events calendars in particular between the Barossa and Gawler to minimise event clashes. A convention and events marketing resource would be suitable for this.

2.2.8 Retail

The Barossa retailing comprises numerous small specialist stores throughout the towns of Tanunda, Angaston and Nuriootpa, ranging from fashion outlets and jewellery to home wares and beauty products.

Visitor market segmentation analysis in Section 3.2.1.3 indicates that visitors' activities in relation to retailing are under-represented compared to the Australian average whilst visitor interest in retailing had been increasing. This indicates a potential weakness in the Barossa retailing.

In addition to retail outlets, the Barossa boasts some of the best, regularly held, markets in South Australia. Some of these markets are an opportunity to showcase the food and other artisan products produced in the region.

Table 2.7: Markets in the Barossa

Market	Where Held	When Held
Barossa Farmers Market	Angaston	Every Saturday 7:30am-11:30am
Gawler Open Air Market	Evanston	Every Sunday 8am – 2pm
Gawler Antiques and Collectables	Gawler	First Sunday every month
Gawler Lions Market	Gawler	Every Sunday 8am – 12pm
Lyndoch Markets	Lyndoch	Every second Sunday of every month, 9:30am – 3pm
Williamstown Markets	Williamstown	First Sunday of every month 9:30am – 3pm
R&F Auctions	Gawler	First and third Wednesday of every month
Greenock Artisian Markets	Greenock	Second Friday of December, January, February and March

Source: Tourism Barossa (2011b)

Consultation Comments

Markets were seen as a key outlet for many local artisans. Some comments were received about the potential to have a permanent market like some European towns.

2.2.9 Transportation & Tours

Air

The closest regular passenger transport (RPT) airport to the Barossa is the Adelaide Airport. Drive time from the Airport to Tanunda is between 1.5 and 2 hours depending on traffic. Adelaide is well serviced with regular international and domestic flights; all major carriers (QANTAS, Virgin Blue, Jetstar and Tiger) service Adelaide from all major cities within Australia as well as several international destinations. Regional aircraft carriers (Cobham, Regional Express, Alliance, Sharp Airlines, AirSouth and QANTASLink) also operate out of Adelaide, connecting to major regional areas.

Helicopter and balloon tours are available within the Barossa.

Consultation Comments

Some suggestions were received about the potential for an airport closer to the Barossa in particular for charters and for the luxury end of the market (e.g. transfers from Kangaroo Island). It was mentioned that air tours often use the private airstrip near Gawler.

Road

When travelling by road to the Barossa from Adelaide, there are several different routes which can be taken, depending on the amount of time and destination of the trip. The main road network connecting Barossa to Adelaide is the Sturt Highway, which is approximately a one hour drive. There are also several scenic routes connecting Adelaide and Barossa, taking approximately 1.5 hours.

Main roads within Barossa are generally of good quality although there are many minor roads between attractions that are unsealed. Several routes are gazetted as commodity routes suitable for B-doubles including Gomersal Rd.

Table 2.8: Travel Times in and to Barossa

Route	Distance	Travel Time	AADT (a)
Adelaide Airport-Tanunda (via South Rd, A9, A1, Northern Expressway. Gommersal Rd)	78.6km	1hr 17mins	na
Adelaide-Nuriootpa (via Sturt hwy)	75km	1hr 15mins	na
Adelaide-Angaston (via Springton)	90km	1hr 30mins	na
Adelaide-Gawler	45km	1hr	24,400
Adelaide-Tanunda (via Lyndoch)	72.5km	1hr 30mins	na
Gawler-Tanunda (Sturt Hwy/Gommersal Rd)	27km	27mins	2,900
Gawler-Lyndoch (Barossa Valley Way)	15km	20mins	2,800
Lyndoch-Tanunda	12.5km	10mins	4,400
Adelaide-Williamstown (via Chain of Ponds)	45km	50mins	
Williamstown-Lyndoch	7km	10mins	2,000
Tanunda-Nuriootpa	7km	10mins	7,300
Tanunda-Angaston	13km	12mins	na
Angaston-Nuriootpa	6km	10mins	4,300
Springton-Angaston (via Eden Valley)	27km	25mins	1,100

Note: (a) AADT = annual average daily traffic estimates, 24 hour two way flows
Source: Tourism Barossa (2011b), Department for Transport, Energy and Infrastructure, AEC*group*

Consultation Comments

It was mentioned that at times there can be road user conflicts between commercial and visitor traffic around the Barossa. There are also some car hire companies that do not permit travel on unsealed roads as part of their terms and conditions.

Signage

Signage concerns directional signage for visitors travelling to the Barossa as well as signage within the region. Generally signage is very poor. For example on the route directed to the Barossa by Google maps along South Road in Adelaide and the Northern Expressway, two signs give direction to the Barossa. Even the turnoff to Gommersal Road indicated Tanunda and not the Barossa. Furthermore, there are no signs for Adelaide Airport along the same route.

There are no entry statements to the Barossa and therefore no sense of arrival.

Consultation Comments

Signage was raised unanimously by all those consulted as a major issue.

Public Transport

Adelaide Metro runs a regular train service to Gawler Central 7 days a week, 365 days a year. A rail line extends from Gawler to Angaston but is currently only used to service Barossa Quarries near Angaston.

A daily LinkSA bus service previously operated between Angaston to Adelaide, making stops throughout the surrounding townships. However this was expensive and no longer operates. This service has since been replaced by a bus service operating from Gawler to the Barossa stopping at several townships along the way.

> **Consultation Comments**
>
> The lack of public transport both to and within the Barossa is seen as a major issue by all consulted. This impacts both visitors and locals. Many commented on the need for a shuttle bus servicing major towns and attractions including at night

Taxi Services & Car Hire

There are two local taxi services in the Barossa. However, the supply of taxies is severely limited, thus the booking of a taxi ahead of time is essential to avoid extended periods of time waiting for a street pick up.

There is no permanent local car hire company in the Barossa although there is a small car hire firm in Gawler with nine vehicles. All major car hire companies are represented at Adelaide Airport and in Adelaide.

> **Consultation Comments**
>
> The lack of an effective taxi service was seen as a major deterrent to day and night time tourism.

Cycling

Cycling is becoming an increasingly popular pastime in South Australia and globally with the success of international events such as Tour Down Under. There are a number of cycle tracks in the Barossa including from Tanunda to Angaston. Recently the region's councils have applied for funding to extend the cycleway from Gawler to Tanunda.

> **Consultation Comments**
>
> The popularity of cycling was seen as a major potential, not only for attracting cyclists from Adelaide journeying to the Barossa and back but also within the region to provide a safe recreation exercise separate from roads. It was also mentioned that there is potential for bicycle hire schemes like those in Melbourne and Brisbane with bike hire stations in major towns and perhaps some villages.

Touring the Region

There are a total of 25 registered tourism operators in the region, with tours ranging from half day basic tours to multi day bicycle tours from Flinders to the Barossa. The main form of tours use bus and cars as transportation, however tours are also available by hot air balloon, helicopter and motorbike. Many of the tour companies also offer an option to be picked up from Adelaide and the Adelaide Airport. The breakdown of tourist operators operating within the Barossa is contained in **Appendix B**.

The Barossa also contains several self guided trails, showcasing much of the region's produce including the *Butcher, Baker Winemaker Trail* and *Barossa Cheese and Wine Trail*. These allow visitors to travel around the region sampling some of the best produce made in Barossa.

> **Consultation Comments**
>
> Comments were made regarding the need to accredit tour operators.

2.2.10 Information & Marketing

Tourism Barossa Inc produces a number of publications and maps for the region including:

- Barossa Visitors Guide;
- Barossa Touring Map;
- Butcher, Baker, Wine Maker Trail Brochure; and
- Barossa Business Events Planner.

In terms of electronic media the main web site is Barossa.com. This site is owned by Barossa Grape and Wine but is updated by Tourism Barossa Inc. It is understood that the site will include online accommodation booking shortly. Other electronic media includes Facebook, Twitter and You Tube which appear to be regularly updated.

Other relevant tourism internet sites include:

- SATC: www.southaustralia.com/Barossa.aspx; and
- Each Council maintains its own website which contain information on council operated facilities that are of interest to visitors.

Consultation Comments

Comments were received about the need to update and improve Barossa.com to become a cutting edge/best practice tourism website.

There is a need for more specific guides regarding heritage, natural and recreational aspects of the Barossa. The region also has an opportunity to take advantage of providing information to mobile devices.

2.2.11 Tourism Skills & Labour

There were an estimated 7,374 people directly employed by 120 tourism characteristic and connected businesses throughout the Barossa during 2006-07, from hotel and accommodation providers to tour operators and cafe staff.

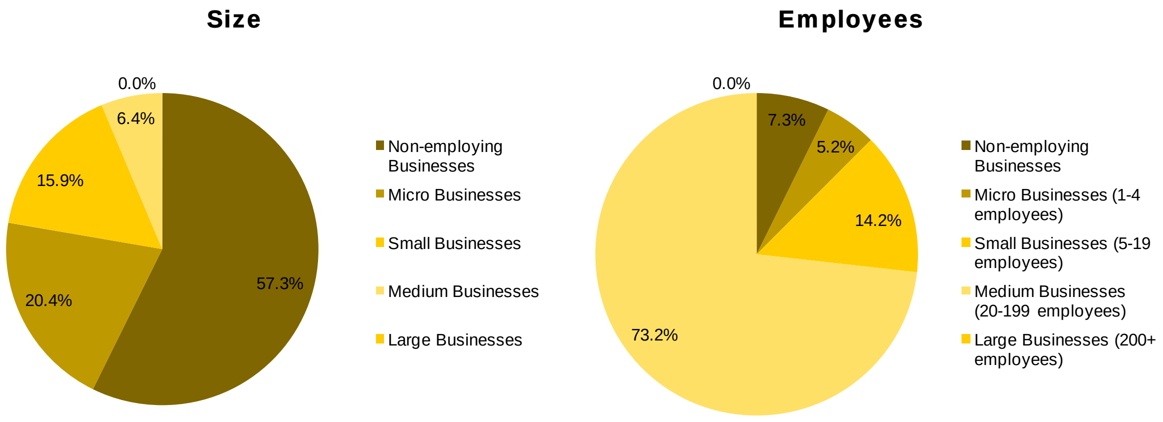
Table 2.9: Number of Businesses and Employment involved in Tourism in Barossa

Business Size	Tourism Characteristic Industries	Tourism Connected Industries	Total	Employment
Non-employing Businesses	72	468	540	540
Micro Businesses (1-4 employees)	18	174	192	384
Small Businesses (5-19 employees)	21	129	150	1,050
Medium Businesses (20-199 employees)	9	51	60	5,400
Large Businesses (200+ employees)	0	0	0	0
Total	**120**	**822**	**942**	**7,374**

Source: TRA (2011b)

Non-employing businesses make up the majority of businesses within the Barossa, accounting for 57.3% of businesses with micro and small businesses contributing to 36.3% of the businesses, with medium sized businesses 6.4%. In terms of employment, medium sized businesses made up the majority of employment within the Barossa, with 73.2% of employment, small businesses composed 14.2% of employment, with the smallest levels of employment observed in the non-employing and small sized businesses.

Figure 2.5 Business Size and Employment by Business Size



Source: TRA (2011b)

Consultation Comments

A number of issues were raised around business and customer service skills. Local employees are not necessarily aware of the heritage values of the region or the cultural needs of international visitors. Local education is required in these areas for locals and workers from other areas.

In regards to international visitors (e.g. Chinese) the destination needs to be made ready. This requires multi-language website and guidebooks as well as translated menus and interpreter services.

One issue raised was a lack of local rental accommodation for hospitality workers.

2.3 Tourism Connected Product & Infrastructure

Tourism connected infrastructure is that which is predominately directly associated with the resident population bearing in mind that this infrastructure is also required to support visitors.

2.3.1 Governance & Organisations

There are a number of organisations that are predominately focussed at an industry or governance level that are connected to tourism in the Barossa. Other than South Australian Government departments involved in service delivery these include:

- *Regional Development Australia, Barossa*: A partnership of three levels of government to delivers services in career & workforce, business assistance and economic development.
- *The Barossa Council, Light Regional Council and Town of Gawler*: Responsible for development planning and approval, local roads, waste collection, libraries, parks and gardens, community services and some licencing.
- *Food SA*: Role is to support and develop the sustainability and profitability of the dynamic food industry in South Australia.
- *Barossa Grape and Wine Association*: Responsible for promoting the Barossa Brand. It serves as the guardian for communicating the Barossa Vision through highlighting its people and places; eliciting the essence of "the Barossa" through emotion, sight, smell, taste, sound and feel; reinforcing our place among the most prestigious wine regions in the world.
- *Bike SA*: South Australia's peak body for recreational cycling (independent, non-government, not-for-profit association supporting all recreational cyclists and members).

Local organisations within the Barossa towns and villages also include:

- Tanunda Town Centre Committee;
- Angaston Management Group;
- Nuriootpa Regional Community Association;
- Truro and District Community Association;
- Lyndoch and Districts Community Committee;
- Mount Pleasant Main Street Committee;
- Springton Progress Association;
- Williamstown Community Council;
- Seppeltsfield Road Business Alliance; and
- Greenock Village Association.

Consultation Comments

One of the main outcomes from consultation in regard to the tourism industry and other industry sectors and interests is the need for all organisations to work together in the promotion of the Barossa.

2.3.2 Utilities

Water

The water supply in Barossa is supplied from the Barossa Reservoir 11km south-east of Gawler and has a capacity of 4,515 megalitres.

Waste Water

The regional councils within the Barossa operate a Community Waste Water Management Systems (CWMS) within the townships of Angaston, Lyndoch, Mount Pleasant, Nuriootpa, Springton, Stockwell, Tanunda and Williamstown for all waste water within the region. All septic tanks installed on private properties located within the townships must have a connection to the CWMS.

Electricity

240V electricity is available in all towns and villages in the Barossa as part of the national electricity grid. There is a diesel powered peaking power station at Angaston comprising 24 Cummins QSK60 generator sets, each rated at 1.6 MW (total of 50MW). The generators operate at 415V and step up to 33 kV via 12 transformers. The power station has advanced environmental features to ensure emissions and noises are at a minimum, with emissions at ground level below stringent Australian environmental standards proposed for 2008.

Gas

Gas supply is via bottled gas.

Communications

Mobile broadband coverage is reported by Telstra to supply typical customer download speed of 550kbs to 3Mbps across the majority of the Barossa.

The Barossa was not a first or second release area for the NBN rollout but it is noted that McLaren Vale will be included as an additional adjacent (to Willunga) rollout site. Timing for rollout to the Barossa is not available but indications are that major towns and villages will receive optical fibre.

Digital TV

Digital TV is available either through aerials or satellite.

Postal Services

All towns and villages in the Barossa have either a post office or community postal agency.

Consultation Comments

Often there are planning issues in regard to utility infrastructure when development applications are received from non urban zoned areas. For example, there may be a need to install or augment utility infrastructure to service the development, e.g. electricity, water supply, sewerage, roads, street lighting.

Some mobile coverage black spots were mentioned, particularly on the Barossa Valley floor. There are some black spots across the region in relation to digital TV reception. In these areas satellite is the recommended technology to receive digital TV.

2.3.3 Community Facilities

The Barossa contains a range of community, sport and recreation facilities to cater for most activities with some of the facilities including; sports fields and ovals, multi-purpose sporting areas, community halls, indoor and outdoor sports courts, three golf courses, a new swimming pool in Tanunda and the Gawler racecourse.

There are numerous libraries within the Barossa which offer general library services as well as access to computers and wireless internet as well as printing, laminating, photocopying and facsimile services. The Tanunda Library is bring co-located with the new Tanunda VIC. Libraries are located in Nuriootpa, Angaston, Lyndoch, Mount Pleasant, Tanunda, Freeling, Greenock, Kapunda, and Gawler.

Consultation Comments

Consultation raised the possibility of the Barossa and more particularly Gawler hosting national sporting events including basketball using the STARplex facility in Gawler (owned by Trinity College).

Gawler Racecourse has recently been upgraded and can provide a function venue however Gawler has a lack of suitable accommodation for large events.

The possibility for horse events was mentioned.

2.3.4 Education & Training

The Barossa's education facilities combine a mix of public and private educational institutions. There are kindergartens within the region and a total of thirteen primary and three secondary schools, with more schools expected to be constructed as student enrolments increase.

A technical and further education (TAFE) training college at Nuriootpa offers specialised training and expertise for the region's industries. The University of Adelaide has a major campus, located at Roseworthy which specialises in agriculture, natural resource management, animal and veterinary science, horse husbandry and management, animal science and agronomy.

The schools within the Barossa as well as the tertiary institutions, and courses they offer, are listed in **Appendix B**.

Consultation Comments

A number of possibilities exist around education:

- Establish a "South Australia College of Wine and Food Tourism" including courses around heritage aspects of the region, induction courses for new workers and integration into year 11 and 12 to provide pathways into the food, wine and hospitality industries; and
- Facilities and courses to supply food and wine education to visitors including day and residential courses.

2.3.5 Other Services

Health

Residents and visitors of the Barossa have access to a wide range of health care services in a number of locations throughout the region. These services include accident and emergency, day and inpatient surgery, obstetric services, and community health and aged care services.

The main health hub for the area is the Barossa Health Service, located at both Angaston and Tanunda, and is supported by other facilities in Kapunda, Mount Pleasant and Gawler. The locations of these health services are: Angaston Hospital; Inner North Country Community Hospital; Gawler Hospital; Kapunda Hospital; Mount Pleasant Hospital; and Tanunda Hospital.

Police

The Barossa Local Service Area (BALSA) encompasses the Barossa Valley and Gawler Districts and comprises of 2 major patrol bases located at Nuriootpa and Gawler as well as six out stations of Freeling, Kapunda, Mount Pleasant, Mallala, Two Wells and Williamstown. The BALSA has a radius of 3,100 square kilometres.

Fire

Fire Stations are located in Gawler, Kapunda and Tanunda.

Ambulance

Ambulance Stations are located in Kapunda; Mount Pleasant; Angaston; and Gawler.

2.3.6 Media

The local daily newspaper is the Barossa & Light Herald owned by Fairfax media.

The local radio station is Triple Bfm 89.1 Community Radio. The station is promoted on road signs around the Barossa.

3. Visitor Characteristics & Segments

This Section examines visitation patterns and the characteristics of visitors over the last decade and explores various market segmentations applicable to the Barossa.

Key Findings

- The Barossa experienced an estimated 1.081 million visitors in 2009-10, a decline of 9% on 1999-00. Australia down 7% over this period.
- Domestic day visitors accounted for 867,000 or 80% of visitors (67% for Australia).
- Intrastate visitors:
  - Accounted for 114,000 or 53% of overnight visitors (61% Australia);
  - Accounted for 223,000 or 41% of total visitor nights (26% Australia); and
  - Stayed an average 2.0 nights (2.7 nights Australia).
- Interstate visitors:
  - Accounted for 89,000 or 41% of overnight visitors (32% Australia);
  - Accounted for 257,000 or 47% of visitor nights (31% Australia); and
  - Stayed an average 2.9 nights (6.2 nights Australia).
- International visitors:
  - Accounted for 11,900 or 6% of overnight visitors (8% Australia);
  - Accounted for 63,000 or 12% of visitor nights (43% Australia); and
  - Stayed an average 5.3 nights (33.7 nights Australia).
- Whilst there is some seasonality across different visitor sources, visitation is relatively smooth across the year.
- 38% of visitors to the Barossa were aged 45-64 years whilst those aged 25-44 years were 34%. Over the last few years the older age groups have been increasing in market share at the expense of the 15-25 year group.
- The majority of visitors to the Barossa come for holiday/leisure purposes (55%) whilst visiting friends and relatives comprised 29%.
- Business tourism is variable from year to year reaching 27,000 in 2009 and 2008 but with variation in visitor nights (44,000 in 2009 v 97,000 in 2008).
- 58% of domestic visitors come from Adelaide with 19.2% from regional South Australia. The largest interstate market was NSW/ACT with 18% followed by Victoria with 14%.
- For international source markets Europe is the largest (33% with 9% from Germany) followed by New Zealand (22%), United Kingdom (19%), North America (17%) and Asia (7%).
- Visitor expenditure in the Barossa 2009-10 was estimated at $180 million. Day trip visitors spent on average $84 per day, domestic overnight visitors $223 per night. International visitors spent $85 per day in regional SA.
- The most popular activities in the Barossa are eating out at restaurants and cafes (54%) followed by visiting wineries (44%) and visiting friends and relatives (42%).
- The largest lifestyle group visiting the Barossa is older non-working married persons (25.7%) followed by parents with their youngest children aged 15+ still living at home (17.3%).
- In aggregate, older people comprised 44%, parents with children of any age comprised 40%, younger couples with no children 12%, and singles just 4%.
- In terms of overall visitor satisfaction, 93% were satisfied with their visit to the Barossa, much higher than other visitor satisfaction surveys (82%).

Key Findings (cont.)

- Lifestyle groups that are well-represented in the Barossa and have experienced high growth in Australia are:
  - Older non-working married persons;
  - Older working married persons; and
  - Parents with youngest child aged 15+ still living at home.
- Lifestyle groups that are under-represented in the Barossa and have experienced high growth in Australia are:
  - Parents with youngest child aged 5 or less; and
  - Older working single.
- Lifestyle groups that are well-represented in the Barossa and have experienced low growth in Australia are:
  - Young/midlife couple, no children; and
  - Young single living alone or in shared accommodation.
- Lifestyle groups that are under-represented in the Barossa and have experienced low growth in Australia are:
  - Parents with youngest child aged 6 to 14;
  - Young single living at home; and
  - Midlife singles.
- Activities that are well-represented in the Barossa and have experienced high growth in Australia are:
  - Wineries;
  - Visit friends and relatives;
  - Visit museums or art galleries; and
  - Attend theatre concerts or other performing arts.
- Activities that are under-represented in the Barossa and have experienced high growth in Australia are:
  - Retail;
  - Visiting national parks, bushwalking, rainforest walks;
  - Visit botanical or other public gardens;
  - Attend festivals, fairs or cultural events; and
  - Visit wildlife parks/zoos.
- Activities that are well-represented in the Barossa and have experienced low growth in Australia are:
  - Play other sports;
  - Go on a day trip to another place;
  - Visit history/heritage buildings or sites;
  - Casinos/pubs/clubs; and
  - Agri-tourism.
- Activities that are under-represented in the Barossa and have experienced low growth in Australia are:
  - Other outdoor activities;
  - Sporting event;
  - Play golf;
  - Visit amusements or theme parks;
  - Go fishing; and
  - Going to the beach.
- Restaurants and cinemas and tourist trains/sightseeing activities are as equally well represented in the Barossa as in Australia.

3.1 Visitor Characteristics

Visitor characteristics are based on what is known about existing visitors to the Barossa.

3.1.1 Number of Visitors

In 2009-10 the total number of visitors to the Barossa was estimated at 1.082 million. The vast majority or just over 80% of this was domestic day trips. Of the other 20% that were overnight, intrastate visitors comprised 53% (41% of visitor nights), interstate 41% (47% of visitor nights) and international 6% (9% of visitor nights). Comparative figures for overnight visitors for Australia are intrastate visitors 60% (26% of visitor nights), interstate 32% (31% of visitor nights) and international 8% (43% of visitor nights).

Table 3.1: Barossa Visitation

Description	1999-00		2009-10		Change
	Number	%	Number	%	
Intrastate					
Visitors	139,000	67%	114,000	53%	-18%
Visitor nights	257,000	44%	223,000	41%	-13%
Interstate					
Visitors	50,000	24%	89,000	41%	78%
Visitor nights	220,000	38%	257,000	47%	17%
International					
Visitors	17,000	8%	11,900	6%	-30%
Visitor nights	102,000	18%	63,000	12%	-38%
Total					
Visitors	206,000	100%	214,900	100%	4%
Visitor nights	579,000	100%	543,000	100%	-6%
Day Trips(a)	977,000		867,000		-11%
Total Visitors	**1,183,000**		**1,081,900**		**-9%**

Note: (a) Domestic day trips defined as trips involving a round trip of at least 50km and being away from home for at least 4 hours, but not overnight.
Source: TRA (2011i)

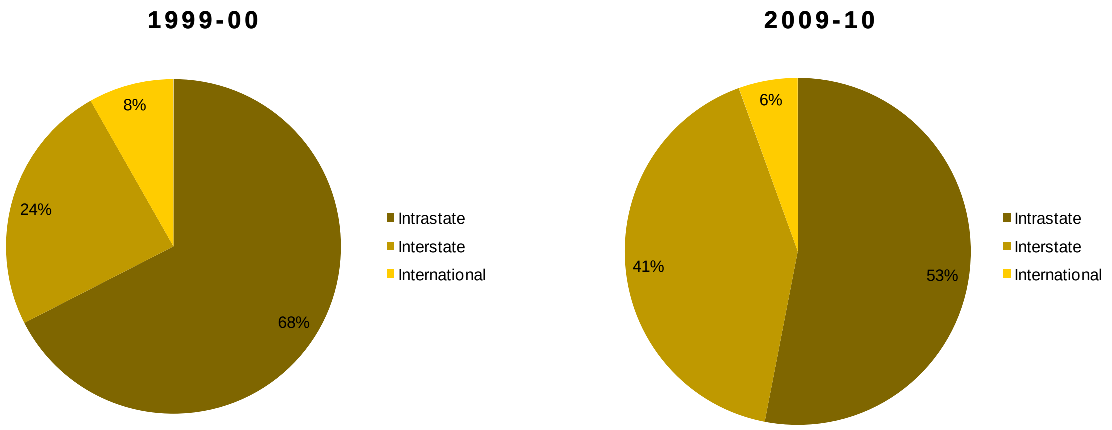
Table 3.2: Australia Visitation

Description	1999-00		2009-10		Change
	Number	%	Number	%	
Intrastate					
Visitors	51,465,000	66%	43,693,000	61%	-15%
Visitor nights	165,401,000	41%	117,863,000	26%	-29%
Interstate					
Visitors	22,306,000	28%	22,710,000	32%	2%
Visitor nights	127,983,000	31%	140,867,000	31%	10%
International					
Visitors	4,652,000	6%	5,692,000	8%	22%
Visitor nights	115,000,000	28%	192,000,000	43%	67%
Total					
Visitors	78,423,000	100%	72,095,000	100%	-8%
Visitor nights	408,384,000	100%	450,730,000	100%	10%
Day Trips(a)	**161,464,000**		**150,963,000**		**-7%**
Total Visitors	**239,887,000**		**223,058,000**		**-7%**

Note: (a) Domestic day trips defined as trips involving a round trip of at least 50km and being away from home for at least 4 hours, but not overnight.
Source: TRA (2011h), TRA (2001)

Compared with a decade ago, the total number of visitors is estimated to have fallen by approximately 100,000, or 9% (down 8% for Australia). This decline was heavier for domestic day trips (down 11%, down 7% for Australia) but positive for overnight trips (up 4%, down 8% for Australia) where interstate visitors (up 78%, up 2% for Australia) outnumbered declines in intrastate visitors (down 18%, down 15% for Australia) and international visitors (down 30%, up 22% for Australia). Comparing the relative mix of overnight visitors, interstate visitation has increased market share from 24% to 41% over the last decade.

Figure 3.1: Barossa Visitor Composition



Source: TRA (2011i)

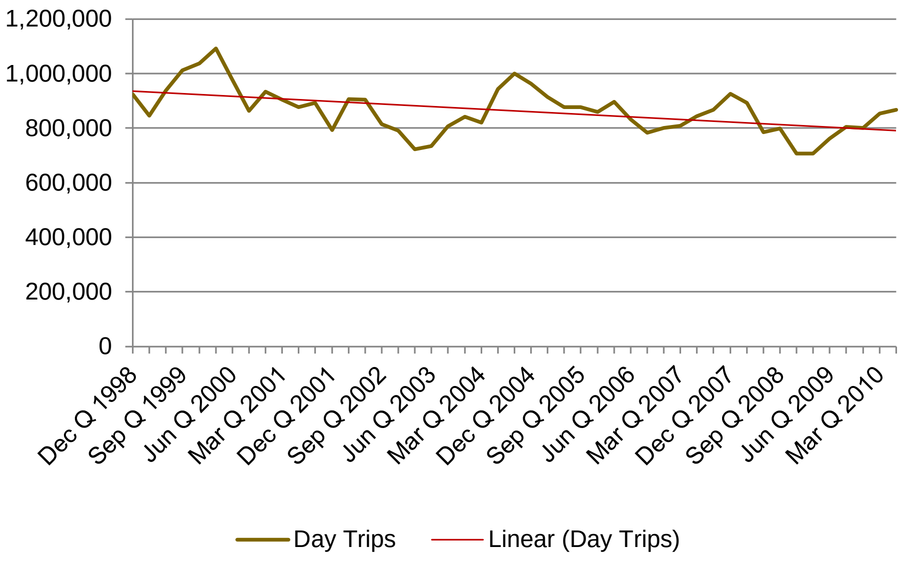
Implications for the Barossa

The comparison with Australia indicates the Barossa's growth in interstate visitation was significantly above the nation but that the Barossa did not share in the increase in international visitors. This maybe a result of targeted marketing.

3.1.2 Domestic Day Trip Visitors

The total number of day trip visitors to the Barossa during 2009-10 was estimated at 867,000, a 13.9% increase from 2008-09 (761,000 day visitors). Historically day trip visitors to the Barossa have been strong, with visitor numbers over the last decade typically fluctuating between 800,000 and 1,000,000 people per year. However, the total number of day trip visitors to the Barossa has been trending downwards at a rate of approximately 0.5% per year since 1998.

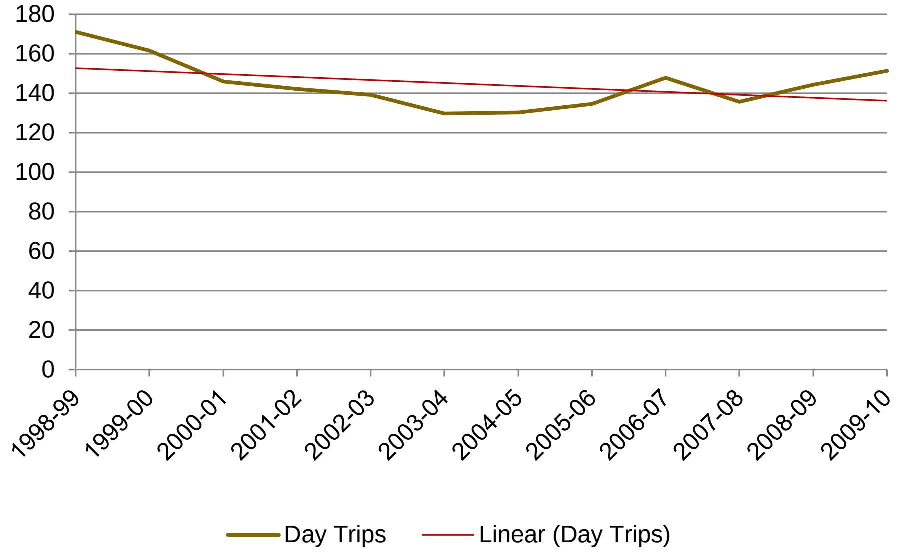
Figure 3.2: Day Trip Visitors to Barossa



Source: TRA (2011i)

A similar downward trend has been experienced for Australia.

Figure 3.3: Day Trip Visitors in Australia (millions)



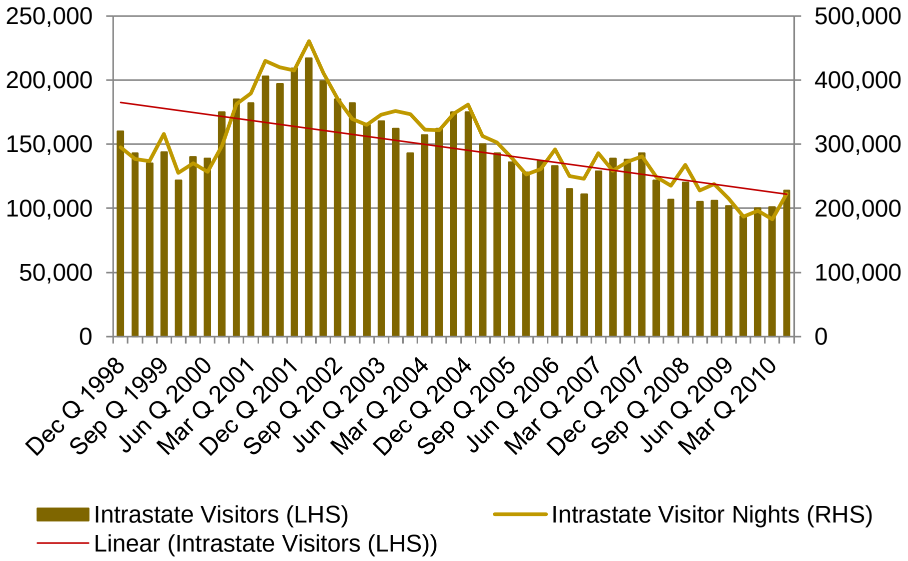
Source: TRA (2010a)

3.1.3 Intrastate Visitors

Intrastate visitors to the Barossa in 2009-10 were estimated at 114,000, amounting to 53% of total visitors. The number of intrastate visitors increased by 11.8% compared to 2008-09. In recent years, intrastate visitor numbers have been decreasing since reaching a peak around 2001-02 of around 217,000.

The number of nights intrastate visitors spent in the Barossa during 2009-10 equated to 223,000 nights. This was an increase of 3.7% compared to the number of nights stayed during 2008-09. Average length of stay was 2.0 nights for the 2009-10 year. Total intrastate visitors have been trending downwards at a rate of approximately 0.2% per year.

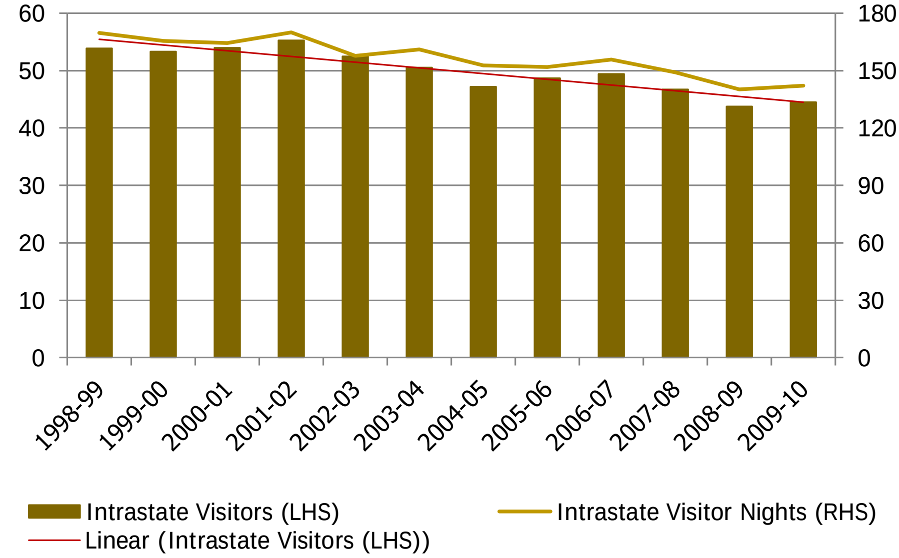
Figure 3.4: Intrastate Visitors to Barossa



Source: TRA (2011i)

A similar trend has been experienced for Australia.

Figure 3.5: Intrastate Visitors in Australia (millions)



Source: TRA (2010a)

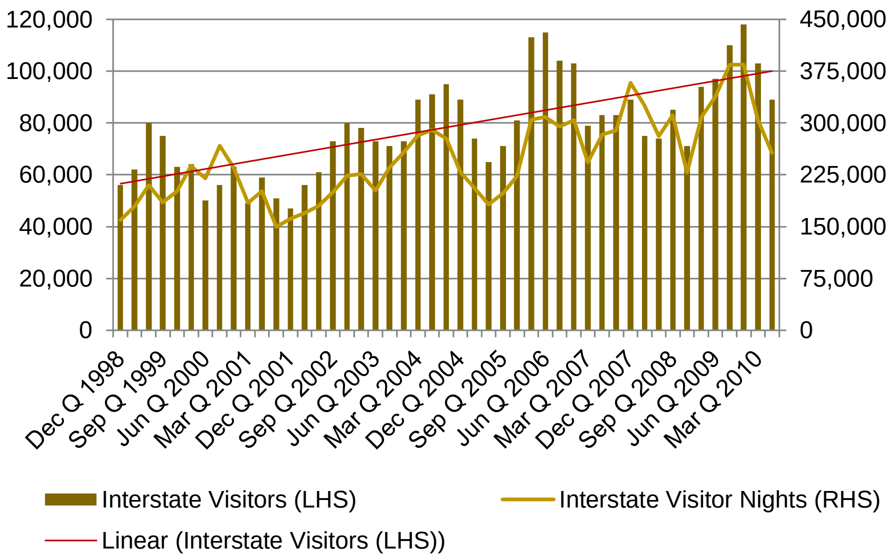
3.1.4 Interstate Visitors

There were an estimated 89,000 interstate visitors to the Barossa during 2009-10, 41% of total visitors for the 12 months. Interstate visitor numbers decreased by 8.2% compared to 2008-09, when Barossa received 97,000 interstate visitors. Total interstate visitor numbers have increased by 78% when compared to 1999-00.

Total interstate visitor nights for the Barossa were 257,000 in 2009-10. When compared to 2008-09 interstate visitor nights decreased by 23.9% from 338,000 interstate visitor nights. When compared to 1999-00 total interstate visitor nights have increased by 17%, much less than interstate visitors. The average number of nights interstate visitors stayed in the Barossa during 2009-10 was 2.9 nights, a significant decline from 1999-00 where the average was 4.4.

The total overall trend of interstate overnight visitors to the Barossa has been increasing at a rate of approximately 5.8% per year since 1998. The largest spike in interstate visitors to the Barossa is during the December quarter, indicating it is a destination during the Christmas holidays.

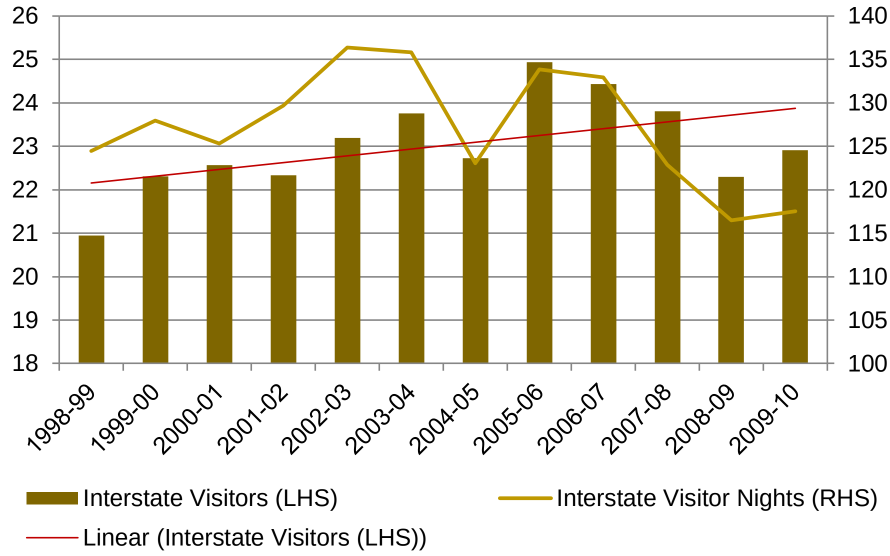
Figure 3.6: Interstate Visitors to Barossa



Source: TRA (2011i)

Interstate visitation in Australia has also been growing but at a more subdued pace.

Figure 3.7: Interstate Visitors in Australia (millions)



Source: TRA (2010a)

3.1.5 International Visitors

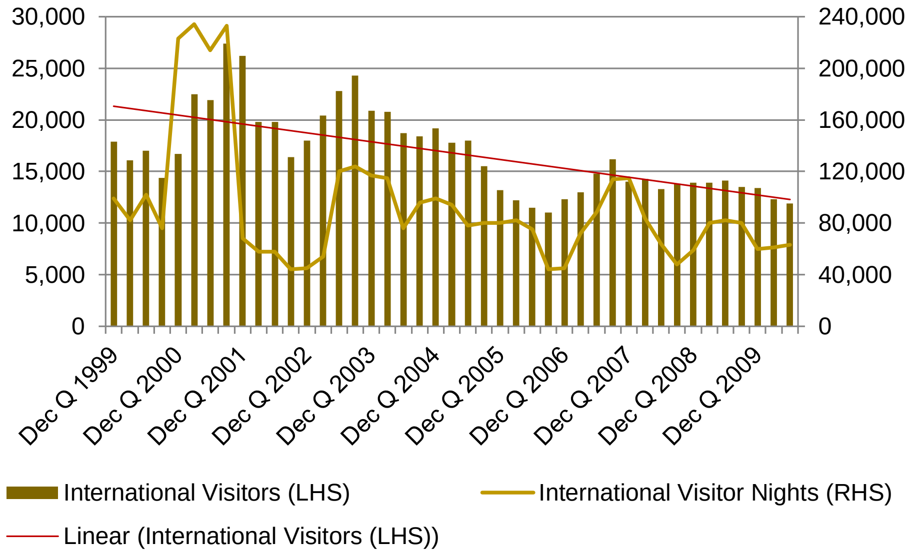
International visitors to the Barossa were estimated at 11,900 visitors during 2009-10, or 6% of total overnight visitors. The number of international visitors decreased by 15.6% in 2009-10 when compared to 2008-09.

The total number of nights spent in the Barossa by international visitors amounted to 63,000 during 2009-10. This was a decrease of 23.2% when compared to the number of nights international visitors stayed in 2008-09.

International visitors tended to spend the largest number of average visitor nights, compared to interstate and intrastate visitors with an average of 5.3 nights. The average number of nights spent by international visitors to the Barossa decreased in 2009-10 compared to 2008-09, when they stayed an average of 5.8 nights.

Since 2000, international visitors to the Barossa have been declining at an annual rate of 3.5% per year. As can be observed in Figure 3.8 international visitor numbers to the Barossa were above 15,000 visitors per year from 2000 to 2005. Since 2005, international visitors to the Barossa have decreased to below 15,000. However, the degree of fluctuation amongst international visitors has been removed, with international visitor numbers within a band of 12,000 to 15,000 per annum.

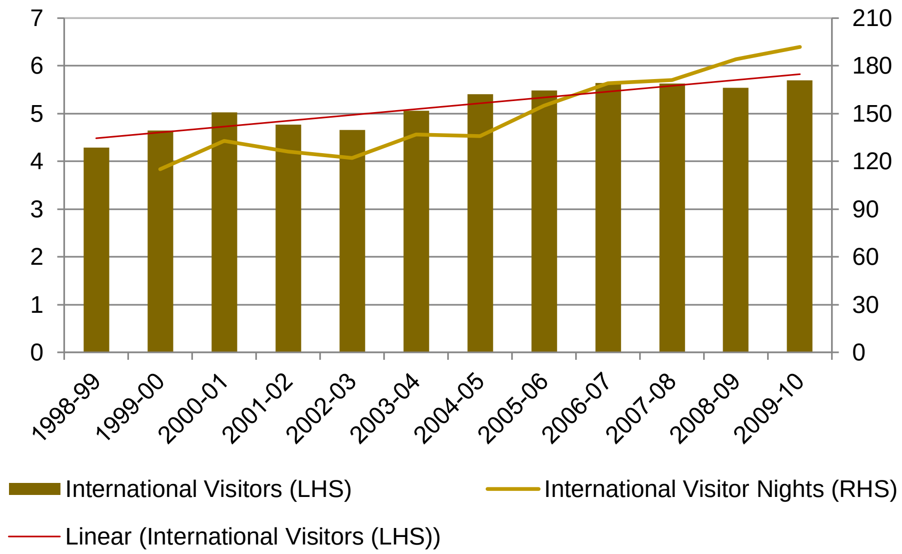
Figure 3.8: International Visitors to Barossa



Source: TRA (2011i)

While total international visitor numbers to the Barossa have decreased since 2000, over the same timeframe total international visitors to Australia have increased as can be observed in Figure 3.9. During 2009-10 there were approximately 5.6 million international travellers who visited Australia, an increase from 4.3 million visitors in 1998-99.

Figure 3.9: International Visitors to Australia



Source: TRA (2010a)

Implications for the Barossa

Whilst the number of international visitors to Australia and international visitor nights has been growing, those international visitors to the Barossa have been declining. This would indicate that other Australian destinations have become relatively more attractive or that marketing efforts have differed. The Barossa has an opportunity to attract more international visitors through additional product development.

3.1.6 Seasonality

The largest visitation quarter in the Barossa has historically been the December quarter. This quarter observed large spikes in total visitor numbers compared to the other three quarters, with the September quarter recording the lowest number of day trip visitors.

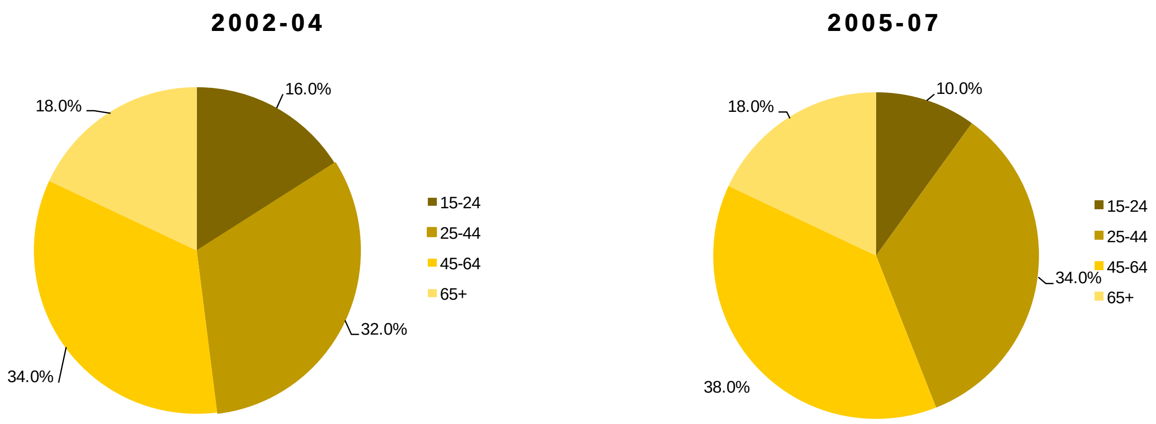
Intrastate visitation, relating to the peak visitation periods throughout the year is highly volatile, with no period being highlighted as having a higher, or lower, number of visitors. This can be attributed to residents taking weekend trips throughout the year to the Barossa, resulting in a highly volatile seasonal trend.

Historically the peak periods for interstate visitors appear to be during the June quarter with the December quarter appearing to be the quietest period for interstate visitors in the Barossa. International visitation does not show any seasonal variation.

3.1.7 Age Profile of Visitors

The largest age group of visitors to the Barossa were 45-64 years of age with this age group accounted for 38% of total visitors to the Barossa. The second largest age group visiting the Barossa were people aged 25-44 years, with 34% of total visitors. Visitors aged 15-24 years and 65+ accounted for 10% and 18% of total visitor numbers respectively. Comparing over different time periods indicates that the 15-24 age group has lost market share to the 25-44 and 45-64 age groups.

Figure 3.10: Age Profile of Visitors to the Barossa

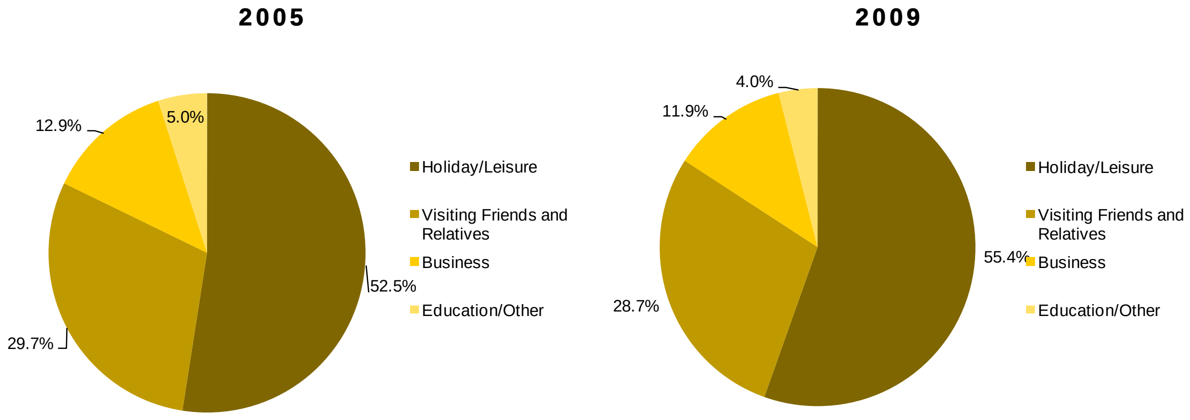


Source: TRA (2005, 2008)

3.1.8 Purpose of Visit

The most frequent purpose for visiting the Barossa was for a holiday or leisure purposes, which accounted for 55.4% of visitors. Visiting friends and relatives was the reason 28.7% of people came to the Barossa, with business accounting for 11.9% of visitor numbers. Education and other accounted for the remaining 4.0% of the visitors to the Barossa. Since 2005 it appears that holiday/leisure purposes has increased at the expense of each of the other purposes.

Figure 3.11: Purpose of Visit to Barossa



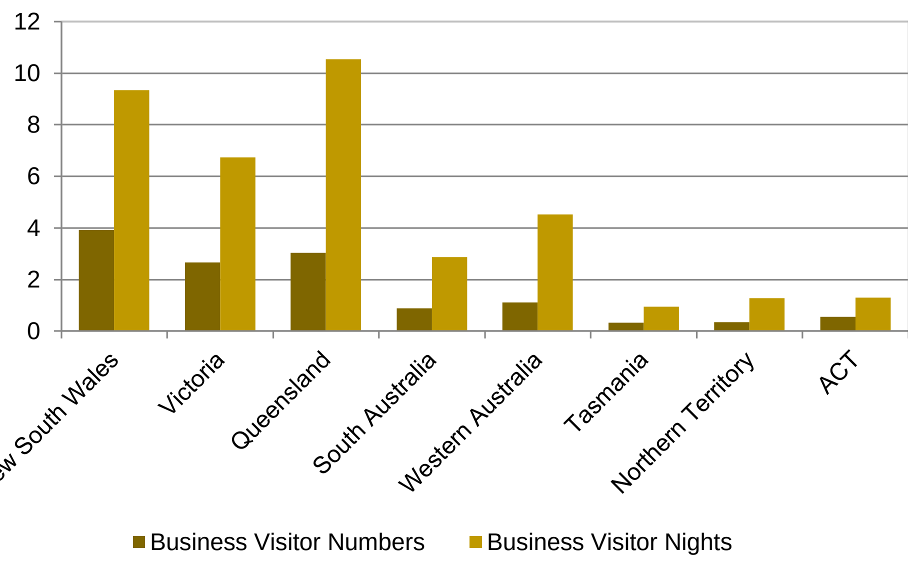
Source: TRA (2005, 2011d)

3.1.9 Business Tourism

Business tourism in the Barossa, although variable over the last five years in terms of visitors and visitor nights, is a significant component (approximately 12%) of overall visitation reaching 27,000 visitors (same in 2008) and 44,000 visitor nights in 2009 (97,000 visitor nights in 2008). There are many function facilities in the Barossa (see Section 2.2.4) with the optimal overnight business event size being approximately 150 as this is the largest number that can be accommodated at the largest hotel in the region (Novotel).

From an Australian perspective business tourism is significant. South Australia alone received nearly 1 million business travellers in 2009 comprising nearly 3 million nights.

Figure 3.12: Australian Business Tourism Numbers and Business Nights, 2009 (millions)



Source: TRA (2011d)

The 2003 *National Business Events Study* estimated that the average expenditure for an international meeting and conference delegate was $3,526 per delegate total trip or $554 per day.

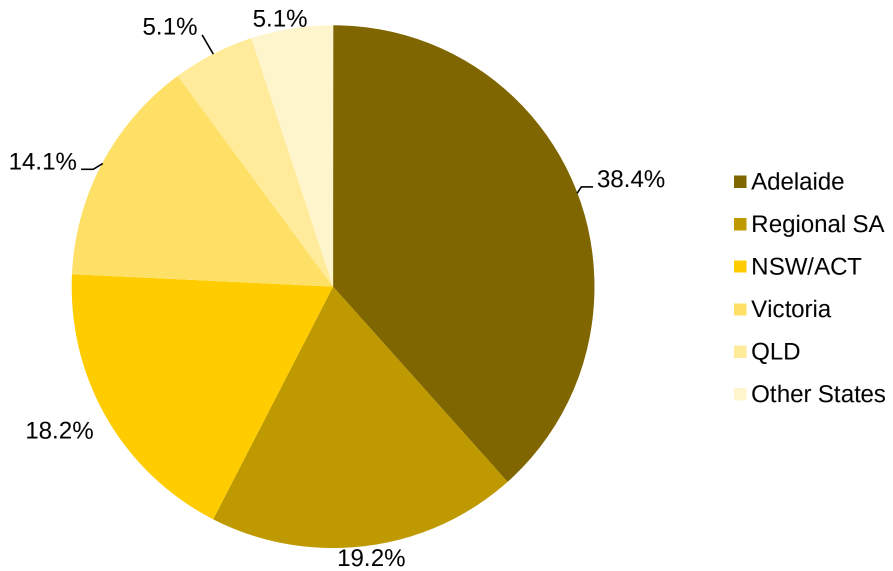
> **Implications for the Barossa**
>
> At just 2.7% of Adelaide's business visitor numbers and only 1.5 to 2 hours from Adelaide Airport, the Barossa has an opportunity to increase its share of business visitation to South Australia.

3.1.10 Source of Visitation

3.1.10.1 Domestic

The largest source of domestic visitors to the Barossa originated from South Australia, with a total of 57.6% visitors, of which Adelaide accounted for 38.4% and regional South Australia 19.2%. New NSW/ACT was the source of 18.2% of domestic visitors, with Victoria accounting for a further 14.1%. Queensland and the remaining states, Tasmania, Northern Territory and Western Australia, both accounted for 5.1% of visitors to the Barossa.

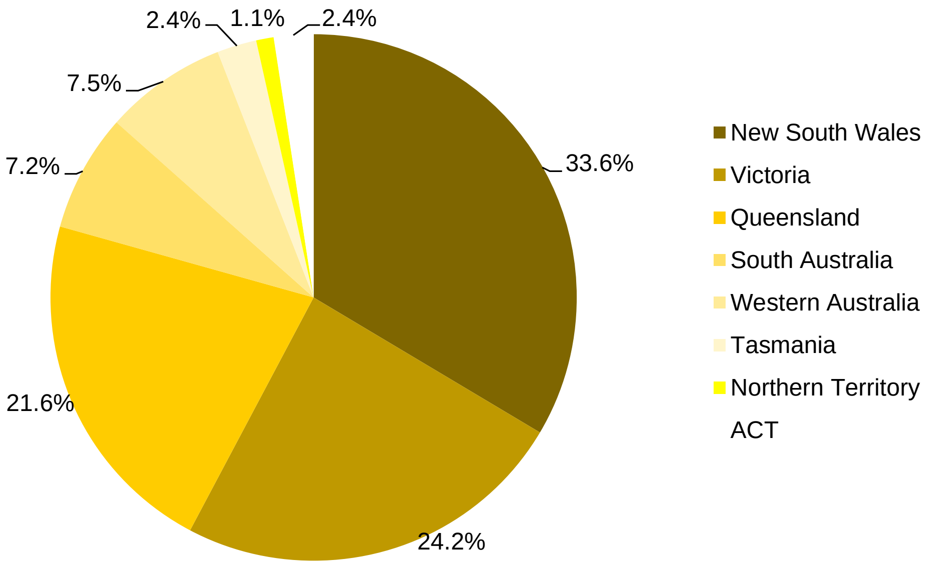
Figure 3.13: Source of Domestic Visitation to Barossa, 2009



Source: SATC (2010a)

The largest source in Australia for domestic visitation in 2009 was NSW, accounting for 33.6% of all domestic travel within Australia, followed by Victoria (24.2%), Queensland (21.6%) and South Australia (7.2%). The Northern Territory recorded the lowest source of domestic visitors with 1.1% followed by the ACT and Tasmania, who were the source of 2.4% of domestic visitation each.

Figure 3.14: Domestic Visitors Source of Visitation in Australia, 2009

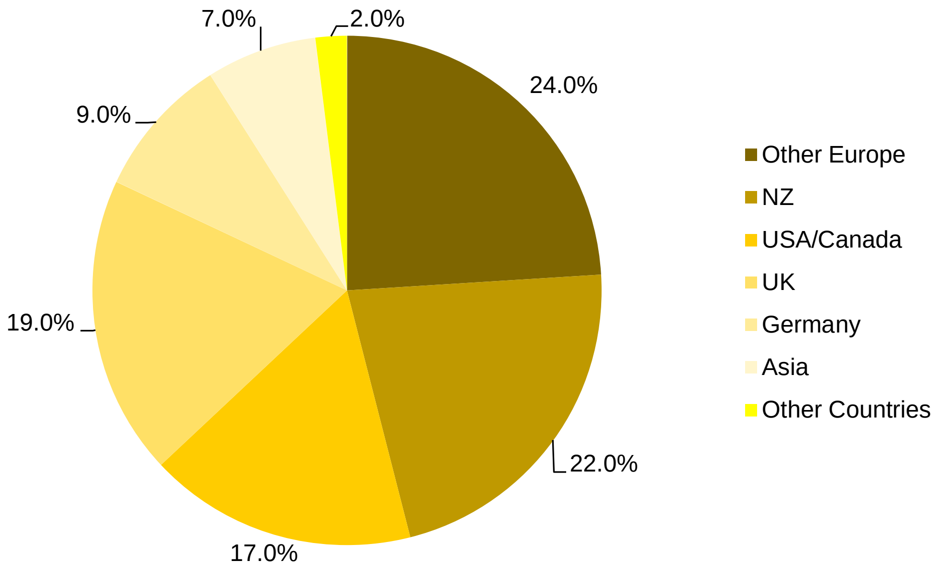


Source TRA (2011f)

3.1.10.2 International

Europe (excluding UK) accounted for 33% of total international visitors to the Barossa, with German visitors making up 9% and Other Europe 24%. New Zealand comprised the second largest number of international visitors to the Barossa with 22%. UK was the source of 19% of international visitors, North America, USA and Canada, was the origin for 17% of visitors. Asian and other countries made up the remaining 9% of international visitors, with 7% originating from Asia and 2% from other countries.

Figure 3.15 International Visitors Source of Visitation to Barossa, 2009



Source: SATC (2011c)

3.1.11 Expenditure & Length of Stay

During 2009-10 the total amount spent by visitors to the Barossa was estimated at $180 million. Of this $180 million, day trip visitors accounted for $73 million, which equates to an average trip expenditure of $84. The total spent within the Barossa by domestic night visitors during 2009-10 was $107 million. Based on visitor estimates, the average expenditure per trip was $527, or an average of $223 per night. International visitors to regional SA are estimated to spend $85 per night, including package expenditure.

Table 3.3: Visitor Expenditure, 2009-10

	Barossa			Australia		
	Domestic Day	Domestic Night	Int	Domestic Day	Domestic Night	Int
Expenditure (000s)	$73,000	$107,000	np	$15,518,400	$42,795,100	np
Visitors	867,000	203,000	11,900	150,963,000	66,403,000	5,692,000
Nights		480,000	63,000	-	258,729,000	192,000,000
Average Stay	-	2.0	5.3	-	3.9	33.7
Average Trip Expenditure	$84	$527	np	$103	$644	$3,238
Average Nightly Expenditure	-	$223	$85 (a)	-	$165	$94

Note: (a) Regional South Australia including package expenditure. np = not published.
Source: TRA (2011i), TRA (2011h)

The average day trip visitor expenditure within Australia was greater than that of the Barossa, with an average expenditure of $103 per day trip. The average trip expenditure for domestic overnight visitors was greater than that observed in the Barossa, ($644 per trip compared to $527) however; the average stay was higher at 3.9 days for Australia compared to 2.0 for the Barossa. Subsequently the average expenditure per night stayed was higher for the Barossa when compared to the average for Australia ($223 per night in the Barossa compared to $165 for Australia).

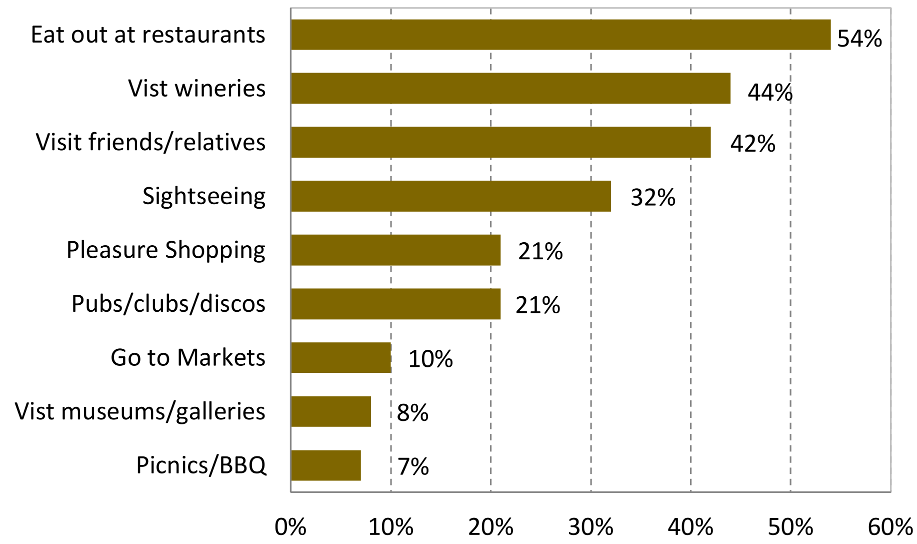
Implications for the Barossa

Domestic overnight visitors stay shorter periods but spend more in the Barossa than the Australian average. This implies that the Barossa is a short stay destination where visitors go to unwind, say over a weekend, and indulge. There is an opportunity for the Barossa to increase length of stay and attract more indulgent visitors through additional product development.

3.1.12 Activities

Over the period 2007-2009 the most popular activities for domestic visitors on holiday and those visiting friends and relatives was eating out at restaurants (54%) and visiting wineries (44%). This is clearly in line with the strengths of the region.

Figure 3.16: Domestic Holiday/VFR Visitors to Barossa, 2007-2009



Source: TRA (2011i)

3.1.13 Lifestyle Groups

The largest lifestyle group which visits the Barossa has been identified as older non-working married persons, which accounted for 25.7% of domestic overnight visitors. The second largest market segment visiting the Barossa during 2010 were parents with their youngest children aged 15+ still living at home, with 17.3% of the total visitation numbers, while parents with a child aged 6-14 years old accounted for 14.5% of visitors to the Barossa.

In aggregate, older people comprised 44%, parents with children of any age comprised nearly 40%, younger couples with no children 12%, and singles comprised just 4%.

Table 3.4: Barossa Lifecycle Groups

Lifecycle Group	2010	%
Young single living at home	12,000	2.8%
Young single living alone or in shared accommodation	n/a	n/a
Midlife single	7,000	1.6%
Young/midlife couple, no children	51,000	11.9%
Parent with youngest child aged 5 or less	34,000	7.9%
Parent with youngest child aged 6-14	62,000	14.5%
Parent with youngest child aged 15+ still living at home	74,000	17.3%
Older working single	17,000	4.0%
Older non-working single	11,000	2.6%
Older working married person	50,000	11.7%
Older non-working married person	110,000	25.7%

Source: TRA (2011i)

Implications for the Barossa

The split of visitation across lifestyle groups indicates that the Barossa is a mature destination with an appeal to older age groups. This provides an opportunity to strengthen the Barossa's current appeal to existing markets and to develop product to attract less represented family and younger markets.

3.1.14 Visitor Satisfaction

In September and October 2007 TRA (2008) undertook a Visitor Profile and Satisfaction (VPS) Survey of 207 people who visited the Barossa.

The top two reasons for visiting the Barossa were:

- 'Taste and purchase wine'(62%); and
- 'Sightseeing in the area' (44%).

What experiences are important for visitors to the destination?

- 'Food and wine experiences' (82%);
- 'Relaxation and rejuvenation' (72%);
- 'Quality time with partner/family/friends' (71%);
- 'Tour around and explore' (67%);
- 'Experience the Barossa history and heritage' (57%); and
- 'Discover or learn something new' (57%).

What are visitors experiencing in the destination?

- 'Visit winery/cellar door' (82%);
- 'General sightseeing' (82%);
- 'Walk the main streets' (72%);

- ‘Eat out’ (57%); and
- ‘Browse the shops’ (56%).

Were they satisfied with their experience?

In terms of overall satisfaction, 93% were satisfied with their visit to the Barossa. This is much higher than the overall satisfaction benchmark for other VPS projects (82%). Satisfaction with experiences was higher for:

- ‘Food and wine experiences’ (87%);
- ‘Tour around and explore’ (87%);
- ‘Relaxation and rejuvenation’ (84%); and
- ‘Quality time with partner/family/friends’ (79%).

Food and wine experiences, relaxation and rejuvenation, quality time with partner/ family/friends, tour around and explore, experience the Barossa’s history and heritage, discover or learn something new, experience our nation’s/Australia’s history and authenticity of experiences were the key strengths of the Barossa. Visitors were more likely to rate these aspects as important and to be satisfied with these aspects.

Implications for the Barossa

The satisfaction results, albeit a small sample, indicate that visitors are very satisfied with their visit to the Barossa and generally indicate that there are few perceived product or infrastructure gaps impacting on the visitor experience.

3.2 Visitor Market Segmentation

To assist the identification of products and infrastructure gaps, existing domestic visitor market segments and their characteristics are analysed using available data. A number of other market segmentation approaches are also described as they shed light on product and infrastructure needs.

3.2.1 Lifestyle Groups & Activities

3.2.1.1 Cluster Mapping

In order to assist in the identification of future tourism opportunities cluster maps are used to demonstrate existing strengths in lifestyle groups and activities. These tools allow existing strengths as well as national trends to be “mapped” in order to identify potential areas for future expansion and development. In order to prepare the cluster maps, location quotients based on visitor information (purpose of visit and lifestyle group for domestic visitors) are calculated. The location quotients demonstrate the degree to which a local tourism market is specialised by examining the proportion of visitors (by purpose of visitor lifestyle group) compared to a larger market (Australian market). Location quotients can be used to indicate the relative strengths or weaknesses of a local tourism market (i.e. a natural competitive advantage or disadvantage).

For the analysis, a location quotient of “1” means that the markets being compared have an equal share of visitation (i.e. the local market and the national market are completely aligned). A location quotient above “1” indicates a specialisation or a proportionally higher level of visitation from a particular group. If the location quotient is below “1”, the local market is under-represented compared to the national market for this specific visitor group.

Cluster mapping uses the location quotients by portraying them against national market growth over time (2000 - 2010). By incorporating market growth, cluster mapping allows for the identification of growth opportunities in specific visitor sectors, where a natural competitive advantage already exists against a backdrop of an expanding market nationally.

Visitation clusters located above the "1" on the vertical axis indicate an area of market concentration (strength or competitive advantage). The national market growth (2000-2010) is plotted along the horizontal axis, with 0% growth over the ten years creating a midline. The further to the right of this central horizontal axis, the faster the market segment has been expanding. Similarly, the farther to the left of the zero percent midline, the faster it has been declining during this period. The size of the cluster in the map demonstrates the size of the local market for that visitor group.

3.2.1.2 *Lifestyle Group v Growth*

In order to examine market segmentation in the Barossa and to identify potential future opportunities, a lifestyle group v growth cluster map was prepared using lifecycle group data for the Barossa and Australia ().

The mapping indicates that lifestyle groups that are **well-represented** in the Barossa (above the 1 line) are:

- Older non-working married persons;
- Older working married persons;
- Parents with youngest child aged 15+ still living at home;
- Young/midlife couple, no children;
- Young singles living alone or in shared accommodation.

The mapping indicates that lifestyle groups that have experienced **high growth** over the last ten years (right of vertical 0 line) in Australia are:

- Older non-working married person.
- Older working married person;
- Parents with youngest child aged 15+ still living at home;
- Parents with youngest child aged 5 or less; and
- Older working single.

Combining the two axis therefore gives lifestyle groups that are **well-represented** in the Barossa and have experienced **high growth** in Australia:

- Older non-working married persons;
- Older working married persons; and
- Parents with youngest child aged 15+ still living at home.

Lifestyle groups that are **under-represented** in the Barossa and have experienced **high growth** in Australia:

- Parents with youngest child aged 5 or less;
- Older working single.

Lifestyle groups that are **well-represented** in the Barossa and have experienced **low growth** are:

- Young/midlife couple, no children; and
- Young single living alone or in shared accommodation.

Lifestyle groups that are **under-represented** in the Barossa and have experienced **low growth** in Australia are:

- Parents with youngest child aged 6 to 14;
- Young single living at home; and
- Midlife singles.

What does this mean? We want to focus on the needs and wants of the **well represented**, **high growth** lifestyle groups and attract the **under-represented high growth** lifestyle groups. At the same time we do not want to ignore other **under-**

represented or **low growth** lifestyle groups, e.g. young singles living at home and young/midlife couple, no children as these are the markets of the future.

3.2.1.3 Activity v Growth

Another way to identify potential future opportunities is to create a cluster map of activities (represented by purpose of visit information) for the Barossa v growth in those activities in Australia (Figure 3.18 and Figure 3.3)

The mapping indicates that activities that are **well-represented** in the Barossa (above the 1 line) are:

- Wineries;
- Visit friends and relatives;
- Play other sports;
- Go on a day trip to another place;
- Visit museums or art galleries;
- Visit history/heritage buildings or sites;
- Casinos/pubs/clubs;
- Attend theatre concerts or other performing arts; and
- Agri-tourism.

The mapping indicates that activities that have experienced **high growth** over the last ten years (right of vertical 0% line) in Australia are:

- Wineries;
- Restaurants and cinema;
- Visit friends and relatives;
- Retail;
- Visiting national parks, bushwalking, rainforest walks;
- Visit museums or art galleries;
- Attend theatre concerts or other performing arts;
- Visit botanical or other public gardens;
- Attend festivals, fairs or cultural events; and
- Visit wildlife parks/zoos.

Combining the two axis therefore gives activities that are **well-represented** in the Barossa and have experienced **high growth** in Australia:

- Wineries;
- Visit friends and relatives;
- Visit museums or art galleries; and
- Attend theatre concerts or other performing arts.

Activities that are **under-represented** in the Barossa and have experienced **high growth** in Australia:

- Retail;
- Visiting national parks, bushwalking, rainforest walks;
- Visit botanical or other public gardens;
- Attend festivals, fairs or cultural events; and
- Visit wildlife parks/zoos.

Lifestyle segments that are **well-represented** in the Barossa and have experienced **low growth** are:

- Play other sports;
- Go on a day trip to another place;
- Visit history/heritage buildings or sites;
- Casinos/pubs/clubs; and
- Agri-tourism.

Lifestyle segments that are **under-represented** in the Barossa and have experienced **low growth** in Australia are:

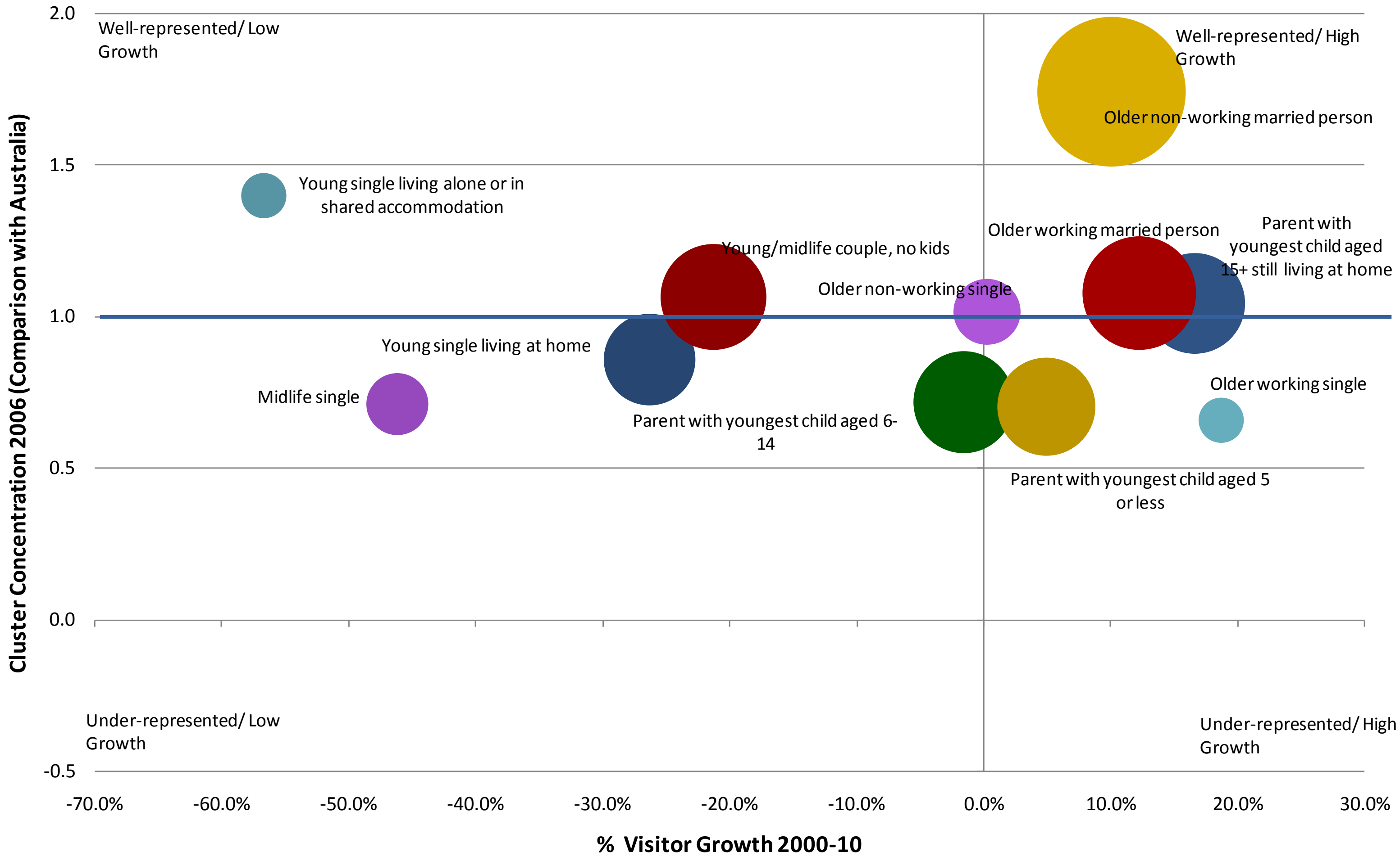
- Other outdoor activities;
- Sporting event;
- Play golf;
- Visit amusements or theme parks;
- Go fishing; and
- Going to the beach.

Interestingly, restaurants and cinema, which are the most popular activities after visiting wineries, whilst having positive growth in Australia, is equally represented in the Barossa as in Australia. Similarly, tourist trains/sightseeing is also a popular activity, has low growth and is equally represented in the Barossa as in Australia.

What does this mean? We want to keep the **well-represented**, **high growth** activities and enhance the **under-represented high growth** activities. At the same time we do not want to ignore **low growth** or **under-represented** activities that visitors are interested in and which may be critical to a particular market segment.

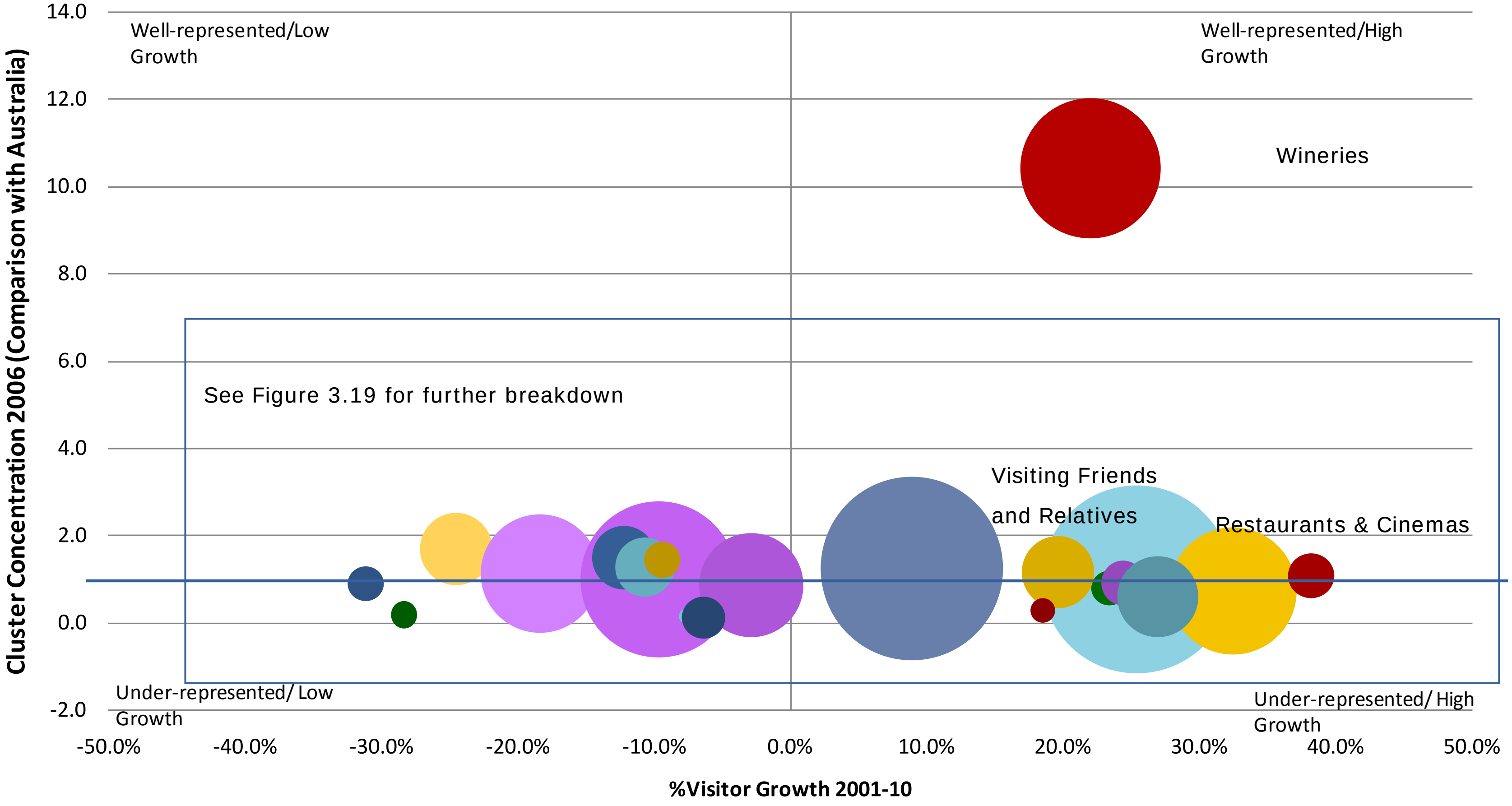
It is not surprising that wineries are such a large activity since this is the main attraction of the Barossa. However, it does infer that the region's tourism market is significantly exposed to the fortunes of the wine industry which is subject to local and international trends and climate. This raises the question of whether the Barossa has sufficient other products and infrastructure to leverage the strength of the wine industry and, if they are sufficiently diverse to ensure the region's tourism industry is sustainable.

Figure 3.17: Market Segmentation Cluster Map, the Barossa



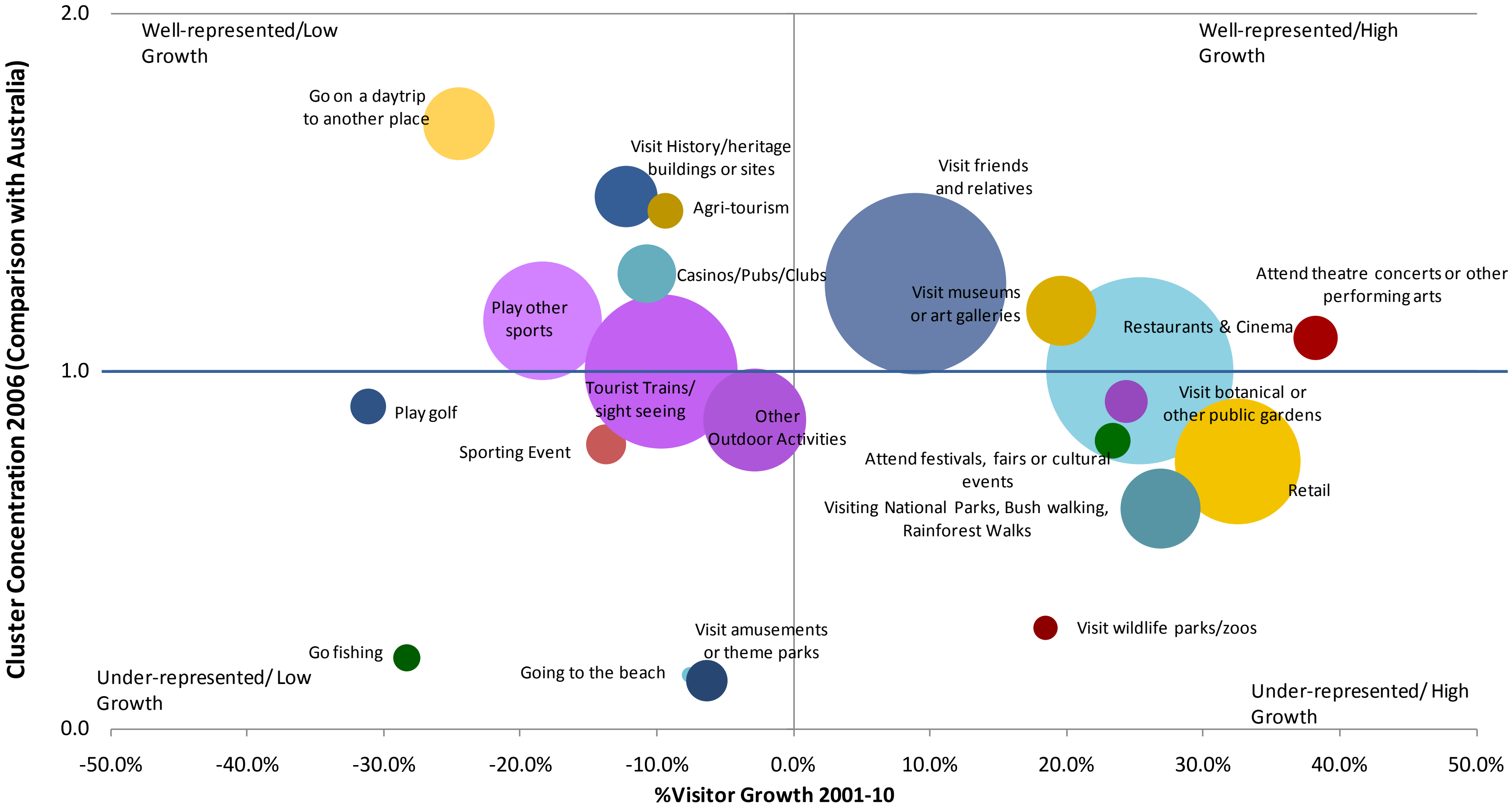
Source: AEC*group*, TRA (2011c)

Figure 3.18: Tourism Attraction Cluster Map, the Barossa



Source: AEC*group*, TRA (2011c)

Figure 3.19: Tourism Attraction Cluster Map Breakdown, the Barossa



Source: AEC*group*, TRA (2011c)

3.3 Other Segmentation Approaches

3.3.1 SATC Experience Seeker

SATC has undertaken research to identify the core characteristics of domestic experience seekers. These are embodied in "Greg & Helen" which are claimed to make up 80% of the core target market for interstate visitors to South Australia. The analysis is useful for determining the experiences and products that the majority of this target market might be looking for.

Box 3.1: SATC's Greg and Helen Experience Seeker

Greg & Helen

The SATC domestic marketing is aimed at a core group of Experience Seekers, referred to as Greg & Helen. What we know about Greg & Helen:

Intrastate	Interstate
• They are less spontaneous and more mainstream • They have the same concerns and attitudes to life and family, being good citizens with pride in Australia • They are genuinely "nice people" • They are more conservative • They are competing against their normal plans for a weekend and are trying to get them back to their settled habits e.g. BBQs • They think they know everything that there is to do, so it needs to be NEW news • They want to visit one place and really enjoy it	• They make up 80% of the core target market • There are 484,000 in Australia • 58% are empty nesters or retirees • Most are university-educated • Most come from capital cities – predominantly Melbourne and Sydney • They are good natured, well adjusted and typically "nice people" • They are exceptionally computer savvy • They love to keep up with technology

- How do Greg & Helen live?
  - They are financially stable and savvy
  - They enjoy food from around the world
  - They are drinkers of premium beer and wine
  - They are intelligent with their finances and live an active lifestyle
  - They enjoy galleries, theatres, department stores and European cars
  - They think for themselves and don't follow the Jones"
  - They value quality but aren't pretentious

- How are Greg & Helen are likely to holiday:
  - They have travelled extensively and have done the "flashy stuff" (Europe etc)
  - They search for active, immersing experiences
  - They are stimulated by new sights & sounds and touch, not stand and look
  - They are after new things to do
  - They want to go somewhere and do things that are rewarding – they are after a unique and emotional rewards
  - Australia is still a destination high on the travel agenda
  - South Australia is one of the many experiences on the list but not at the top

- How do Greg & Helen research South Australia as a holiday destination?
  - Internet
  - Brochures
  - Been before
  - Travel Book
  - State Tourism Organisation (SATC)
  - Travel Agency
  - Friends and relatives that visited previously
  - Motoring Club
  - Friends and relatives that live here

- How can the Barossa meet the needs of Greg & Helen?
    - o Develop product range that focuses on authentic and cultural experiences that are distinctive to our destination and target these experiences to consumers
    - o Provide and promote tourism activities and pursuits that fit the profile of experience seekers
    - o Bring the brand to life and provide opportunities for connection with the destination through interpretation, authenticity, and opportunities to participate rather than just observe
    - o Deliver tourism products to appeal to the emotions and needs of the Experience Seeker
    - o Communication the range, quality and diversity of Barossa's experiences and continue to develop product to meet their needs
    - o Communicate "new" news
    - o Communicate to them through their media of choice

Source: Tourism Barossa (2010) adapted from SATC (2010a)

3.3.2 2005 Strategy Market Segmentation

The *2005 Clare Valley and Barossa Tourism Regional Integrated Strategic Tourism Plan* identified those who are not currently visiting the region that were identified as target target markets. These were the 18-30 year olds and 31-40 year olds described as Generation X and Y Discoverers. In addition to the visitors seeking wine based experiences and indulgent relaxation, these groups are the primary focus of product development and reinvigoration and of marketing and positioning strategies in the 2005 Strategy. Table 3.5 below provides an overview of the proposed tourism market segmentation based on the Wine Visitor Characteristics analysed by the *2003 Cellar Door Survey* (Colmar and Brunton, 2003).

Consultation Comments

The majority of those consulted confirmed that the main type of visitor was the day tripper seeking a food and wine experience or event attendance. However, there was a visitor expressed interest in other areas such as heritage and culture and landscape.

Day trippers where characterised as couples, young groups, those aged 45 and over and those of above average socio-economic status. Families were not strongly identified although were increasing. Interstate visitors were mainly seen as luxury travellers from source markets such as Victoria and North Queensland. Overseas visitors were identified as mainly German or French.

Questions were asked of the level of repeat visitation as a substantial proportion of visitation was commented upon as being "one off" to tick the box on visiting the Barossa and therefore no need to revisit, or there was insufficient attraction to encourage revisitation.

In September and October 2007 TRA (2008) undertook a Visitor Profile and Satisfaction Survey of 207 people who visited the Barossa. Of all visitors to the Barossa, 44% stated they would be likely to visit again in the next 12 months, and the majority (90%) of visitors said they were likely to recommend the Barossa to others as a destination to visit.

The destination was seen as lacking in family/child friendly experiences, an experience beyond wine, choice of high end restaurants and night time entertainment. Overall visitor impressions were perceived as a static unchanging destination. A range of other missing products and infrastructure were identified (see consultation comments in Section 2). A lack of aboriginal culture/experience was also commented upon.

Table 3.5: 2005 Strategy Proposed Market Segmentation

Characteristic	Wine Focussed	Indulgers	Browsers	Gen Y Discoverers	Gen X Discoverers	VFRs
Lifecycle	Mid life 31 – 50 yrs	Mid life 41 – 50 yrs	Older age 50+	20 – 30 years, early / emerging career and generally not married	31 – 40 years career focused, building wealth and / or young mortgage, mostly married – 33% with children	Across all age groups
Motivation	• Strong interest in tasting, learning about and purchasing wine. • Travel in small groups with interest in celebration and socialising	• Predominantly couples focussed on rest & relaxation, eating and drinking and spending quality time together • Often escaping for a short break from a busy lifestyle. • May be interested in high standard of service in unique accommodation	• Range of experiences that will stimulate the senses – eating, drinking, art, leisure shopping, nature and wildlife • Also interested in history and heritage of the region	• Experiencing special character of region while socialising with friends Sampling iconic brands of food and wine	• Experiencing special character of region while connecting with partner, family or friends in short but intense time • May not have visited the wine region before but have heard about it. Word of mouth is an important driver	• Driven by SA residents with an interest in entertaining visiting friends and relatives
Activity interests	• Wine tasting at cellar doors, purchasing wine, meeting wine makers	• Wine tasting at cellar doors, restaurants, regional cuisine • Quality specialised accommodation • Health retreats / spas	• Wine tasting at cellar doors • Art galleries, museums, craft shops, farmers markets, food and wine trails, • Cycling and bushwalking	• Wine tasting at cellar doors of iconic brands, learning basics of wine and what's behind personal tastes • Moderately challenging nature based activities • Typically travel in groups	• Wine tasting at family owned cellar door • Short walks in nature • Children's experiences that are locally inspired with elements of creativity and opportunity for parents to join in	• Wine tasting at cellar doors, cafes and restaurants
Origin	75% from SA 21% staying overnight in region	78% from SA 32% staying overnight in region	73% from SA 28% staying overnight in region	50% from SA 26% interstate 34% international	40% from SA 34% interstate 36% international	73% from SA 11% staying overnight in region
Transport	Hire vehicle	Self-drive, usually in their own car	Own car / hire bus	Self drive, charter bus, hire car / campervan	Mainly self drive, 30% hire car / campervan, bus / coach	Book a tour or hire a vehicle
Accommodation	Guest house / bed and breakfast	Bed and breakfast, guest house	Caravan parks	Friends and Relatives, Hotels and caravan parks (on site vans / cabins), Bed and Breakfasts	Self contained cabins, cabins in caravan parks and hotels / motels	Hotel / motel
Average stay	3 nights	3 nights	4 night	1 nights	1-2 nights	2 nights

Source: Contained in UPRS (2005) adapted from SATC (2004) with additional information provided by SATC Research Unit

3.3.3 Wants & Needs Segmentation

Experience seekers and demographic lifestyle groups are not the only way to think about visitor segmentation. Tourism Queensland (2011) has undertaken domestic segmentation research based on psychographics (wants and needs) as opposed to traditional demographic segmentation based on age and income. The segments arrived at were:

- **Active Explorers** - Holidays are about pushing boundaries through challenging themselves via physical activity. They enjoy the company of others, but their focus is on exploring the extremes of their physical environment and themselves. It's about feeling alive.
- **Stylish Travellers** - A holiday is a chance to demonstrate their achievements both to themselves and others. They do this by seeking out unique and exotic experiences and products, making them feel discerning, stylish and successful.
- **Self Discoverers** – Holidays are about discovery, nourishment and enrichment of the self (physically and intellectually). They seek to immerse themselves in holiday experiences that deliver this, gaining insight or a sense of well-being.
- **Unwinders** – For Unwinders, holidays are all about relaxation and release, focusing on themselves as an escape from their busy lives. They seek an unstructured holiday. Decisions are made when at the destination. This allows them to catch their breath, feel calm and peaceful and gain perspective.
- **Connectors** - They see holidays as a chance to connect with the people they care most about. They will often compromise their own preferences in terms of activities to ensure everyone has a good time. It's about what is real and what's important.
- **Social Fun-seekers** - The essence of their holiday is having a fun time. While they do a lot of different activities, it's sharing the experience with friends and other holidaymakers that makes the difference.

All segments have representatives from across all age groups, life stages and income brackets. The research identifies like-minded travel segments based on interests, motivations, values, attitudes and lifestyle needs that can then be matched to corresponding destination attributes and experiences.

Table 3.6: Wants & Needs Segmentation

Description	Accommodation	Transportation	Dining	Social Interaction	Holiday Patterns
Active Explorers					
The Active Explorers segment makes up **11%** of the market, around **1.65 million** Australians. They want to be challenged by a holiday and love to explore and take part in adventure activities such as bushwalking, sailing, scuba diving, horse riding and surfing. For Active Explorers, holidays are all about pushing their own personal boundaries and feeling alive.	• not bound to a particular type of accommodation • segment most open to staying in backpacker hostels, eco-lodge resorts or camping grounds • may stay with friends and relatives in a luxury hotel/resort or standard motel • just needs to be clean and comfortable	• likely to drive, but will sometimes take a caravan • may fly, yet prefer to avoid airports • of all segments, most likely to visit multiple locations during a holiday • unlikely to go on daytrips	• not looking for quality dining options • prefer accessible food - so local pub and club food is fine • venue isn't so important, the chance to experience different tastes is what it's all about	• enjoy meeting and mixing with others • mostly travel with their partners, but travel with family is an option	• more likely than other segments to think limited holiday time restricts the distance that can be travelled • enjoy weekend breaks • will take the opportunity to build holidays around sporting or other events
Stylish Travellers					
At **5%** of the market, Stylish Travellers is the smallest segment - but that still equates to **750,000** Australians. Stylish Travellers seek out holidays that reflect their high achievements, and are the segment most likely to travel overseas. They look for unique and exotic holiday experiences that make them feel discerning, stylish and successful.	• luxury accommodation • rooms must be air-conditioned and well-furnished with large balconies and spectacular views • accommodation must offer up-to-date technology and excellent service • ideally, a day spa would be part of the complex	• prefer to fly, then hire a car • open to taking a cruise	• quality food and wine are integral • look for new food experiences • seek out regions famous for food • look forward to visiting wineries	• more likely than all other segments to travel as part of an adult couple • may travel with family	• flexible work patterns offer plenty of holiday opportunities • regular weekends away • holiday overseas at least once every few years • predisposed to thinking only overseas holidays are 'real holidays'

Description	Accommodation	Transportation	Dining	Social Interaction	Holiday Patterns
Self Discoverers					
The segment Self Discoverers makes up **12%** of the domestic holiday market - close to **1.8 million** Australians. When they holiday, Self Discoverers seek out meaningful experience. It's about journeys of discovery, enrichment of the self, and an improved sense of well-being.	• luxury resort, hotel or serviced apartment with pool/spa • rooms must be air-conditioned with up-to-date technology • excellent service • prefer accommodation to have a genuine environmental policy	• likely to fly, then hire a car	• experiencing new tastes and local cuisine is a must • look for fine dining restaurants and quality cafes	• happy to mix in passing, but don't seek out social interaction • may travel with a companion or family group • more open to travelling alone than other segments	• flexible work patterns offer plenty of holiday opportunities • regular overseas travel
Unwinders					
The segment known as Unwinders makes up **15%** of the domestic holiday market - or about **2.25 million** Australians. Unwinders don't like to travel too far. Holidays are about catching their breath, feeling calm and peaceful, and gaining perspective.	• luxury resort or hotel-style • or clean and comfortable accommodation with cooking facilities • will save on accommodation to allow more holiday spending	• prefer to fly • more likely than all other segments to holiday at a single destination	• seek to escape the daily grind of cooking • unlikely to dine out every night • favour casual dining experiences with fresh, quality produce	• happy to mix in passing, but don't seek out social interaction • may travel with a companion or family group	• open to building holidays around visits to family and friends • tend to take shorter breaks, but don't often go away for weekends • financial commitments influence holiday choices
Connectors					
Connectors is by far the largest segment. It makes up **32%** of the domestic holiday market, **4.8 million** Australians. For Connectors, holidays are about bonding with family and friends. This segment is the most likely to holiday in their home state and drive to their destination.	• standard hotel room, self-contained house, apartment or holiday unit • must be clean, comfortable, child-friendly with cooking facilities • the latest technological conveniences and day spas are not so important • a commitment to environmental protection is valued	• more likely than other segments to drive to their destination • consider the journey part of the experience • not averse to flying	• is about getting family/friends together to enjoy good food • taking a break and having someone else cook is more important than the venue	• may travel with their partner only • more likely to travel with family • segment most likely to travel with family • happy to mix with others in passing	• holidays are built around family and friends • weekends away are rare, but couples look for a short break at least once a year without the children

Description	Accommodation	Transportation	Dining	Social Interaction	Holiday Patterns
Social Fun Seekers					
Social Fun-seekers make up **25%** of the domestic holiday market. It's the second-largest segment, with **3.75 million** Australians. Social Fun-seekers look for lots of activity and plenty of people to share the fun with. They're always seeking new destinations, and will often look overseas.	• luxury resort or hotel with pool and spa, day spa and health treatments • or moderate, clean and comfortable accommodation • happy to save on accommodation so have money to spend on activities	• likely to drive to their holiday destination and consider the journey part of the experience • once at their destination, prefer not to drive much	• chance for a break and to have someone else cook • seek casual, relaxed social occasions • enjoy new or local cuisine	• more likely than other segments to travel with a group of friends • will also travel with partner or family • enjoy meeting and mixing with new people	• open to package holidays • take annual short but indulgent breaks • travel overseas every few years • like to find a new holiday destination every year

Source: Tourism Queensland (2011)

3.4 Summary of Market Segments

The analysis of market segments indicates a range of lifestyle groups and activities that are well-represented in the Barossa and which have growth potential. In particular the destination needs to focus on retaining well-represented and high growth lifestyle groups as well as target under-represented, high growth segments.

Table 3.20: Barossa Visitor Lifestyle Groups v Australian Growth

Well-represented, low growth	Well-represented, high growth
• Young/midlife couple, no children • Young single living alone or in shared accommodation.	• Older non-working married persons • Older working married persons • Parents with youngest child aged 15+ still living at home
Under-represented, low growth	**Under-represented, high growth**
• Parents with youngest child aged 6 to 14 • Young single living at home • Midlife singles	• Parents with youngest child aged 5 or less • Older working single

Source: AEC*group*

Further analysis was also undertaken of activities undertaken in the Barossa by visitors versus growth in those activities in the Australian market. In particular the destination needs to focus on retaining and improving well represented, high growth activities as well as provide or enhance activities for under-represented, high growth activities. These are shown in the table below.

Table 3.21: Barossa Visitor Activities v Australian Growth

Well-represented, low growth	Well-represented, high growth
• Play other sports • Go on a day trip to another place • Visit history/heritage buildings or sites • Casinos/pubs/clubs • Agri-tourism	• Wineries • Visit friends and relatives • Visit museums or art galleries • Attend theatre concerts or other performing arts
Under-represented, low growth	**Under-represented, high growth**
• Other outdoor activities • Sporting event • Play golf • Visit amusements or theme parks • Go fishing • Going to the beach	• Retail • Visiting national parks, bushwalking, rainforest walks • Visit botanical or other public gardens • Attend festivals, fairs or cultural events • Visit wildlife parks/zoos

Source: AEC*group*

A number of other market segmentation approaches also indicate that the domestic and interstate experience seeker market it one that is growing and actively targeted by SATC. The nature of the Barossa also indicates that with an improved and diversified food and accommodation offering stylish travellers, self discovers and unwinders could also be attracted in larger numbers.

4. Competitor Destinations

This Section provides an analysis of the products and infrastructure provided by both domestic wine tourism regions and select overseas culinary tourism destinations that are considered competitors to the Barossa.

Key Findings

- There are four wine regions in Australia that receive higher wine tourism visitation than the Barossa including: Hunter Valley (NSW), Margaret River (WA), Swan Valley (WA), Yarra Valley (VIC).
- There are two domestic wine regions that receive higher international visitation than the Barossa: Margaret River (WA) and Hunter Valley (NSW).
- These destinations vary in distance from capital cities from 18km for the Swan Valley (Perth) to 272km for Margaret River (Perth). The Barossa is 75km from Adelaide.
- All locations (except Swan Valley) have multiple towns and villages.
- All but two regions have two or more local governments. Augusta-Margaret River and City of Swan are those with only one local government.
- Resident populations vary from 12,500 in Margaret River to 214,000 in Yarra Valley. Barossa is 58,000.
- Hunter Valley has the highest overall visitation, generated from traffic out of Sydney and Newcastle. Yarra Valley has the smallest although there are no figures for Swan Valley. The Barossa has the second highest overall visitation.
- There are subtle variations in the age profile of visitors. In Margaret River 58% of visitors are under 44 years, whilst this figure is 52% and 50% in the Barossa and Hunter Valley respectively. In the Yarra Valley this figure is 45%.
- The Hunter Region has the largest number of accommodation establishments with 5 or more rooms at 156 (but this does include Newcastle). Swan Valley has the fewest at 6. The Barossa has 17. Occupancy rates of most regions are clustered around 50% with the exception of Margaret River which is 64%.
- The Barossa has the largest area of vine plantings (12,388ha), grape growers (533) and cellar doors (144) followed by Margaret River (10,454ha, 486, 105 respectively). Swan Valley is the smallest wine region with 21 cellar doors.
- Other regions, e.g. Hunter Valley appear to have many more high end restaurants than the Barossa.
- A number of international comparisons have been made of renowned global culinary tourism destinations. These include: Franschhoek (South Africa), Napa Valley (USA) and Rhone Valley (France).
- Franschhoek is comparable in size and demographics to the Barossa and a similar distance from a major population. It has grown since 1998 through excellent restaurants which led to the need for quality accommodation.
- Napa Valley has many similar characteristics to the Barossa in that it is a wine growing region within an hour of a major population centre comprising of several towns.
- Both Franschhoek and Napa are 10 to 20 years ahead of the Barossa, in terms of product, but the Barossa possesses the unique selling points to be competitive.
- The Rhone Valley is a very advanced tourism destination on a significantly larger scale than the Barossa but has significant heritage and culture, dramatic landscapes and large resident populations.

4.1 Domestic Wine Regions

Australia has many wine regions across the country. From a visitation point of view the Barossa attracts 11% of the international winery visitors and 7% of domestic winery visitors. In a domestic and international visitation ranking, Barossa placed 5th and 3rd respectively in 2009.

Table 4.1: Most Popular Wine Regions in Australia, 2009

International	Share	Domestic	Share
Hunter Valley, NSW	21%	Margaret River, WA	16%
Margaret River, WA	16%	Hunter Valley, NSW	16%
Swan Valley, WA	15%	Barossa Valley, SA	7%
Yarra Valley, VIC	13%	North East Victoria	6%
Barossa Valley, SA	11%	Mornington Peninsula, VIC	5%
Gold Coast & Hinterland, QLD	5%	Yarra Valley, VIC	4%
McLaren Vale, SA	5%	McLaren Vale, SA	3%
Mornington Peninsula, VIC	4%	Clare Valley, SA	3%
Adelaide Hills, SA	3%	Mudgee, NSW	2%
Clare Valley, SA	1%	Granite Belt, QLD	2%

Source: TRA (2010b)

A comparison has been made between the Barossa and the four other domestic wine regions that attract more visitation than the Barossa.

Table 4.2 provides a comparative summary of the wine regions that compete with the Barossa. Information is provided on the location, visitation, accommodation, wineries and dining.

Table 4.2: Summary of Domestic Competitor Wine Regions

Element	Barossa	Hunter Valley	Margaret River	Swan Valley	Yarra
Location	75km North East of Adelaide	120km-310km north of Sydney	272km South of Perth	18km Northeast of Perth	60km east of Melbourne
Regional Centre	Gawler	Cessnock	Margaret River	Perth	Melbourne
Main Towns	Tanunda, Angaston, Nuriootpa,	Pokolbin/Rothbury	Dunsborough, Bussleton, Augusta	Guildford	Yarra Glen, Healesville, Warburton
Local Government	Barossa Council, Light Regional Council, Gawler Regional Council	City of Cessnock and Singleton Shire Council	Shire of Augusta-Margaret River	City of Swan	Nullumbik Shire Council, Yarra Ranges Shire Council
Resident population	57,933	75,888	12,509	112,930	214,382
Electronic Media					
Website	www.barossa.com	www.winecountry.com.au	www.margaretriver.com Driven by Bookeasy	www.swanvalley.com.au	www.visityarravalley.com.au Driven by Bookeasy
Social media	Facebook, twitter and YouTube	YouTube videos embedded in site	Facebook, twitter	Facebook	Facebook, twitter
Mobile applications	None	None	None	None	None
Visitation					
Visitation (2009/10) [(a)]:					
Domestic overnight	203,000	2,085,000	437,000	n/a	121,000
International	11,900	122,000	54,000	n/a	4,000
Day trips	867,000	5,234,000	289,000	n/a	573,000
Age profile (2009/10) [(a)]:					
15-24 years	12%	9%	14%	n/a	13%
25-44 years	40%	41%	44%	n/a	32%
45-64 years	36%	43%	32%	n/a	45%
65 years and over	12%	7%	10%	n/a	10%
Accommodation [(b)]:					
Establishments	17	156	24	6	8
Rooms	456	4,980	510	240	n/a
Beds	1,251	15,164	1,523	794	n/a
Occupancy rate	50.4%	52.6%	64.4%	48.5%	n/a

Element	Barossa	Hunter Valley	Margaret River	Swan Valley	Yarra
Wineries and Dining					
Wineries	150	173	168	40+	151
Grape growers	533	230	486	168	420
Cellar doors	144	89	105	21	40
Vine plantings (2008 ha)	12,388	3,537	10,454	1,260	4,227
Grape harvest (2009 t)	81,125	13,886	59,434	6,645	22,628
Main varieties	Main Red Varieties - Shiraz, Grenache, Cabernet Sauvignon Main White Varieties - Riesling, Semillon, Chardonnay	Chardonnay, Semillon And Verdelho, Shiraz, Cabernet Sauvignon And Merlot	Cabernet Sauvignon, Chardonnay, Sauvignon Blanc, Sémillon, Shiraz, Merlot, Chenin Blanc And Verdelho	Chardonnay, Chenin Blanc, Semillon, Verdelho, Shiraz, Cabernet Sauvignon And Merlot	Pinot Noir, Chardonnay, Cabernet Sauvignon, Merlot And Shiraz
Restaurants & Cafes [(c)]	71	50	60	90	36

Note: (a) Augusta-Margaret Shire data is a four year average to June 2007 (b) June 2010 hotels, motels and serviced apartments 5+ rooms) (c) approximate counts from website listings
Source: ABS(2011b), TRA (2011b), TRA(2011d), TRA(2011e), ABS(2011c), ABS(2011d), ABS(2011e), ABS(2011f), James Halliday(2010), ABS(2010b), Tourism Barossa (2011d), Hunter Valley Tourism, Margaret River Tourism, Swan Valley Tourism, Yarra Valley Tourism

4.1.1 Hunter Valley, NSW

The Hunter Valley wine region is located approximately 120km north of Sydney and incorporates the City of Cessnock and Singleton Shire Council. During 2009-10, there were a total of 7,441,000 visitors to the Hunter Region[3], comprising of 5,234,000 day trip visitors, 2,085,000 domestic overnight visitors and 122,000 international visitors. Some 1.1 million domestic visitors indicated they were seeking a food and wine experience along with 112,000 international visitors.

The largest proportion of visitors, by age, to the Hunter Region were of 45-64 years of age, accounting for 43% of all visitors to the area. Visitors between 25 and 44 years were the second largest segment of visitors accounting for 41% of total numbers. Visitors aged 15 to 24 years and 65 years and over amounted to the smallest proportion of visitors, 9% and 7% of total visitor numbers.

As at the 30 of June 2010 there were 156 hotels, motels or serviced apartments with 5 or more rooms within the Hunter Region. These 156 establishments contained 4,980 rooms, with 15,164 beds available, with an occupancy rate of approximately 52.6%. Of the accommodation providers within the Hunter Region, seven have a star rating or self rating of 5, 36 establishments have a 4.5 star rating, 43 establishments are 4 star, with the remainder 3.5 stars or lower.

The Hunter Valley is home to some 173 wineries with approximately 90 containing cellar doors. Other attractions include:

- 4 hot air balloon operators;
- Numerous adventure activities;
- 3 cheese producers;
- 2 bike hire establishments;
- 2 cooking schools;
- 2 wine schools;
- 2 breweries;
- Vintage Golf Club;
- 3 day spas;
- 2 National Parks; and
- Children's activities: gardens, horse riding, zoo, Maitland Gaol, railway museum.

[3] The Hunter Region also includes Newcastle which accounted for 41% of domestic overnight visitors and 64% of international visitors.

Comparison to the Barossa

The Hunter Valley is located a longer drive time from Sydney than the Barossa is from Adelaide with Sydney's population being some four times larger. The Hunter Region receives 10 times the number of domestic overnight and international visitors than the Barossa, however, as noted a considerable number of these go to Newcastle. Day trip visitation is also six times higher than the Barossa. The age profile of domestic visitors is similar to that of the Barossa with slightly more young people visiting the Barossa at the expense of the 45-64 age group. The larger number of visitors means that accommodation offerings within the Hunter Region are greater than the Barossa although occupancy rates are similar.

From a wine perspective the Barossa has many more grape growers and a much larger area of harvest than the Hunter Valley. Whilst there are a smaller number of wineries in the Barossa there are more cellar doors indicating a wider range of product. An examination of the restaurants on the Hunter Valley web site indicates that there is a greater selection and variety of high end dining, both standalone and at cellar doors. The Hunter has more facilities such as wine and cooking schools and children's activities.

4.1.2 Margaret River, WA

The Margaret River wine region is located approximately 270km south of Perth; within the Shire of Augusta-Margaret River. Of the competitor regions Margaret River has the smallest resident population of 12,509. The Augusta-Margaret River Shire receives 781,000 visitors (three or four year average to 2007), which comprises 289,000 day trip visitors, 438,000 domestic overnight visitors and 54,000 international visitors.

Visitors aged between 25 and 44 years of age comprised the largest visitor segment to the Margaret River wine region, accounting for 44% of all visitors. The second largest age group for visitors were those aged between 45 and 64 years, composing of 32% of total visitor numbers. Those aged between 15 to 24 years and 65 years or older were the lowest visitors to the region, with 14% and 10% of total visitor numbers.

As at the 30 of June 2010 there were a total of 24 hotels, motels or serviced apartments with 5 or more rooms within the Margaret River. These 24 establishments contained 510 rooms, amounting to 1,523 beds available. During the June Quarter 2010, the occupancy rate in these Margaret River establishments was approximately 64.4%. Within the Margaret River region, 10 establishments received a star rating or self rating of 4.5, with the remainder between 3 and 4 stars.

The Margaret River contains 168 wineries throughout the region, with approximately 105 containing cellar doors. Plantings are relatively young with the majority occurring over the last 35 years. There are also six breweries. There is a Wine Tourism Showroom at the Margaret River Visitor Centre which is recognised as being among the most advanced and high-tech of its kind in the country having won various awards over the years. There is also a Regional Wine Centre (www.mrwines.com) which showcases 110 local wineries and about 600 wines. Visitors can pick a mixed dozen to have shipped home.

Margaret River promotes children activities with the added advantage of being a coastal location, but in addition over 20 establishments promote their own playgrounds.

Some of the other attractions of Margaret River include:

- Cape-to-Cape walking track (5-6 days);
- Wildflowers;
- Fishing and beaches;
- Historic Cape Leeuwin Lighthouse;
- Wardan Aboriginal Cultural Centre; and
- 25 artisans/galleries.

Comparison to the Barossa

Margaret River is located the largest distance from a capital city of the comparison regions. This means that visitors are likely to stay overnight in the region. It also has the smallest population which would indicate that the regional economy is more orientated towards primary production and tourism than other wine regions. Furthermore the region is coastal and has a world renowned reputation for surfing.

Overall visitation is less than the Barossa with approximately double the number of interstate overnight visitors and five times the number of international visitors. Given the distance from Perth the number of day trip visitors is a third of that of the Barossa.

The number of accommodation establishments with 5 or more rooms in Augusta-Margaret River is higher than the Barossa along with an occupancy level of 64.4% compared to the Barossa's 50.4%.

From a wine perspective there are proportionately lower numbers of wineries, growers and cellar doors than the Barossa. The Regional Wine Centre is a useful facility for visitors to taste and plan an itinerary.

4.1.3 Swan Valley, WA

The Swan Valley wine region is located approximately 18km northeast of Perth, in the City of Swan and is the closest comparison region to a major city. It is also the smallest of the wine regions with only 21 cellar doors.

Swan Valley is part of the Perth Tourism Region therefore no visitor statistics are available.

As at the 30 of June 2010 there were 6 hotels, motels or serviced apartments with 5 or more rooms within the Swan Valley. These 6 establishments contained 240 rooms, with 794 beds available. During the June Quarter 2010, the occupancy rate in the Swan Valley was approximately 48.5%.

The Swan Valley is home to over 40 different wineries throughout the region, with 21 containing cellar doors open to the public without prior appointment necessary. The region claims to be Australia's oldest wine region with grapes first planted 178 years ago. Due to its proximity to Perth, the Swan Valley also contains many other features and attractions, including:

- Aboriginal 'Nyoongar' Heritage;
- European settlement including Croatian and Italian settlement;
- 5 breweries;
- 2 distilleries;
- 3 National Parks;
- 4 wildlife parks/sanctuaries;
- Guildford is one of only two towns in Perth of the National Trust register; and
- 7 suggested itineraries catering to all interests including families.

Comparison to the Barossa

Swan Valley has many similar heritage features to the Barossa although has closer proximity to a major population centre and a smaller more compact range of cellar door and other attractions. Its proximity to Perth and small number of accommodation establishments would indicate that over 90% of visitation was day trips.

Although there are fewer accommodation providers with 5 or more rooms, occupancy rates are comparable at 48.5% to Barossa's 50.4%.

4.1.4 Yarra Valley, VIC

The Yarra Valley wine region is located approximately 60km northeast of the Melbourne CBD, within the Nullumbik and Yarra Ranges Shire Council. The Yarra Valley received a total of 698,000 visitors during 2009/10 composed of 573,000 day visitors, 121,000 domestic overnight visitors and 4,000 international visitors.

The largest proportion of visitors to the Yarra Valley were between 45 and 64 years of age, accounting for 45% of total visitors to the region. Visitors aged between 25 and 44 years of age were the second largest segment to the Yarra Valley, with 32% of total visitors falling in this age bracket. Visitors aged between 15 to 24 years and 65 years and over were the lowest visitor groups to the Yarra Valley, with 13% and 10% of visitors, respectively.

The Yarra Valley is home to 151 wineries, with approximately 40 cellar doors which require no prior appointment to visit. The Yarra Valley is famous for more than its vineyards, with other attractions including:

- 4 parks and gardens;
- 2 championship golf courses;
- 4 national parks;
- 11 state parks, forests or reserves;
- 22 different monthly markets;
- 16 Artisans/galleries;
- 7 daytime spas; and
- 3 breweries.

Comparison to the Barossa

The Yarra Valley has many similar attributes to the Barossa including being a mature destination. Given its proximity to Melbourne its visitation is substantially less than the Barossa with half the number of domestic overnight visitors, a third international visitors and two thirds of day trip visitors. Proximity to Melbourne and lower overnight visitors accounts for its smaller number of accommodation establishments with more than 5 rooms.

The region has the largest resident population of the comparison regions indicating a more diversified economy less dependent on tourism, which may also account for a lower visitation. Whilst a similar number of wineries to the Barossa there are some 100 less cellar doors indicating less cellar door demand, or other preferred means of distribution.

Overall the Yarra appears to have more natural and man-made attractions than the Barossa, which are a function of its landscape attributes and population size. The Yarra Valley may represent the future of the Barossa if population increases and development brings Greater Adelaide closer.

4.2 Global Culinary Tourism

There are many culinary tourism regions around the world to choose as comparisons to the Barossa. These include: Napa Valley, Sonoma, Healdsburg (northern California), Mendoza (Argentina), Bordeaux, Provence (France), Rioja (Spain), Tuscany (Italy), Franschhoek, Stellenbosch (South Africa) and Central Otago (New Zealand).

The Barossa has already developed strong ties through the wine industry with Franschhoek (South Africa) and the Rhone Valley (France). Napa Valley (USA) is also included for a further comparison.

4.2.1 Franschhoek, South Africa

***Note**: The following material has been sourced from www.franschhoek.org.za, www.franschhoek.co.za and www.sa-venues.com as well as from Jim Carreker, Managing Director of Arbutus Hospitality Group and Owner of Appellation and The Louise.*

The Franschhoek Valley is located in 45 minutes from Cape Town in South Africa. It is marketed as the food and wine heartland of the country. Vineyards cover the valleys mountain slopes that were settled more than 300 years ago by the Huguenots, who brought with them their French wine and food culture. The centre of the region is Franschhoek Village. The main street is lined with coffee shops and restaurants.

Historical & Cultural Heritage

After the revocation of the Edict of Nantes in France in 1685, when Protestantism was outlawed, hundreds of so-called Huguenots fled their homeland, 277 of them arriving by ship at the Cape of Good Hope. Many of them were given land by the Dutch government in a valley called Oliphantshoek (Elephant's Corner) - so named because of the vast herds of elephants that roamed the area. Soon after they settled, it become known as Franschhoek (French Corner). This heritage lives on today with the Huguenot monument standing proudly at the top of the village and a museum which chronicles the history of the settlers, with each of the original Huguenot farms having its own fascinating story to tell.

Wine

Most of the farms still bear their original French names and are usually complete with a spectacular Cape Dutch homestead, towering oaks and luscious vineyards. There are over 40 cellar doors within 15 minutes drive of Franschhoek varying from small boutique wineries that cater for those in search of something unique, and large cellars that offer organised tours and conducted tastings.

Food

Although it varies by year, up to eight of South Africa's "Top 100" restaurants are in Franschhoek. There are 28 licenced restaurants in the village which creates a concentrated choice of culinary experiences. 5 restaurants are in the class of Appellation and 12 are as good as Vitner’s or 1918.

Accommodation

The village, ringed by tall mountains, offers the best accommodation - from stylish country auberge's to small bed & breakfasts, guest houses, comfortable and well-appointed self-catering cottages, intimate bed & breakfasts and internationally acclaimed country lodges. The offering is very advanced with concierge services, architecture, guest amenities and furnishings being at world class standards. There are no large chain hotels. A dozen 5 star grand lodges (20-30 rooms) and many more 10-20 room estates. B&Bs are of a professionally excellent standard.

Other Attractions

There are numerous walking trails in the surrounding mountains, cycling and horse-riding. There are also a number of trout fishing spots in various streams and dams on the surrounding farms.

Comparison to the Barossa

Franschhoek is comparable in size and demographics to the Barossa and a similar distance from a major population. The rise of Franschhoek to what it is today has occurred over a ten year timeframe. In 1998 it was a small country town with one fine restaurant and 25 nearby wineries. Its growth came about through excellent restaurants which led to the need for quality accommodation. This growth in accommodation has encouraged outside funding of tourism infrastructure. The combination of food, wine and luxury accommodation has created sufficient quality and critical mass to attract international visitation. (It also helps that there is a shorter flight time and a 2 hour time difference with Europe, making week trips more palatable. Labour costs are significantly lower.)

The success of Franschhoek in a relatively short timeframe indicates a possible path forward for the Barossa. Arguably the Barossa already has more advantageous factors such as breadth and depth of winemaking along with global wine brands, political and economic stability, lower crime and high quality food sources and standards.

4.2.2 Napa Valley, USA

***Note**: Information in this section is sourced from www.legendarynapavalley.com and www.napavalley.com*

The Napa Valley lies within the County of Napa in the state of California, 50 miles (80km) northeast of San Francisco over the Golden Gate Bridge, and 45 miles (75km) southwest of Sacramento; the Mayacamas Mountains border the Valley on the west, and the Vaca Range on the east. The total population is 135,969.

There are five unique tourism regions within the County that contribute to the total experience that makes The Napa Valley the premier wine, food, arts, and wellness destination. As if clustered along a grapevine, from north to south, Calistoga, St. Helena, Rutherford, Oakville, Yountville, the city of Napa, Lake Berryessa, and American Canyon each have their own personalities and miles of nature preserves that invite exploration and enjoyment.

The tourism industry is an extremely important part of what makes Napa County such a vibrant and economically progressive community. In 2006 visitation was 4.7 million including 2.75 million overnight trips and 2 million day trips. The average visitor to Napa County spends US$197 per day with those staying over-night spending US$233 per day and day tripper spending US$146 per day. The visitors' spending impacts almost every segment of the county's economy in a significant way with almost one billion dollars in direct spending and $1.3 billion in total impact. Over 17,000 jobs are created which provide nearly half a billion dollars in income to residents. (Source: Napa County Economic Impact Study, March 2006)

Historical and Cultural Heritage

The Napa Valley is a name derived from the language of the area's native Wappo Indians, and has come to mean "land of plenty." "Napa" has meant a place of natural abundance for centuries.

The first written description of the land dates to 1823 and was penned by Padre Jose Altimura who estimated that several thousand Wappo Indians inhabited the area. Word quickly spread about the abundance and temperate climate of The Napa Valley and by the late 1840s the area was teeming with quicksilver mines and lumber mills.

The region's popularity grew when steamships began traveling from San Francisco to the city of Napa via the Napa River a trip they could make in about three hours. Soon afterwards, the railroad line became available from the ferry terminal at Vallejo on the shores of San Pablo Bay to the city of Calistoga, creating new access to the healing waters of Calistoga's famed hot springs.

The Napa Valley has weathered some tough times in its relatively short history. The Valley's once-famed Silverado Mine was exhausted in 1875 after just three years of operation. In 1893 an outbreak of phylloxera, a serious grapevine disease, crippled many of the valley's 140 wineries.

Prohibition, enacted in 1920, dealt the final blow to the early wine industry. Only a handful of wineries survived the thirteen years of Prohibition by selling sacramental wines and by selling grapes to home winemakers. Today, however, with vision and perseverance, the industry has greatly surpassed its earlier "golden age" and now boasts nearly 400 wineries producing some of the world's finest wines.

The Napa Valley continues to be a thriving agricultural area, a characteristic not typical of communities in the San Francisco Bay Area. This is thanks to a group of concerned citizens who in 1968 had the foresight to create the first Agricultural Preserve in the State, indeed in the entire nation. A land zoning ordinance voted on by a majority of the county's citizens established agriculture and open space as the "best use" for the land within Napa County. The "Ag Preserve," as it is called by locals, has been a model for other areas to follow.

In combination with the Napa County Land Trust, more than 438,000 acres within Napa County have been designated as agricultural preserve or watershed protection lands. 2008 marks the 40th anniversary of the establishment of the Ag Preserve.

Access and Transportation

Road:

- Interstate 80 lies 6 miles (9.5 km) to the east;
- Highway 101 lies 25 miles (40km) to the west;
- Napa County is serviced by US Highways 29, 121, 12 and 128;
- Highway 29 is the County's main north-south artery and wine trail; and
- The Silverado Trail is the secondary wine route, running essentially parallel to Highway 29 on the east side of the Valley, connected by a number of vineyard-lined cross roads.

Air:

- San Francisco, Oakland and Sacramento International Airports are each approximately 60 miles (85 km) away, and can be reached within 1.5 hours driving time from the southwest, southeast and north, respectively.
- The County operates a private, general aviation airport; charter flights are available, but not scheduled commercial flights. The airport can accommodate most private aircraft including jets up to 120,000 pounds (54,000 kilos), dual tandem wheels, and/or a G-5. Hangar space rental is also available.

Transportation:

- Twenty transportation companies offer transport solutions for groups and the individual traveler.
- Extraordinary aerial experiences include everything from hot air ballooning to helicopter tours.
- Public bus transportation known as "The Vine" is available within the capital city of Napa and between the main towns.

Wine

The Napa Valley has been endowed with the perfect environment to cultivate some of the world's finest wine grapes. Only four percent of California's wines are made here, but the region represents over 25% of the total value of California's wine economy. With over 400 wine brands, 95 percent of which are family owned and operated, it is the world's most densely concentrated winery region. The number of Viticultural Areas (AVAs) in The Napa Valley rivals that of France.

Food

The Napa Valley's culinary scene is thriving, with over 85 restaurants. In 2010, Napa Valley restaurants were awarded 14 Michelin stars – more than any other wine region in the world, per capita.

Four markets are held in various locations on different days and months of the year.

Accommodation

With over 3,500 rooms in over 150 distinctive accommodation providers, The Napa Valley offers a wide variety of gracious world-class lodging, ranging from five 5-star luxury resorts to intimate Bed & Breakfasts.

Other Attractions

- The Napa Valley is comprised of eight distinctive communities, each offering its own unique experiences and inviting meandering exploration: (from north to south) Calistoga, St. Helena, Lake Berryessa, Rutherford, Oakville, Yountville, the city of Napa, and American Canyon. Historic Main Streets and downtowns with locally owned boutiques and shops offer unique shopping experiences.
- Many of the country's finest spas are located in The Napa Valley – natural geothermal springs and volcanic mud baths are the foundation of a creative cornucopia of restorative therapies and treatments.
- Legendary vineyards and wineries produce some of the most coveted handcrafted wines in the world; over 100 wineries are open to the public (walk-in or by appointment) and offer engaging and educational tasting experiences.
- Dozens of fun and life-enhancing activities include hot air ballooning, biking, horse riding, culinary classes at The Culinary Institute of America at Greystone and other venues, and the Napa Valley Wine Train.
- Seven golf courses surrounded by rolling vineyards and forested nature preserves.
- Cultural & heritage institutions include the Napa Valley Opera House and Uptown Theater in Napa, the Lincoln Theater and Napa Valley Museum in Yountville, the Cameo Cinema in St. Helena, and the Sharpsteen Museum in Calistoga.

Major Events

The Nappa has major events spread throughout the year.

Table 4.3: Major events in The Napa Valley

Month	Event
Nov. – April	Cabernet Season – a celebration of the Valley's natural beauty, and wine, food, arts and wellness activities
January	Napa Valley Restaurant Month
February	Annual Napa Valley Marathon
April	Arts in April
November	Napa Valley Film Festival; Napa Valley Arts
December	Calistoga Lighted Tractor Parade; Yountville Festival of Lights; Napa Historic B&B Tour; Meadowood Resort's 12 Days of Christmas dinner series
June	Auction Napa Valley
July	Festival del Sole Classical Music Festival
Sep-Nov	Harvest festivals all around the region

Visitor Information

- Official Destination Website – www.LegendaryNapaValley.com;
- Official Napa Valley Guidebook;
- Visit Napa Valley mobile application;
- Destination DVD and videos on YouTube;
- Hi-definition B-roll footage; and
- High-resolution destination images.

Comparison to the Barossa

Napa Valley has many similar characteristics to the Barossa in that it is a wine growing region within an hour of a major population centre comprising of several towns. However the local population is more than double, visitation is 4-5 times higher, the number of accommodation establishments are higher, along with the number of 5 star establishments and the number and quality of restaurants is higher.

The comparison with Napa Valley provides an indication of how the Barossa could evolve over the next 20 years through evolution of its comparative advantages.

The Ag preserve concept may have some lessons for the Barossa.

4.2.3 Rhone Valley, France

Note*: Information in this section is sourced from www.vins-rhone-tourisme.com, www.francetourism.com, and www.vins-rhone.com*

The Rhone wine region in Southern France is situated in the Rhone river valley and produces numerous wines under various Appellation d'origine contrôlée (AOC) designations. The region's major appellation in production volume is Côtes du Rhône AOC. The main wine growing areas are included in the Rhone-Alps and Provence regions.

The region presents an extraordinary natural environment: stunning mountains offering some of the finest and most extensive skiing areas in the world such as the Three Valleys, Val d'Isère and Chamonix, lush valleys filled with orchards and the vineyards of Beaujolais and the Rhone Valley, great riverways and scores of crystalline lakes; the deep gorges and high plateaux of the Ardèche, studded with prehistoric caves, and national parks full of deep forests and flower-filled meadows.

Historical & Cultural Heritage

The Rhone Valley, by its very nature, has always been the ideal route between the Mediterranean and northern Europe and the Atlantic. The Ancient Greeks used the Rhone to travel into the heart of Gaul to carry out trade. Wine production continued apace with the arrival of the Romans in 125 BC.

During the first century AD, the competition between Italy and the Rhone area of Gaul became fierce. It is around this time that the Gallo-Roman villa of Molard, at Donzère, was built, along with many of the region's amphora workshops.

These amphorae were used to transport wines and fish sauces. A number of archaeological discoveries, together with a long-standing tradition of historical research, enable us to say with some confidence that the Côtes du Rhône wines have a longer history than many other French wine-growing areas.

The Romans built the city of Vienne and then planted the Vienne vineyards, which soon developed a considerable renown. The Romans had to undertake huge double-digging projects to plant the vines before building the walls to protect the terraces. The very rugged slopes of the right bank appealed to the Romans - Côte Rôtie in Saint Joseph - who then went on to annex the left bank - Hermitage. They transformed the region into one of the most beautiful in Narbonnese Gaul. From the first century onwards, the area was at the forefront of commercial wine production, thanks to the Romans.

In the 14th century, the Avignon Popes were supplied by the local wine producers. John XXII, the second of the seven Popes to be based in Avignon, had a castle built at Châteauneuf du Pape. His successor, Benedict XII, began the construction of the Papal Palace.

The 17th and 18th centuries saw rapid progress in Rhone Valley wine production. In the 17th century, "Côte du Rhône" was the name of an administrative district in the Vicariate of Uzès (Gard), where the wines were particularly renowned. Regulations were introduced in 1650 to guarantee their origin and their quality.

By an Edict of the King in 1737, all the casks that were to be used for carriage and sale had to be branded with the letters "C.D.R.". It was only in the middle of the 19th century that Côte du Rhône became Côtes du Rhône, by including the vineyards on the left bank of the Rhone. This notability, which had been steadily accrued over the centuries, was given official recognition by the High Courts of Tournon and Uzès in 1936.

Then came the ultimate recognition, thanks to the endeavours of Baron Le Roy - a man with courage and vision - with the creation in 1937 of an AOC - Appellation d'Origine Controlée - Côtes du Rhône.

Wine

The Rhône Valley is the second largest French wine region in terms of surface area and production occupying 73,468 hectares in 6,000 estates and producing 2.83 hectolitres (413 million bottles) in 2010. The Rhone is divided into two sub-regions, northern Rhone and southern Rhone. Wine classifications are many and varied and are illustrated in Figure 4.1.

Food

Provence is a world recognised region for cuisine with the Mediterranean climate associated with seafood, vegetables, herbs and fruits. Each region has a distinctive food tradition, for example The Vaucluse is also France's top black truffle region. The Vaucluse region has 14 one star and 1 two star Michelin stared restaurants.

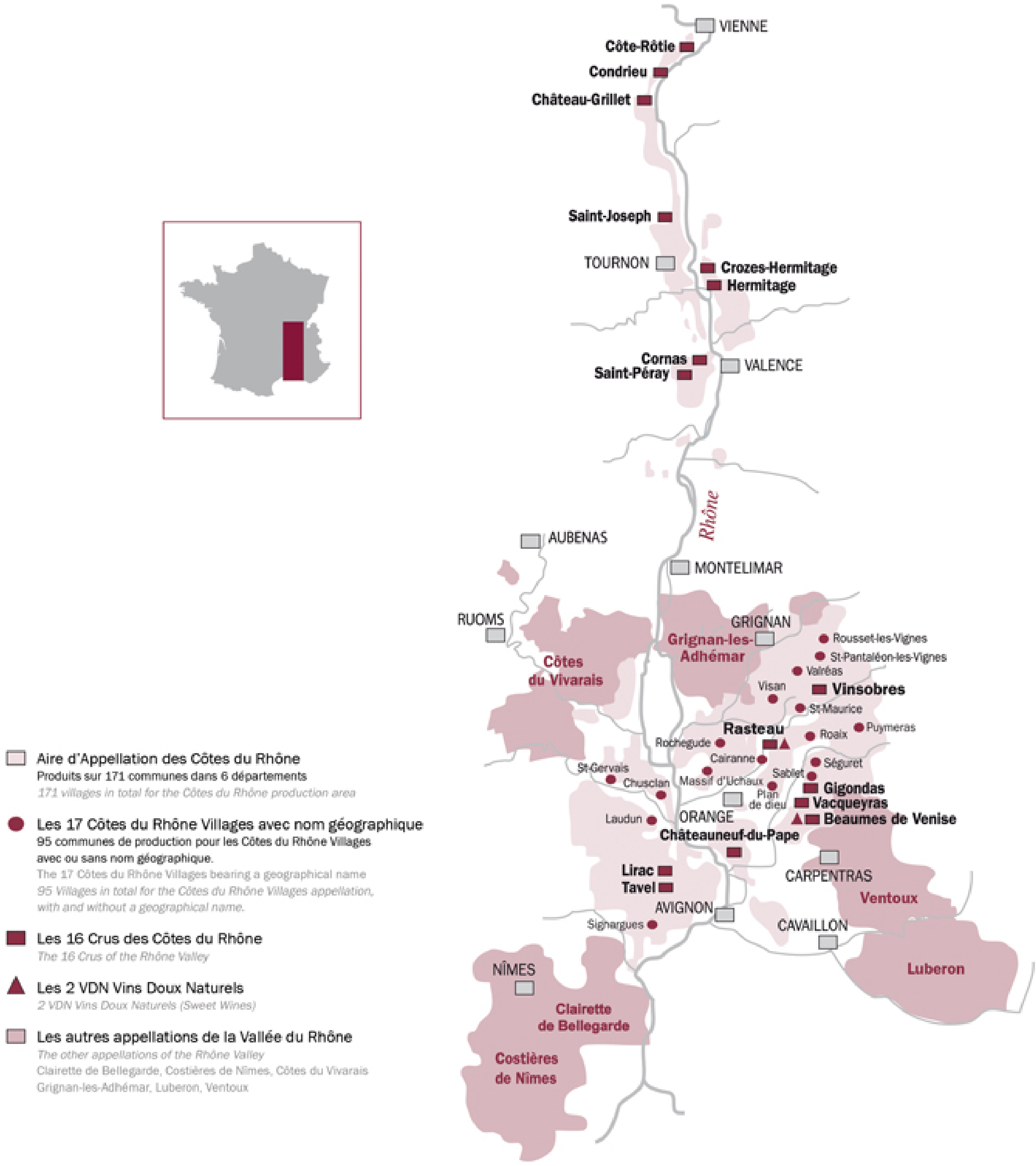
Accommodation

The Rhone Valley is a mature tourism destination and therefore includes a full range of accommodation options from campsites to prestige and chateaux.

Other Attractions

The Rhone valley has a huge number of attractions for visitors varying from roman ruins to snow skiing.

Figure 4.1: Wine Regions of the Rhone Valley



Source: www.vins-rhone.com

Comparison to the Barossa

The Rhone Valley has substantial history and culture, covers a significant area, contains many varied landscapes and is populated with many cities, towns and villages. Its scope and scale make it difficult to construct valid comparisons with the Barossa. From a wine perspective Barossa wine brands should be able to compete with the best of the Rhone wines. However, from an accommodation, food and dining perspective the Barossa is a long way behind the reputation of Provence.

4.3 Summary of Competitor Destinations

The analysis of domestic wine region competitors to the Barossa indicates that although they all have wine and food as their underlying major attraction each has a range of individual factors that drive their visitation characteristics including: geographical location, distance to major population centre, size of that major population centre, local population, centralised attractions and diversity of attractions. The three international comparisons also demonstrate a similar range of individual factors although history, scale and business economics also play a significant role.

The central theme that comes through the comparisons is an indication of what the Barossa could become in future decades if it was to enhance its products and services towards revitalisation and growth of its traditional and new visitor markets.

5. Visitation Potential

Based on Australian macroeconomic trends and Tourism Forecasting Committee forecasts of visitation in Australia, this Section undertakes forecasts of visitors and visitor nights in the Barossa for a base case or business as usual forecast and for a potential forecast. Implications for products and infrastructure from the potential forecast are discussed.

Key Findings

- Domestic visitation is impacted by consumer confidence, interest rates, saving, exchange rates and cost.
- International visitation is impacted by other countries' GDP, exchange rates and cost.
- Tourism Forecasting Committee estimates for Australian tourism are:
  - Tourism consumption is forecast to reach $106.7 billion in 2020 underpinned by annual average growth of 1.2%;
  - Tourism inbound economic value (TIEV) is expected to grow by 3.7% per annum to reach $34.1 billion in 2020;
  - Domestic visitor nights are expected to grow a modest 0.3% per annum to be 266 million in 2020; and
  - Inbound arrivals growth of 3.6% per annum to reach 8.4 million by 2020 with Asia and particularly China and Indonesia showing strong growth.
- South Australia aims to increase the value of tourism to the South Australian economy from $3.7 billion in 2002 to $6.3 billion by 2014. The goal is $1.3 billion higher than the forecast trend (base line) of $5 billion. The target required average annual growth of 6%.
- Two forecasts of tourism activity have been prepared for the Barossa, a *base line* forecast and *potential forecast*.
- In aggregate the *base line forecast* results in the following changes in activity:
  - Visitors to the Barossa increases from 1.048 million in 2010 to 1.249 million in 2030, an average of 0.9% per annum;
  - Visitor nights in the Barossa increases from 518,000 in 2010 to 744,000 in 2030, an average of 1.8% per annum; and
  - Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $222 million ($ 2010), an average of 0.7% per annum.
- In contrast the *potential forecast* results in the following changes in activity:
  - Visitors to the Barossa increases from 1.048 million in 2010 to 1.587 in 2030, an average of 2.1% per annum;
  - Visitor nights in the Barossa increases from 518,000 in 2010 to 991,000 in 2030, an average of 3.3% per annum; and
  - Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $290 million ($ 2010), an average of 2.0% per annum.
- The *base line forecast* indicates that no new hotel, motel or resort room stock will be required until 2017 and will reach 200 rooms by 2030. In the case of the *potential forecast* additional hotel, motel or resort room stock will be required in 2015 and will reach 400 rooms by 2030.

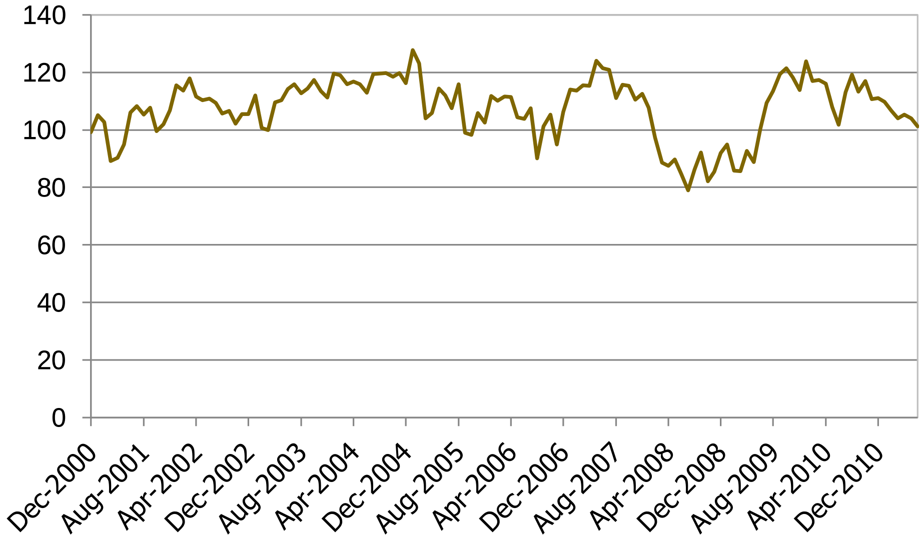
5.1 Macroeconomic Environment

There are many macro environmental factors impacting tourism. Although it is outside the control of the Barossa, products can to some extent adapt to changing circumstances. Below are a number of elements in the macro environment that affect the number of visitors and visitor nights.

5.1.1 Consumer Confidence

Consumer confidence indicators measure the degree of optimism or pessimism that consumers feel about the overall state of the domestic economy and their personal financial situation. When the level of consumer sentiment is high (for example, greater than 100 in the Westpac Consumer Confidence Survey) consumers are more likely to increase their spending on discretionary (or unnecessary) items such as tourism and travel. Should the level of consumer sentiment be low consumers are more concerned about the condition of the economy, and tend to be more inclined to cut back on discretionary spending and increase their savings.

Figure 5.1: Consumer Sentiment Index



Source: Westpac (2011)

Relevance to the Barossa

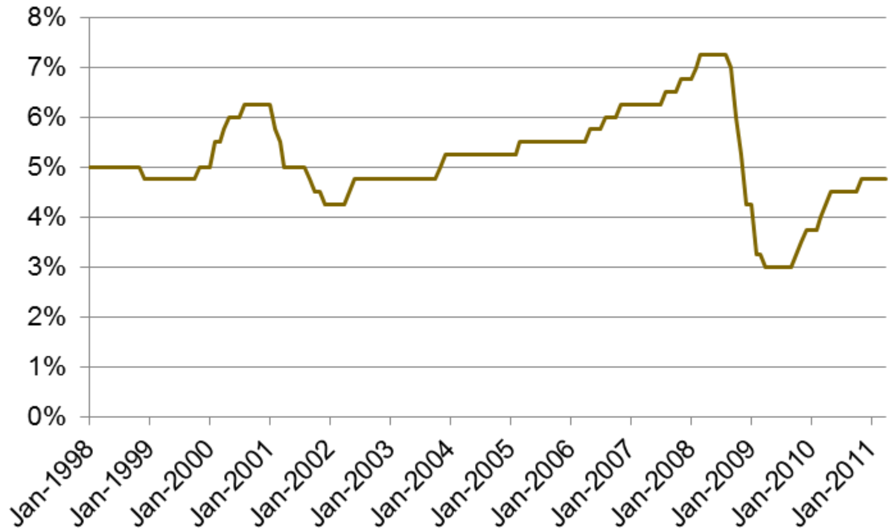
For the most part high consumer sentiment should result in more domestic visitation to the Barossa. This may explain the increase in the number of interstate visitors over the last decade but not the decline in day-trip or intrastate visitors. Given wine, dining and accommodation are discretionary spending items, the Barossa is exposed to swings in consumer sentiment.

5.1.2 Interest Rates

The domestic interest rate level is a key macroeconomic variable which impacts domestic visitor numbers. Rising interest rates increase the cost of Australian loans and mortgages which then detracts from discretionary spending on luxury items such as travel.

However, not all Australia's own homes and have mortgages. As well as having an impact on mortgage interest rates, the cash rate (the domestic interest rate level) also impacts on domestic savings interest rates, which can have positive implications for domestic tourism.

Figure 5.2: Australian Official Interest Rates



Source: RBA (2011a)

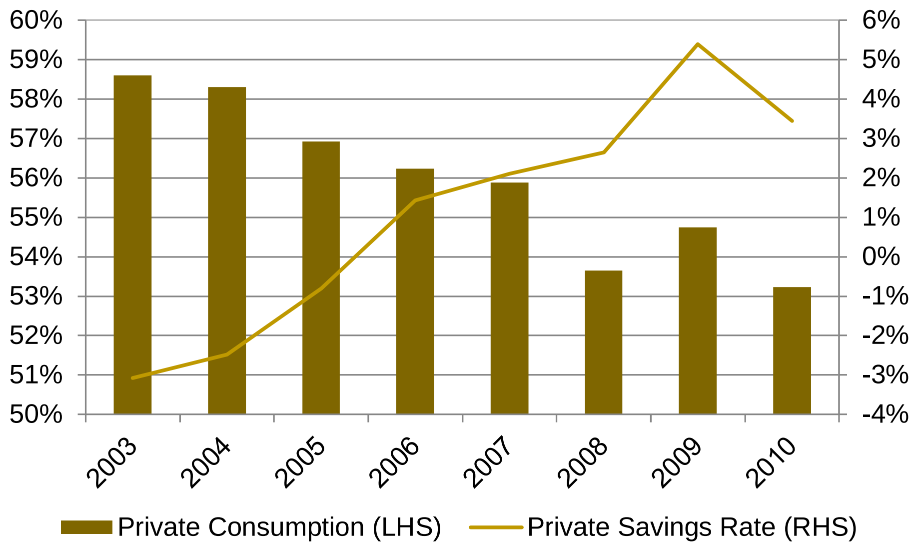
Relevance to the Barossa

High interest rates affect the level of discretionary expenditure of those consumers with loans and mortgages. The stability of relatively low interest rates over the last 10 years, amongst other factors, may have caused the decline in day trip visitors as some of those visitors sought to travel further afield. For savers, high interest rates are likely to deliver more discretionary spending whereas low interest rates may curtail trips closer to home.

5.1.3 Savings Rate

The post-global-financial-crisis economic environment has resulted in a degree of financial cautiousness. Australians are now opting to save at a higher rate than before the global financial crisis. The higher rate of domestic savings has had a short term negative impact on the consumption rate, which in turn flows on to tourism consumption.

Figure 5.3: Private Consumption and Savings Rates



Source: OECD (2011a), RBA (2011b)

Relevance to the Barossa

The last seven years in Australia has seen private consumption, relative to income declining, and more recently reduced further by the global financial crisis. At the same time the private savings rate has been increasing. For the Barossa this lower discretionary spend could result in less day trips and intrastate and interstate visitation.

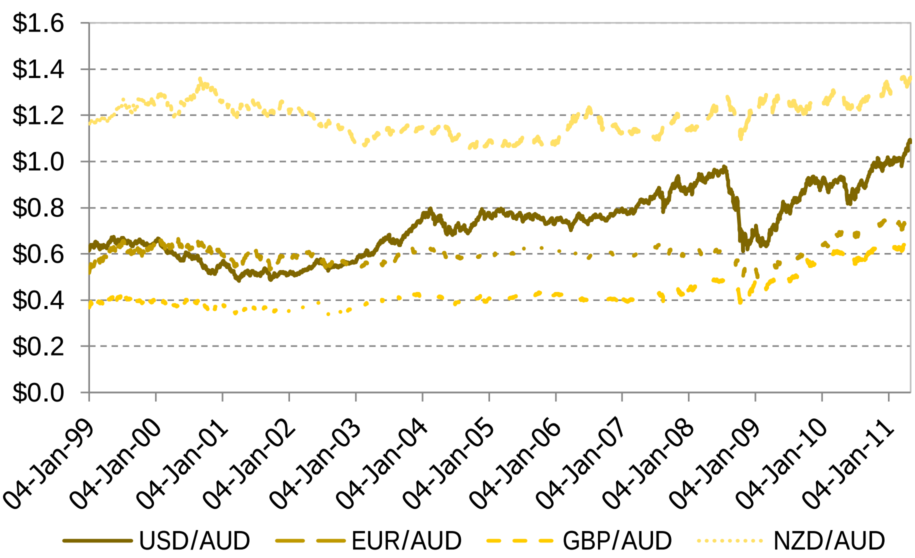
5.1.4 Exchange Rates

One of the key macroeconomic factors which affects Australian tourism is the exchange rate. A strong Australian dollar will influence people's choices as to where they will go on holidays. The currently increasing value of the Australian dollar is likely to have two impacts on tourism in the Barossa, a decrease in international visitation and a decrease in domestic visitation.

With a strong Australian dollar, holidays in Australia become more expensive for international visitors. As Figure 5.4 demonstrates the value of the Australian dollar has increased across all the major international visitor countries' currencies. Therefore, international tourists contemplating travelling may decide to delay their holiday to Australia.

The strong Australian dollar also has an impact on domestic residents contemplating travelling. A strong Australian dollar makes international travel more affordable to Australian travellers. Australians may be inclined to pass up domestic destinations for an international holiday.

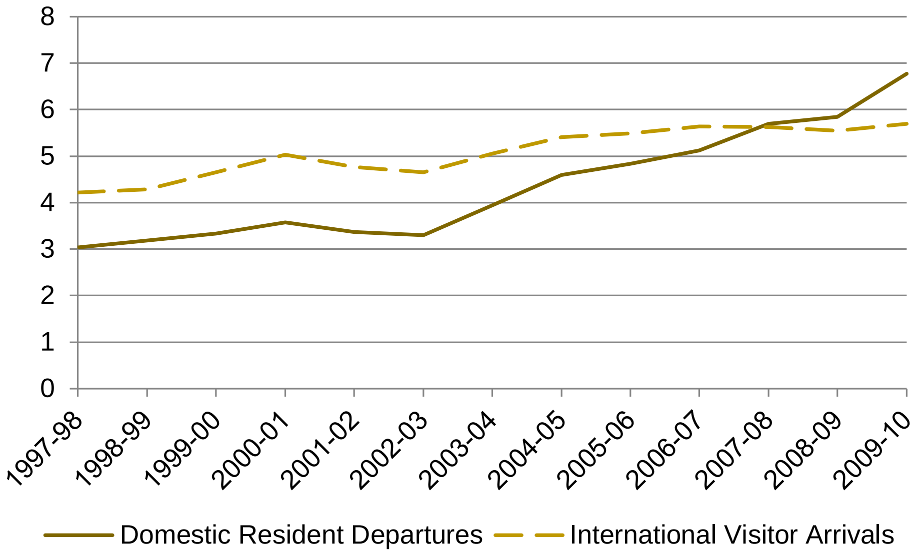
Figure 5.4: Value of the Australian Dollar



Note: USD = US dollar etc
Source: RBA (2011c)

The impact of the exchange rate, along with other contributing factors can be seen in arrivals and departures figures for Australia. The number of domestic resident departures exceeded that of international visitor arrivals in 2007-08 and has since accelerated as the Australian Dollar has appreciated.

Figure 5.5: Arrivals and Departures, Australia (millions)



Source: ABS (2010b)

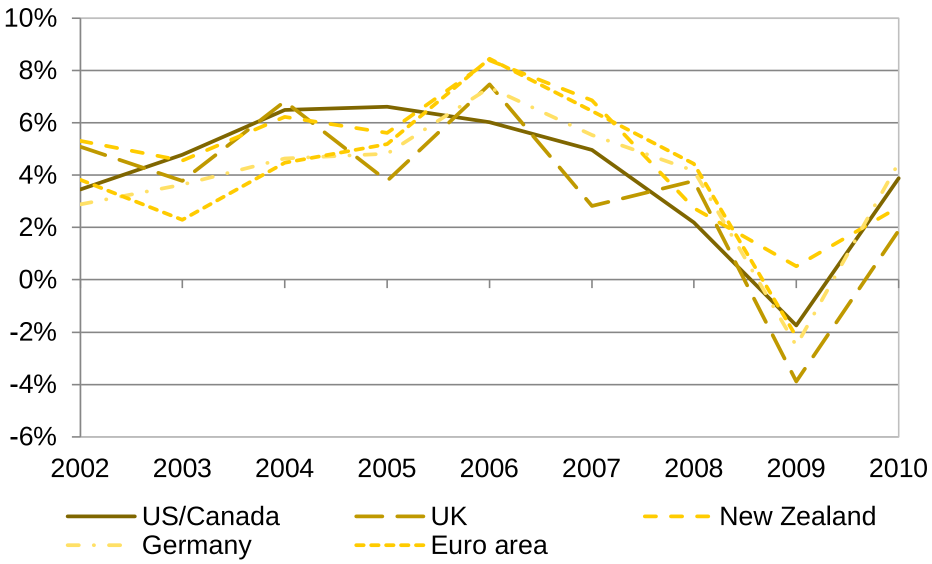
Relevance to the Barossa

For the Barossa a strong Australian Dollar dampens interest in visitation and also causes more potential domestic visitors to travel overseas thus reducing the available pool of potential visitors.

5.1.5 Global Gross Domestic Product Growth

As well as exchanges rates, international economic growth plays a significant role in driving international visitor numbers. A strong rate of international GDP growth flows on to an increased level of wealth and prosperity for the residents of international economies, thus their consumption expenditure subsequently increases, part of which is often spent on travel. During times of positive GDP growth, more residents will be more inclined to travel, whilst during a contraction in the economy, negative GDP growth, the demand for international residents to travel will decrease significantly due to a decreased level of confidence.

Figure 5.6: GDP Growth in Selected Source Markets



Source: OECD (2011b)

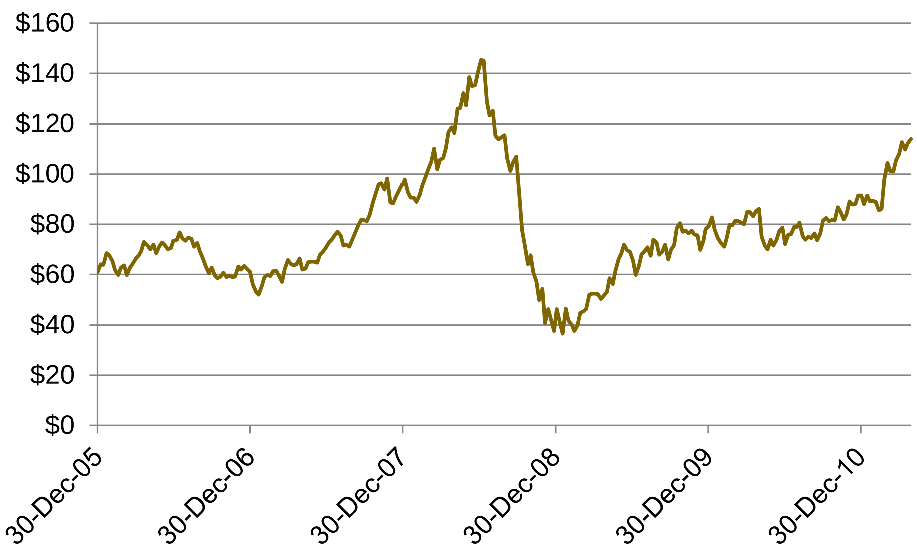
Relevance to the Barossa

A lowering of GDP in source overseas markets indicates that the propensity of residents in those markets to travel to the Barossa may be negatively impacted. This could explain the recent fall in these source markets.

5.1.6 Cost of Travel

The cost of travel is another major macroeconomic factor which influences tourism. The major form of transport for interstate and international visitors is via air and ground transportation. Similarly intrastate visitors and to some extent day trippers, are impacted by fuel prices. Thus fuel prices are a significant contribution in the price of travel, with a large increase in oil prices resulting in a possible decrease in visitor numbers.

Figure 5.7: TAPIS Oil Price



Source: OECD (2011c)

Relevance to the Barossa

High fuel prices will impact on the travel decisions of all potential visitors to the Barossa although given the short distance from Adelaide this factor is not likely to affect day trippers unless prices become prohibitive (in which case other economic impacts will probably be much worse).

5.2 Australian Forecasts

5.2.1 Tourism Forecasting Committee

Within Australia the Tourism Forecasting Committee (TFC) produces 10 year forecasts of key tourism measures for both inbound and domestic markets for Australia. The key messages from recent Australian forecasts are (Tourism Research Australia, 2011a) are:

- Total tourism consumption is forecast to increase by 0.4% to $94.8 billion in 2011. Longer term, total tourism consumption is forecast to reach $106.7 billion in 2020 underpinned by annual average growth of 1.2%.
- The majority of growth in total tourism consumption is expected to come from stronger international visitation. Total inbound economic value (TIEV) is expected to increase 3.4% to $24.6 billion in 2011. On an annual basis, a marginally lesser growth rate (3.7%) is expected in the longer term with TIEV expected to reach $34.1 billion in 2020.
- Domestic visitor nights are forecast to fall by 0.3% to 259 million in 2011. The weaker short term outlook can be linked to the effects of recent floods and cyclones on travel coupled with the sustained and increasing strength of the Australian dollar (which makes outbound travel more attractive) and restrained consumer spending. The annual average growth rate of 0.3% is expected in the longer term with domestic visitor nights forecast to be 266 million in 2020.
- Australian resident outbound departures are forecast to grow by 10.1% to 7.8 million in 2011. This growth is driven by the continued high value of the A$ and strong growth in aviation capacity to many key outbound markets including China, Indonesia and the United States. The longer term outlook for outbound travel has annual average growth expected to be 3.7% and departures to reach 10.3 million in 2020.
- Inbound visitor arrivals are forecast to increase by 3.1% to reach 6.1 million in 2011. This was due to rapidly escalating oil prices linked to political unrest in the Middle East; the continued slow pace of recovery in developed economies; and effects from the natural disaster in Japan. The longer term outlook is for annual average growth of 3.6% with inbound arrivals to reach 8.4 million by 2020.
- Asia is expected to continue to lead the growth in inbound arrivals to Australia in the short and longer term. For 2011, there has been an upward revision for arrivals from China (from 21.9% to 25.8%) and Indonesia (from 6.8% to 13.1%), as aviation capacity continues to increase. Arrivals from most other Asian countries are forecast to grow. A notable exception is Japan, where arrivals have been downgraded substantially (from 401,000 to 293,000) in 2011, due to the recent natural disaster.

Table 5.1 presents the TFC forecast summary.

Relevance to the Barossa

Forecasts for the Barossa need to be mindful of the TFC forecasts. That is that domestic tourism is expected to have little growth, outbound departures are expected to grow and inbound visitor arrivals are expected to grow. On the domestic front there is potential for Barossa to increase its market share and on the international front for Barossa to benefit from the forecast growth and to increase market share especially from China/Asia.

Table 5.1: TFC Forecast Summary

	Inbound visitor arrivals	Change	Domestic visitor nights	Change	Outbound depart.	Change	TIEV (a)	Change	TDEV (b)	Change	Consumption (c)	Change
	'000	%	million	%	'000	%	$billion	%	$billion	%	$billion	%
1999	4 459	n.a.	294.3	n.a.	3 210	n.a.	20.3	n.a.	71.6	n.a.	91.9	n.a.
2000	4 931	10.6	293.4	- 0.3	3 498	9.0	23.3	14.7	73.9	3.2	97.2	5.7
2001	4 856	- 1.5	289.6	- 1.3	3 443	- 1.6	23.7	1.7	71.9	- 2.8	95.5	- 1.7
2002	4 841	- 0.3	298.7	3.1	3 461	0.5	23.5	- 0.8	72.7	1.1	96.1	0.6
2003	4 746	- 2.0	294.1	- 1.5	3 388	- 2.1	21.7	- 7.7	70.9	- 2.4	92.6	- 3.7
2004	5 215	9.9	296.9	0.9	4 369	28.9	22.7	4.8	70.5	- 0.6	93.2	0.6
2005	5 499	5.4	275.9	- 7.1	4 756	8.9	22.0	- 2.9	70.6	0.1	92.6	- 0.6
2006	5 532	0.6	285.7	3.6	4 941	3.9	23.2	5.2	72.5	2.8	95.7	3.3
2007	5 644	2.0	288.6	1.0	5 462	10.6	23.6	2.0	76.1	4.9	99.7	4.2
2008	5 586	- 1.0	271.8	- 5.8	5 808	6.3	24.1	2.1	75.0	- 1.4	99.2	- 0.6
2009	5 584	0.0	256.7	- 5.6	6 285	8.2	23.8	- 1.5	71.7	- 4.4	95.5	- 3.7
2010	5 885	5.4	259.5	1.1	7 111	13.2	23.8	0.0	70.7	- 1.4	94.5	- 1.0
2011	6 067	3.1	258.9	- 0.3	7 829	10.1	24.6	3.4	70.2	- 0.7	94.8	0.4
2012	6 383	5.2	260.6	0.7	8 280	5.8	25.8	5.2	70.6	0.6	96.5	1.8
2013	6 677	4.6	261.8	0.5	8 556	3.3	27.1	4.8	71.0	0.5	98.1	1.6
2014	6 948	4.1	262.7	0.4	8 829	3.2	28.2	4.0	71.2	0.4	99.4	1.4
2015	7 194	3.5	263.4	0.3	9 089	3.0	29.1	3.5	71.5	0.3	100.6	1.2
2016	7 428	3.3	264.1	0.3	9 340	2.8	30.2	3.4	71.7	0.3	101.9	1.2
2017	7 662	3.2	264.7	0.2	9 581	2.6	31.1	3.2	72.0	0.3	103.1	1.2
2018	7 898	3.1	265.3	0.2	9 815	2.4	32.1	3.2	72.2	0.3	104.3	1.2
2019	8 137	3.0	265.7	0.2	10 043	2.3	33.1	3.1	72.4	0.3	105.5	1.1
2020	8 376	2.9	266.2	0.2	10 264	2.2	34.1	3.0	72.6	0.3	106.7	1.1
Compound annual growth rate (%)												
2000-2005	2.2		-1.2		6.3		-1.1		-0.9		-1.0	
2005-2010	1.4		-1.2		8.4		1.5		0.0		0.4	
2010-2015	4.1		0.3		5.0		4.2		0.2		1.3	
2015-2020	3.1		0.2		2.5		3.2		0.3		1.2	
2000-2010	1.8		-1.2		7.4		0.2		-0.4		-0.3	
2010-2020	3.6		0.3		3.7		3.7		0.3		1.2	

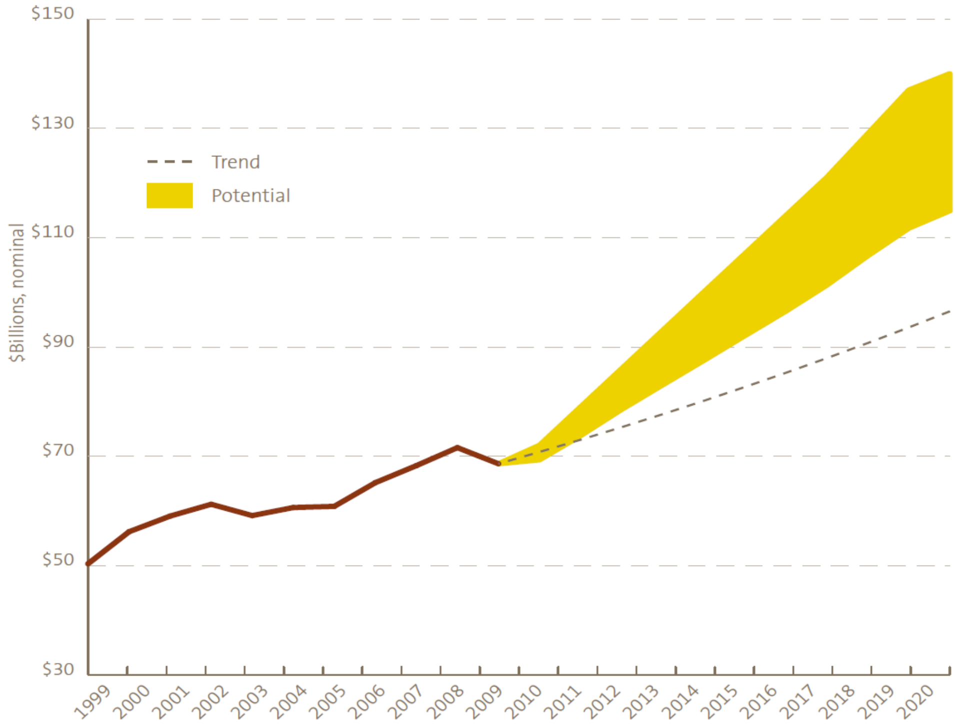
Notes:
(a) Total Inbound Economic Value (TIEV): estimates and forecasts based on Australian National Accounts: Tourism Satellite Account, 2008-09, ABS Cat No 5249.0
(b) Total Domestic Economic Value (TDEV): estimates and forecasts based on Australian National Accounts: Tourism Satellite Account, 2008-09, ABS Cat No 5249.0
(c) Consumption refers to total consumption made in Australia by international short term visitor arrivals and Australian resident tourists. It is the sum of real TIEV and real TDEV (Q4 2010=100)
Source: TRA (2011a)

5.2.2 Potential Growth

In November 2010, TRA published the *2020 Tourism Industry Potential*. The *2020 Tourism Industry Potential* is a rallying call to Australian Industry and governments to focus on increased returns from the tourism industry. In economic terms achievement of the 2020 Tourism Industry Potential would result in:

- a doubling of overnight expenditure from $70 billion in 2009 to as high as $140 billion
- in 2020;
- an increase in tourism's contribution to GDP from 2.6% in 2009 to up to 3.0% in 2020;
- an increase in tax revenues from tourism from $9.3 billion in 2009 to as high as $14.5 billion in 2020; and
- Increased net exports of up to $6.7 billion.

Figure 5.8: Potential for Overnight Tourism Expenditure



Source: Tourism Australia (2010)

The implications of the Potential are:

- *Accommodation*: Increased investment of current capacity with estimates of between 40,000 and 70,000 rooms mainly in capital cities with improvements on quality rather than quantity in regional Australia.
- *Aviation*: Growth in international aviation capacity between 40% and 50% and growth in domestic aviation capacity between 23% and 30%.
- *Labour and Skills*: Growth of between 12% and 32% equating to 56,000 to 152,000 jobs.

To achieve the Potential, key areas of strategic focus will include:

- Growing market share;
- Improving yield;
- Improving dispersal;
- Strategic aviation growth;

- Attracting investment for a more appealing Australia for tomorrow;
- Improving capital efficiencies; and
- Building labour and skills capacity and productivity.

Relevance to the Barossa

The Potential means that the Barossa needs to have a competitive mind set; understand characteristics of existing visitor market segments and potential visitor market segments; develop products and experiences that visitors want; facilitate and increase investment in products and infrastructure; work with government to increase investment and skills; and co-ordinate marketing and distribution of tourism product with partners.

The product gap audit is a first step in the Barossa achieving its potential.

5.3 SATC Targets

The *South Australian Tourism Plan 2009-2014* (SATC, 2009) aims to increase the value of tourism to the South Australian economy from $3.7 billion in 2002 to $6.3 billion by 2014. The goal is $1.3 billion higher than the forecast trend (base line) of $5 billion. The target requires average annual growth of 6%.

One of the six imperatives for South Australian tourism to maximise its potential is to develop new signature experiences through attracting investment capital into the State and growing or attracting events. This includes an accent on tourism in the food and wine industries and higher profiles on natural heritage and cultural strengths. The Barossa has these attributes.

5.4 Barossa Forecasts

5.4.1 Approach

Forecasting visitation for a region relies on a wide number of assumptions and unknowns. For example, it is well known that demand responds to advertising, therefore visitation can be increased to some extent by increasing the amount of advertising in source markets regardless of introducing more products or infrastructure.

On the other hand, if a tourism destination does not evolve and advertising is not increased, visitation is likely to remain static or decline slowly. This is because:

- Revisitation will fall as there is nothing new to attract previous visitors; and
- Other destinations evolve attracting and growing their visitor market share at the expense of other markets.

Over the last ten years the Barossa visitor market has been in slow decline except for interstate visitors which have responded to marketing efforts by SATC and other attributes such as improved air access.

The starting point for creating forecasts, known as a *base line forecast*, is to assume:

- The Barossa does not change;
- ABS (2008) population projections series B;
- TFC (2011a) visitor market growth rates to 2020; and
- SATC continues to market to the interstate market.

A second set of forecasts, or a *potential forecast* has been created assuming that the Barossa changes, through implementing some of the opportunities identified in this study, thereby increasing the attractiveness of the destination to traditional and new visitor market segments. In this manner, the *potential forecast* becomes a target that can only be achieved by implementing the various opportunities in this study.

Of course the number of visitors is not necessarily the only goal. As seen by the national potential and the South Australia Tourism Plan target, tourism expenditure is the target and this is a combination of quantity (visitor type, length of stay, visitor nights) and price (expenditure).

5.4.2 Forecasts

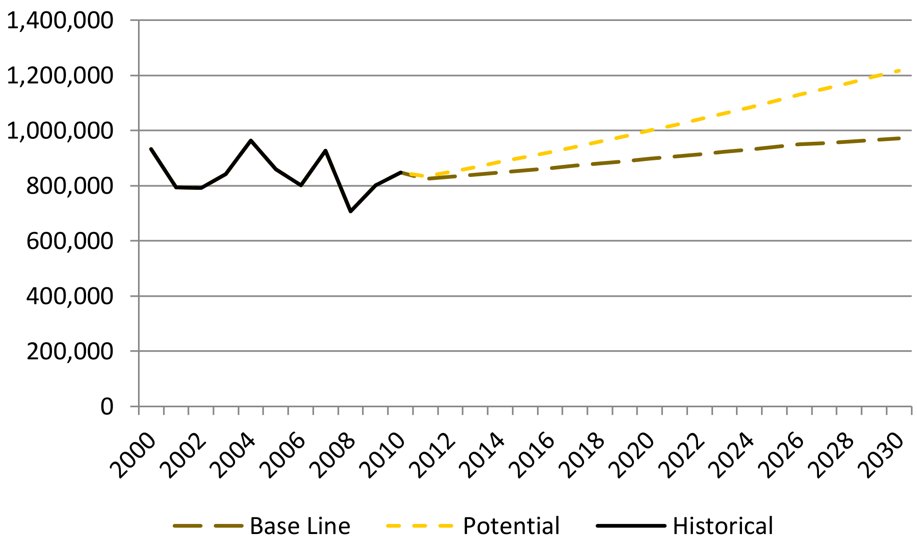
Forecasts have been prepared for day trips, intrastate, interstate and international visitor numbers, visitor nights, visitor purpose and expenditure. Detailed tables for each forecast are contained in **Appendix C**.

5.4.2.1 Day trips

The day trip *base line forecast* uses ABS population growth rates for Adelaide of 0.94% per annum to 2026 and 0.59% per annum thereafter. This results in 847,000 day trip visitors in 2010 growing by 6% to 897,000 in 2020 and 972,000 in 2030.

The *potential forecast* assumes population growth rates of 1.04% per annum to 2026 and 0.9% per annum thereafter. In addition to this higher population growth rate an additional 1% per annum growth rate is applied to every year. This sees day trips grow by 18% to 1 million by 2020 and to 1.217 million by 2030.

Figure 5.9: Day Trips to the Barossa (number)



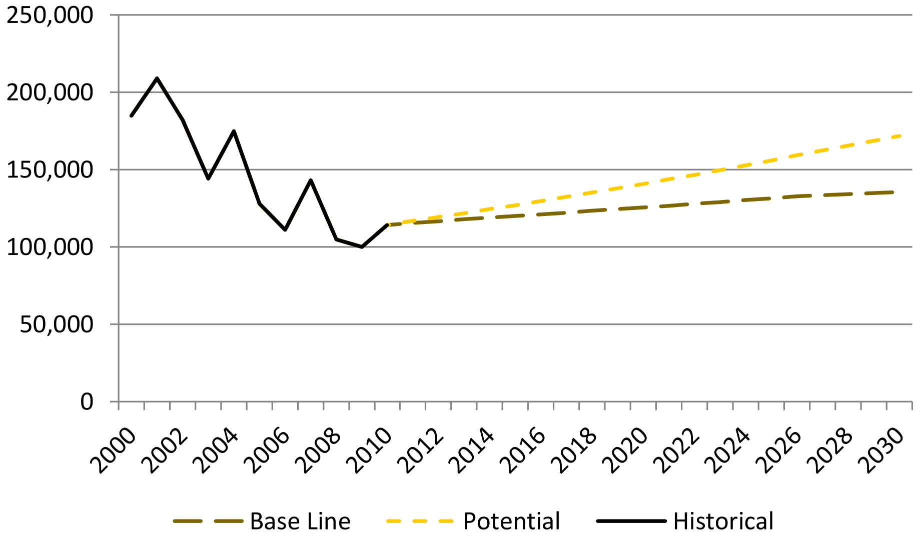
Source: TFC (2011b), AEC*group*

5.4.2.2 Intrastate Visitation

The overnight intrastate visitor *base line forecast* uses ABS population growth rates for South Australia of 0.92% per annum to 2026 and 0.52% per annum thereafter. This results in intrastate visitors growing from 114,000 in 2010, by 10% to 126,000 in 2020 and 135,000 in 2030. Keeping the average length of stay constant at 2.1 nights, intrastate visitor nights grow from 249,000 in 2010 to 274,000 in 2020 and 296,000 in 2030.

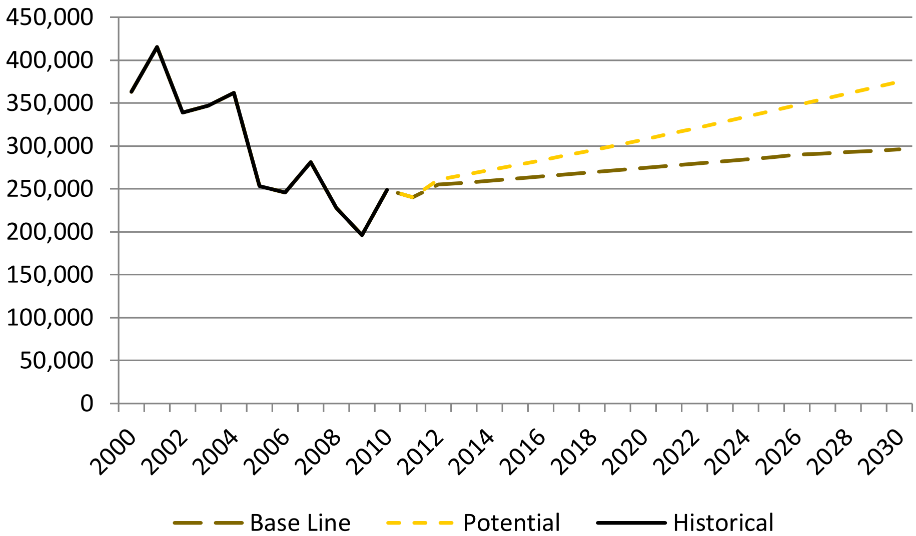
The *potential forecast* assumes population growth rates of 1.08% per annum to 2026 and 0.9% per annum thereafter. Similar to day trips an additional 1% per annum growth rate is applied to every year. This sees intrastate overnight visitors grow to 141,000 by 2020 and to 172,000 by 2030, an increase of 50%. Consequently intrastate visitor nights grow to 307,000 in 2020 and 375,000 in 2030.

Figure 5.10: Intrastate Overnight Visitors in the Barossa (number)



Source: TFC (2011b), AEC*group*

Figure 5.11: Intrastate Overnight Visitor Nights in the Barossa (number)



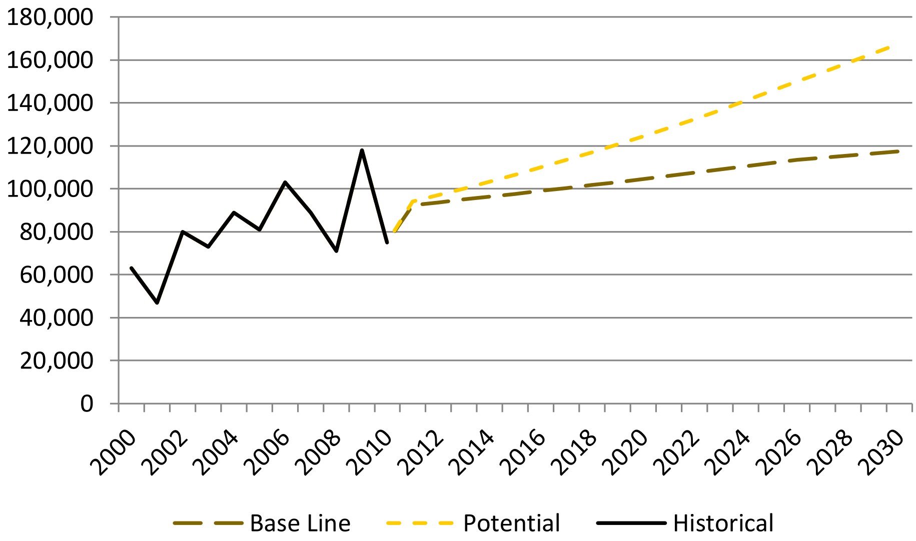
Source: TFC (2011b), AEC*group*

5.4.2.3 Interstate Visitation

The overnight interstate visitor *base line forecast* uses ABS population growth rates for Australia of 1.37% per annum to 2026 and 0.88% per annum thereafter. This results in interstate visitors growing from 75,000 in 2010, by 39% to 105,000 in 2020 and 118,000 in 2030. Keeping the average length of stay constant at 3.2 nights, interstate visitor nights grows from 214,000 in 2010 to 298,000 in 2020 and 335,000 in 2030.

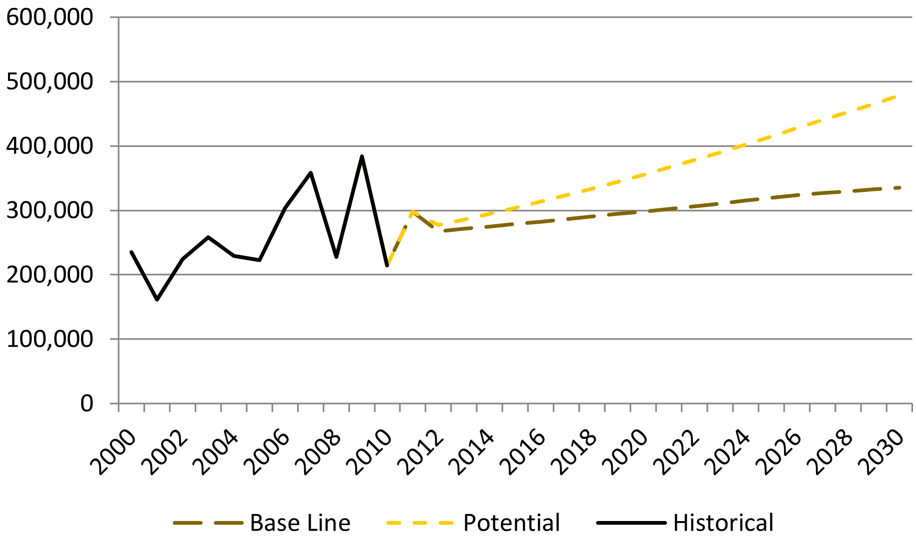
The *potential forecast* assumes population growth rates of 1.66% per annum to 2026 and 1.32% per annum thereafter. An additional 1.5% per annum growth rate is applied to every year given the historical growth in this market. This sees interstate overnight visitors grow to 124,000 by 2020 and to 167,000 by 2030, an increase of nearly 123%. Consequently intrastate visitor nights grow to 355,000 in 2020 and 478,000 in 2030.

Figure 5.12: Interstate Overnight Visitors in the Barossa (number)



Source: TFC (2011b), AEC*group*

Figure 5.13: Interstate Visitor Nights in the Barossa (number)



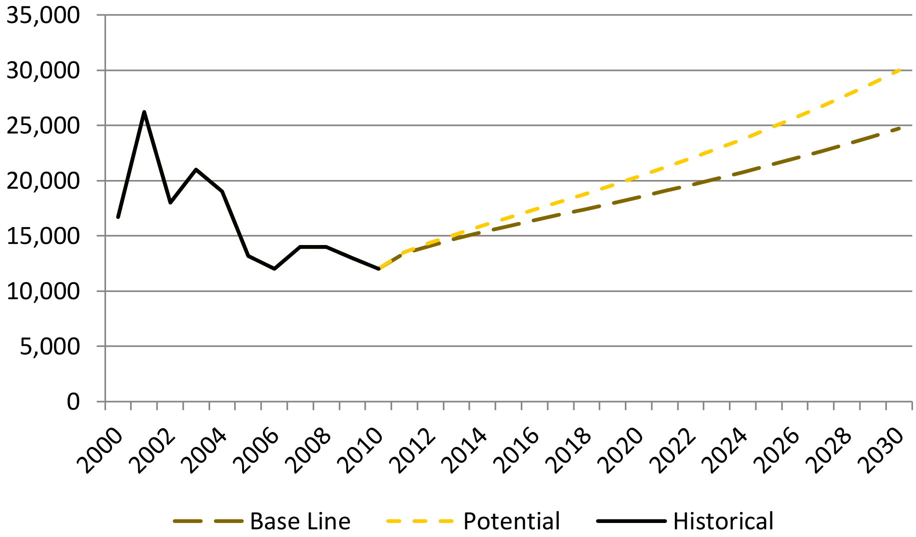
Source: TFC (2011b), AEC*group*

5.4.2.4 International Visitation

International visitor numbers are forecast in the *base case* to grow similarly to the TFC (2011) forecasts to 2020 and then assume a constant growth rate of 2.9% to 2030. This increases the number of international visitors from 12,000 in 2010 to 18,500 in 2020 and 25,000 in 2030 a more than doubling in numbers. Keeping average visitor nights constant at 5.6 (the previous decade average), international visitor nights are forecast to increase from 55,000 in 2010 to 85,000 in 2020 and 113,000 in 2030.

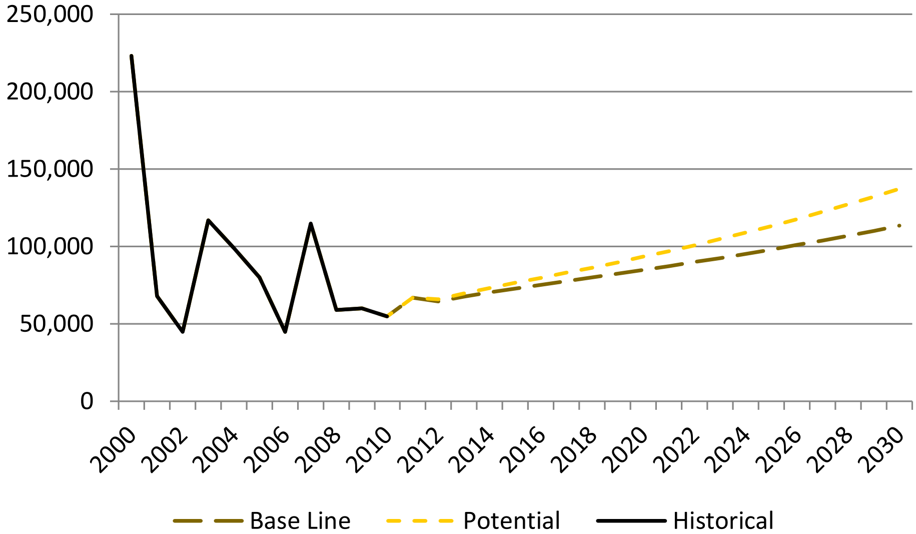
For the *potential forecast*, Barossa was assumed to increase its market share of international visitors by adding an additional 1% growth rate to the TFC (2011) forecasts. This has resulted in 20,000 visitors by 2020 and 30,000 in 2030 resulting in 93,000 international visitor nights in 2020 and 137,000 in 2030.

Figure 5.14: International Visitors to the Barossa (number)



Source: TFC (2011b), AEC*group*

Figure 5.15: International Visitor Nights in the Barossa (number)



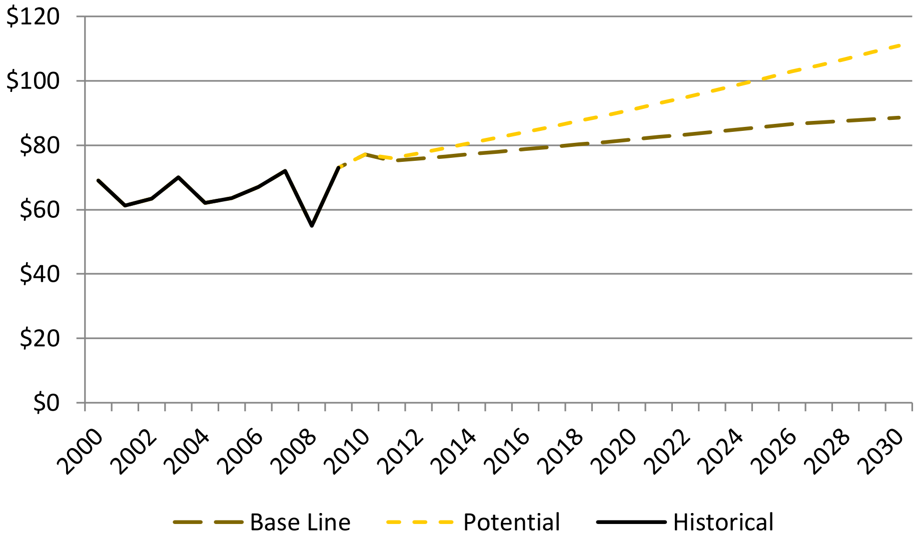
Source: TFC (2011b), AEC*group*

5.4.2.5 Expenditure

Day trip expenditure was estimated at $91 per trip in 2009[4] and this amount has been kept constant in the forecast period and therefore represents 2009 dollars (i.e. no inflation). This sees day trip expenditure increase from $73 million in 2009 to $89 million in the *base line forecast*, or $111 million in the *potential forecast* by 2030.

[4] No visitor expenditure data after 2009 has been published by TRA.

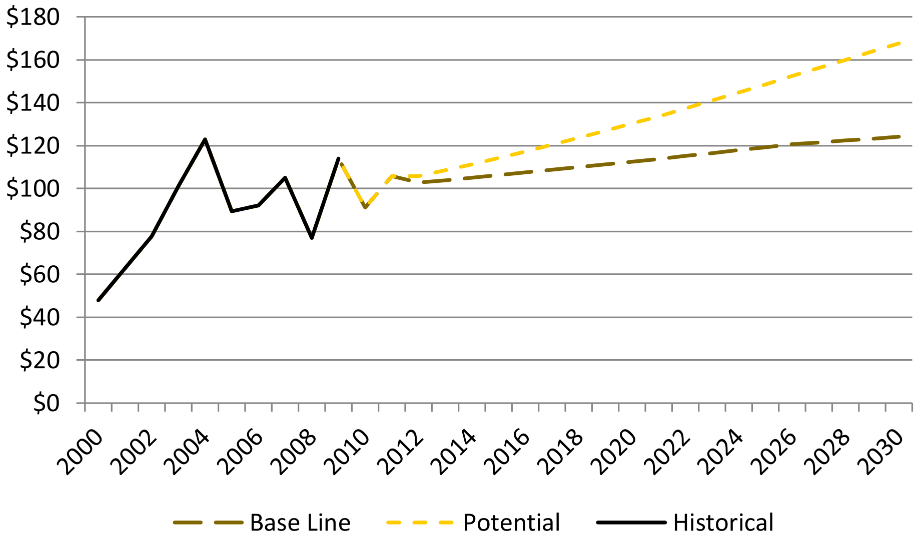
Figure 5.16: Day Trip Expenditure in the Barossa ($m 2009)



Source: TFC (2011b), AEC*group*

Domestic overnight visitor expenditure was estimated at $197 per night in 2009 and this amount has been kept constant in the forecast period and therefore represents 2009 dollars (i.e. no inflation). This sees domestic overnight visitor expenditure increase from $114 million in 2009 to $124 million in the *base line forecast*, or $168 million in the *potential forecast* to 2030.

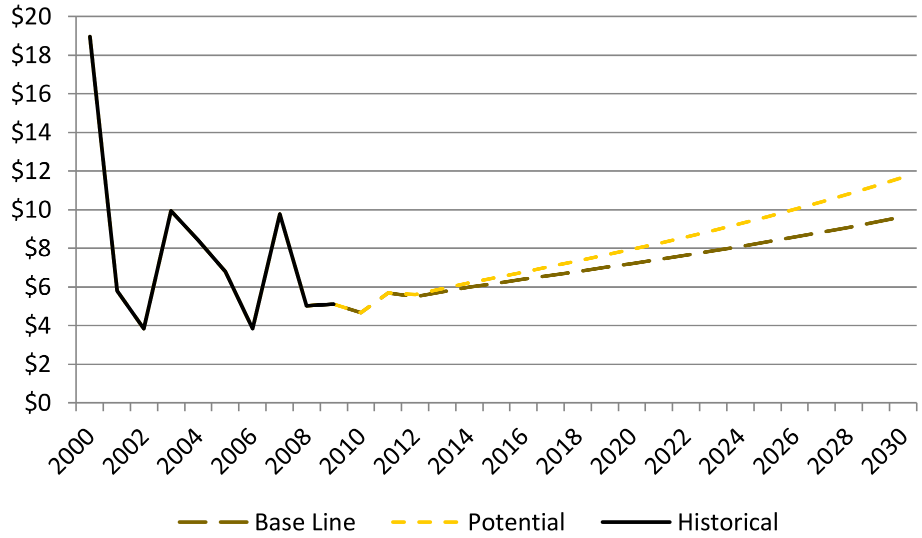
Figure 5.17: Domestic Overnight Visitor Expenditure in the Barossa ($m 2009)



Source: TFC (2011b), AEC*group*

International overnight visitor expenditure in regional South Australia was estimated at $85 per night in 2009 and this amount has been kept constant in the forecast period and therefore represents 2009 dollars (i.e. no inflation). This sees international overnight visitor expenditure increase from $5.1 million in 2009 to $9.6 million in the *base line forecast*, or $11.7 million in the *potential forecast* to 2030.

Figure 5.18: International Visitor Expenditure in the Barossa ($m 2009)



Source: TFC (2011b), AEC*group*

5.4.2.6 Total Visitation and Expenditure

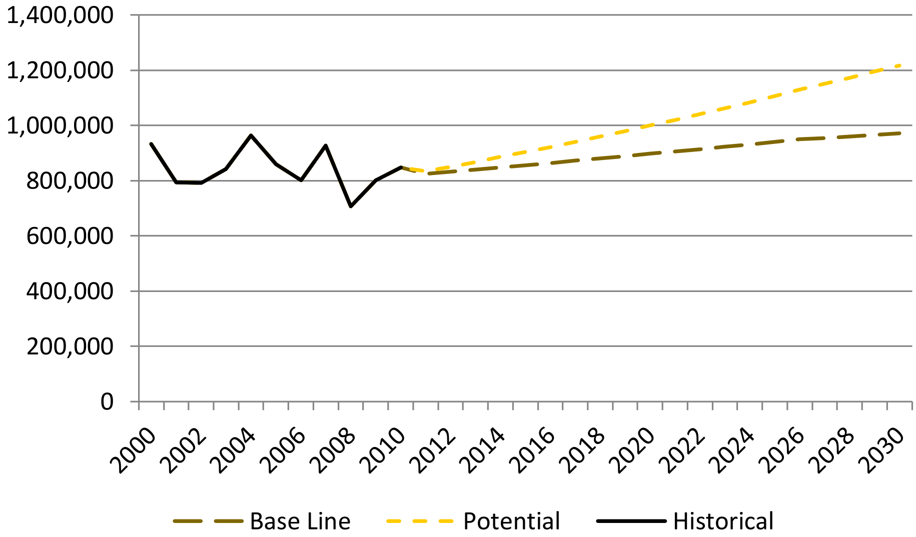
In aggregate the *base line forecast* results in the following changes in activity:

- Visitors to the Barossa increases from 1.048 million in 2010 to 1.249 in 2030, an average of 0.9% per annum;
- Visitor nights in the Barossa increases from 518,000 in 2010 to 744,000 in 2030, an average of 1.8% per annum; and
- Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $222 million ($ 2010), an average of 0.7% per annum.

In contrast the *potential forecast* results in the following changes in activity:

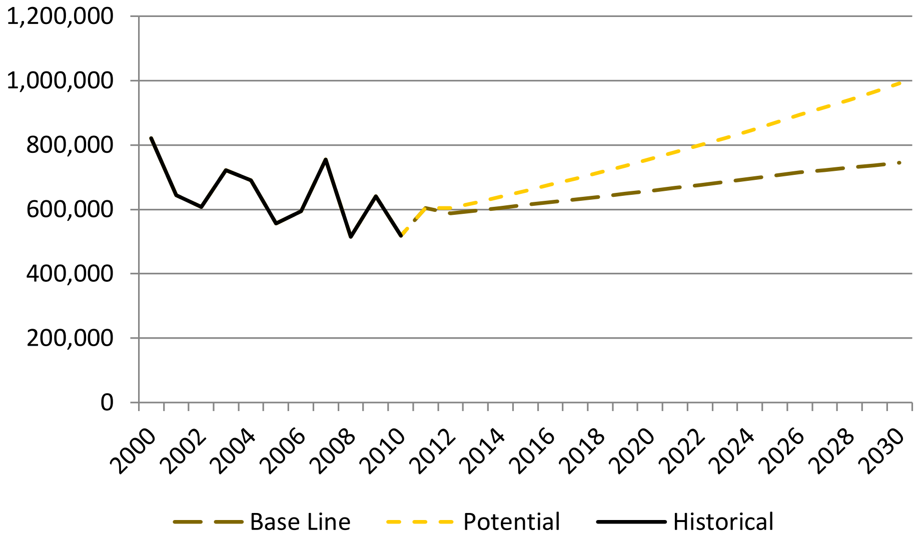
- Visitors to the Barossa increases from 1.048 million in 2010 to 1.587 in 2030, an average of 2.1% per annum;
- Visitor nights in the Barossa increases from 518,000 in 2010 to 991,000 in 2030, an average of 3.3% per annum; and
- Visitor expenditure in the Barossa increases from $192.1 million in 2009 to $290 million ($ 2010), an average of 2.0% per annum.

Figure 5.19: Visitors to the Barossa



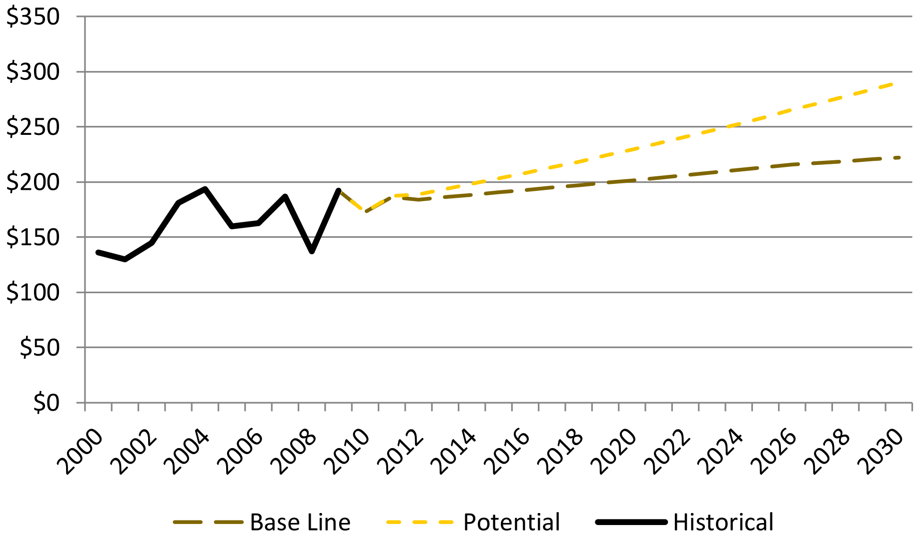
Source: TFC (2011b), AEC*group*

Figure 5.20: Visitor Nights in the Barossa (number)



Source: TFC (2011b), AEC*group*

Figure 5.21: Expenditure in the Barossa ($m)



Source: TFC (2011b), AEC*group*

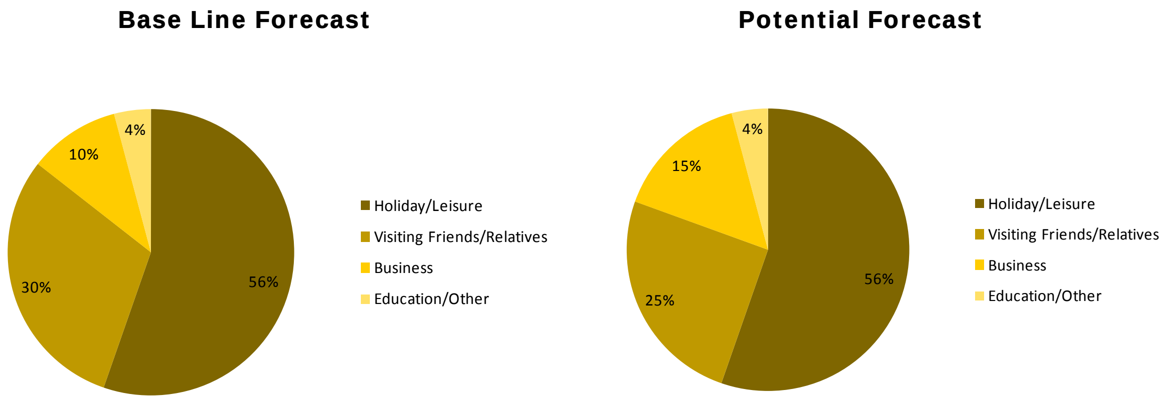
5.4.2.7 Purpose

Historically, the purpose of visit to the Barossa has been somewhat volatile. Reported ranges of purpose are as follows:

- Holiday/leisure 52.7% to 59.2%;
- Visiting Friends/Relatives 28.8% to 32.3%;
- Business 6.1% to 14.3%; and
- Education/Other 2.6% to 6.1%.

For the purposes of the *base line forecast* averages of the historical percentages have been used. In the *potential forecast* the business share has been increased by 0.25% each year to reach 11.1% in 2030 at the expenses of VFRs which reduces to 25.2%. This does not mean that the number of visitors for VFR purposes declines just that they do not grow as quickly as business visitors.

Figure 5.22: Share of Visitors by Purpose in the Barossa, 2030



Source: TFC (2011b), AEC*group*

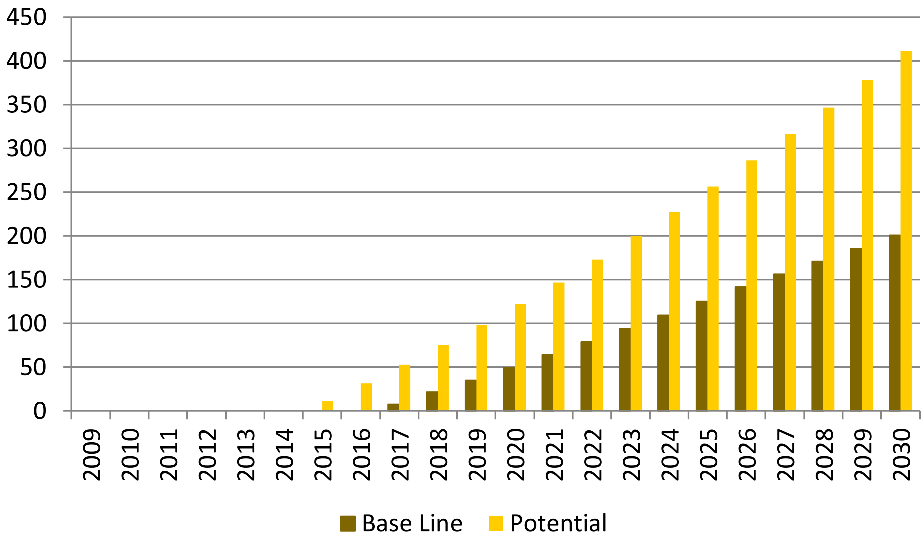
5.5 Product & Infrastructure Implications

Increases in forecast visitation have implications for the entire tourism supply chain including transport, accommodation, food and wine establishments, function centres attraction capacity, skills and labour.

The most tangible of these is accommodation. Implications of the forecasts have therefore been translated into demand for accommodation of all types although most of this demand is likely to fall in the hotel, motel and resort segment. The ABS (2011a) reports that in hotels and motels with 15 or more rooms there are 407 rooms with an occupancy rate of 51%. Adding in rooms from hotels and motels and resorts with less than 15 rooms increases the number of rooms to 540 (Tourism Barossa, 2011) and it is assumed that these rooms have the same occupancy rate.

Development pressure is often felt once occupancy rates increase above 65%. On this basis the *base line forecast* indicates that no new room stock will be required until 2017 and will reach 200 rooms by 2030. In the case of the *potential forecast* additional room stock will be required in 2015 and will reach 400 rooms by 2030.

Figure 5.23: Barossa Hotel, Motel and Resort Accommodation Demand (rooms)



Note: Assumes that 26% of overnight visitors stayed in hotels, motels or resorts and that this increase 0.5% per annum at the expense of friend or relatives property. Also assumes average room occupancy of 1.8 persons and that rooms are available 365 days per year.
Source: AEC*group*

6. Opportunities

This Section lists the product and infrastructure opportunities derived from the analysis in Sections 2 through 5. Each opportunity is scored using an objective and subjective assessment framework. Impediments and mitigation approaches are also discussed.

Key Findings

- The Barossa has a plethora of strengths as a destination based upon its global wine brands and wine reputation, cellar doors, geography and landscape, heritage and culture, food products, events and its proximity to Adelaide.
- Whilst a key strength, the over reliance on the wine industry can also be seen as a weakness, as it limits the visitor segments that can be attracted to the destination, including some visitor market segments that are growing in Australia. There are also a number of other weaknesses including: lack of signage, accommodation diversity, insufficient restaurants, limited public transport, lack of night time entertainment, variable service standards and differing attitudes to development.
- At the same time the Barossa is faced with a number of threats foremost of which is any damage to its primary production assets, loss of heritage (including food skills), competition from other wine regions, over development, restrictive development applications process and a general loss of uniqueness.
- The Barossa's strengths and weaknesses as well as analysis of the destination, visitor market segments and their activities and forecasts of its future potential visitation have resulted in a number of opportunities including:
    - *Accommodation*: 200 room 5 star resort, luxury lodge(s);
    - *Food, dining and function venues*: restaurant(s), extended cellar door tasting/restaurant hours, wine bar(s), cooking school(s);
    - *Attractions*: adventure playground, health and wellness spa, artisan and craft knowledge centre, heritage steam train, wildlife park/native zoo, Barossa Central;
    - *Transportation and tours*: signage and entry statements, public transport, cycle path to Gawler;
    - *Information and marketing*: electronic guides/applications, Barossa Convention Bureau, trail documentation and guide, development application and licencing guide;
    - *Skills and labour*: Barossa familiarisation training, culinary institute; and
    - *Governance and organisation*: Chinese ready plan, event strategy, retail strategy, environment strategy.
- To assess each opportunity a high level objective and subjective assessment approach was applied around five dimensions: financial, social, economic, environmental and risk.
- The most successful financial opportunity based on the BCR to the proponent is the Chinese ready plan. In this case the proponent is industry and the assumed benefit is the Barossa attracting 0.5% of all Chinese visitors to Australia who stay 5 nights. Other opportunities with a medium positive financial impact include: artisan and craft knowledge centre, Barossa Convention Bureau, cooking school(s), wildlife park/native zoo and wine bar(s).

Key Findings (cont.)

- The opportunities with the most positive social assessment are generally those that have positive benefits for all stakeholders. Many of the impacts for government are negative as government generally incurs costs associated with the opportunities. The highest social impacts appear to come from the Barossa familiarisation training, Chinese ready plan, 5 star resort, Barossa Convention Bureau and restaurants(s).
- The largest demand would be generated by the artisan and craft knowledge centre which is assessed to be patronised by 30% of visitors to the Barossa. The largest generators of new demand are likely to be the 5 star resort, adventure playground, Barossa Convention Bureau and health and wellness spa. From an operational viewpoint those opportunities that will have the largest ongoing economic impact are the 5 star resort, luxury lodge, health and wellness spa and Barossa Convention Bureau.
- Opportunities with positive environmental outcomes are public transport, environmental strategy, signage and entry statement strategy, cycle path to Gawler and development application and licencing guide. Many opportunities have a negative environmental impact due to resource consumption or increases in vehicle traffic.
- The opportunity with the highest risk is restaurant(s) followed by luxury lodge(s), health and wellness spa, wildlife park/native zoo, heritage steam train, Chinese ready plan and 5 star resort. Most opportunities that contain substantial investment have a medium risk due to approval risk and demand risk. Those with lowest risk are guides and strategies.

6.1 Destination Strengths, Weaknesses & Threats

6.1.1 Strengths

Strengths of the Barossa have been identified as follows:

- **Geography & landscape**: The Barossa has an attractive and desirable natural landscape consisting of rolling hills, valley floors, hilly ranges, fertile soils and characteristic Australian flora and fauna. The Barossa Ranges and Eden Valley are particularly undeveloped.
- **Heritage & culture**: The Barossa has over 150 years of viticulture & winemaking, old vine heritage, food traditions, and a pioneering, independent and self-sufficient spirit based mainly on Prussian and English settlement. The area consists of towns, villages and hamlets in close proximity. Gawler is South Australia's oldest country town and has significant heritage and cultural characteristics.
- **Well-represented market segments that are growing in Australia**: These include: older non-working married persons, older working married persons; and parents with youngest child aged 15+ still living at home.
- **Agricultural products**: The Barossa value adds to its primary production, principally wine and table ready foods, many of these have developed well known brands.
- **Tourism characteristic products**: The Barossa has 144 cellar doors (80 with regular opening hours), 140 accommodation providers and 90 food premises (29 restaurants), markets and year round events. Signature tourism experiences include The Louise, Appellation, Penfold's Make Your Own Blend Tour, Jacob's Creek Visitor Centre, Peter Lehmann Wines, Seppeltsfield, Yalumba, Menglers Hill lookout, cycling trails, Barossa Farmer's Market, Barossa Vintage Festival, and ballooning.
- **Tourism connected products**: World class wineries and food production facilities providing an opportunity for visitors to sample local products where they are produced.
- **Established festivals & events**: A healthy regional calendar with diversity in types of events including Tour Down Under, Barossa Under the Stars and Barossa Vintage Festival. These events generate tourism activity by drawing visitors, boosting yield, and raising the profile of the region.
- **Connectivity**: Located 1 hour north of Adelaide via newly constructed Northern Expressway and just 1.5 hours of Adelaide Airport. Recognised neighbouring wine and tourist regions are also within day trip proximity. Railway line running through the region.
- **Brand association**: The Barossa name recognition and quality association with globally recognised wine brands particularly Barossa Shiraz & Eden Valley Riesling.

6.1.2 Weaknesses

Weaknesses of the Barossa have been identified as follows:

- **Over-reliance on the wine industry**: Whilst a key strength of the Barossa the heavy reliance on the wine industry is a major weakness in that without sufficient diversification of tourism product and infrastructure the tourism sector is fully exposed to any negative shocks to the wine industry.
- **Under-representation of market segments that are growing in Australia**: These include: parents with youngest child aged 5 or less, and older working singles.
- **Lack of activities for children**: This is particularly the case for those aged 6-14. This age group needs activity and things to do throughout the day.
- **Under representation in activities that are growing in Australia**: These include: retailing, visiting national parks, bushwalking, rainforest walks, visit botanical or other public gardens, attend festivals, fairs or cultural events; and visit wildlife parks/zoos.

- **Poor / Non-existent signage**: Lack of consistent signage from Adelaide Airport to the Barossa, within the Barossa and back to Adelaide Airport.
- **No sense of arrival**: No indication that visitors have arrived in the Barossa.
- **No central focus point**: The Barossa is a collection of towns, villages and hamlets with no central destination.
- **Unsealed roads**: Unsealed roads can discourage visitors from using them as well as additional wear and tear on vehicles.
- **Lack of public transport**: Minimal public transport to and within the Barossa.
- **Lack of private transport**: Lack of taxies and no local car hire.
- **Accommodation**: Only one medium scale hotel (Novotel) impacting size of conference market and only one 5 star luxury hotel (The Louise). Lack of motel accommodation in Gawler.
- **Restaurants**: Insufficient high end restaurants of all cuisines and few focussing on regional food.
- **Lack of night time entertainment**: May discourage visitors through the week that are looking for night time entertainment. Could be a significant deterrent to international visitor markets.
- **Variable service standards**: Opening hours are sometimes variable and service is lacking in some areas, including local knowledge, affecting visitor expectations and experience.
- **Poor international market readiness**: Applies mainly to the Chinese market. Barossa.com not available in alternative languages. No foreign language guides, menus, translation services.
- **Differing development attitudes**: Having two councils administer the local area may result in inconsistent attitudes to development.

6.1.3 Threats

Threats to the Barossa have been identified as follows:

- **Phylloxera vine disease**: Would damage grape growing and thereby wine production and tourism.
- **Climate change**: Climate change may alter the climate and soils that enable primary production thus altering or reducing quality.
- **Loss of heritage**: The heritage and cultural aspects of the Barossa are a unique selling point and if these are not captured and passed on to successive generations they will be lost.
- **Loss of heritage food skills**: Similar to loss of heritage the unique food skills of the Barossa need to be captured.
- **Competitive wine regions**: Popularity of other growing wine tourism destinations offering an alternative modern and edgy experience.
- **Over development**: Over development of the region may see the loss of agricultural lands resulting in shrinking agricultural production and loss of landscape.
- **Restrictive development application process**: Whilst over development is a threat so too is no or limited development.
- **Poor quality of experience**: If visitors have a poor quality experience then they are unlikely to return and furthermore, social media may discourage many more to not bother. Poor quality can relate to product and service.
- **Becoming like other destinations**: If the Barossa tries to cater for all market segments then it will lose its uniqueness and differentiation.

6.2 Opportunity Identification

Product and infrastructure gaps for the Barossa have been identified through the product and infrastructure audit, benchmarking against other regions, analysis of the characteristics of existing visitor market segments, analysis of the activities undertaken in the Barossa by visitors and the *potential forecast* scenario.

6.2.1 Product & Infrastructure Audit & Consultation

A number of opportunities have been identified through a product audit of the Barossa and through consultation with stakeholders. Details of the consultation program are contained in **Appendix D**.

Table 6.1: Opportunities from the Product & Infrastructure Audit

Category	Opportunity
Governance & organisation	• Need for a local marketing resource • Actively promote destination for meetings, incentives, conventions and exhibitions
Visitor Information Centre	• Continue to improve visitor experience at newly expanded VIC in Tanunda
Accommodation	• High end accommodation for families • Another large capacity resort • More small scale luxury accommodation • More affordable accommodation • Motel accommodation in Gawler
Food, dining & function venues	• More upmarket restaurants (big name) • Clustering of restaurants in central location • More "hidden" dining experiences • Branded restaurants for families • More sophisticated late night venues (wine bars) • More consistency in opening hours • Improve consistency of regional knowledge and service • Improve consistency of food quality in restaurants
Cellar doors	• Preserve mix of big and small brands • Diversify and improve food offering • Opening in the evening • More interactivity with wine making process
Attractions (man-made and natural)	• Improve promotion of natural attractions, trails and itineraries • Recognise Aboriginal heritage • Recognise, record, preserve and promote Barossa's heritage • Health and wellness spa options
Events	• Review regional events and resources and improve co-ordination • Provide convention and events marketing resource
Retail	• Consider permanent markets • Review retail offering to ensure meets needs of locals and visitors
Transportation & tours	• Potential for an airport for charters and luxury travellers • Improve road network by sealing all roads • Improve signage and sense of arrival • Improve public transport • Improve private transport (taxi, car hire) • Extend cycle path from Tanunda to Gawler • Accreditation for tour operators
Information & marketing	• Improve and update Barossa.com • Produce range of electronic guides and applications
Skills & labour	• Improve hospitality workers' knowledge of Barossa • Prepare for Chinese visitation • Improve availability of rental accommodation for hospitality workers

Source: AEC*group*

6.2.2 Visitor Market Segments

The strengths and weaknesses of the Barossa were compared against the characteristics of different market segments and gaps in the product and infrastructure were identified. In particular visitation and activity data was available for lifestyle groupings which allowed analysis of representation and growth characteristics. The table below indicates possible opportunities for these lifestyle groupings.

Table 6.2: Regional Strengths, Weaknesses and Gaps by Visitor Market Segment

Visitor Group	Strengths	Weaknesses	Gaps
SATC			
Experience Seeker – Greg & Helen	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Luxury bed & breakfast accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Limited immersion experiences • Limited luxury accommodation • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails • Service training
Lifestyle Groups Segmentation			
Well Represented			
Older non-working married persons	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Bed & breakfast accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Limited immersion experiences • Limited luxury accommodation • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails • Service training
Older working married persons	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Bed & breakfast accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Limited immersion experiences • Limited luxury accommodation • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails • Service training
Parents with youngest child aged 15+ still living at home	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Self catering accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Nothing for children to do at cellar doors • Limited immersion experiences • Limited high end family accommodation • Variable service standards	• Activities for older children • Wine and food education • Itinerary planning tool/mobile apps • Service training

Visitor Group	Strengths	Weaknesses	Gaps
Young/midlife couple, no children	• Self drive and self discover destination • Wine and food experience • Breweries • Events • Inexpensive accommodation	• Lack of night time entertainment • Limited opening hours	• More and better choice of restaurants • Sophisticated late night venues • More walking, jogging, cycling trails
Young singles living alone or in shared accommodation	• Wine and food experience • Breweries • Events • Walking and cycling trails	• Limited public transport to and within • Limited purpose singles accommodation • Lack of night time entertainment	• Improved public transport • Alternatives for singles accommodation • Sophisticated late night venues • More walking, jogging, cycling trails
Under Represented			
Parent with youngest child aged 6-14	• Self drive and self discover destination • Wine and food experience • Breweries • Events • Heritage experience • Self catering accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Nothing for children to do at cellar doors • Limited playgrounds • Variable service standards	• Activities for children • Itinerary planning tool/mobile apps • Service training
Parent with youngest child aged 5 or less	• Self drive and self discover destination • Wine and food experience • Breweries • Events • Heritage experience • Self catering accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Nothing for children to do at cellar doors • Limited playgrounds • Variable service standards	• Activities for children • Wine and food education • Itinerary planning tool/mobile apps • Service training
Young single living at home	• Wine and food experience • Breweries • Events • Walking and cycling trails	• Limited public transport to and within • Limited purpose singles accommodation • Lack of night time entertainment	• Improved public transport • Alternatives for singles accommodation • Sophisticated late night venues • More walking, jogging, cycling trails
Midlife single	• Wine and food experience • Breweries • Events • Walking and cycling trails	• Limited purpose singles accommodation • Lack of night time entertainment	• Alternatives for singles accommodation • Sophisticated late night venues • More walking, jogging, cycling trails
Older working single	• Wine and food experience • Breweries • Events • Walking and cycling trails	• Limited purpose singles accommodation • Lack of night time entertainment	• Alternatives for singles accommodation • Sophisticated late night venues • More walking, jogging, cycling trails

Visitor Group	Strengths	Weaknesses	Gaps
2005 Strategy Market Segmentation			
Wine focussed	• Self drive and self discover destination • Wine and food experience • Events • Bed & breakfast accommodation • Butcher, baker, wine maker trail	• Limited immersion experiences • Limited restaurants • Lack of night time entertainment • Limited opening hours • Variable service standards	• Wine and food education • More and better choice of restaurants • Sophisticated late night venues • Service training
Indulgers	• Wine and food experience • Breweries • Luxury accommodation • Butcher, baker, wine maker trail	• Limited luxury accommodation • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• More luxury accommodation • More and better choice of restaurants • Day time spas • Sophisticated late night venues • Service training
Browsers	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Inexpensive accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Limited immersion experiences • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • More walking, jogging, cycling trails • Service training
Gen Y discovers	• Self drive and self discover destination • Wine and food experience • Breweries • Events • Inexpensive accommodation • Walking and cycling trails	• Lack of night time entertainment • Limited opening hours	• Activities for children • Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Sophisticated late night venues • More walking, jogging, cycling trails
Gen X discovers	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Self catering accommodation • Butcher, baker, wine maker trail • Walking and cycling trails • Golf courses	• Nothing for children to do at cellar doors • Limited immersion experiences • Limited high end family accommodation • Variable service standards	• Activities for older children • Wine and food education • Itinerary planning tool/mobile apps • Service training
VFRs	• Wine and food experience • Events • Hotel/motel accommodation • Butcher, baker, wine maker trail	• No local car hire • Limited immersion experiences • Limited itineraries • Limited restaurants • Lack of night time entertainment • Limited opening hours • Variable service standards	• Local car hire • Wine and food education • More model accommodation esp. in Gawler • More and better choice of restaurants • Sophisticated late night venues • Service training

Visitor Group	Strengths	Weaknesses	Gaps
Wants & Needs Segmentation			
Active explorers	• Self drive and self discover destination • Wine and food experience • Walking and cycling trails	• Limited immersion experiences • Lack of night time entertainment	• Wine and food education • Sophisticated late night venues • More walking, jogging, cycling trails
Stylish travellers	• Wine and food experience • Luxury accommodation • Butcher, baker, wine maker trail • Golf courses	• Limited immersion experiences • Limited luxury accommodation • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile app • More choice of luxury accommodation • More and better choice of restaurants • Day time spas • Sophisticated late night venues • Service training
Self discovers	• Self drive and self discover destination • Wine and food experience • Breweries • Heritage experience • Luxury resort/hotel/self catering accommodation • Butcher, baker, wine maker trail • Walking and cycling trails	• Limited immersion experiences • Limited luxury accommodation • Limited itineraries • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails • Service training
Unwinders	• Self drive and self discover destination • Wine and food experience • Breweries • Luxury resort/hotel accommodation • Walking and cycling trails • Golf courses	• Limited luxury accommodation • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails
Connectors	• Wine and food experience • Breweries • Hotel/self catering apartment accommodation • Events	• Limited immersion experiences • Lack of night time entertainment • Limited opening hours • Variable service standards • Insufficient revisitation attraction	• Activities for children • Wine and food education • Sophisticated late night venues
Social fun-seekers	• Wine and food experience • Breweries • Events • Luxury resort/hotel accommodation • Walking and cycling trails • Golf courses	• Limited immersion experiences • Limited luxury accommodation • Limited restaurants • Only one spa • Lack of night time entertainment • Limited opening hours • Insufficient revisitation attraction	• Wine and food education • Itinerary planning tool/mobile apps • More and better choice of restaurants • Day time spas • Sophisticated late night venues • More walking, jogging, cycling trails

Visitor Group	Strengths	Weaknesses	Gaps
Business Visitation			
Meetings, Incentives, Conferences, Exhibitions	• Short distance from Adelaide/Airport • Variety of conference/meeting venues • Wine and food experiences • Barossa Business Events Planner	• Limit of 150 if want to stay at one hotel • Venues marketing independently • No co-ordination (Barossa v Gawler) • Lack of experiences for large groups • Lack of attractions pre and post	• More large accommodation • Local co-ordinated organisation • More experiences and attractions

Source: AEC*group*

6.2.3 Activities

An analysis of the activities that current visitors to the Barossa are engaged in revealed that there are a range of activities that should be retained and improved. The table below indicates the possible opportunities for these lifestyle groupings.

Table 6.3: Opportunities from the Activity Analysis

Activities	Opportunity
Well-represented/high growth	
Wineries	• Preserve mix of big and small brands • Diversify and improve food offering • Opening in the evening • More interactivity with wine making process
Visit friends & relatives	• Provide more natural and man-made attractions for day visits
Visit museums or art galleries	• Improve and develop museums and art galleries
Attend theatre concerts or other performing arts	• Review regional events and resources and improve co-ordination
Under-represented/high growth	
Retail	• Review retail offering to ensure meets needs of locals and visitors
Visiting national parks, bushwalking, rainforest walks	• Improve promotion of natural attractions, trails and itineraries
Visit botanical or other public gardens	• Improve and develop gardens
Attend festivals, fairs or cultural events	• Review regional events and resources and improve co-ordination
Visit wildlife parks/zoos	• Provision of wildlife park/zoo
Well-represented/low growth	
Play other sports	• Nothing identified
Go on a day trip to another place	• Improve promotion of natural attractions, trails and itineraries
Visit history/heritage buildings or sites	• Recognise Aboriginal heritage • Recognise, record, preserve and promote Barossa's heritage
Casinos/pubs/clubs	• Sophisticated late night venues
Agri-tourism	• Wine and food education
Under-represented/low growth	
Other outdoor activities	• Improve promotion of natural attractions, trails and itineraries
Sporting event	• Nothing identified outside Tour Down Under
Play golf	• Existing golf courses sufficient
Visit amusements or theme parks	• Activities suitable for children
Go fishing	• Nothing identified
Going to the beach	• N/a
Equally-represented/high growth	
Restaurants & cinema	• More and better choice of restaurants
Equally-represented/low growth	
Tourist trains/sightseeing	• Wine train to take advantage of existing railway line

Source: AEC*group*

6.2.4 Forecasts

The *potential forecast* has indicated the number of visitors would increase by some 25%, or 246,000 over the base line. For this to be achieved a package of additional tourism products and infrastructure need to be provided in the Barossa for all visitor types. Those outlined above and detailed below will provide this.

6.3 Product & Infrastructure Opportunities

All the preceding analysis and opportunity identification has resulted in the selection of core opportunities for further examination and assessment. These are listed below under the categories used for the product and infrastructure audit. A brief description and rational for each opportunity is given below with more definition and details presented in **Appendix E**.

6.3.1 Accommodation

5 Star Resort

Description: 200 room 5 star branded resort hotel. Includes: recreation facilities, cafe, restaurant, bar, health spa and conference facilities.

Rationale: According to the *potential forecast* for the Barossa additional rooms will be required post 2015. If the destination is keen to pursue the business visitor market then additional large scale accommodation will be required. The opportunity will benefit all visitor market segments. If available in 2020, it is estimated that visitation created by the opportunity would make up 3.7% of total visitation and 30% of all visitors from the *potential forecast*.

Luxury Lodge(s)

Description: A 6 star luxury lodge set amongst the Barossa Range incorporating up to 40 standalone lodges. Includes a restaurant, bar, day spa, and swimming pool.

Rationale: The reputation of the Barossa as an international culinary destination when compared to other global destinations indicates that additional accommodation choice will be required by the visitor market segment seeking the experiences that the destination offers. The opportunity will benefit the indulger, stylish traveller and unwinder visitor market segments which will increase their numbers. If available in 2020, it is estimated that visitation created by the opportunity would make up 0.5% of total visitation and 4% of additional visitors in the *potential forecast.*

6.3.2 Food, Dining & Function Venues

Restaurant(s)

Description: Medium to high end dining experiences focusing strongly on local food and wine matches.

Rationale: The reputation of the Barossa as an international culinary destination when compared to other global destinations indicates that additional restaurants of a high standard are required to deliver on the aspirations of the destination. The opportunity will benefit all visitor market segments. An example restaurant as specified in **Appendix E** is estimated to service 2% of existing visitation and in 2020, 15% of additional visitors from the *potential forecast*.

Extended Cellar Door Tasting/Restaurant Hours

Description: An alternative to restaurants and wine bars would be for existing cellar doors with restaurants to extend opening hours into the evening. This opportunity could also include hidden door dining.

Rationale: All cellar doors and many with restaurants are already providing food and wine to their visitors. Therefore the capital required is already present and only changes to licence class and additional labour would be required to extend trading hours. The opportunity will benefit all current visitor market segments whose main purpose of travel is wine and food.

Wine Bar(s)

Description: Wine bar offering local wines and beer along with smaller food platters in a sophisticated late night venue.

Rationale: There is a need in the Barossa for sophisticated venues offering local wines after cellar doors close and alternative post dinner drinks and entertainment. The opportunity will benefit couples and singles of all ages, and a range of other visitor market segments. An example wine bar as specified in **Appendix E** is estimated to service 1.4% of existing visitation and in 2020, 10% of additional visitors from the *potential forecast*.

Cooking School(s)

Description: Establishment of cooking school for day and multiday cooking classes.

Rationale: Many visitor market segments are looking for wine and food education. Given the Barossa is a culinary destination and along with the current popularity of cooking in the media there is scope to provide both short and long cooking courses using local products and techniques. The opportunity will benefit many though not all visitor market segments. An example cooking school as specified in **Appendix E** is estimated to service 0.4% of existing visitation and in 2020, 3% of additional visitors from the *potential forecast*.

6.3.3 Attractions (man-made & natural)

Adventure Playground

Description: Construction of a best practice adventure playground incorporating regional themes.

Rationale: The Barossa is lacking activities for families. A suitable adventure playground will contribute to fill that gap and based on other similar attractions will boost the day visitation market. The opportunity will benefit the family visitor market segment. The opportunity would service 4% of existing visitation and in 2020, 32% of additional visitors from the *potential forecast*.

Health & Wellness Spa(s)

Description: Independent health and wellness spa positioned with views over the Barossa Valley. Possibility that it could be included as part of the resort or luxury lodge.

Rationale: Health and wellness spas are common in domestic and international culinary destinations and are sought after by higher end travellers. The opportunity will benefit the older married, indulger, stylish traveller, self discover, unwinder and social fun seeker visitor market segments which will increase their numbers. If available in 2020, it is estimated visitation serviced by the opportunity would make up 2.5% of total visitation and 20% of additional visitors in the *potential forecast.*

Artisan & Craft Knowledge Centre

Description: Multifunctional not-for-profit centre that exhibits the best the Barossa has to offer in regards to its heritage, agricultural production, wine and food production, furniture making, arts and craft. Elements for inclusion include:

- Knowledge repository for local history and production techniques;
- Heritage and interpretive museum;
- Wine production display and workspaces (e.g. cooperage);
- Shared workspaces for small food goods production;
- Shared workspaces for furniture making, arts & crafts;
- Retail outlet;
- Cafe/restaurant; and
- Car parking.

Rationale: Consultation identified that many of the cultural and heritage aspects of the region need to be recorded and preserved for future generations. This knowledge is best captured in a central location which combined with practical demonstrations can then be demonstrated to visitors. The opportunity will benefit all visitor market segments. The centre as specified in **Appendix E** is estimated to service 25% of existing visitation and in 2020 potentially attract 2.5 times additional visitors from the *potential forecast*.

Heritage Steam Train

Description: Development of a heritage steam train using existing railway tracks.

Rationale: Many destinations that have railway tracks usually have a group of local enthusiasts that have restored steam trains and carriages. The Barossa has the tracks and a potential future attraction could be a wine train running to Angaston from Gawler, or from Adelaide on occasion. This attraction would be appropriate for families. The example specified in **Appendix E** is estimated to service 0.8% of existing visitation and in 2020, 7% of additional visitors from the *potential forecast*.

Wildlife Park / Native Zoo

Description: Provision of a wildlife park or native zoo specialising in Australian flora and fauna similar to Warrawong Wildlife Sanctuary.

Rationale: The landscape of the Barossa lends itself to the provision of a wildlife park or zoo as an additional attraction for families. This type of attraction is also important for overseas visitors and families. If available in 2020, it is estimated visitation serviced by the opportunity would make up 9% of total visitation and 72% of additional visitors in the *potential forecast.*

Barossa Central

Description: Establishment of a master planned town square within the Barossa that acts as a focussed destination for visitors. This could be located within any of the existing major towns or a purpose built square outside of the main town areas. Barossa Central would include a large open square surrounded by buildings containing many of the opportunities in this report. In essence the concept is similar to the Italian campo or piazza. Elements could include: visitor information centre, restaurants, wine bars, cooking schools, accommodation, retail, Barossa Artisan & Craft Knowledge Centre/Culinary Institute. The square would also act as a focal point for markets and events.

Rationale: Many competitor destinations have a central focus points which attract visitors where they can access attractions and experience what the destination has to offer. There is a danger that such a development detracts from the nature of the destination but over time can also protect the destination by concentrating visitor activity in one location. The opportunity would benefit all visitor market segments.

6.3.4 Transportation & Tours

Signage & Entry Statement Strategy

Description: Comprehensive directional signage strategy including entry statements for the Barossa including along major access routes including to and from Adelaide International Airport.

Rationale: Good signage is necessary to assist visitors navigate their way to and from destinations as well as within the destination. It also adds to their experience if they are told they have arrived at the destination. The opportunity would benefit all visitor market segments but not necessarily increase visitation.

Public Transport

Description: Provision of public transport loops between major towns and villages and major attractions including at night.

Rationale: Public transport to get around the Barossa is limited and mainly provided to make connections between towns to Gawler. Consultation identified the need for a regular public transport service between towns. The opportunity would benefit young singles and couples as well as the local population. It will not necessarily increase visitation.

Cycle Path to Gawler

Description: Cycle path linking Barossa towns to Gawler.

Rationale: Cycling is a growing recreational pursuit in Australia particularly long day cycles and recreational cycling. Provision of cycle paths enhances the experience and safety for cyclists. Barossa and Gawler Councils have already secured funding from the Regional Development Australia Fund for this infrastructure.

6.3.5 Information & Marketing

Electronic Guides / Applications

Description: Development of guides, trails, itinerary ideas, etc. for web and mobile device applications, including ability of consumers to post reviews.

Rationale: Consumers are rapidly expecting that they can source all information about a destination and what they can there do through mobile applications. Mobile services also allow for directions, locating points of interest, reservations, travel schedules, suggestions, advertising and reading/posting comments. The opportunity will benefit all visitor market segments but only international visitors if in a foreign language.

Barossa Convention Bureau

Description: Dedicated resources to promote the Barossa as destination for meetings, incentives, conventions and exhibitions.

Rationale: The Barossa already has made a start in attracting business visitation but this is largely limited to efforts by a few individuals. A centralised effort is required to market the destination to business while some of the other opportunities in this report will improve the Barossa's attractiveness as a business destination. Has links to the events strategy.

Trail Documentation & Guide

Description: Development and promotion of food, wine, heritage, nature and recreational trails via car, bicycle and foot. Can be compiled as a separate guide or within the existing visitor guide.

Rationale: Information and collateral already exists for a number of trails but a consistent and co-ordinated approach is required to collate all trail information in one guide. The opportunity would be of benefit to all those visitor market segments seeking outdoor experiences. It is estimated that the opportunity will boost visitation by 1% which by 2020 would represent 8% of increased visitation from the *potential forecast*.

Development Application & Licensing Guide

Description: Preparation of a simple plain English guide to zoning, permissible developments, development applications and licensing requirements for tourism developments.

Rationale: Obtaining building approval for tourism infrastructure is a complex process. Given the numerous government agencies with responsibility for development and building approvals (State and three councils) in the Barossa, a simple guide for investors could save time and effort all round. It would also be beneficial if case studies for a range of successful and failed applications were included.

6.3.6 Skills & Labour

Barossa Familiarisation Training

Description: Development of materials to educate new and existing employees on the Barossa along with expected minimum service standards. A "Barossa Service" accreditation program should also be considered to increase and maintain service standards.

Rationale: Variable service standards and levels of knowledge were mentioned during consultation and through personal experience. Material educating hospitality workers on the Barossa along with defined service standards could be used in induction processes and on an ongoing basis as the destination evolves to ensure consistent service standards can be delivered to visitors. Some larger tourism businesses already do this and can be drawn upon to assist. The opportunity would benefit employers and hospitality workers as well as all visitor market segments. Whilst there is no immediate impact on visitation the opportunity will benefit revisitation longer term.

Culinary Institute

Description: Modelled on the Queensland College of Wine Tourism, provision of an independent not-for-profit Culinary Institute facility to focus on wine, food and hospitality education including:

- Education and training at secondary, diploma and university levels (viticulture, wine making, oenology, tourism, hospitality and business);
- Winery – a fully equipped 20 tonne teaching winery;
- Cellar door – architect designed training facility featuring retail and tasting areas for the delivery of tourism marketing and business training, and incorporating the Banca Ridge Bistro including alfresco dining area;
- Interpretive gallery – for public education and tourism training;
- Hospitality training kitchen – to TAFE standard;
- Seminar/function/conference facilities (130 banquet, 250 theatre);
- Wine science laboratory;
- Post-graduate laboratory;
- TAFE reception and administration facilities;
- Classroom;
- Business education centre; and
- Teaching vineyards.

It is possible that TAFE SA and the University of Adelaide could combine resources to develop the concept further and become founding partners. The Culinary Institute would also be an attraction for visitors to observe food preparation and to dine and undertake courses.

The Culinary Institute of America concept also provides an alternative model.

Rationale: The development of a Culinary Institute in a region that is based on food and wine would provide a key differentiating element from all other Australian wine regions (and some of those in other parts of the world). Encouraging daily visitation would also be a differentiator for a training facility in Australia and satisfy some visitor groups that are seeking wine and food education. The opportunity would benefit those visitor market segments looking for education and immersion in the food and wine culture. If available in 2020, it is estimated visitation serviced by the opportunity would make up 2% of total visitation and 16% of additional visitors in the *potential forecast.*

6.3.7 Governance & Organisations

Chinese Ready Plan

Description: Developing a plan and resources to assist businesses to prepare for Chinese visitors.

Rationale: Chinese visitation to Australia is forecast to increase from 454,000 in 2010 to 908,000 in 2020. This represents average annual growth of 7.2% taking China's share of inbound tourism from 7.7% to 10.8%, the second largest market after New Zealand. The Chinese are also attracted to brands and spend more than other inbound markets during their stay. By 2020 it is estimated that Chinese visitors would make up 0.38% of all visitation and 3% of additional visitors in the *potential forecast*. Potential revenue would be $5.4 million.

Event Strategy

Description: Development of an events strategy to examine the success of existing events and the potential for new innovative festivals and events surrounding food, wine and heritage. Elements could include:

- Events industry coordination and alignment;
- Review of Barossa's existing events including identifying new events;

- Capacity building and coordination; and
- Strategic alignment (marketing & promotion).

Rationale: Whilst hosting a number of major events and festivals it is appropriate for the Barossa to consider a strategy for these going forward to ensure that maximum usage is being made of existing facilities and events and therefore maximising the day trip market. The events strategy has links to the Barossa Convention Bureau opportunity.

Retail Strategy

Description: A strategy for expansion and diversification of the retail offering in line with demands of the local population and visitor market segments. A retail strategy aims to fulfil consumer needs and therefore it is necessary to determine:

- The existing retail structure and hierarchy;
- The extent of the existing retail influence;
- The current economic climate and outlook;
- Retail catchment loss to Gawler and Adelaide; and
- Significant missing retail products and services within the catchment.

Rationale: Some visitor market segments spend considerable amounts on shopping. It is important that the destination provides sufficient variability and unique goods for retail so as to capture visitor retail spending. This is important for some visitor markets, e.g. Chinese.

Retail in the Barossa also services the residential population and as such a retail strategy will also be useful in determining the needs of locals.

Environmental Strategy

Description: Development of a strategy to ensure use and promotion of green technologies (in building and operation) in all tourism characteristic products and services. This relates to land use, energy, water, waste (liquid and solid) and vehicles. The strategy should include the following elements:

- Resource usage audit;
- Retrofitting of green technologies to the existing products and services production processes;
- Incorporation of green technologies in new services and products production processes; and
- Promotion of a green Barossa and individual products and services accreditation.

Where appropriate existing government and industry incentive and environmental accreditation schemes should be used such as that from Ecotourism Australia (2011).

Rationale: The Barossa is vulnerable to climate change, therefore demonstrating that the Barossa is doing its part in addressing climate change will be beneficial for local production as well as to certain visitor markets that expect or demand green technologies to be incorporated in products and services. The opportunity will benefit those visitors who make their travel decisions based on environmental sustainability. By 2020 these are estimated to be only 0.4% of the visitation market.

6.4 Opportunity Assessment

6.4.1 Assessment Approach

The high level assessment approach adopted for this study uses five dimensions: financial, social, economic, environmental and risk. Due to their nature not all opportunities can be assessed across all dimensions. Where relevant, each opportunity is given a score for each dimension and these scores are then averaged to give an overall score to assist in a priority ranking for the recommendations. All assumptions within these dimensions for each opportunity are specified in **Appendix E**.

Due to the large number of opportunities the assessment should be considered preliminary and scoping in nature. Further, more detailed investigation and due diligence would be required by entities seeking to invest in any of these opportunities.

6.4.1.1 *Financial*

The financial dimension explores both the cost and benefits (revenues) of the opportunity to the proponent within a general cost benefit assessment (CBA) framework over a 30 year timeframe.

CBA is an analytical tool that identifies and attempts to quantify the relative costs and benefits of a project and converts available data into manageable and comparable information units. CBA uses a discounted cash flow (DCF) framework and applies this framework across the entire range of benefits and costs that may accrue as a result of a project to the project's proponent. The strength of the method is that it provides a framework for analysing complex and sometimes confusing data in a logical and consistent way.

CBA assesses the impact by comparing the 'with' and 'without' scenarios, and is useful in assessing the net benefits accruing to society as a whole. The CBA method considers the effect of real resource costs and benefits, and excludes, for example, taxes and subsidies, which are regarded as transfer payments from one part of the economy to another. A detailed methodology can be observed in **Appendix F.**

Scoring for the financial dimension is based on the benefit cost ratio (BCR) as follows:

Table 6.4: Financial Assessment Criteria

BCR	Value	Assessment
< 0.95	-1	Negative
0.95 <= 1.00	0	Neutral
1.00 <= 1.25	1	Low positive (+ve)
1.25 <= 1.75	2	Medium positive (+ve)
> 1.75	3	High positive (+ve)

Source: AEC*group*

In the case of opportunities which are funded by government or industry (e.g. a retail strategy) the benefits are set equal to the cost and result in a neutral assessment. Where ongoing annual financial assistance is required from government to keep the opportunity operational a negative assessment occurs.

6.4.1.2 *Social*

The social assessment discusses and prioritises each opportunity from different stakeholder perspectives. The stakeholder groups considered are:

- *Visitor* – all visitors to the region although the opportunity may only be relevant to one or more visitor segments;
- *Industry* – tourism characteristic and tourism connected industries;
- *Community* – people who live and work in the Barossa; and
- *Government* – local, State and Australian governments.

Scoring is based on whether the opportunity is subjectively assessed to have a negative (-1) or positive (+1) impact on the stakeholder group and the magnitude of that impact, low (1), medium (2) or high (3). All stakeholder groups are assumed to have an equal weighting when aggregating the scores.

6.4.1.3 *Economic*

Where appropriate the economic assessment examines the estimated demand for the opportunity (as a basis for additional visitation and expenditure) as well as any construction impacts and annual impacts from new visitor expenditure (known as operational impacts). These operational impacts are different from the expenditure by visitors associated directly with the opportunity.

For demand, scoring is based upon the % increase in the number of visitors generated from the opportunity compared over time with the base line forecasts. This demand is not all new visitors to the Barossa, which would be lower.

Table 6.5: Demand Assessment Criteria

% increase in visitors	Value	Assessment
0.0% <= 0.1%	0	Negligible
0.1% <= 2.5%	1	Low
2.5% <= 5.0%	2	Medium
> 5.0%	3	High

Source: AEC*group*

The approach for the construction and operational economic assessment is based on Input-Output (IO) analysis. IO demonstrates inter-industry relationships in an economy, depicting how the output of one industry is purchased by other industries, households, the government and external parties (i.e. exports), as well as expenditure on other factors of production such as labour, capital and imports. IO analysis shows the direct and indirect (flow-on) effects of one sector on other sectors and the general economy. As such, IO modelling can be used to demonstrate the economic contribution of a sector on the overall economy and how much the economy relies on this sector or to examine a change in final demand of any one sector and the resultant change in activity of its supporting sectors. A detailed methodology of the IO framework can be observed in **Appendix E.**

Scoring for both the construction and operational economic impacts is based upon the % increase in the Barossa's Gross Regional Product (GRP) from what it would be without the project.

Table 6.6: Economic Assessment Criteria

% increase in GRP	Value	Assessment
0.00% <= 0.05%	0	Negligible
0.05% <= 0.25%	1	Low
0.25% <= 0.50%	2	Medium
> 0.50%	3	High

Source: AEC*group*

6.4.2 Environmental

The environmental dimension examines each opportunity subjectively according to its impact on the environment and its ability to mitigate that impact. The following aspects are considered:

- *Land Use* – does the opportunity take away from other land uses perceived as having a higher use value, e.g. loss of agricultural land;
- *Energy* – what is the energy usage of the opportunity. This aspect provides a proxy for carbon emissions and can be mitigated by use of renewable energy sources or onsite energy production;
- *Water* – what is the water usage of the opportunity. Can water use be mitigated through rainwater collection or onsite reuse?
- *Waste* – what is the waste created by the opportunity that needs to be collected and disposed. Can some waste be mitigated through reuse or recycling? and
- *Vehicle* – what are the number of additional traffic movements that will be created through visitation.

Scoring is based on whether the opportunity is subjectively assessed to have a negative (-1) or positive (+1) impact on the environment aspect and the magnitude of that impact, low (1), medium (2) or high (3). All environmental aspects are assumed to have an equal weighting when aggregating the scores.

6.4.3 Risk

The risk dimension relates to the delivery and ongoing sustainability of the opportunity. The following aspects are subjectively considered:

- *Funding* – how reliant is the opportunity on securing adequate funding or financing to commence and continue;
- *Approvals* – how reliant is the opportunity on obtaining the appropriate planning and licencing approvals;
- *Management* – how reliant is the opportunity on appropriate levels of management and skills being available;
- *Marketing* – how reliant is the opportunity on appropriate and adequate marketing and promotion; and
- *Demand* – how reliant is the opportunity on levels of demand from visitors.

Scoring for each risk impact is low (3), medium (2) and high (1) but these values are scored 3, 2, 1, i.e. a low risk category gets a higher score.

Comments on how some of these risks may be mitigated are covered in Section 6.5.

6.4.4 Opportunity Assessment

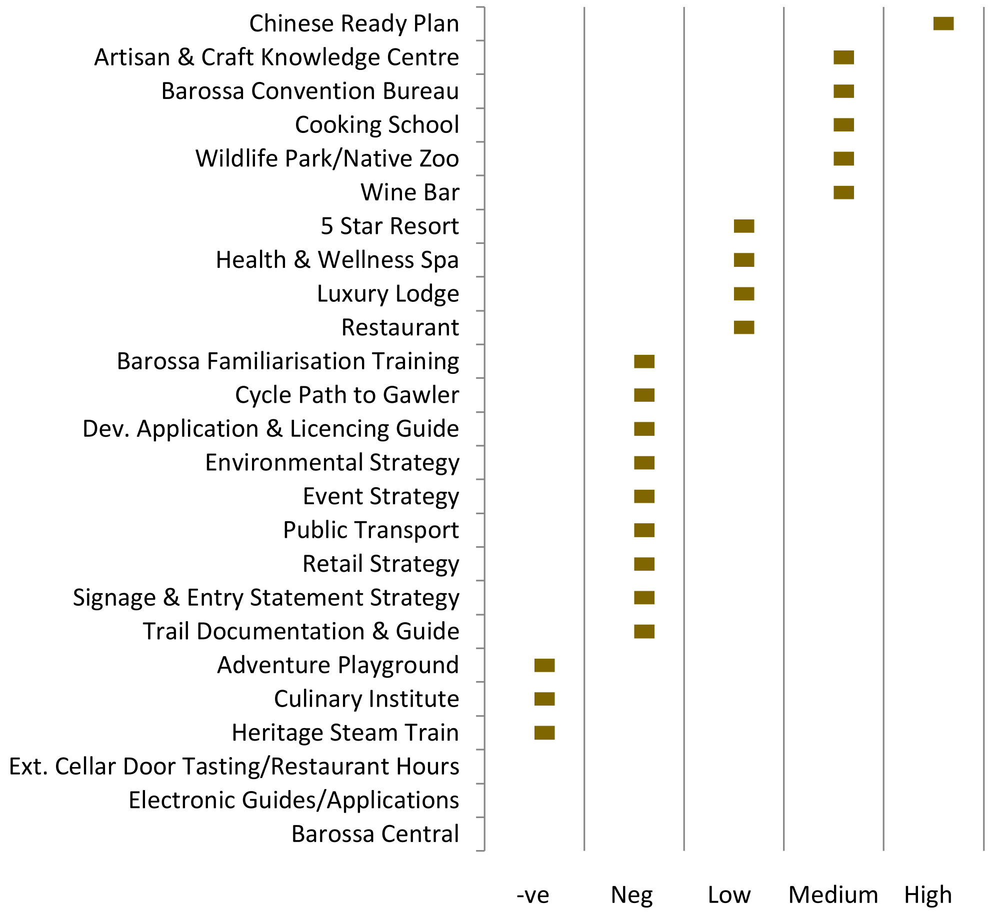
6.4.4.1 Financial Assessment

Outcomes from the financial assessment of opportunities are shown in Figure 6.1 and Table 6.7 below. The assessment outcomes are sensitive to the assumptions made for each opportunity and need to be considered with those assumptions in mind.

The most successful financial opportunity based on the BCR to the proponent is the Chinese ready plan. In this case the proponent is industry and the assumed benefit is the Barossa attracting 0.5% of all Chinese visitors to Australia who stay 5 nights. Other opportunities with a medium positive financial impact include: artisan and craft knowledge centre, Barossa Convention Bureau, cooking school(s), wildlife park/native zoo and wine bar(s).

The adventure playground and the heritage steam train and culinary institute have negative financial consequences to the proponent as they do not raise sufficient revenue and will require annual funding assistance to remain operational.

Figure 6.1: Opportunity Financial Assessment



Source: AEC*group*

Table 6.7: Opportunity Financial Assessment

Opportunity	PV Cost ($m)	PV Revenue ($m)	IRR	BCR	Assessment
Environmental Strategy	$3.676	$3.581	N/A	1.0	Negligible
Chinese Ready Plan	$2.230	$89.982	N/A	40.3	High +ve
Barossa Central	N/A	N/A	N/A	N/A	N/A
5 Star Resort	$287.274	$292.783	8.8%	1.0	Low +ve
Luxury Lodge	$144.632	$150.145	11.2%	1.0	Low +ve
Restaurant	$18.427	$19.716	38.4%	1.1	Low +ve
Wine Bar	$3.270	$4.152	48.9%	1.3	Medium +ve
Cooking School	$3.594	$5.232	79.1%	1.5	Medium +ve
Ext. Cellar Door Tasting/Restaurant Hours	N/A	N/A	N/A	N/A	N/A
Trail Documentation & Guide	$0.048	$0.048	N/A	1.0	Negligible
Adventure Playground	$0.442	$0.000	N/A	0.0	Negative
Health & Wellness Spa	$37.047	$37.275	8.1%	1.0	Low +ve
Artisan & Craft Knowledge Centre	$36.184	$59.640	47.1%	1.6	Medium +ve
Heritage Steam Train	$4.193	$2.621	N/A	0.6	Negative
Wildlife Park/Native Zoo	$8.246	$12.855	37.4%	1.6	Medium +ve
Event Strategy	$0.048	$0.048	N/A	1.0	Negligible
Retail Strategy	$0.048	$0.048	N/A	1.0	Negligible
Public Transport	$4.740	$4.740	N/A	1.0	Negligible
Cycle Path to Gawler	$4.545	$4.545	N/A	1.0	Negligible
Signage & Entry Statement Strategy	$0.045	$0.045	N/A	1.0	Negligible
Electronic Guides/Applications	N/A	N/A	N/A	N/A	N/A
Barossa Convention Bureau	$1.169	$1.871	19.0%	1.6	Medium +ve
Dev. Application & Licencing Guide	$0.005	$0.005	N/A	1.0	Negligible
Barossa Familiarisation Training	$0.009	$0.009	N/A	1.0	Negligible
Culinary Institute	$19.275	$15.326	0.8%	0.8	Negative

Note: N/A = not assessed
Source: AEC*group*

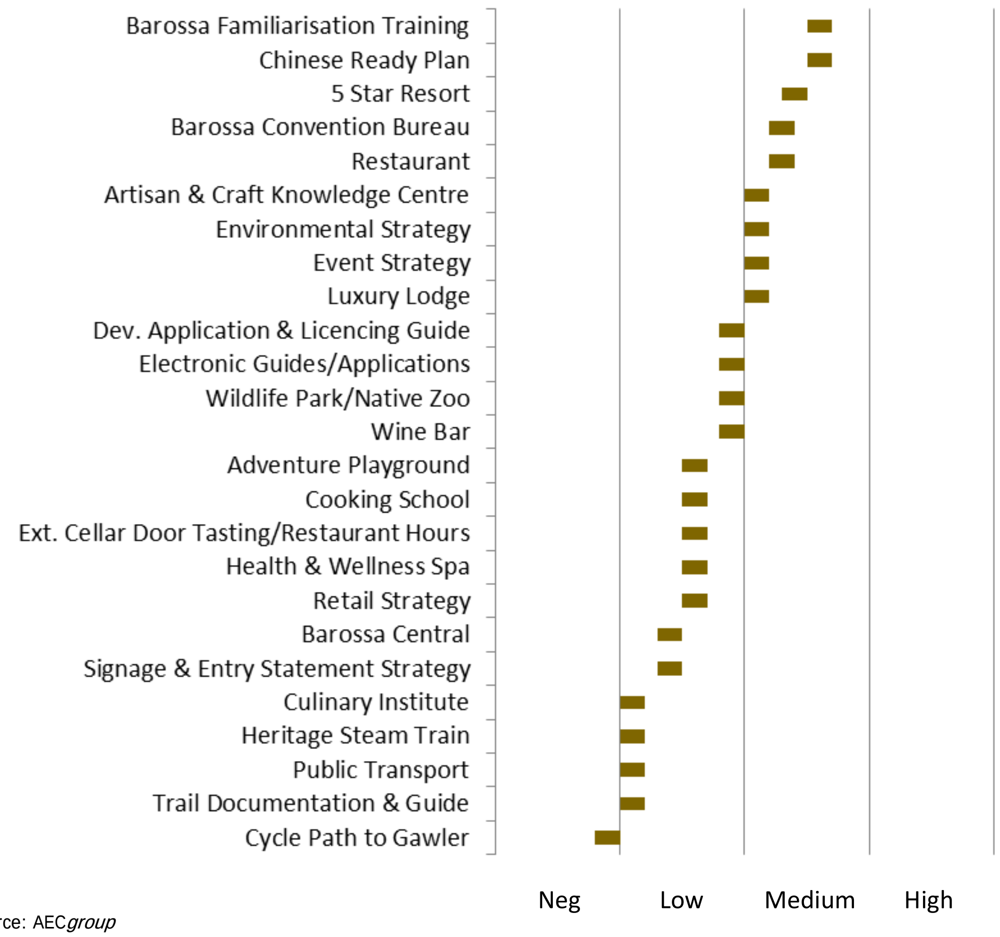
6.4.4.2 *Social Assessment*

Outcomes from the social assessment of opportunities are shown in Figure 6.2 and Table 6.8 below. The assessment outcomes are subjective.

The opportunities with the most positive social assessment are generally those that have positive benefits for all stakeholders. Many of the impacts for government are negative as government generally incurs costs associated with the opportunities.

The highest social impacts appear to come from the Barossa familiarisation training, Chinese ready plan, 5 star resort, Barossa Convention Bureau and restaurants(s). The cycle pathway to Gawler has negligible social impacts mainly due to the small number of users and the cost funded by government.

Figure 6.2: Opportunity Social Assessment



Source: AEC*group*

Table 6.8: Opportunity Social Assessment

Opportunity	Visitor	Industry	Community	Government	Assessment
Environmental Strategy	Medium +ve	Low +ve	Medium +ve	Low +ve	Low +ve
Chinese Ready Plan	High +ve	Medium +ve	Low +ve	Negligible	Medium +ve
Barossa Central	High +ve	Low +ve	Low +ve	Medium -ve	Negligible
5 Star Resort	High +ve	High +ve	Medium +ve	Low -ve	Low +ve
Luxury Lodge	High +ve	High +ve	Low +ve	Low -ve	Low +ve
Restaurant	Medium +ve	Medium +ve	Low +ve	Negligible	Low +ve
Wine Bar	Medium +ve	Low +ve	Low +ve	Negligible	Low +ve
Cooking School	Low +ve	Low +ve	Negligible	Negligible	Low +ve
Ext. Cellar Door Tasting/Restaurant Hours	High +ve	Low +ve	Low +ve	Low -ve	Low +ve
Trail Documentation & Guide	Low +ve	Low +ve	Low +ve	Low -ve	Negligible
Adventure Playground	Medium +ve	Medium +ve	Medium +ve	Medium -ve	Low +ve
Health & Wellness Spa	Low +ve	Medium +ve	Medium +ve	Low -ve	Low +ve
Artisan & Craft Knowledge Centre	High +ve	High +ve	High +ve	High -ve	Low +ve
Heritage Steam Train	Low +ve	Low +ve	Low +ve	Low -ve	Negligible
Wildlife Park/Native Zoo	Medium +ve	Medium +ve	Medium +ve	Low -ve	Low +ve
Event Strategy	Low +ve	High +ve	High +ve	Low -ve	Low +ve
Retail Strategy	Low +ve	Medium +ve	Medium +ve	Low -ve	Low +ve
Public Transport	Low +ve	Low +ve	Low +ve	Low -ve	Negligible
Cycle Path to Gawler	Low +ve	Low +ve	Low +ve	Medium -ve	Negligible
Signage & Entry Statement Strategy	Medium +ve	Low +ve	Low +ve	Low -ve	Negligible
Electronic Guides/Applications	Medium +ve	Low +ve	Low +ve	Negligible	Low +ve
Barossa Convention Bureau	Low +ve	High +ve	Low +ve	Negligible	Low +ve
Dev. Application & Licencing Guide	Negligible	Medium +ve	Low +ve	Low +ve	Low +ve
Barossa Familiarisation Training	Medium +ve	Medium +ve	Medium +ve	Negligible	Medium +ve
Culinary Institute	Medium +ve	Negligible	Negligible	Low -ve	Negligible

Source: AEC*group*

6.4.4.3 *Economic Assessment*

Outcomes from the economic assessment of opportunities are shown in Figure 6.3 and Table 6.9 below. The assessment outcomes are sensitive to the assumptions made for each opportunity and need to be considered with those assumptions in mind.

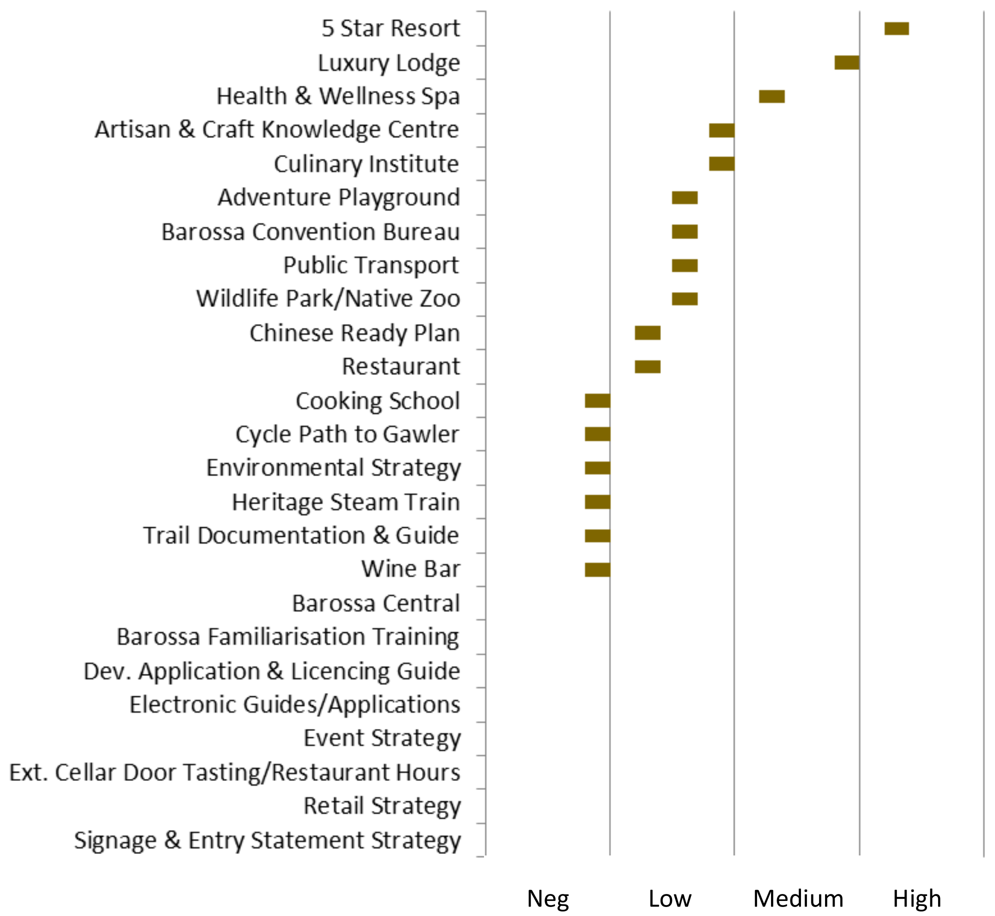
The largest demand would be generated by the artisan and craft knowledge centre which is assessed to be patronised by 25% of visitors to the Barossa. The largest generators of new demand are likely to be the 5 star resort, adventure playground, Barossa Convention Bureau and health and wellness spa. The large demand public transport is based on break even demand most of which may actually be local residents.

Opportunities with the largest construction impact are those with a large capital expenditure. These include the 5 star resort, luxury lodge, artisan and craft knowledge centre, health and wellness spa and culinary institute.

From an operational viewpoint those opportunities that will have the largest ongoing economic impact are the 5 star resort, luxury lodge, health and wellness spa and Barossa Convention Bureau.

The opportunity with the highest economic impact to the Barossa is the 5 star resort, the operations of which would add nearly 3.5% to the Barossa GRP every year.

Figure 6.3: Opportunity Economic Assessment



Source: AEC*group*

Table 6.9: Opportunity Economic Assessment

Opportunity	Demand		Construction		Operation		Assessment
	% Base Forecast		% Value Add		% Value Add		
Environmental Strategy	0.05%	Low	0.00%	Negligible	0.01%	Negligible	Negligible
Chinese Ready Plan	0.44%	Low	N/A	N/A	0.21%	Low	Negligible
Barossa Central	N/A	N/A	N/A	N/A	N/A	N/A	N/A
5 Star Resort	3.97%	Medium	3.45%	High	1.22%	High	Medium
Luxury Lodge	0.52%	Low	2.14%	High	0.67%	High	Medium
Restaurant	1.95%	Low	0.03%	Negligible	0.07%	Low	Negligible
Wine Bar	1.37%	Low	0.01%	Negligible	0.01%	Negligible	Negligible
Cooking School	0.43%	Low	0.02%	Negligible	0.04%	Negligible	Negligible
Ext. Cellar Door Tasting/Restaurant Hours	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Trail Documentation & Guide	1.00%	Low	0.00%	Negligible	0.05%	Negligible	Negligible
Adventure Playground	3.87%	Medium	0.01%	Negligible	0.13%	Low	Low
Health & Wellness Spa	2.50%	Medium	0.36%	Medium	0.16%	Low	Low
Artisan & Craft Knowledge Centre	25.00%	High	0.25%	Low	0.04%	Negligible	Low
Heritage Steam Train	0.87%	Low	N/A	N/A	0.03%	Negligible	Negligible
Wildlife Park/Native Zoo	1.86%	Low	0.07%	Low	0.08%	Low	Low
Event Strategy	N/A	N/A	0.00%	Negligible	N/A	N/A	N/A
Retail Strategy	N/A	N/A	0.00%	Negligible	N/A	N/A	N/A
Public Transport	9.39%	High	N/A	N/A	0.02%	Negligible	Low
Cycle Path to Gawler	N/A	N/A	0.18%	Low	N/A	N/A	Negligible
Signage & Entry Statement Strategy	N/A	N/A	0.00%	Negligible	N/A	N/A	N/A
Electronic Guides/Applications	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Barossa Convention Bureau	2.51%	Medium	N/A	N/A	0.15%	Low	Low
Dev. Application & Licencing Guide	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Barossa Familiarisation Training	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Culinary Institute	2.22%	Low	0.36%	Medium	0.07%	Low	Low

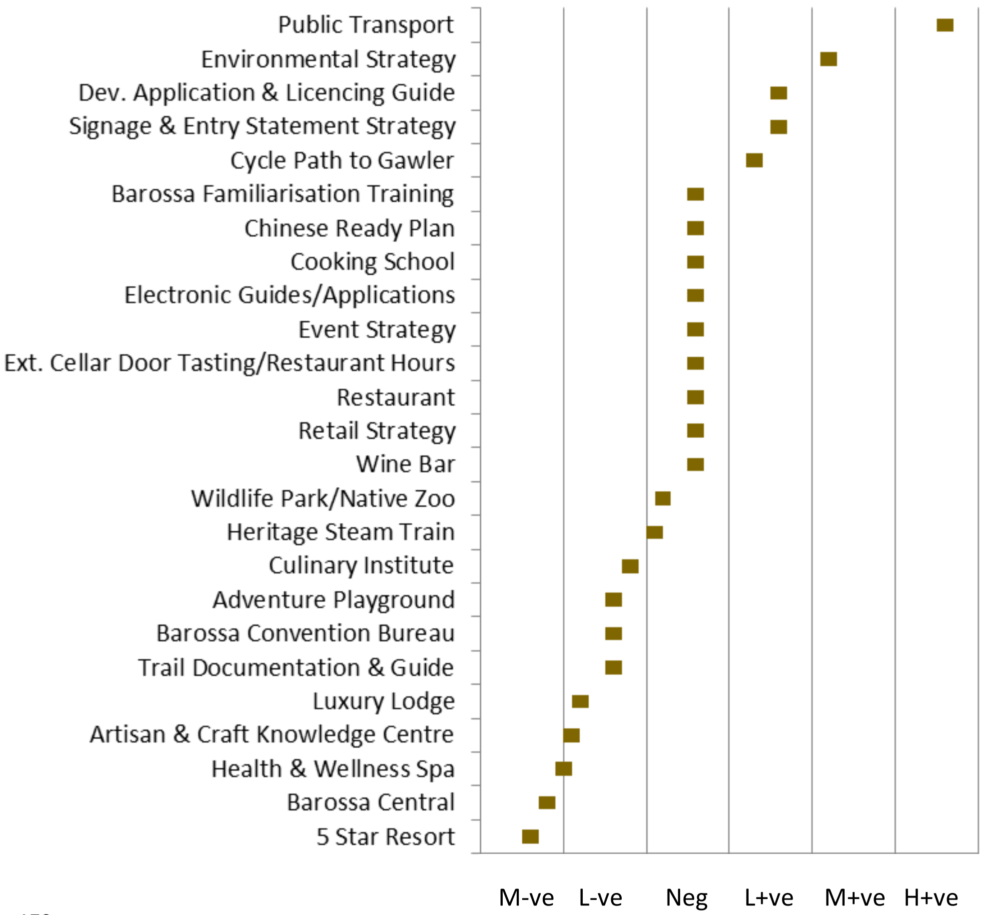
Note: (a) Also includes significant number of locals. (b) Breakeven demand was assessed at 100,000 trips per annum but a substantial number of these would be locals. N/A = not assessed
Source: AEC*group*

6.4.4.4 Environmental Assessment

Outcomes from the environmental assessment of opportunities are shown inFigure 6.4 and Table 6.10 below. The assessment outcomes are subjective.

Opportunities with positive environmental outcomes are public transport, environmental strategy, signage and entry statement strategy, cycle path to Gawler and the development application and licencing guide. Many opportunities have a negative environmental impact due to resource consumption or increases in vehicle traffic.

Figure 6.4: Opportunity Environmental Assessment



Source: AEC*group*

Table 6.10: Opportunity Environmental Assessment

Opportunity	Land Use	Energy	Water	Waste	Traffic	Assessment
Environmental Strategy	Low -ve	High +ve	High +ve	Medium +ve	Low +ve	Low +ve
Chinese Ready Plan	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Barossa Central	High -ve	Low -ve	Low -ve	Low -ve	High -ve	Medium -ve
5 Star Resort	High -ve	Medium -ve	Medium -ve	Medium -ve	Low -ve	Medium -ve
Luxury Lodge	High -ve	Low -ve	Low -ve	Low -ve	Low -ve	Medium -ve
Restaurant	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Wine Bar	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Cooking School	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Ext. Cellar Door Tasting/Restaurant Hours	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Trail Documentation & Guide	Negligible	Negligible	Negligible	Negligible	Low -ve	Low -ve
Adventure Playground	Negligible	Negligible	Low -ve	Low -ve	Low -ve	Low -ve
Health & Wellness Spa	High -ve	Low -ve	Medium -ve	Low -ve	Low -ve	Medium -ve
Artisan & Craft Knowledge Centre	Negligible	Low -ve	Low -ve	Low -ve	High -ve	Medium -ve
Heritage Steam Train	Negligible	Low -ve	Low -ve	Low -ve	Low +ve	Low -ve
Wildlife Park/Zoo	Medium +ve	Low -ve	Low -ve	Low -ve	Low -ve	Low -ve
Event Strategy	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Retail Strategy	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Public Transport	Negligible	High +ve	Negligible	Negligible	High +ve	High +ve
Cycle Path to Gawler	Negligible	Low +ve	Negligible	Negligible	Low +ve	Low +ve
Signage & Entry Statement Strategy	Negligible	Negligible	Negligible	Negligible	Low +ve	Low +ve
Electronic Guides/Applications	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Barossa Convention Bureau	Negligible	Negligible	Negligible	Negligible	Low -ve	Low -ve
Dev. Application & Licencing Guide	Low +ve	Negligible	Negligible	Negligible	Negligible	Low +ve
Barossa Familiarisation Training	Negligible	Negligible	Negligible	Negligible	Negligible	Negligible
Culinary Institute	Low +ve	Low -ve	Medium -ve	Low -ve	Low -ve	Low -ve

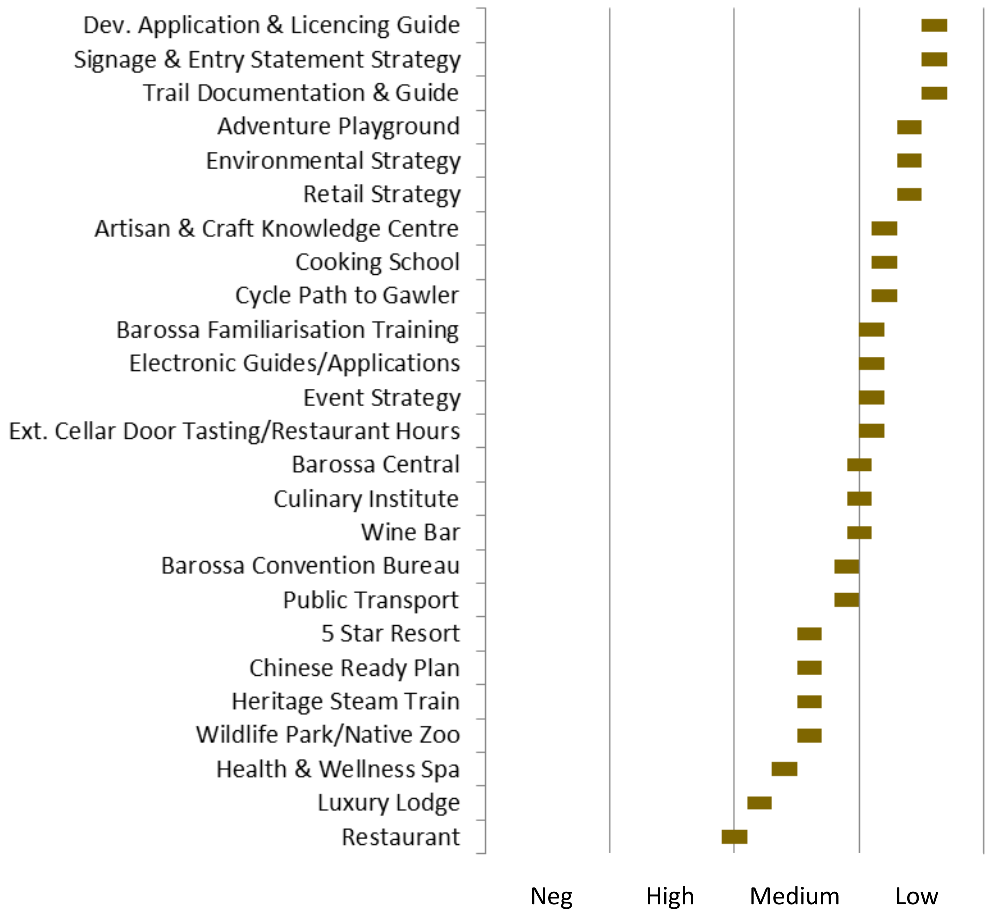
Source: AEC*group*

6.4.4.5 *Risk Assessment*

Outcomes from the social assessment of opportunities are shown in Figure 6.5 and Table 6.11 below. The assessment outcomes are subjective.

The opportunity with the highest risk is restaurant(s) followed by luxury lodge, health and wellness spa, wildlife park/native zoo, heritage steam train, Chinese ready plan and 5 star resort. Most opportunities that contain substantial investment have a medium risk due to approval risk and demand risk. Those with lowest risk are guides and strategies.

Figure 6.5: Opportunity Risk Assessment



Source: AEC*group*

Table 6.11: Opportunity Risk Assessment

Opportunity	Funding	Approvals	Management	Marketing	Demand	Assessment
Environmental Strategy	Low	Low	Low	Low	Medium	Medium
Chinese Ready Plan	Low	N/A	Medium	High	Medium	Medium
Barossa Central	Medium	High	Low	Low	Low	Medium
5 Star Resort	High	High	Low	Low	Medium	Medium
Luxury Lodge	Medium	High	High	Medium	Medium	High
Restaurant	High	Low	High	High	High	High
Wine Bar	Medium	Medium	Low	Medium	Low	Medium
Cooking School	Medium	Low	Low	Medium	Low	Medium
Ext. Cellar Door Tasting/Restaurant Hours	N/A	Low	Low	Low	High	Medium
Trail Documentation & Guide	Low	N/A	Low	Low	Low	Low
Adventure Playground	Low	Low	Medium	N/A	Low	Medium
Health & Wellness Spa	Medium	High	High	Medium	Low	High
Artisan & Craft Knowledge Centre	Medium	Low	Medium	Low	Low	Medium
Heritage Steam Train	Medium	High	Medium	Low	Medium	Medium
Wildlife Park/Native Zoo	Medium	High	Medium	Medium	Low	Medium
Event Strategy	Low	N/A	Low	Medium	Medium	Medium
Retail Strategy	Low	N/A	Low	Medium	Low	Medium
Public Transport	Low	N/A	Low	Medium	High	Medium
Cycle Path to Gawler	High	Low	Low	Low	Low	Medium
Signage & Entry Statement Strategy	Low	Low	Low	Low	N/A	Low
Electronic Guides/Applications	Medium	N/A	Medium	Low	Low	Medium
Barossa Convention Bureau	Low	N/A	Low	Medium	High	Medium
Dev. Application & Licencing Guide	Low	N/A	Low	Low	N/A	Low
Barossa Familiarisation Training	Low	N/A	Medium	Low	Medium	Medium
Culinary Institute	High	Low	Medium	Low	Low	Medium

Note: N/A = not applicable
Source: AEC*group*

6.4.4.6 *Assessment Summary*

The five individual assessments have been combined into one score by equally weighting each dimension (see Figure 6.6 and Table 6.12). **Note: These outcomes should be treated with caution since not all dimensions were scored for each opportunity and an equal weighting may not be appropriate.**

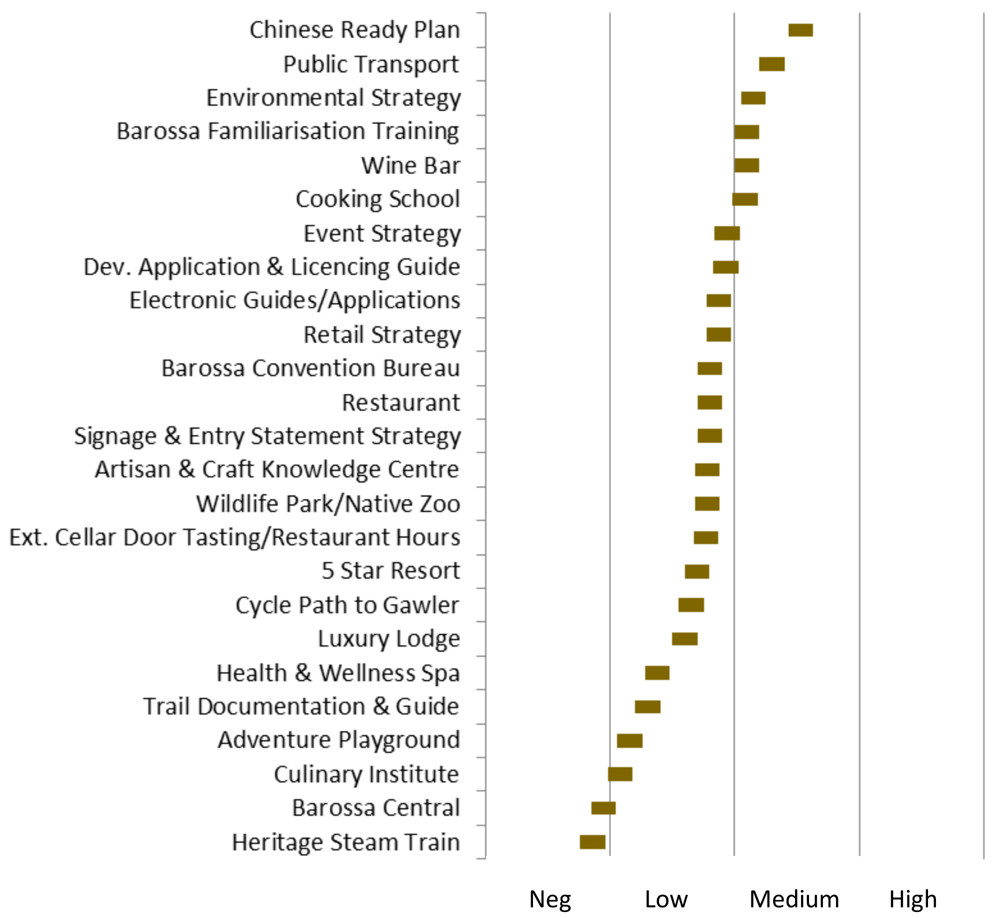
From the aggregate assessment six opportunities gained a medium positive assessment. In order of scoring these are:

- Chinese Ready Plan;
- Public Transport;
- Environmental Strategy;
- Wine Bar;
- Barossa Familiarisation Training; and
- Cooking School.

Those that scored the lowest were:

- Barossa Central; and
- Heritage Steam Train.

Figure 6.6: Opportunity Overall Assessment



Source: AEC*group*

Table 6.12: Opportunity Overall Assessment

Opportunity	Financial	Social	Economic	Env	Risk	Assessment
Environmental Strategy	Negligible	Low +ve	Negligible	Low +ve	Medium	Medium +ve
Chinese Ready Plan	High +ve	Medium +ve	Negligible	Negligible	Medium	Medium +ve
Barossa Central	na	Negligible	N/A	Medium -ve	Medium	Negligible
5 Star Resort	Low +ve	Low +ve	Medium	Medium -ve	Medium	Low +ve
Luxury Lodge	Low +ve	Low +ve	Medium	Medium -ve	High	Low +ve
Restaurant	Low +ve	Low +ve	Negligible	Negligible	High	Low +ve
Wine Bar	Medium +ve	Low +ve	Negligible	Negligible	Medium	Medium +ve
Cooking School	Medium +ve	Low +ve	Negligible	Negligible	Medium	Low +ve
Ext. Cellar Door Tasting/Restaurant Hours	na	Low +ve	N/A	Negligible	Medium	Low +ve
Trail Documentation & Guide	Negligible	Negligible	Negligible	Low -ve	Low	Low +ve
Adventure Playground	Negative	Low +ve	Low	Low -ve	Medium	Low +ve
Health & Wellness Spa	Low +ve	Low +ve	Low	Medium -ve	High	Low +ve
Artisan & Craft Knowledge Centre	Medium +ve	Low +ve	Low	Medium -ve	Medium	Low +ve
Heritage Steam Train	Negative	Negligible	Negligible	Low -ve	Medium	Negligible
Wildlife Park/Native Zoo	Medium +ve	Low +ve	Low	Low -ve	Medium	Low +ve
Event Strategy	Negligible	Low +ve	N/A	Negligible	Medium	Low +ve
Retail Strategy	Negligible	Low +ve	N/A	Negligible	Medium	Low +ve
Public Transport	Negligible	Negligible	Low	High +ve	Medium	Medium +ve
Cycle Path to Gawler	Negligible	Negligible	Negligible	Low +ve	Medium	Low +ve
Signage & Entry Statement Strategy	Negligible	Negligible	N/A	Low +ve	Low	Low +ve
Electronic Guides/Applications	na	Low +ve	N/A	Negligible	Medium	Low +ve
Barossa Convention Bureau	Medium +ve	Low +ve	Low	Low -ve	Medium	Low +ve
Dev. Application & Licencing Guide	Negligible	Low +ve	N/A	Low +ve	Low	Low +ve
Barossa Familiarisation Training	Negligible	Medium +ve	N/A	Negligible	Medium	Medium +ve
Culinary Institute	Negative	Negligible	Low	Low -ve	Medium	Negligible

Note: N/A = not assessed
Source: AEC*group*

6.5 Opportunity Impediments & Mitigation

There are a number of impediments to developing products and infrastructure these include funding/financing, approvals, management, marketing and demand. Each of these is touched on below.

6.5.1 Funding/Financing

Funding or financial risk covers not only the initial capital and startup costs but also any required working capital. These risks can be mitigated through appropriate due diligence on the opportunity and ensuring that funding/financing is sufficient to meet unforeseen circumstances, increases in costs or downturns in revenues. Sensitivity testing of key financial drivers is one way to understand the required levels of funding/financing required.

6.5.2 Approvals

Approval risk covers the risks associated with obtaining development consent for a development or approval for a new or change to existing liquor licence, if it is integral to the opportunity.

Any proposed development (as defined in the *Development Act 1993*) must undergo an assessment process to obtain development approval. Development approval involves granting of one or more consents (depending on the nature of the proposed development) such as:

- Development Plan Consent;
- Building Rules Consent; and
- Land Division Consent.

Development applications are submitted to the local Council. Applications are assessed against the relevant zone and council wide policies contained in a Development Plan. The purpose of the assessment is to ensure that the proposed development conforms with the zoning and the Development Plan and operates in harmony with the surrounding land uses and the environment. Developments are classified in one of three ways:

1. *Complying* - A complying development is one which matches those listed in the Development Plan or specified in the *Development Regulations 2008* as complying. Complying development is considered to have a low level of impact on the surrounding area and a planning authority cannot withhold approval for complying developments. If a proposed development meets all but one of the criteria necessary for the development to comply, that one aspect will be assessed on merit. All other aspects consistent with the complying criteria are regarded accordingly;
2. *Non-complying* - Non-complying developments are listed in the Development Plan. These are land uses which are not envisaged or encouraged within a particular area because they are inconsistent with the objectives and principles of a zone or policy area – e.g. an industrial development in a residential zone or a high-rise building in a heritage policy area. Non-complying development is not usually approved unless there are special circumstances. An application can be made to council for a non-complying development if the applicant believes it has significant merit. Applicants should get advice from the local council before proceeding; or
3. *Merit* - Merit development is a development that is not categorised as either complying nor non-complying in the Development Plan, *Development Act 1993* and *Development Regulations 2008*. Proposals are individually assessed on their merits having regard to the policies in the development plan.

In The Barossa Council (2010) major tourist development should be located within townships, settlements or urban areas, or in a designated Tourist Accommodation Zone. Small scale tourism facilities can be located in rural areas and townships. Only one Tourism Accommodation zone exists, which covers the Chateau Tanunda complex and several adjacent properties:

> *"This zone incorporates the area of the Chateau Tanunda Winery complex, its associated pine forest and vineyard areas, and areas adjacent to the railway line. The Chateau is a noted local and regional landmark, representing a notable part of the town's history and development. Council is firmly of the opinion that any future redevelopment of the Chateau should incorporate measures to retain the pine forest and the vineyards as a part of the complex. As the Chateau is no longer used for winery purposes, redevelopment of the site for a non-winery use is extremely likely.*
>
> *Possible uses include various forms of four or five star tourist accommodation, and a variety of related tourist operations and low-impact attractions. Potential exists to create functional linkages into the adjacent Tourist Accommodation Zone to the south-east and into the town centre to the west, creating an integrated tourism area benefiting from the magnificent rural outlook toward the Barossa Range."*[5]

In Light Regional Council (2010) major tourist development should be located within townships or in the Tourist Accommodation or Winery (Seppeltsfield) zones. Small-scale tourist facilities should be located in appropriate areas outside of townships, primarily in existing buildings. Tourist facilities outside townships are permitted providing they meet certain criteria and are developed in association with other types of development. Only one Tourism Accommodation zone exists and that is south east of Tanunda where the Novotel and Tanunda Pines Golf Club is located.

Any development that is considered as not appropriate for a particular zone is deemed non-compliant. An application can still be made for a non-compliant development which may result in an approval being granted if it has been demonstrated that the proposal is not seriously at variance with the Development Plan. However, there are no appeal rights for applicants to a refusal of the application or any conditions imposed.

Applications for a new, or variations to an existing, Liquor Licence are made to the Office of the Liquor and Gambling Commissioner. The applicant is also required to notify the local council and the occupiers of the land or premises adjacent o the licence premises.

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[5] The Barossa Council (2010), Development Plan, consolidated 14 October 2010, p.276.

An application for a liquor licence may require an additional Development Approval. Objections can be made to the application by Council or any person.

Approval risk can be mitigated by proponents fully understanding the approvals required, consulting with professionals and the approvals authorities and ensuring that applications are as complete and compliant as much as possible. Similarly supportive planning, zoning and approval practices to encourage investment are necessary.

6.5.3 Management

Management risk relates to the way an opportunity is delivered and operated. Some of the management risks to be considered are:

- *Governance* – ensuring that all laws required for the conduct of the activity are complied with and that the enterprise remains solvent.
- *Project management* – during the development/construction period to ensure that the opportunity is delivered to specification, on time and within budget;
- *Senior management* – ensuring that the most appropriately experienced and skilled management is recruited.
- *Recruitment and staff management* – ensuring that the most appropriately experienced staff are recruited and trained.
- *Customer service* – ensuring high levels of customer service appropriate to the type of service being provided and the type of customer.
- *Financial control* – ensuring that tight financial controls are maintained implying appropriate recording and monitoring of finances.
- *Asset maintenance* – ensuring that any assets are maintained appropriately to ensure service levels continue to be met.

Management risk can be mitigated by employing appropriately qualified and experienced managers and by preparing management plans and operating procedures.

6.5.4 Marketing

Marketing risk concerns the situation where the intended consumer market is not reached or is not appropriately communicated to.

Marketing risk can be mitigated in two ways. Firstly, by ensuring that there is an adequate target market for the product during the planning phase and that it can be reached by efficient marketing methods. This requires appropriate levels of market knowledge and market testing.

Secondly, there needs to be an appropriate initial and ongoing marketing budget. The effectiveness of any advertising needs to be measured using return on investment measures along with a preparedness to change approach should the need arise. Where possible, joint marketing efforts with other industry partners should also be considered.

6.5.5 Demand

Demand risk relates to forecast levels of demand not being realised. A product or service can be deemed successful if forecast demand and other key performance indicators are met. Successful demand, or sales, for any product is a result of many factors of the production process including all control or mitigation of all the risks mentioned above. Should demand not meet expectations then the proponent needs to be prepared to change the service or product to increase demand. This eventuality should be considered in the planning stage.

7. Evolution of the Destination

This final Section provides a discussion of the various product and infrastructure opportunities that the Barossa could pursue in order to satisfy the needs of various market segments and thereby evolve the destination. Recommendations of opportunities are made in priority order based on timeframe for various stakeholders to pursue.

Key Findings

- One opportunity alone is unlikely to dramatically increase the number of visitors to the Barossa.
- Combinations of product and infrastructure opportunities were assembled for various broad visitor groups that include: traditional, luxury, family, youth, Chinese/Asia and business to determine what aggregate impacts would be.
- The combination of product and infrastructure opportunities for the luxury visitor market segment were found to have the largest demand and economic impact by 2030. Those targeting traditional visitor market segments had the smallest economic impact. This finding indicates that growth will be lower if only traditional visitor market segments are targeted.
- Based on all the analysis and assessment in this report, priority recommendations for opportunities are made grouped by timeframe and ranked by the assessment process, however, many of the opportunities can be progressed simultaneously. Responsibility is also allocated to public, industry and private stakeholders.

7.1 Chasing Visitor Markets

It is unlikely that any of the opportunities discussed and assessed in the previous section are going to have a significant impact on increasing visitor numbers to the Barossa. Given the Barossa is already a mature destination its evolution is based on growing its visitor markets in a sustainable fashion whilst preserving the agricultural base upon which the region is based. Therefore it is a combination of products and infrastructure, over time, that will grow visitor markets.

Combinations of products and infrastructure can target different visitor market segments. A number of scenarios have been prepared based on combinations of opportunities that satisfy the wants and needs of certain visitor segments. These visitor market segments are broader than those discussed earlier as there is overlap in the appeal of various opportunities to different market segments. Those used are:

- *Traditional* – the existing market currently attracted to the Barossa;
- *Luxury* – high end travellers;
- *Family* – families with children 15 and under;
- *Youth* – both singles and couples;
- *Chinese/Asia* – inbound international travellers; and
- *Business* – meetings, incentives, conferences and exhibition market.

The opportunities for each visitor market segment are shown below.

Table 7.1: Barossa Opportunity Combinations

Opportunity	Traditional	Luxury	Family	Youth	Chinese/Asia	Business
Environmental Strategy	yes		yes	yes		yes
Chinese Ready Plan					yes	
Barossa Central	yes	yes	yes	yes	yes	
5 Star Resort		yes	yes	yes	yes	yes
Luxury Lodge	yes	yes				
Restaurant	yes	yes	yes	yes	yes	yes
Wine Bar	yes	yes		yes	yes	yes
Cooking School	yes	yes		yes		
Ext. Cellar Door Tasting/Restaurant Hours	yes	yes		yes	yes	yes
Trail Documentation & Guide		yes	yes	yes		
Adventure Playground			yes			
Health & Wellness Spa		yes				
Artisan & Craft Knowledge Centre	yes	yes	yes	yes	yes	yes
Heritage Steam Train			yes			
Wildlife Park/Native Zoo			yes		yes	
Event Strategy	yes		yes	yes		
Retail Strategy	yes	yes			yes	
Public Transport				yes		
Cycle Path to Gawler			yes	yes		
Signage & Entry Statement Strategy	yes	yes	yes	yes		yes
Electronic Guides/Applications	yes	yes	yes	yes	yes	yes
Barossa Convention Bureau						yes
Dev. Application & Licencing Guide						yes
Barossa Familiarisation Training	yes	yes	yes	yes	yes	yes
Culinary Institute	yes		yes	yes		yes

Source: AEC*group*

7.2 Future Economic Outcomes

The combined opportunities are assessed assuming that the opportunities are all present and have created growth in the visitor market, so that their impact is assessed at the end of the forecast period. Recalling that overall visitation was forecast to increase by almost 52% in the *potential forecast*, each set of combined opportunities has created growth slightly under this figure as not all the opportunities are included in each combination.

Table 7.2 shows the economic impacts for the direct and indirect effects of the combined opportunities for the operations phase only compared to the situation in 2010. That is the annual expected expenditure in the economy by the additional visitors attracted to the Barossa due to the presence of the combined opportunities.

Table 7.2: Opportunity Combination Economic Impacts

Visitor Market Segment	Demand growth	Output ($m)	Income ($m)	Employment FTE	Value Added ($m)	% regional VA
Traditional	36.5%	$41.3	$10.5	280	$17.3	0.91%
Luxury	41.7%	$102.6	$26.4	674	$43.1	2.26%
Family	45.8%	$76.8	$20.0	495	$32.3	1.70%
Youth	50.4%	$69.2	$17.7	461	$29.1	1.53%
Chinese/Asia	39.6%	$74.2	$19.3	479	$31.2	1.64%
Business	42.1%	$71.4	$18.4	468	$30.0	1.58%

Note: $ 2010, FTE – full time equivalent
Source: AEC*group*

For example, by providing a bundle of opportunities that target the luxury visitor market segment (noting that these will also attract other visitor market segments), the changes to the Barossa economy by 2030 are:

- Visitors have increased by 41.7%;
- Spending by visitors and supporting industry has increased by $102.6 million;
- Incomes of $26.4 million have been generated supporting 674 full time equivalent positions; and
- Value added of $43.1 million has been created adding 2.2% of GRP.

Other bundles of opportunities can be similarly assessed.

The figures also suggest that growth will be lower if only traditional visitor market segments are targeted.

7.3 Recommendations

Assuming the goal is to evolve the Barossa as a culinary destination and thereby increase visitation, whilst preserving its heritage and culture, a combination of product and infrastructure opportunities is the most appropriate approach. Using all the analysis in this report and the assessment of the opportunities, recommendations in order of priority along with responsibility and comments, are listed in Table 7.3 grouped by timeframe.

7.3.1 Implementation

Stakeholders should begin to progress the opportunities listed above so that the Barossa can begin to evolve as a destination and become a truly global culinary destination enabling it to compete strongly with both domestic and international wine tourism regions.

For implementation to progress the various opportunities need to enter the strategic and business plans of the various organisations involved with tourism in the Barossa.

Table 7.3: Barossa Opportunity Recommendations by Timeframe

Overall Rank	Opportunity	Responsibility	Comment
Immediate			
2	Public Transport	Public/Industry	A weakness of the destination which needs to be addressed in the short term for certain visitor market segments. Will require investment from State and local government. Cost estimated at $500,000 per annum for 22 seater bus operating 16 hours per day. Potential demand among local residents and visitors is high although negligible economic benefits although strong environmental benefit.
4	Barossa Familiarisation Training	Industry	Immediate and ongoing opportunity to improve service levels across the Barossa of those workers interacting with visitors in order to give them the best possible experience. Costs estimated at $10,000 to develop materials, business incur training costs. No immediate impact on visitor demand although there could be beneficial impacts in the medium to long term from consistent levels of customer service
7	Event Strategy	Public/Industry	A short term opportunity to review the nature, quantum and success of events in the Barossa and formulate a plan for events over a five year horizon. Costs estimated at $50,000 to develop strategy. Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if new events and successful.
8	Development Application and Licencing Guide	Public	This is an important guide to have available for prospective investors. Sufficient material already exists and the investment required for compilation and production is minimal. Cost estimated to be $10,000 in kind. Benefits to industry of investors understanding development application and licencing rules and processes.
9	Electronic Guides/Applications	Industry	Immediate opportunity to develop and disseminate leading edge electronic guides and applications, or utilise existing applications, for the destination. Development costs vary from $15,000 to $90,000+ depending on complexity of the application. Mobile applications regarding destinations are likely to become ubiquitous and therefore will be expected rather than having an ability to increase visitation. In fact visitor demand could be negatively impacted if information about the destination is not available on mobile platforms.
10	Retail Strategy	Public	To be undertaken at the local level, the retail strategy will enable the identification of gaps in the retail offering important for both local residents and visitors. Not an immediate requirement but more important as population and visitation grows in order to attract and diversify private retail investment. Cost estimated at $50,000. Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if an improved retailing offer is successful.
11	Barossa Convention Bureau	Industry	A critical and immediate opportunity to drive the Barossa's business visitation and maximise utilisation of existing assets. Cost is estimated at $100,000 per annum. The potential forecast scenario has conservatively estimated that business visitation could double to 2030 from 27,000 to 62,500 visitors.
13	Signage and Entry Statement Strategy	Public	A key weakness for the Barossa which needs to be addressed in the short term through an appropriate strategy. Will require investment from State and local government. Cost estimated to be $50,000 for the strategy, implementation costs unknown. No impact on demand although word of mouth regarding good experiences could lead to increased visitation in the future.
16	Extended Cellar Door Tasting/Restaurant Hours	Private	The easiest and most inexpensive way to expand the number of restaurants open in the evening and to provide night time entertainment to visitors. Costs confined to operations only as assets already in place. Evening tastings and more restaurant choice in the evening will increase attractiveness of destination and visitation.
21	Trail Documentation and Guide	Industry	An immediate opportunity to collate and promote all trails available in the Barossa in one guide therefore making information more accessible. Cost estimated at $50,000. Assuming a 1% boost in all visitor types, visitation will increase by 10,645 in 2012 and onwards.

Overall Rank	Opportunity	Responsibility	Comment
Short Term (1-5 years)			
1	Chinese Ready Plan	Public/Industry	A resource prepared by Australian or State tourism organisations for the benefit of regions and individual operators. Private investment in implementation will allow destinations to increase their market share of Chinese visitors. Costs estimated at $50,000 (however this can be spread over many destinations so zero cost to the Barossa) as business should be able to access the plan free of charge. Costs for implementation/training and accreditation are assumed at $800 per annum. South Australia currently receives 4% of Chinese visitors to Australia and the Barossa represents 3.5% of visitors to South Australia (thereby 0.14% of Chinese visitors to Australia visit the Barossa). It has been assumed that by being Chinese ready along with appropriate marketing the Barossa can increase to 0.5% of Chinese visitors to Australia each year which amounts to 2,270 in 2012..
3	Environmental Strategy	Public/Industry	Opportunity to create a point of difference in relation to environmental sustainability. Needs to be undertaken by State and local governments based on existing policies and incentives available to business and then initiatives implemented and promoted by the private sector. Costs estimated at $100,000, businesses to assess implementation and accreditation costs dependent on viability. Initially a low impact as unlikely to stimulate visitor demand in the short term. Potential for higher impacts if Barossa outstrips other destinations in its use of green technology.
5	Wine Bar(s)	Private	Expansion of tasting opportunities and late night entertainment for visitors. Assumed capital cost of $400,000. Based on 7 days, 50% occupancy, number of covers assumed at 14,600. One additional wine bar by self is unlikely to materially increase demand in visitation.
6	Cooking School(s)	Private	To satisfy demand for immersion experiences in relation to local food experiences. Assumed capital cost of $500,000. Based on 5 days, 2 classes per day, average take up of 50% = 4,600 students. Also assume that 50% stay overnight in commercial accommodation. One cooking school by self is unlikely to materially increase demand in visitation.
12	Restaurant(s)	Private	Availability of more high end restaurants to give reasons for longer stays and revisitation. Assumed capital cost of $750,000. Based on 5 days, lunch and dinner and one sitting at each, 50% occupancy, number of covers assumed at 20,800. One additional restaurant by self is unlikely to materially increase demand in visitation.
18	Cycle Path to Gawler (a)	Public	An important linking piece of infrastructure but with no direct revenue generating potential and limited market appeal. Therefore a lower priority from a tourism point of view. Requires investment from all levels of government. Assumed capital cost of $5 million. It is unknown to what extent visitation to the Barossa will be impacted by the cycle path.
22	Adventure Playground	Public	This opportunity will add to the attraction of the Barossa for families for both day trips and overnight stays. It will require investment from State and local government. Assumed capital cost of $250,000. Experience of other similar facilities show that families are prepared to travel up to an hour to access this type of facility. Therefore day trip visitation will be increased by an assumed 5%. A family attraction of this nature will also attract overnight visitors to the Barossa as well as possibly extending lengths of stay in combination with other family attractions.
Short to Medium Term (1-10 years)			
25	Heritage Steam Train	Industry/Public	Niche product that will require government assistance for approvals and operational costs, but does expand the number of attractions aimed at non-traditional markets. Most steam railways are operated by not-for-profit organisations and rely heavily on volunteers. Assuming an engine, carriages and a depot are available or donated operating costs could equate to 160% of revenues. Demand of 9,200 passengers per year.

Overall Rank	Opportunity	Responsibility	Comment
Medium Term (5-10 years)			
14	Artisan and Craft Knowledge Centre	Industry/Public	This is a critical item of infrastructure for preservation of the Barossa's heritage and culture as well as an important central attraction for visitors wanting immersion in all aspects of the region's heritage and culture, wine and food, arts and crafts. It will require investment and support from all three levels of government as well as industry and should be considered for delivery in a 1 to 5 year timeframe. Assumed capital cost of $7 million. Assume that 25% of all visitors to the Barossa will visit the attraction and that the attraction will also boost visitation by 5% or 107,000.
15	Wildlife Park/Native Zoo	Private	Short to medium term opportunity to provide an attraction aimed at different visitor market segments than traditional visitor market. Assumed capital cost of $2 million. 100,000 visitors per year based on Warrawong Sanctuary, 80% of these are school groups.
17	5 Star Resort	Private	Medium to long term opportunity once growth in overnight visitation, occupancy rates and business visitation has occurred. Assumed capital cost of $97 million. Based on 200 rooms available 365 days per year, 65% occupancy, average of 1.8 visitors per room, number of visitor nights assumed at 85,410.
19	Luxury Lodge	Private	Short to medium term opportunity to offer accommodation choice in the luxury market. Assumed capital cost of $60 million. Based on 40 rooms available 365 days per year, 60% occupancy, average of 2 visitors per room, number of visitor nights assumed at 17,520.
20	Health and Wellness Spa	Private	As the luxury market expands there is an opportunity for this type of product in the medium to long term. Also has some attraction for local residents. Assumed capital cost of $10 million. Based on 2.5% of existing visitor market equating to 26,612 visitors..
23	Culinary Institute	Public/Industry	Has substantial potential in the medium term and maybe possible with existing educational infrastructure. Requires State government investment with support from industry. Assumed capital cost of $10 million. 2,500 students and 20,000 visitors per annum.
Long Term (10+ years)			
24	Barossa Central	Public/Private	Potential to create a central focus point for the Barossa sometime in the distant future therefore low priority. Requires investment from local government followed by private sector investment. Costs and demand were not assessed for this opportunity.

Note: (a) On 7 September 2011 this project received $4.81 million in funding through the Regional Australia Development Fund.
Source: AEC*group*

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Appendix A: Relevant Literature

There are a range of strategies and plans that provide the direction that Tourism Barossa Inc. and the South Australian Government are pursuing in relation to the Barossa, tourism, food and wine. These provide background for the product and infrastructure gap analysis. Those directly related to the Barossa include:

- 2005 Clare Valley & Barossa Tourism Regions Integrated Strategic Tourism Plan;
- 2010-11 Tourism Barossa Business Plan; and
- Under a Barossa Sky – the story of a place and its people...A Barossa Story.

Those that are more widely focussed but still have relevance for Barossa are:

- South Australian Tourism Plan 2009-2014;
- South Australian Food and Wine Tourism Strategy 2009-2014; and
- South Australian Food Strategy 2010-2015.

Clare Valley & Barossa Tourism Regions Integrated Strategic Tourism Plan (2005)

This Strategy was prepared to provide a strategic and innovative planning policy framework to help attract sustainable tourism investment to the regions concerned. The Strategy proposed a number of goals to be implemented by an Implementation Management Group.

The Strategy contains a literature review and audit of regional attractions and family friendly attractions in appendices.

The Strategy undertook tourism market segmentation analysis based on Wine Visitor Characteristics (life cycle, motivation, activity interests, origin, transport and accommodation) analysed by the 2003 Cellar Door Survey (Colmar and Brunton, 2003) as follows:

- Wine focused (31-50 years);
- Indulgers (41-50 years);
- Browsers (>50 years);
- Generation Y discoverers (10-30 years);
- Generation X discovers (31-40 years); and
- Visiting friends and relatives.

Core tourism products for the tourism areas and their key attributes were documented followed by a product market match. Core products were identified as:

- Tasting and interaction at family owned cellar doors;
- Tasting and interaction at iconic cellar doors with high brand recognition;
- Guided immersion into a winery;
- Welcoming country pubs;
- Eating locally grown food prepared using traditional methods;
- Heritage immersion;
- Barossa Vintage Festival; and
- The Reisling Trail.

The Strategy lists some tourism infrastructure but does not undertake an assessment of them:

- Serviced cabins;
- Eco-hut;

- Retreat/eco-lodge accommodation;
- Resort/country club;
- Walking trails;
- Cycling trails (road and off road);
- Camping facilities;
- Horse riding trails;
- Recreational vehicles access routes; and
- Roads and bridges.

Gaps in infrastructure provision were identified as signage, Barossa Valley Way and a need for a separate heavy vehicle route to avoid road conflicts.

A number of weaknesses and gaps in meeting the needs of visitors was identified through consultation.

2010-11 Tourism Barossa Business Plan

This document is an annual business plan for Tourism Barossa Inc. The Plan contains 86 actions focussed on increasing the value of tourism in the Barossa centred on product development and communication.

Product development:

- Review the region's culinary tourism product and identify any product gaps;
- Identify development opportunities and capable business partners to champion regional development;
- Ensure the industry is kept up to date with relevant grant information;
- Work closely with local government on tourism infrastructure development;
- Be the "eyes and ears" in the Barossa and identify gaps in the current product offering and work with industry to fill these gaps; and
- Work closely with the SATC to encourage investment and sensitive tourism development opportunities in the region.

Communication:

- Create product development strategies that support brand building, and maximise use of cooperative activities developed in conjunction with industry partners. We will work alongside our stakeholders to identify other opportunities consistent with Barossa's positioning, target markets and brand values;
- Market Barossa as an International Culinary Tourism Destination;
- Work closely with the accredited visitor information centres in the region;
- Improve the Barossa's online presence via social networking, Trip Advisor listings, enhance www.barossa.com and by incorporating real time accommodation booking via Book Easy into www.barossa.com;
- Improve communication to stakeholders and the general community to ensure everyone understands that "tourism is everybody's business"; and
- Produce the Barossa Visitor's Guide.

The Plan is aligned with *SA Tourism Plan 2009-2014* and the key focus areas of: communicate, develop, leverage, activate and operate. There are several product development opportunities in the Plan that will be considered for this study.

Under a Barossa Sky – the story of a place and its people...A Barossa Story (May 2011)

This document is a branding strategy for the Barossa. The challenge set for the strategy was:

> "*To position the Barossa as Australia's leading regional brand and develop a code of practice/consumer charter that can challenge the current national and international regional destination hierarchy.*"

The proposed the Barossa Brand ingredients are:

1. Brand Story - the script of our story and how to tell your own;
2. Example hero image and design hierarchy eg landscape (big picture) supported by triptych of three portraits (detail);
3. DVD/brand video and map;
4. Wine home page;
5. Food home page;
6. Tourism home page;
7. Photo gallery;
8. Barossa Basics - an index of the Barossa brands, products, services and partner suppliers; and
9. Brand Barossa Trust Mark and licence application.

The three aspirational principles on which the Brand Barossa Trust Mark is founded are:

1. To establish the Barossa as Australia's leading regional destination for food, wine and tourism on a global stage.
2. To promote the Barossa community as a dynamic environment for thought leadership, commercial investment and cultural exchange.
3. To champion the production values of quality, origin, authenticity and environmental stewardship in all of the Barossa's goods, services and experiences.

South Australian Tourism Plan 2009-2014

The Plan maps out key strategies for growing the value of the State's tourism sector to ensure that tourism and tourism characteristic businesses are viable and sustainable. The Plan identifies the industry's key objectives within the broader context of SA's competitive performance and the likely future of tourism both nationally and globally. Contribution of the Plan to the SA Strategic Plan is documented.

Each strategy includes a rationale, measures, actions, partners and funding/resources.

Relevance for the Barossa

The key focus areas and strategies relevant to the Barossa Product Gap Audit are:

DEVELOP

3. Create new and refreshed tourism developments in SA.

5. Ensure external planning and policy impediments to sustainable tourism development are removed and that strategic investments are case managed through the development process.

LEVERAGE

6. Grow new and existing festivals and events to act as a hook to visit SA and grow its image.

7. Encourage further investment in SA's tourism assets and experiences (e.g. food and wine, nature).

ACTIVATE

11. Make Adelaide and SA a destination that can be easily and affordably reached.

South Australian Food and Wine Tourism Strategy 2009-2014

The SA Food and Wine Tourism Strategy is a joint initiative between the food, wine and tourism industries of SA and the SATC. It identifies how tourism and the wine industries can work together to help achieve SATC's tourism target of $6.3 billion in visitor expenditure by 2014 and at the same time achieved the benefit of generating more vibrant and profitable food, wine and tourism sectors.

Relevance for the Barossa

The objectives and strategies of the Strategy are all directly relevant to the Barossa. In particular the key performance indicator most relevant to the Barossa is:

KPI 3: As SA's food and wine flagship, increase the Barossa's domestic preference

South Australian Food Strategy 2010-2015

The SA Food Strategy sets out a vision for "Food - beyond the expectations of consumers around the globe". It has been developed around the important notion of the value chain, which starts with the consumer, in order to understand and deliver the products they want.

The 2008/09 SA Food Scorecard showed the industry contributes $12.4 billion, and employs almost one in five South Australian workers. The Strategy aims to generate $16 billion in revenue by 2015. To remain internationally competitive, the industry must continue to meet consumer expectations by being sustainable, well managed and consumer driven. The Strategy is applicable to whole food value chain – starting from the consumer and working back through retail, distribution and processing to the producer.

Relevance for the Barossa

Of relevance to the Barossa are priorities:

2. **Enhancing knowledge, collaboration and leadership –** the food industry is equipped with the technical skills and business knowledge and collaborates to manage change

2.1 Develop innovative programs to foster business collaboration and entrepreneurship.

2.4 Foster a food culture that excites and attracts people to the food industry.

2.5 Develop South Australia as a leading food and wine tourism destination.

6: **Fostering regional and community development –** The food industry captures regional and community development opportunities.

6.1 Develop and drive regional food strategies and action plans.

6.2 Encourage regionally unique foods.

Appendix B: Product & Infrastructure Audit

Accommodation

Table B1: Guesthouses and Bed & Breakfasts within the Barossa

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Abbotsford Country House	Lyndoch	8	16	2.0	4.5
Acorn Cottage	Angaston	3	6	2.0	

Table B2: Self Contained[6] Accommodation within the Barossa

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Almond Hill	Angaston	1	2	2.0	
A Secret Garden	Tanunda	1	6	6.0	
A Secret Treasure	Tanunda	1	10	10.0	
Angaston Mews	Angaston	2	6	3.0	
Angaston Rose B&B	Angaston	1	6	6.0	
Angaston Seasons	Angaston	1	6	6.0	
Angaston Views BnB	Angaston	1	6	6.0	
Angels Rest BnB	Truro	1	5	5.0	
Anlaby Homestead	Kapunda	3	2	0.7	4
Apartments On Fiedler	Tanunda	2	2	1.0	
Applecroft Cottages	Pewsey Vale	1	2	2.0	
Azalea Cedar Rose	Lyndoch	4	9	2.3	
Barossa Best BnB	Tanunda	1	4	4.0	
Barossa Country Cottages	Lyndoch	2	10	5.0	
Barossa Glen	Rosedale	1	2	2.0	
Barossa Pavilions	Lyndoch	6	12	2.0	4.5
Barossa Shiraz Estate Residence	Lyndoch	1	4	4.0	4.5 (S)
Barossa Shiraz Estate Willows	Lyndoch	3	6	2.0	4.5 (S)
Barossa Treasure	Angaston	2	4	2.0	
Barossa Vineyard Cottages	Bethany	4	8	2.0	4.5
Barossa Vista	Tanunda	3	6	2.0	4
Basedow Budget Units	Tanunda	3	14	4.7	
Bassett Gawler B&B	Gawler South	2	4	2.0	5
Birchwood on Bridge	Tanunda	3	6	2.0	
Bluebelle Cottage	Lyndoch	1	2	2.0	
Bluebird Cottage	Angaston	2	4	2.0	4
Cabernet Cottage	Tanunda	3	8	2.7	
Capt'n Rodda's Cottage	Tanunda	3	6	2.0	
Carob Cottage	Marananga	4	6	1.5	
Casa Rossa	Lyndoch	3	8	2.7	
Christabelle Cottage	Lyndoch	1	2	2.0	
Clara's Cottage	Tanunda	3	6	2.0	4
Claret Ash Apartments	Tanunda	6	18	3.0	
Country Pleasures	Angaston	4	8	2.0	4.5
Daisybelle Cottage	Lyndoch	3	6	2.0	
Dove Cote Cottage	Tanunda	2	5	2.5	4
Dove Cote Studio	Tanunda	1	2	2.0	4
Eagle Foundry	Gawler	2	12	6.0	3

[6] Many of these are B&Bs.

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Edenmae Farmstay	Mt Pleasant	1	6	6.0	
Elsie's Cottage	Tanunda	2	4	2.0	
Enerby Farm Cottage	Cockatoo Valley	2	6	3.0	
Eve's Cottages	Tanunda	2	4	2.0	
Frieda's Cottage	Tanunda	2	4	2.0	4
Gawler Cottages and Apartments	Gawler	48	96	2.0	4
Gawler House Bed and Breakfast	Gawler South	2	6	3.0	3 (S)
Getaway Cottages	Williamstown	2	4	2.0	3
Gracemar Cottage	Lyndoch	3	8	2.7	
Hall Manor Crystal Suite	Tanunda	2	4	2.0	
Hall Manor Diamond Suite	Tanunda	2	4	2.0	
Hall Manor Ruby Suite	Tanunda	1	4	4.0	
Jacobs Creek Retreat	Tanunda	6	14	2.3	
Jandas Lake View	Eden Valley	3	6	2.0	
Jasmine's Cottage	Lyndoch	2	6	3.0	
Jellicoe House	Mt McKenzie	4	8	2.0	
Kapunda Cottage	Kapunda	2	4	2.0	N/A
Kohlhagen Cottage	Tanunda	2	6	3.0	
Langmeil Cottages	Tanunda	4	8	2.0	3.5 (S)
Lemon Tree Apartment	Angaston	1	2	2.0	
Light Pass House	Light Pass	2	6	3.0	
Lindsay House	Angaston	5	12	2.4	
Linfield Cottage	Williamstown	2	6	3.0	
Little Para Cottage	Tanunda	1	3	3.0	
Lucy's House	Marananga	1	2	2.0	
Marananga Cottages	Marananga	1	2	2.0	
Marananga Cottages	Marananga	1	2	2.0	
Meadow Springs BnB	Mt McKenzie	1	4	4.0	
Memory Lane	Tanunda	3	6	2.0	
Merellaan	Tanunda	3	7	2.3	
Merlot Cottage	Tanunda	1	2	2.0	
Miriam's Cottage	Tanunda	2	6	3.0	4.5
Naimanya Cottage	Flaxmans Valley	2	6	3.0	
Norma's Place	Tanunda	2	4	2.0	
Olde School House	Lyndoch	4	8	2.0	
Oscars Barossa	Tanunda	3	6	2.0	
Para Apartments	Tanunda	2	5	2.5	
Precious Memories	Angaston	3	6	2.0	
Red Gum Retreat	Williamstown	2	4	2.0	
Rivergum Cottage	Gawler South	8	8	1.0	4 (S)
Rustic on Thirteenth	Gawler South	2	4	2.0	3
Seppeltsfield Vineyard Cottage	Seppeltsfield	1	2	2.0	5 (S)
Sir John Franklin Hotel	Kapunda	4	8	2.0	N/A
Sonntag House	Bethany	2	5	2.5	3.5
Soul Star Retreat	Truro	2	6	3.0	
Stephanettes Cottage	Nuriootpa	1	2	2.0	4 (S)
Stonewell Cottages	Tanunda	5	10	2.0	4 (S)
Strathlyn Coach House	Angaston	1	2	2.0	
Tanunda Cottages	Tanunda	3	18	6.0	3 (S)
Tanunda Hotel Apartments	Tanunda	9	36	4.0	4 (S)
The Boardwalk	Gawler	2	5	2.5	4 (S)
The Kirche	Tanunda	1		0.0	
The Miners Cottage	Cockatoo Valley	2	4	2.0	
Thirty on College	Tanunda	3	6	2.0	

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Tin House at Tanunda	Tanunda	3	6	2.0	
Treasured Memories	Tanunda	3	8	2.7	
Treetops Down Under	Marananga	2	4	2.0	4.5
Tucheim	Kapunda	2	12	6.0	4 (S)
Tungali Cottage	Williamstown	2	4	2.0	
Unit 2	Nuriootpa	2	4	2.0	
Walnut Cottage	Angaston	1	4	4.0	
Woodbridge Farm	Tanunda	3	6	2.0	

Note: (S) Self Rating

Table B3: Hotels and Motels within the Barossa

Trading Name	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Angaston Hotel	10	24	2.4	2
Barossa Brauhaus Hotel	6	15	2.5	2.5
Barossa Motor Lodge	40	113	2.8	3.5
Barossa Weintal Resort	50	136	2.7	4 (S)
Lyndoch Hill	34	80	2.4	3.5 (S)
Marble Lodge	2	4	2.0	4.5 (S)
Prasads Gawler Motel	104	312	3.0	3
Tanunda Hotel	10	22	2.2	2.5 (S)
The Nuriootpa Vine Inn	47	67	1.4	3.5
The Valley Hotel	5	10	2.0	3.5 (S)
Top Drop Motel	24	60	2.5	3
Vine Court	29	111	3.8	4
Vineyards Motel	21	43	2.0	3

Note: (S) Self Rating

Table B4: Backpacker Accommodation within the Barossa

Trading Name	Location	Rooms available	Room Capacity (number of guests)	Average Room Size	Star Rating
Barossa Doubles D'Vine	Nuriootpa	2	9	4.5	3
YHA Barossa Valley Farmhouse	Sandy Creek conservation park	5	20	4.0	

Note: (S) Self Rating

Table B5: Hosted Accommodation within the Barossa

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Barossa House	Tanunda	3	8	2.7	3.5
Blickinstal Barossa Valley Retreat	Bethany	6	12	2.0	4
Caithness Manor	Angaston	2	4	2.0	4.5
Churchhill Mews	Gawler	2	4	2.0	4
Collingrove Homestead	Angaston	7	14	2.0	3.5
Ford House B&B	Kapunda	3	10	3.3	N/A
Kaesler Cottages	Nuriootpa	3	6	2.0	
Kapunda Station B&B	Kapunda	2	5	2.5	N/A
Kooringal Homestead	Cockatoo Valley	4	10	2.5	4
Lanzerac Country Estate	Tanunda	7	16	2.3	
Oldham House	Kapunda	3	8	2.7	4.5 (S)
Peppertrees B&B	Kapunda	2	8	4.0	4
Strathlyn Bed and Breakfast	Angaston	2	4	2.0	
The Lodge Country House	Seppeltsfield	4	8	2.0	

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Treetops	Marananga	1	2	2.0	4.5
Whistler Farm	Nuriootpa	2	4	2.0	

Note: (S) Self Rating

Table B6: Resorts and Retreats within the Barossa

Trading Name	Location	Rooms Available	Room Capacity (number of guests)	Average Room Size	Star Rating
Novotel Barossa Valley Resort	Rowland Flat	140	328	2.3	4.5
The Atrium at Greenock	Marananga	3	6	2.0	5
The Louise	Marananga	15	30	2.0	5

Note: (S) Self Rating

Food & Dining Venues

Table B7: Restaurants within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Appellation	Marananga		5 pm onwards	dependant on demand
Bucks Bistro	Springton		Breakfast: Sunday 9am - 5pm Lunch: 12 - 2.30pm Dinner: 6pm - 8.30pm (Closed Tuesdays and Sunday from 5)	8.30pm
Grand Cru Wood Oven Pizza Restaurant	Springton	40	Fri, Sat evenings, Sun lunch (dependant on bookings)	dependant on demand
Harry's Restaurant	Rowland Flat	120	630am-930pm 7days	10.30pm
Jacob's Restaurant	Rowland Flat		10 am - 5 pm	
Krondorf Rd Café	Tanunda	40	11 am - 5 pm	5pm
Lou Miranda Estate	Rowland Flat	60	12-3pm	3pm
Lyndoch Hill	Lyndoch	100	Thurs, Fri, Sat 6.30 pm - late	dependant on demand
Moorooroo Park Vineyards	Tanunda		12.30 - 5pm Monday - Friday	5pm
Salter's	Tanunda	100	Lunch 12 - 3pm	2pm
The Wheatsheaf Inn	Gawler	54	Thurs-Sun (Lunch&Dinner) 12.00 noon onwards	dependant on demand
Vintners Bar & Grill	Angaston		Lunch 12 onwards, Dinner 6.30pm onwards	dependant on demand
1918 Bistro & Grill	Tanunda	80	Lunch 12-2.30pm, dinner 6.30-9pm mon - sat, dinner 6 - 8pm sun	2.30 lunch, 8-9 dinner
Angaston Roaring 40s Café	Angaston	130	9 am - late	dependant on demand
Bacchus Restaurant	Tanunda	100	Breakfast: 7.30am - 9am Tea: 6.30pm - 8pm	8pm
Bamboo Hut Bistro	Gawler	45	Mon-Fri 5.00pm - 9.00pm, Sat/Sun 5.00pm - 10.00pm	9pm
Barossa Bistro	Angaston		11am-late	dependant on demand
Barossa Weintal Resort	Tanunda	varies	Lunch 12-2 7 days, dinner 6-9 mon-sat, 6-8pm sun & public holidays	2pm, 9pm, 8pm
Copper Pot Kitchen	Kapunda	25	Thurs-Sun 12am - 4pm, 6pm - 8.30 pm	830pm
Fasta Pasta	Gawler	155	11.30am-3.00pm & 5.00 - 10.00pm	9.00pm - 9.30pm
Feast on Murray	Gawler	60	Wed-Fri 12.00noon-2.30pm (Lunch), Tues-Sat 6.00pm - late (Dinner)	dependant on demand
Harvest of India	Gawler	60	closed Mon, Tues - Sun 5.30pm - 9.30pm	9.30pm
Kaesler	Nuriootpa		Lunch 7 days 12-3pm, dinner Thursday, Friday, Saturday 7pm-9pm	
La Buona Vita	Tanunda	55	12- 10pm	
La Dolce Vita	Gawler	100	Wed - Fri 12.00 noon - 2.00pm, Wed - Sat 6.00pm	dependant on demand
The Branch	Nuriootpa		Sun - Thurs 9am - 4pm Fri - Sat 9am -late	dependant on demand
The Clubhouse	Tanunda		Lunch 12-2.30pm, Dinner 6-late	Lunch 2.30, Dinner 8.30pm
The Lord Lyndoch	Lyndoch		Mon - Fri 10am - late Sat, Sun, Public Hols 9.30am - late	Lunch 2pm, Dinner 8-8.30pm
Wanera Wine Bar & Restaurant	Angaston		Wed - Sun 10.am - late	Dependant on demand

Table B8: Food Producers within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Barossa Brewing Company	Greenock		Sat & Sun 11.00am-4.00pm	n/a
Barossa Olives	Truro	14	10.00am - 5.00pm	4.45pm
Gully Gardens	Angaston		Th & Fr 9.30am-3.00pm, Sat 9.00am-12.00pm or by appointment	
Suite 41	Seppeltsfield	12	10.30am - 5.00pm	5pm
Angas Park Fruits	Angaston	n/a	9.00am - 5.00pm	n/a
Barossa Valley Cheese Company	Angaston	n/a	M-F 10.00am-5.00pm,Sat10.00am-4.00pm, Sun 11.00am-3.00pm	n/a

Table B9: Markets within the Barossa

Name of Business	Location	No. of Seats	Opening Hours
Barossa Farmers Market	Angaston	n/a	7.30am - 11.30am

Table B10: Cafes within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Benno's Café / Kiosk	Seppeltsfield	n/a	11am-4.30pm Sat Sun P/H	4.30pm
Bookends Café	Willaston	40	Monday-Friday 9.00am-5..00pm, Saturday 9.00am-3.00pm	close
Café Y	Lyndoch		10am- 5pm closed tuesdays	5pm
Grant Burge at Krondorf	Tanunda		10 am - 5 pm	close
Jaspers Brasserie	Evanston	100	Mon-Fri 9.00am - 5.00pm, Sat 9.00am - 4.00pm, Sun 8.00am - 4.00pm	4.00pm Mon-Fri, 3.00pm Sat & Sun
Lyndoch Lavender Farm	Lyndoch	40	10.00am - 4.00pm	4pm
Maggie Beer's Farm Shop	Nuriootpa	20	10.30am - 5.00pm	5pm
Pec Deck Café	Evanston Park	200	Mon-Fri 7.30am - 8.00pm, Sat/Sun 8.30am - 1.00pm	Mon-Fri 7.30pm, Sat/Sun 12.30pm
The South Australian Company Store	Angaston	300	Mon-Thurs 9am-4pm, Fri 9am-late Sat-Sun 9am-5pm	Close
Vadoulis Café	Gawler	45	Mon-Sun 9.00am - 4.30pm	4.30pm
Bean Sejuiced	Nuriootpa	30	Mon - Wed 8am - 5.30pm Thurs - Fri 8am - 6 pm Sat 8am-4pm	close
blond coffee	Angaston	30	8.30am - 4.30pm	4.00pm
Coffee on Jacob	Gawler	43	Monday-Friday 9.00am -4pm	4pm
Connections' Coffee Shop	Greenock	25	Wed 10am - 330pm	3.30pm
Conversations Café	Gawler	55	Monday-Friday 7.30am-4.30pm, Sat-Sun 7.30am-4.00pm	3.00pm
Ford House Tearooms	Kapunda	20	M-F 930am- close S/S 10am -close	5.30pm
Kapunda Bakery / Café	Kapunda	30	M-F 9am-5pm Sat 9am-230pm	
Keils	Tanunda	28	mon-fri 7.30 - 5pm sat 8.30 - 5pm sun 9-4pm	4-5pm
Litl Mo's Bakery / Café	Kapunda	20	7am - 6pm 7 Days	6pm
Monkey Nut Café	Lyndoch	85	9am - 4pm	4pm
Nosh Barossa	Tanunda	12	Mon - Fri 7.30 - 5pm Sat 8.30am - 4.30pm Sun 9.00am - 4.00pm	4-5pm
One White Kite	Kapunda	28	Tue-F 9am-430pm Sat 9am-130pm	Closing
Play House Café	Gawler	140	9.30am - 5.00pm except Thurs	4.00pm
Rumours	Tanunda			

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
The Java Hut	Gawler	49	Mon-Sun 6.00am-4.00pm	4.00pm Mon-Fri, 3.00pm Sat & Sun
Criterion Tavern	Gawler	30	Sun-Wed 9.00am-midnight, Thurs-Sat 9.00am-2.00am	8.00pm

Table B11: Hotels within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Freeling Hotel	Freeling	55	11am-late	8pm
Leitch's Roseworthy Hotel	Roseworthy	100	M-F 10am- Late S/S 9am -Late	830pm
The Wheatsheaf Pub	Allendale North	40		
Greenock Creek Taven	Greenock	50	Friday-Sunday Lunch 12-2pm Dinner 6 -8pm	8pm
Lyndoch Hotel	Lyndoch	50	Lunch 12-2pm, Dinner 6-8pm, All day Sunday	dependant on demand
North Kapunda Hotel	Kapunda	50	12pm-2pm 6pm-8pm 7days	8pm
Prince of Wales Hotel	Kapunda	20	Fri Sat 6pm-8pm	8pm
Sir John Franklin Hotel	Kapunda	160	M-Sat 930am - Late Sun 1030am - Late	830pm

Table B12: Takeaways within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Ceasars' Palace Chicken & Seafood	Evanston	8	closed Tues, 10.30am - 8.00pm 6 days a week	8.00pm
Cheek Avenue Charcoal Chicken and Takeaway	Gawler East	14	Mon-Sun 11.00am-8.00pm	8.00pm
Evanston Fast Food	Evanston	Nil	closed Mon, Tues - Sun 11.30am - 8.00pm	7.30pm
Gawler South Bakery	Gawler South	30	Monday-Friday 8.00am-5.30pm, Sat 8.30am-4.00pm, Sun 9.00am-4.00pm	
Lyndoch Bakery and Restaurant	Lyndoch	120	Breakfast 8.30-11am Lunch 11am-2.30pm	2.30pm
Apex Bakery	Tanunda	12	9.00am - 5.30pm	n/a
Die Barossa Wursthaus & Bakery	Tanunda		7am-4pm	4pm
Gawler Pizza House	Galwer	20	Tues,Wed 5pm-9pm, Thurs 5pm-9.30pm Fri til 10pm Sat til 10.30 mon closed except public holidays	til closed
Pizza Works	Gawler	Nil	4.30pm-10.00pm, Fri-Sat 4.30pm-11.00pm	close
Prices Bakery Gawler	Gawler	30	8.30am-5.00pm 6 days Sun closed	5pm
Tanunda Bakery	Tanunda	12	8.00am - 5.30pm	5.30pm
Tanunda's Nice Ice	Tanunda	12	Mon -Fri8.30am - 5.30pm Sat 9am-5pm Sun 10am-5pm	5-5.30pm
The Corner Bakery Shop	Williamstown		Weekdays 6.30am- 4pm Sat - Sun 7.30am-3pm	close

Table B13: Other Food Providers within the Barossa

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
Dodds Deli Gawler	Gawler	Nil	Mon-Fri 6.30am - 8.00pm, Sat-Sun 8.00am - 8.00pm	6.30pm
Evanston Food Store	Evanston	Nil	Mon-Sat 7.00am-8.00pm, Sun 8.00am-8.00pm	n/a
Willaston Hotel	Willaston	150	Mon-Sun 8.00am - 2.00am	8.00pm
Bushman Hotel	Gawler	100	Mon-Wed 9.00am - midnight, Thurs 9.00am - 2.00am, Fri - Sat 9.00am - 3.00am, Sun 9.00am - midnight	Sun - Thurs 2.00pm - 6.00pm and 8.00pm, Fri & Sat 9.00pm
Cheek Avenue Super Deli	Gawler East	nil	7am-8pm 7 days	n/a
Gawler Arms Hotel	Gawler	200	Mon-Sat 8.00am - 1.00am, Sun 10.00am -midnight	2.00pm - 6.00pm

Name of Business	Location	No. of Seats	Opening Hours	Kitchen Close Time
				and 8.00pm
Kingsford Hotel	Gawler	120	Mon-Sun 9.00am-midnight	2.00pm and 8.30pm
Prince Albert Hotel	Gawler	78	Tues12.00pm - late, Wed-Sun 11am - late, closed Monday's	2.00pm - 6.00pm and 8.00pm
Tanunda Hotel	Tanunda	200	9am - close Mon - Sat, 10am - close Sun	Close
The Exchange Hotel	Gawler		Mon-Wed 9.30am - midnight, Thurs 9.30am - 1.30am, Fri-Sat 9.30am - 3.00am, Sun 11.00am - midnight	
The Old Spot Hotel	Gawler	75	Mon-Sat 8.00am - late, Sun 11.00am - late	2.00pm - 6.00pm and 8.00pm, Fri-Sat 8.30pm
The Overway Hotel	Gawler	nil	Mon-Fri 10.00am - late, Sat 11.00am - late, Sun 12.00pm - late	dependant on demand
The Southern Hotel	Gawler	150	Mon-Sat 8.00am - 1.00am, Sun 10.00am -midnight	Closed before 12noon, 2.00pm - 6.00pm and 8.00pm
The Valley Hotel	Tanunda		Mon-Thurs 10am-10pm Fri 10am-12pm Sat 10am-2am Sun 11am-9pm	Close/dependant on demand
Timeless Tearooms	Gawler	42	Wed-Sun 9.00am - 4.00pm	3.00pm
Vine Inn	Nuriootpa		7 days Breakfast 7am onwards, Lunch 12-2.30, Dinner 6pm-8.30pm	Dependant on demand

Table B14: Function and Meeting Venues within the Barossa

Trading Name	Town	No. of seats	Opening hours	Kitchen Close time
Benno's Café / Kiosk	Seppeltsfield	n/a	11am-4.30pm Sat Sun P/H	4.30pm
Bookends Café	Willaston	40	Monday-Friday 9.00am-5..00pm, Saturday 9.00am-3.00pm	close
Connections' Coffee Shop	Greenock	25	Wed 10am - 330pm	3.30pm
Ford House Tearooms	Kapunda	20	M-F 930am- close S/S 10am -close	5.30pm
Maggie Beer's Farm Shop	Nuriootpa	20	10.30am - 5.00pm	5pm
Pec Deck Café	Evanston Park	approx 200	Mon-Fri 7.30am - 8.00pm, Sat/Sun 8.30am - 1.00pm	Mon-Fri 7.30pm, Sat/Sun 12.30pm
Play House Café	Gawler	140	9.30am - 5.00pm except Thurs	4.00pm
The Java Hut	Gawler	49	Mon-Sun 6.00am-4.00pm	4.00pm Mon-Fri, 3.00pm Sat & Sun
The South Australian Company Store	Angaston	20 - 300	Mon-Thurs 9am-4pm, Fri 9am-late Sat-Sun 9am-5pm	Close
Café Y	Lyndoch		10am- 5pm closed tuesdays	5pm
Greenock Creek Taven	Greenock	50	Friday-Sunday Lunch 12-2pm Dinner 6 -8pm	8pm
Leitch's Roseworthy Hotel	Roseworthy	100	M-F 10am- Late S/S 9am -Late	830pm
North Kapunda Hotel	Kapunda	50	12pm-2pm 6pm-8pm 7days	8pm
Prince of Wales Hotel	Kapunda	20	Fri Sat 6pm-8pm	8pm
Sir John Franklin Hotel	Kapunda	160	M-Sat 930am - Late Sun 1030am - Late	830pm
The Wheatsheaf Pub	Allendale North	40		
Bushman Hotel	Gawler	100	Mon-Wed 9.00am - midnight, Thurs 9.00am - 2.00am, Fri - Sat 9.00am - 3.00am, Sun 9.00am - midnight	Sun - Thurs 2.00pm - 6.00pm and 8.00pm, Fri & Sat 9.00pm

Trading Name	Town	No. of seats	Opening hours	Kitchen Close time
Gawler Arms Hotel	Gawler	200	Mon-Sat 8.00am - 1.00am, Sun 10.00am -midnight	2.00pm - 6.00pm and 8.00pm
Prince Albert Hotel	Gawler	78	Tues12.00pm - late, Wed-Sun 11am - late, closed Monday's	2.00pm - 6.00pm and 8.00pm
Tanunda Hotel	Tanunda	200	9am - close Mon - Sat, 10am - close Sun	Close
Vine Inn	Nuriootpa	300	7 days Breakfast 7am onwards, Lunch 12-2.30, Dinner 6pm-8.30pm	Dependant on demand
Willaston Hotel	Willaston	150	Mon-Sun 8.00am - 2.00am	8.00pm
The Valley Hotel	Tanunda		Mon-Thurs 10am-10pm Fri 10am-12pm Sat 10am-2am Sun 11am-9pm	Close/dependant on demand
Appellation	Marananga		5 pm onwards	dependant on demand
Bacchus Restaurant	Tanunda	100	Breakfast: 7.30am - 9am Tea: 6.30pm - 8pm	8:00 PM
Barossa Weintal Resort	Tanunda	varies	Lunch 12-2 7 days, dinner 6-9 mon-sat, 6-8pm sun & public holidays	2pm, 9pm, 8pm
Feast on Murray	Gawler	60	Wed-Fri 12.00noon-2.30pm (Lunch), Tues-Sat 6.00pm - late (Dinner)	dependant on demand
Grand Cru Wood Oven Pizza Restaurant	Springton	40 for casual meals	Fri, Sat evenings, Sun lunch (dependant on bookings)	dependant on demand
Harry's Restaurant	Rowland Flat	120	630am-930pm 7days	1030pm
Jacob's Restaurant	Rowland Flat		10 am - 5 pm	
Kaesler	Nuriootpa		Lunch 7 days 12-3pm, dinner Thursday, Friday, Saturday 7pm-9pm	
Krondorf Rd Café	Tanunda	40	11 am - 5 pm	5pm
La Buona Vita	Tanunda	55	12- 10pm	
Lou Miranda Estate	Rowland Flat	60	12-3pm	3pm
Lyndoch Hill	Lyndoch	100	Thurs, Fri, Sat 6.30 pm - late	dependant on demand
Moorooroo Park Vineyards	Tanunda		12.30 - 5pm Monday - Friday	5pm
Salter's	Angaston	100	Lunch 12 - 3pm	2pm
The Branch	Nuriootpa		Sun - Thurs 9am - 4pm Fri - Sat 9am -late	dependant on demand
The Clubhouse	Tanunda		Lunch 12-2.30pm, Dinner 6-late	Lunch 2.30, Dinner 8.30pm
Vintners Bar & Grill	Angaston		Lunch 12 onwards, Dinner 6.30pm onwards	Dependant on demand
Wanera Wine Bar & Restaurant	Angaston		Wed - Sun 10.am - late	Dependant on demand

Man-made Attractions

Table B15: Museums and Galleries within the Barossa

Name	Location	Cost	Opening Times
Barossa Museum	Tanunda	$2	10am-5pm
Barossa Regional Gallery	Tanunda	Free	Tues-Sun 11am-4pm and holiday Mondays
Barossa Living Gallery	Tanunda	Free	Thurs, Fri, Sat, Mon 10am-4pm Sun 11am-4pm Winter hours
Greenock Aviation Museum	Greenock	$5 adults $2 children	Wed-Sun 10am-4pm
Lillefield Gallery	Eden Valley	Free	Thurs - Sun 10am-3pm
Luhrs Cottage	Light Pass	Gold coin donation	Mon-Fri 9.30am-3.30pm, Wkends/Public hols 10am-4pm
McCrae Gallery	Tanunda	Free	Sat, Sun 10am-4pm or by appt
Peter Franz Fine Art Gallery	Lyndoch	Free	Thurs-Sun 10am-4pm

Table B16: Shops and Stores within the Barossa

Name	Location	Cost	Opening Times
Akhira Alpaca Stud & Shop	Birdwood	Free	10 am - 4 pm Closed Monday & Tuesday
Alabaster	Tanunda	Free	10am-5pm Wed- Fri, 11am-4pm Sat-Sun
Antiques & More at 24	Angaston	Free	Thurs-Sun 10am-5pm
Barossa Community Store	Nuriootpa	Free	9am-5.30pm Mon-Fri, 9am-4pm Sat
Barossa Farmers Market	Angaston	Free	7.30am-11.30am
Barossa Valley Cheese Company	Angaston	Free	Mon-Fri 10am-5pm Sat 10am-4pm Sun 11am-3pm
Birthstones	Angaston	Free	9.30am-5pm Closed Wednesdays
Dragonfly Antiques	Williamstown	Free	Thursday - Sunday
Maggie Beer's Farm Shop	Nuriootpa	Free	10.30am-5pm
Past & Presence	Tanunda	Free	
South Australian Company Store	Angaston	Free	9am-4pm
Spinifex art & crafts	Lyndoch	Free	10am-4.30pm
Valley Charm Home & Gifts	Tanunda	Free	Open 7 days
Wohlers Furniture & Giftwares	Tanunda	Free	Mon-Fri 9am-5.30pm Thurs 9am-8pm Sat 9am-5pm Sun 9am-5pm

Table B17: Specialist Tours within the Barossa

Name	Location	Cost	Opening Times
Balloon Adventures	Nuriootpa	Tour cost	Book
Barossa Helicopters	Lyndoch	Tour cost	Book
Barossa Trike Tours	Nuriootpa	Tour cost	Book
Barossa Valley Ballooning	Tanunda	Tour cost	Book
Bike Hire - BVIC	Tanunda	$6 per hour weekday, $8 per hour wkend	Mon-Fri 9am-5pm Sat-Sun 10am-4pm

Table B18: Attractions within the Barossa

Name	Location	Cost	Opening Times
Barossa Valley Golf Club	Nuriootpa	Green fees	
Herbig Family Tree	Springton	Free	Always open
Mengler Sculpture Park	Tanunda	Free	Always open
Norm's Coolies	Tanunda	Adults: $10 Children:$5 Concession&students: $9	Mon, Wed, Sat 2pm coach and group bookings by appt
Whispering Wall	Williamstown	Free	7.30am-5pm (6pm daylight savings)

Table B19: Other Man-made Attractions within the Barossa

Name	Location	Cost	Opening Times
Barossa Bowland & Mini Golf	Tanunda	From $8 per game	Tues-Fri 11am-late Sat-Sun 10.30am
Angas Park Shop	Angaston	Free	Mon-Sat 9am-5pm, Sun & Public Holidays 10am-5pm
Barossa Brewing Company	Greenock	Free	Sat-Sun 11am-4pm
Barossa Bushgardens	Nuriootpa	Free/Gold coin donation	7 days during daylight hours
Barossa Old Rose Repository	Angaston	Free	Daily
Barossa Quilt & Craft Cottage	Angaston	Free	10am-4.30pm Mon-Sat
Blacksmith, A&H Doddridge	Angaston	Free	Sat, Sun, Public Hols 1.00 - 4.00pm
Bowsers of the Barossa	Nuriootpa	Free	pam-5pm closed Tues
Endota Spa	Rowland Flat		Mon-Thurs 10am-6pm Fri 10am-9pm Sat 9am-6pm Sun 9am-5pm
Gully Gardens	Angaston	Free	Thurs, Fri 9.30am-3.00pm Sat 9.00am-12.00pm or by appt
Lyndoch Lavender Farm	Lyndoch	Free	10am-4.30pm
The Keg Factory	Tanunda	Free	10am-4pm
The Woodcarvers Haven	Eden Valley	Free	Closed Sundays
Jacobs Creek Retreat Open Gardens	Tanunda	$5	Sun, Mon 11am-5pm or bookings
Kaiser Stuhl Conservation Park	Tanunda	Free	

Tourism Operators

TableB20: Tourism Operators within the Barossa

Trading Name	Vehicle Type	Number of Vehicles	Number of Seats Available	Tours Offered	Adelaide/Airport Transfers Available
Balloon Adventures	Balloon		16	Scenic	No
Barossa Valley Ballooning	Balloon	1	-	Scenic	No
Barossa Classic Cycle Tours	Bicycles	30	30	8 Day Flinders to Barossa	Yes
Ahern's Tours and Charters	Bus	2	-	4 Day Lake Eyre & Personalised	No
Alfies Wine Tours	Bus	1	21	Full Day & Personalised	No
Barossa Valley Tours	Bus	2	12	Winery / Private	Can be included with package tour
Barossa Wine Lovers Tours	Bus	-	-	Winery, Scenic	No
Link SA	Bus	-	-	Charters / Tours / Services	No
Prime Mini Tours	Bus	5	Buses vary 12, 20, 21	Scenic, Full / Half Day	Yes
Taste the Barossa	Bus	-	-	Wineries, Private, Custom	No
Timeless land and adventure tours	Bus	-	-		-
Tour Barossa	Bus	2	22	Wineries, Scenic, Custom	No
Barossa Daimler Tours	Car	3	15	Full Day & Personalised	Yes
Barossa Epicurean Tours	Car	2	10 (4, 6)	Personalised Day Tours	Yes
Barossa Experience Tours	Car	-	Up to 6 for each group	Private, Multi-day, Custom	-
Barossa Getaways Tours	Car	1	-	Personalised	-
Barossa Taste Sensations	Car	1	6	Custom	No
Barossa Vintage Tours	Car	-	-	Packages / Full / Half day	Yes
Grape Valley Tours	Car	-	-	Wineries / Full day	Yes
Rich and Lingering	Car	2	6 on each car	Private, Full day, Scenic, Wineries	Can be included with package tour
Treasured Memories Tours	Car	4	4 in each car	Wineries, Private, Custom	-
Barossa Helicopters	Helicopter	4	3 in each	Scenic Flight / Winery	No
Ambassador Limousine Service	Limousine	-	8 per vehicle	Personalised Day Tours	Yes
Barossa Trike Tours	Motorbike	2	3 in each	Custom / Attractions	No
Auburn Tours	Vintage Vehicle	2	10	Luxury, Scenic, Winery	Yes

Education

Table B21: Schools within the Barossa

School Level	School Name
Pre Schools	• Angaston Kindergarten • Nuriootpa Community Children's Centre • Tanunda Kindergarten • Lyndoch Valley Preschool • Mount Pleasant & Districts Kindergarten • Williamstown Child Parent Centre • Freeling Child Parent Centre • Hewett - Elsie Ey Kindergarten • Kapunda Kindergarten • Trinity Montessori, Gawler
Primary Schools	• Angaston Primary School • Angaston - Good Shepherd Lutheran School • Nuriootpa Primary School • Nuriootpa - Redeemer Lutheran School • Tanunda Primary School • Tanunda Lutheran School • Greenock Primary School • LightPass Primary School • Lyndoch Primary School • Lyndoch – St Jokobi Lutheran School • Moculta Primary School • Mount Pleasant Primary School • Springton Primary School • Rosedale Primary School • Williamstown Primary School • Freeling Primary School • Hewett Primary School • Kapunda Primary School • Roseworthy Primary School • Sandy Creek Primary School • Wasleys Primary School • Trinity College, Gawler • Xavier College, Gawler
Secondary Schools	• Nuriootpa High School • Faith Lutheran School • Trinity College, Gawler • Xavier College, Gawler • Kapunda High School

Table B22: TAFE Courses within the Barossa

Barossa (Nuriootpa) Campus Courses	
Aged Care	• Certificate III in Aged Care
Automotive	• Double Certificate I in Automotive and Engineering
Community Services	• Certificate III in Home and Community Care
Cooking	• Certificate II in Hospitality (Kitchen Operations) • Certificate III in Hospitality (Commercial Cookery) • Certificate IV in Hospitality (Commercial Cookery)
Disability Work and Advocacy	• Certificate III in Disability • Certificate IV in Disability • Fabrication and Welding • Certificate I in Engineering (Specialising in Fabrication)
General IT and Support	• Certificate I in Information Technology • Certificate II in Information Technology • Certificate IV in Information Technology (General)
Hospitality	• Certificate II in Hospitality (Specialising in Food and Beverage) • Certificate III in Hospitality (Specialising in Food and Beverage) • Certificate IV in Hospitality
Management and Administration	• Certificate II in Business

Network and Administration	• Certificate III in Information Technology (Network Administration) • Certificate IV in Information Technology (Networking) • Advanced Diploma of Information Technology (Network Security)
Nursing	• Diploma of Nursing (Enrolled/Division 2 nursing)
Programming - Software Development	• Certificate III in Information Technology (Applications)
Transport and Logistics	• Certificate I in Transport and Logistics (Warehousing and Storage) • Certificate II in Transport and Logistics (Warehousing and Storage) • Certificate III in Transport and Logistics (Warehousing and Storage)
Wine and Viticulture	• Certificate II in Food Processing (Wine) • Certificate II in Food Processing • Certificate III in Food Processing (Wine) • Certificate III in Food Processing • Certificate IV in Food Processing • Diploma of Food and Wine Management and Operations • Diploma of Viticulture Management • Diploma of Food Processing
Gawler Campus Courses	
Accounting and Finance	• Certificate II in Financial Services • Certificate III in Financial Services (Accounts Clerical) • Certificate IV in Financial Services (Accounting)
Children Services	• Certificate III in Children's Services • Diploma of Children's Services (Early childhood education and care)
Community Services	• Certificate III in Community Services Work • Certificate IV in Community Services Work • Certificate IV in Pastoral Care
General IT and Support	• Certificate II in Information Technology • Certificate IV in Information Technology (General)
Library and Teaching Support	• Certificate III in Business Administration (Education)
Literacy and Numeracy	• Certificate I in Introductory Vocational Education • Certificate II in Education and Skills Development
Management and Administration	• Certificate II in Business • Certificate III in Business Administration • Certificate IV in Frontline Management • Diploma of Business Administration • Diploma of Management
Network and Administration	• Certificate III in Information Technology (Network Administration) • Certificate IV in Information Technology (Networking) • Advanced Diploma of Information Technology (Network Security)
Programming - Software Development	• Certificate III in Information Technology (Applications)
Women's Education	• Certificate II in Women's Education
Roseworthy Campus Courses	
Agriculture	• Certificate II in Shearing • Certificate II in Wool Handling • Certificate III in Shearing • Certificate III in Wool Clip Preparation • Certificate III in Advanced Wool Handling • Certificate IV in Wool Classing
Conservation and Land Management	• Certificate II in Conservation and Land Management • Certificate III in Conservation and Land Management • Certificate IV in Conservation and Land Management • Certificate IV in Environmental Technology • Diploma of Conservation and Land Management • Diploma of Environmental Management • Dual Certificate III Program in Conservation, Land Management and Horticulture • Dual Certificate II Program in Conservation, Land Management and Horticulture
Horticulture	• Certificate II in Horticulture • Certificate III in Horticulture • Certificate IV in Horticulture • Diploma of Horticulture
Laboratory Technology	• Certificate III in Laboratory Skills • Certificate IV in Laboratory Techniques
Wine and Viticulture	• Certificate II in Food Processing (Wine) • Certificate II in Food Processing • Certificate III in Food Processing (Wine) • Certificate III in Food Processing

Table B23: Courses Offered at the University of Adelaide Roseworthy Campus

Degree	Program
Bachelor	• Bachelor of Agricultural Sciences • Bachelor of Food and Nutrition Science • Bachelor of Oenology • Bachelor of Science (Animal Science) • Bachelor of Science (Pre-Veterinary) • Bachelor of Viticulture and Oenology • Bachelor of Wine Marketing
Honours Bachelor	• Honours Degree of Bachelor of Agriculture • Honours Degree of Bachelor of Food Science & Technology • Honours Degree of Bachelor of Science • Honours Degree of Bachelor of Wine Marketing
Diploma	• Diploma in Wine Marketing

Cellar Doors

Table B24: Cellar doors in the Barossa

Trading Name	Town	Opening hours	Food	Play equipment / playground	Tours	BBQ Picnic facilities
1847 Fine Wine Barossa	Rowland Flat	Appt Only	No	No	No	No
B3 Wines	Tanunda	Appt Only	No	No	No	n/a
Ballycroft Vineyard & Cellars	Greenock	Appt Only	n/a	n/a	n/a	n/a
Balthazar Barossa	Marananga	Appt Only	No	No	No	n/a
Barossa Valley Estate	Marananga	10.00am - 4.30pm	Yes	No	No	No
Beer Bros/ Pheasant Farm Wines	Nuriootpaa	Open 10.30am-5pm daily	Yes	No	No	No
Bethany Wines	Bethany	Open Mon-Sat 10am-5pm &Sun 1pm-5pm	Yes	No	No	No
Biscay Wines	Tanunda	Appt Only	No	No	No	No
Burge Family Winemakers	Lyndoch	Open Mon, Fri, Sat 10am-5pm, Sun 1-5	No	No	No	No
Charles Cimicky Wines	Lyndoch	Open	No	No	No	No
Charles Melton Wines	Tanunda	Open 11am-5pm daily	Yes	No	No	No
Chateau Barrosa	Lyndoch	Mon-Sat 10am-4.30pm Sun 11am-4.30pm	No	No	No	No
Chateau Dorrien	Tanunda	Open 11am-5.30pm daily	Yes	No	No	Yes
Chateau Tanunda Estate	Tanunda	Open 10am-5pm daily	Yes	No	Yes	No
Cirillo 1850 Wines	Nuriootpa	Appt Only	No	No	No	No
Clancy Fuller	Tanunda	Appt Only	No	No	No	No
Cockatoo Ridge	Tanunda	Open 10am-5pm daily	No	No	No	No
Craneford Wines	Truro	Open 10am-5pm daily	Yes	No	No	Yes
Creed of Barossa	Lyndoch	Open by appointment only	No	No	Yes	No
David Franz	Tanunda	Appt Only	No	No	No	No
Diggers Bluff	Tanunda	Appt Only	No	No	No	No
Domain Barossa	Tanunda	Open for tastings weekends 12-5.30, other days by appt	Yes	No	No	No
Domain Day	Williamstown	Open 10am-5pm daily	Yes	No	No	No
Dorrien Estate (Cellarmasters)	Tanunda	Appt only, no cellar door	No	No	No	No
Dutschke Wines	Lyndoch	Appt Only	No	No	Yes	No
Elderton Wines	Nuriootpaa	Open Mon-Fri: 8:30am – 5pm Sat, Sun 11am – 4pm	No	No, but will have some soon	No	Yes
Fernfield Wines	Eden Valley	Cellar door 10am - 5pm daily	Yes	Yes	Yes	No
First Drop Wines	Williamstown	Appt Only	No	No	No	No
Flaxman Wines	Angaston	Appt Only	No	No	No	No
Gibson Wines	Light Pass	10am-5pm	No	No	No	No
Glaetzer Wines	Tanunda	Appt Only	No	No		No
Glaymond Wines	Seppeltsfield	n/a	n/a	n/a	n/a	n/a
Glen Eldon Wines	Springton	Cellar door, Mon-Fri 9-5 weekends by appt only	No	Yes	No	No
Glenburn Estate Wines	Nuriootpa	Appt Only	No	No	No	No
God's Hill Wines	Lyndoch	Appt Only	Yes, platter/BBQ	No	No	No
Gomersal Wines	Gomersal	10am - 5pm 7days	Yes	Yes	No	No
Grant Burge Wines	Tanunda	10am - 5pm 7days	No	No	No	No

Trading Name	Town	Opening hours	Food	Play equipment / playground	Tours	BBQ Picnic facilities
Greenock Creek Vineyard & Cellars	Seppeltsfield	Daily 11am-4pm except Tuesdays, open until sold out (normally end of Nov)	No	No	No	No
Haan Wines	Tanunda	Appt Only	No	No	Yes	No
Hahn Barossa Vineyards	Stockwell	Appt Only	n/a	n/a	n/a	n/a
Harbord Wines	Stockwell	Appt Only	Yes	n/a	n/a	n/a
Hart of the Barossa	Vine Vale	Appt Only, Daily 10am to 5pm	n/a	n/a	n/a	n/a
Hartz Barn Wines	Moculta	Appt Only	n/a	No	Yes	No
Heathvale Wines	Keyneton	Appt Only	No	No	Yes	No
Heidenreich Estate	Tanunda	Appt Only	No	No	No	No
Henry Holmes Wines	Tanunda	Appt Only	No	No	No	No
Henschke	Keyneton	Open Mon-Fri 9am-4.30pm, Sat 9a-12noon	No	No	Yes	No
Hentley Farm Wines	Seppeltsfield	Open 10am-5pm daily	No	No	No	No
Heritage	Marananga	Mon-Fri 10-5 Sat, Sun 11-5	No	No	No	No
Hewitson	Mile End	Appt Only, cellar door sales available soon	No	No	No	No
Hobbs of Barossa Ranges	Angaston	Appt Only	No	No	No	No
Hutton Vale Vineyards	Angaston	Appt Only	No	No	Yes	No
Irvine Wines	Eden Valley	Open	Yes	No	No	No
Jacobs Creek Visitor Centre	Rowland Flat	Open 10am-5pm daily	Yes	No	Yes	No
Jamabro Wines	Tanunda	Appt Only	No	No	No	No
jb wines	Tanunda	Appt Only	No	No	No	No
Jenke Vineyards	Rowland Flat	Open 10am-4.30pm	Yes	No	No	No
John Duval Wines	Tanunda	Appt Only, wine available at Tanunda Cellars & restaurants such as Vintners,Appelation, 1918	No	No	No	No
Kabminye Wines	Tanunda	Open 11am-5pm Daily	Yes	No	No	No
Kaesler Wines	Nuriootpaa	Open 10am-5pm daily	Yes	No	No	No
Kalleske Wines	Greenock	Cellar door tastings by appt	No	No	No	No
Karra Yerta Wines	Angaston	Appt Only	No	No	Yes	No
Kellermeister & Trevor Jones Fine Wines	Lyndoch	Open 9.30am-5.30pm daily	Yes	No	No	No
Kies Family Wines	Lyndoch	Open 9.30am-4pm daily	Yes	No	No	No
Kurtz FamilyVineyard	Nuriootpa	Appt Only	No	No	No	No
Landhaus Estate Wines	Bethany	Appt Only	No	No	No	No
Langmeil Winery	Tanunda	Open 10.30am-4.30pm daily	No	No	Yes	No
Laughing Jack Wines	Greenock	Appt Only	No	No	No	No
Liebichwein	Rowland Flat	Open Wed-Mon 11am-5pm	No	No	No	No
Linfield Road Wines	Williamstown	Open 10am-5pm daily	Yes	Yes	No	No
Loose End Wines	Tanunda	Appt Only, cellar door tastings available at Gibson Wines	No	No	No	No
Lou Miranda Estate	Rowland Flat	Cellar door 9-5, lunch at restaurant daily	Yes	No	No	No
Lunar Wines	Seppeltsfield	Appt Only	No	No	No	No
Mad Dog Wines	Nuriootpa	Appt Only	No	No	n/a	n/a
Massena Vineyards	Lyndoch	appt only	No	No	No	No
Marschall Groom Cellars	Tanunda	Appt Only	No	No	No	No
Maverick Wines	Vine Vale, Moorooroo	Appt Only	No	No	No	No
Mengler View Wines	Tanunda	Appt Only	No	No	No	No

Trading Name	Town	Opening hours	Food	Play equipment / playground	Tours	BBQ Picnic facilities
McGuigan Barossa Valley	Lyndoch	9-5 daily	Yes	No	Yes	No
McLeans Farm Wines	Tanunda	Weekends & by appt	No	No	No	No
Milhinch Wines - Seize The Day	Seppeltsfield	Appt Only	No	No	Yes	No
Moorooroo Park Vineyards	Tanunda	Open from Friday- Monday 10-5	Yes	No	Yes	No
Mountadam Vineyard	Eden Valley	Appt Only	No	No	No	No
Murray Street Vineyards	Greenock	Open 10am-4.30pm daily	Yes	Yes	Yes	No
Nurihannam Wines	Nuriootpa	Appt Only	No	No	n/a	No
Obst Estate Wines		Appt Only	n/a	n/a	n/a	n/a
Outlaw Wines	Nuriootpa	Appt Only	No	No	No	n/a
Penfolds	Nuriootpaa	Open 10am-5pm daily	No	No	Yes	No
Peter Lehmann Wines	Tanunda	Open Mon-Fri 9.30am-5pm, Sat-Sun 10.30am-4.30pm	Yes	No	No	Yes
Peter Seppelt Wines	Springton	Open Open 10am-5pm (closed Tues&Wed)	Yes	No	No	Yes
Pindarie Wines	Tanunda	Open 11am-5pm daily	Yes	Yes	No	No
Poonawatta Estate	Eden Valley	Appt Only	No	No	Yes	No
Poverty Hill Wines	Springton	Cellar door open Wed-Mon 10-5	Yes	No	No	No
Radford Wines	Eden Valley	Appt Only	No	No	No	n/a
Richmond Grove	Tanunda	Open 10.30am-4.30pm daily	No	No	Yes	Yes
Rockford Wines	Tanunda	Open 11am-5pm daily	Yes	No	No	No
Rocland Estate	Nuriootpa	Cellar door tastings 10-4 daily	No	Yes	No	No
Rolf Binder@ Veritas Winery	Tanunda	Open Mon-Sat 10am-4.30pm	No	No	Yes	Yes
Rosenvale Wines	Nuriootpa	Appt Only	No	Yes	No	No
Ross Estate Wines	Lyndoch	Open 10am-4pm daily	No	No	Yes	No
Rusden Wines	Tanunda	Appt Only	No	No	n/a	n/a
Saltram Estate	Angaston	Cellar door 10am-5pm daily & restaurant 12pm-3pm	Yes	Yes	No	No
Schild Estate	Lyndoch	Open 10am-5pm daily	Yes	No	No	No
Schiller Vineyards	Nuriootpa	Appt Only	n/a	No	n/a	n/a
Schmidt Wines	Nuriootpa	Appt Only	No	No	n/a	n/a
Schutz Barossa	Marananga	Appt Only	No	No	n/a	n/a
Schwarz Wine Company	Bethany	Appt Only	No	No	n/a	n/a
Seabrook Wines	Tanunda	Appt Only	n/a	n/a	n/a	n/a
Seppeltsfield Wines	Seppeltsfield	Mon - Sun 1030am 5pm Closed Good Fri, Christmas, Newyears	Yes	Yes	Yes	Yes
Sieber Wines	Seppeltsfield	11am - 4pm 7days	No	No	No	No
Small Fry Wines	Angaston	Appt Only	n/a	n/a	n/a	n/a
Small Gully Wines	Marananga	Appt Only	n/a	n/a	n/a	n/a
Smythe Road Vintners	Tanunda	Appt Only	n/a	n/a	n/a	n/a
Sons of Eden	Light Pass	Appt Only	n/a	n/a	n/a	n/a
Sorby Adams Wines	Nuriootpa	Appt Only	n/a	n/a	n/a	n/a
Soul Growers	Tanunda	Appt Only	n/a	n/a	n/a	n/a
Spinifex Wines	Nuriootpa	Appt Only	n/a	n/a	n/a	n/a
St Hallett Wines	Tanunda	10 am - 5 pm daily	No	No	n/a	Yes
St John's Road Wine Co.	Greenock	Appt Only	n/a	n/a	n/a	n/a
Stanley Lambert Wines	Tanunda	Open Mon-Fri 9.30am-5pm, Sat-Sun 11am-5pm	No	No	No	No
Steinborner Family Vineyards	Tanunda	Appt Only	No	No	n/a	n/a

Trading Name	Town	Opening hours	Food	Play equipment / playground	Tours	BBQ Picnic facilities
Tait Wines	Lyndoch	Appt Only	n/a	n/a	n/a	n/a
Taste Eden Valley	Angaston	Open 11am-5pm- closed tuesdays	Yes	No	Yes	n/a
TeAro Estate	Williamstown	Open 10am - 6pm (closed Tuesdays, Wednesdays)	Yes	Yes	n/a	No
Teusner Wines	Nuriootpa	Appt Only	n/a	n/a	n/a	n/a
The Grapes of Ross	Lyndoch	Appt Only	No	No	No	No
The Willows Vineyard	Light Pass	Open 10.30am-4.30pm	No	No	n/a	No
Thorn-Clarke Wines	Angaston	Open Mon-Fri 9am-5pm, Sat-Sun 12pm-4pm	No	No	No	n/a
Tin Shed Wines	Tanunda	Appt Only	n/a	n/a	n/a	n/a
Torbreck Vintners	Marananga	Open 10am-6pm daily	No	No	No	No
Troll Creek Wines	Bethany	Appt Only	n/a	n/a	n/a	n/a
Tscharke	Greenock	Appt Only	n/a	n/a	n/a	n/a
Turkey Flat Vineyards	Tanunda	Open daily 11am - 5pm	No	No	n/a	Yes
Two Hands Wines	Marananga	Mon - Sun 10am 5pm Closed Good Fri, Christmas, Newyears	No	Yes	No	Yes
Veronique Wines	Angaston	Appt Only	n/a	n/a	n/a	n/a
Villa Tinto	Tanunda	Open daily 11am - 5pm	No	No	No	No
Westlake Vineyards	Nuriootpa	Appt Only	n/a	n/a	n/a	n/a
Whistler Wines	Marananga	Open 10.30am-5pm daily	Yes	Yes	No	Yes
Wilderness Wines	n/a	Appt Only	n/a	n/a	n/a	n/a
Winter Creek Wines	Williamstown	Appt Only	n/a	n/a	n/a	n/a
Wolf Blass	Nuriootpaa	Open Mon-Fri 9.30am-5pm Sat-Sun 10am-5pm	Yes	No	No	No
Wroxton Barossa Boutique Wines	n/a	Appt Only	n/a	n/a	n/a	n/a
Yalumba	Angaston	Open 10am-5pm	Yes	No	No	Yes
Yelland and Papps	n/a	Appt Only	n/a	n/a	n/a	n/a

Appendix C: Barossa Tourism Forecasts

Base Line Forecasts

Table C1: Base Line Visitors

	Day trips	Intrastate	Interstate	International	Total
1999	1,038,000	122,000	63,000	17,900	**1,240,900**
2000	933,000	185,000	63,000	16,700	**1,197,700**
2001	794,000	209,000	47,000	26,200	**1,076,200**
2002	792,000	182,000	80,000	18,000	**1,072,000**
2003	841,000	144,000	73,000	21,000	**1,079,000**
2004	964,000	175,000	89,000	19,000	**1,247,000**
2005	859,000	128,000	81,000	13,200	**1,081,200**
2006	801,000	111,000	103,000	12,000	**1,027,000**
2007	927,000	143,000	89,000	14,000	**1,173,000**
2008	707,000	105,000	71,000	14,000	**897,000**
2009	801,000	100,000	118,000	13,000	**1,032,000**
2010	847,000	114,000	75,000	12,000	**1,048,000**
2011	824,314	115,651	92,453	13,401	**1,045,820**
2012	832,101	116,713	93,724	14,101	**1,056,638**
2013	839,962	117,783	95,012	14,749	**1,067,506**
2014	847,897	118,864	96,318	15,349	**1,078,427**
2015	855,906	119,955	97,641	15,891	**1,089,393**
2016	863,992	121,055	98,983	16,409	**1,100,439**
2017	872,154	122,166	100,343	16,926	**1,111,589**
2018	880,393	123,287	101,722	17,447	**1,122,849**
2019	888,710	124,418	103,120	17,975	**1,134,222**
2020	897,105	125,559	104,537	18,503	**1,145,704**
2021	905,580	126,711	105,974	19,046	**1,157,311**
2022	914,134	127,874	107,430	19,606	**1,169,045**
2023	922,770	129,047	108,907	20,182	**1,180,906**
2024	931,487	130,231	110,403	20,775	**1,192,897**
2025	940,287	131,426	111,920	21,385	**1,205,018**
2026	949,169	132,632	113,458	22,014	**1,217,273**
2027	954,771	133,327	114,462	22,660	**1,225,220**
2028	960,405	134,027	115,474	23,326	**1,233,232**
2029	966,073	134,729	116,495	24,012	**1,241,309**
2030	971,775	135,436	117,525	24,717	**1,249,453**
2000 to 2010	-9.2%	-38.4%	19.0%	-28.1%	**-12.5%**
2010 to 2020	5.9%	10.1%	39.4%	54.2%	**9.3%**
2020 to 2030	8.3%	7.9%	12.4%	33.6%	**9.1%**
2010 to 2030	14.7%	18.8%	56.7%	106.0%	**19.2%**

Source: TRA (2011a), AEC*group*

Table C2: Base Line Visitor Nights

	Intrastate	Interstate	International	Total
1999	255,000	201,000	99,000	**555,000**
2000	363,000	235,000	223,000	**821,000**
2001	415,000	161,000	68,000	**644,000**
2002	339,000	224,000	45,000	**608,000**
2003	347,000	258,000	117,000	**722,000**
2004	362,000	229,000	99,000	**690,000**
2005	253,000	223,000	80,000	**556,000**
2006	246,000	304,000	45,000	**595,000**
2007	281,000	358,000	115,000	**754,000**
2008	228,000	228,000	59,000	**515,000**
2009	196,000	384,000	60,000	**640,000**
2010	249,000	214,000	55,000	**518,000**
2011	240,000	297,600	66,800	**604,400**
2012	254,925	267,425	64,628	**586,978**
2013	257,264	271,100	67,599	**595,964**
2014	259,624	274,826	70,347	**604,798**
2015	262,006	278,603	72,834	**613,443**
2016	264,410	282,432	75,207	**622,049**
2017	266,836	286,313	77,578	**630,727**
2018	269,284	290,247	79,967	**639,499**
2019	271,755	294,236	82,383	**648,375**
2020	274,248	298,280	84,804	**657,332**
2021	276,764	302,379	87,296	**666,439**
2022	279,304	306,534	89,860	**675,699**
2023	281,866	310,747	92,501	**685,114**
2024	284,453	315,017	95,219	**694,688**
2025	287,062	319,346	98,016	**704,425**
2026	289,696	323,735	100,896	**714,327**
2027	291,215	326,598	103,861	**721,673**
2028	292,742	329,486	106,912	**729,140**
2029	294,277	332,399	110,053	**736,730**
2030	295,820	335,339	113,287	**744,446**
2000 to 2010	-31.4%	-8.9%	-75.3%	**-36.9%**
2010 to 2020	10.1%	39.4%	54.2%	**26.9%**
2020 to 2030	7.9%	12.4%	33.6%	**13.3%**
2010 to 2030	18.8%	56.7%	106.0%	**43.7%**

Source: TRA (2011a), AEC*group*

Table C3: Base Line Visitor Expenditure ($m 2009)

	Day trips	Domestic	International	Total
1999	$76.8	$36.6	$8.4	**$121.8**
2000	$69.0	$48.0	$19.0	**$136.0**
2001	$61.2	$62.9	$5.8	**$129.8**
2002	$63.5	$77.7	$3.8	**$145.0**
2003	$70.0	$101.0	$9.9	**$180.9**
2004	$62.0	$123.0	$8.4	**$193.4**
2005	$63.5	$89.3	$6.8	**$159.7**
2006	$67.0	$92.0	$3.8	**$162.8**
2007	$72.0	$105.0	$9.8	**$186.8**
2008	$55.0	$77.0	$5.0	**$137.0**
2009	$73.0	$114.0	$5.1	**$192.1**
2010	$77.2	$91.0	$4.7	**$172.9**
2011	$75.1	$105.7	$5.7	**$186.5**
2012	$75.8	$102.7	$5.5	**$184.0**
2013	$76.6	$103.9	$5.7	**$186.1**
2014	$77.3	$105.0	$6.0	**$188.3**
2015	$78.0	$106.3	$6.2	**$190.5**
2016	$78.7	$107.5	$6.4	**$192.6**
2017	$79.5	$108.7	$6.6	**$194.8**
2018	$80.2	$110.0	$6.8	**$197.0**
2019	$81.0	$111.2	$7.0	**$199.2**
2020	$81.8	$112.5	$7.2	**$201.5**
2021	$82.5	$113.8	$7.4	**$203.8**
2022	$83.3	$115.1	$7.6	**$206.1**
2023	$84.1	$116.5	$7.9	**$208.4**
2024	$84.9	$117.8	$8.1	**$210.8**
2025	$85.7	$119.2	$8.3	**$213.2**
2026	$86.5	$120.6	$8.6	**$215.7**
2027	$87.0	$121.4	$8.8	**$217.3**
2028	$87.5	$122.3	$9.1	**$218.9**
2029	$88.0	$123.2	$9.4	**$220.6**
2030	$88.6	$124.1	$9.6	**$222.2**
2000 to 2010	11.9%	89.6%	-75.3%	**27.2%**
2010 to 2020	5.9%	23.7%	54.2%	**16.6%**
2020 to 2030	8.3%	10.2%	33.6%	**10.3%**
2010 to 2030	14.7%	36.3%	106.0%	**28.6%**

Source: TRA (2011a), AEC*group*

Potential Forecasts

Table C4: Potential Visitors

	Day trips	Intrastate	Interstate	International	Total
1999	1,038,000	122,000	63,000	17,900	**1,240,900**
2000	933,000	185,000	63,000	16,700	**1,197,700**
2001	794,000	209,000	47,000	26,200	**1,076,200**
2002	792,000	182,000	80,000	18,000	**1,072,000**
2003	841,000	144,000	73,000	21,000	**1,079,000**
2004	964,000	175,000	89,000	19,000	**1,247,000**
2005	859,000	128,000	81,000	13,200	**1,081,200**
2006	801,000	111,000	103,000	12,000	**1,027,000**
2007	927,000	143,000	89,000	14,000	**1,173,000**
2008	707,000	105,000	71,000	14,000	**897,000**
2009	801,000	100,000	118,000	13,000	**1,032,000**
2010	847,000	114,000	75,000	12,000	**1,048,000**
2011	833,297	116,982	94,080	13,531	**1,057,890**
2012	850,335	119,413	97,051	14,373	**1,081,173**
2013	867,722	121,895	100,116	15,177	**1,104,911**
2014	885,464	124,428	103,278	15,946	**1,129,117**
2015	903,569	127,014	106,540	16,669	**1,153,793**
2016	922,045	129,654	109,905	17,379	**1,178,983**
2017	940,898	132,349	113,375	18,101	**1,204,723**
2018	960,136	135,100	116,956	18,839	**1,231,031**
2019	979,768	137,908	120,650	19,597	**1,257,922**
2020	999,801	140,774	124,460	20,368	**1,285,404**
2021	1,020,244	143,700	128,391	21,171	**1,313,505**
2022	1,041,105	146,686	132,445	22,004	**1,342,241**
2023	1,062,393	149,735	136,628	22,871	**1,371,626**
2024	1,084,115	152,847	140,943	23,772	**1,401,677**
2025	1,106,282	156,024	145,394	24,708	**1,432,408**
2026	1,128,902	159,266	149,986	25,681	**1,463,835**
2027	1,150,406	162,290	154,209	26,692	**1,493,596**
2028	1,172,318	165,370	158,550	27,743	**1,523,982**
2029	1,194,649	168,509	163,014	28,836	**1,555,008**
2030	1,217,404	171,708	167,604	29,971	**1,586,687**
2000 to 2010	-9.2%	-38.4%	19.0%	-28.1%	**-12.5%**
2010 to 2020	18.0%	23.5%	65.9%	69.7%	**22.7%**
2020 to 2030	21.8%	22.0%	34.7%	47.1%	**23.4%**
2010 to 2030	43.7%	50.6%	123.5%	149.8%	**51.4%**

Source: TRA (2011a), AEC*group*

Table C5: Potential Visitor Nights

	Intrastate	Interstate	International	Total
1999	255,000	201,000	99,000	**555,000**
2000	363,000	235,000	223,000	**821,000**
2001	415,000	161,000	68,000	**644,000**
2002	339,000	224,000	45,000	**608,000**
2003	347,000	258,000	117,000	**722,000**
2004	362,000	229,000	99,000	**690,000**
2005	253,000	223,000	80,000	**556,000**
2006	246,000	304,000	45,000	**595,000**
2007	281,000	358,000	115,000	**754,000**
2008	228,000	228,000	59,000	**515,000**
2009	196,000	384,000	60,000	**640,000**
2010	249,000	214,000	55,000	**518,000**
2011	240,000	297,600	66,800	**604,400**
2012	260,823	276,920	65,875	**603,618**
2013	266,244	285,665	69,563	**621,472**
2014	271,778	294,687	73,086	**639,551**
2015	277,426	303,994	76,400	**657,820**
2016	283,192	313,594	79,654	**676,441**
2017	289,078	323,498	82,961	**695,538**
2018	295,086	333,715	86,346	**715,146**
2019	301,219	344,254	89,818	**735,291**
2020	307,480	355,126	93,355	**755,961**
2021	313,870	366,341	97,032	**777,243**
2022	320,394	377,911	100,853	**799,157**
2023	327,053	389,845	104,825	**821,723**
2024	333,850	402,157	108,953	**844,960**
2025	340,789	414,858	113,244	**868,890**
2026	347,871	427,960	117,703	**893,535**
2027	354,475	440,009	122,339	**916,822**
2028	361,203	452,397	127,157	**940,756**
2029	368,059	465,133	132,164	**965,357**
2030	375,046	478,229	137,369	**990,644**
2000 to 2010	-31.4%	-8.9%	-75.3%	**-36.9%**
2010 to 2020	23.5%	65.9%	69.7%	**45.9%**
2020 to 2030	22.0%	34.7%	47.1%	**31.0%**
2010 to 2030	50.6%	123.5%	149.8%	**91.2%**

Source: TRA (2011a), AEC*group*

Table C6: Potential Visitor Expenditure ($m 2009)

	Day trips	Domestic	International	Total
1999	$76.8	$36.6	$8.4	**$121.8**
2000	$69.0	$48.0	$19.0	**$136.0**
2001	$61.2	$62.9	$5.8	**$129.8**
2002	$63.5	$77.7	$3.8	**$145.0**
2003	$70.0	$101.0	$9.9	**$180.9**
2004	$62.0	$123.0	$8.4	**$193.4**
2005	$63.5	$89.3	$6.8	**$159.7**
2006	$67.0	$92.0	$3.8	**$162.8**
2007	$72.0	$105.0	$9.8	**$186.8**
2008	$55.0	$77.0	$5.0	**$137.0**
2009	$73.0	$114.0	$5.1	**$192.1**
2010	$77.2	$91.0	$4.7	**$172.9**
2011	$75.9	$105.7	$5.7	**$187.3**
2012	$77.5	$105.7	$5.6	**$188.8**
2013	$79.1	$108.5	$5.9	**$193.5**
2014	$80.7	$111.3	$6.2	**$198.2**
2015	$82.3	$114.3	$6.5	**$203.1**
2016	$84.0	$117.3	$6.8	**$208.1**
2017	$85.7	$120.4	$7.1	**$213.2**
2018	$87.5	$123.6	$7.3	**$218.4**
2019	$89.3	$126.9	$7.6	**$223.8**
2020	$91.1	$130.2	$7.9	**$229.3**
2021	$93.0	$133.7	$8.2	**$234.9**
2022	$94.9	$137.3	$8.6	**$240.7**
2023	$96.8	$140.9	$8.9	**$246.6**
2024	$98.8	$144.7	$9.3	**$252.7**
2025	$100.8	$148.5	$9.6	**$259.0**
2026	$102.9	$152.5	$10.0	**$265.4**
2027	$104.8	$156.2	$10.4	**$271.4**
2028	$106.8	$159.9	$10.8	**$277.6**
2029	$108.9	$163.8	$11.2	**$283.9**
2030	$110.9	$167.7	$11.7	**$290.3**
2000 to 2010	11.9%	89.6%	-75.3%	**27.2%**
2010 to 2020	18.0%	43.1%	69.7%	**32.6%**
2020 to 2030	21.8%	28.8%	47.1%	**26.6%**
2010 to 2030	43.7%	84.3%	149.8%	**68.0%**

Source: TRA (2011a), AEC*group*

Appendix D: Consultation

Consultation for the study was undertaken in two stages. For each stage a consultation strategy was prepared and submitted to the project steering team for feedback and approval.

Stage 1 Consultation

The purpose of Stage 1 consultations were mainly to gather information surrounding visitors, products and infrastructure. Specifically:

- Confirmation and clarification of findings to date of the project;
- Existing markets and market segments;
- Existing strengths of the region/ products; and
- Potential experiential strengths of the region/ products.

A strengths, weaknesses, opportunities and threats framework will be used where appropriate.

Individual Consultations

Technique: Phone or face-to-face

Duration: 30 to 60 mins

Government/Tourism Industry

Dates: 2 May to 16 May

Stakeholders:

- Relevant Commonwealth and State departments
- Tourism industry

Barossa Tourism Businesses

Dates: On ground: Tuesday 17 May 2011 to Friday 20 May 2011 and Tuesday 19 July 2011 to Thursday 21 July 2011, Phone or face-to-face: from 2 May 2011 to Friday 29 July 2011

Stakeholders:

- Tourism Barossa board members
- State Government agencies
- Local government
- Food industry
- Wine industry
- Tourism industry

Workshops

Technique: Facilitated focus group based around three themes: visitors/markets, products/experiences, infrastructure. Probing of responses where necessary.

Duration: 1.5 to 2 hours

South Australian Tourism Commission

- 11am Thursday 19 May 2011

Industry/Business

Stakeholders were recruited from members and non-members of Tourism Barossa Inc. and from each of the following membership categories.

- Accommodation;
- Food, Dining and Function Venues;
- Retail, Cellar Door, Attractions; and
- Tours, Transport and Tourism Services.

Workshops were held as follows:

- 3pm Thursday 19 May 2011 Barossa Council, Tanunda (20 invited, 7 attended)
- 10am Friday 20 May 2011 Wheatsheaf Inn, Gawler (20 invited, 12 attended)

Material/Content

The following briefing was provided to individuals in advance of the phone call/meeting/focus group:

Barossa Product Gap Audit

The Barossa has been nominated as one of the pilot projects within the National Long Term Tourism Strategy (http://www.ret.gov.au/tourism/tmc/workinggrps/invest/Pages/default.aspx). The Strategy is made up of nine areas each focussed on key drivers for long term and sustainable growth in the Australian Tourism industry.

Significant funding has been confirmed from the Commonwealth Government, the South Australian Tourism Commission and Tourism Barossa Incorporated to undertake a Product Gap Audit of the Barossa's tourism offering and to assess the requirements for future growth. The key requirements for the project are:

- Identify key visitors markets/segments;
- Identify key market/segment preferences in terms of infrastructure, products and activities which contribute to their experience;
- Identify existing and potential strengths of the region;
- Match key market/segment preferences with regional strengths;
- Identify long-term (20-year) growth forecasts and opportunities from those key visitor markets;
- Identify both general and priority products and infrastructure required to realise growth forecasts and opportunities;
- Where appropriate, identify any region-specific impediments to the development of those products and infrastructure, and options to mitigate those impediments; and
- Provide an estimate of the net economic benefit arising from the development of these products and infrastructure.

AEC*group* (www.aecgroupltd.com) have been engaged as the company who will manage the project. This audit will include a number of visits to the region as well as focussed consultation with visitors, Local Government, State Government and industry.

Please have a think about the areas above (prompted by the questions on the next page) so you can be prepared for your consultation session.

Your meeting with the project team is confirmed as:

Your meeting with the project team is confirmed as:

Meeting with:

Mobile:

Email:

Time and date: ________________________________

Location: ________________________________

Some questions to get you thinking

The following is an initial set of questions to consider:

1. What sort of domestic overnight/international/daytrip visitors do you get in the Barossa?
2. Why are they attracted here?
3. What do you see as the strengths and weaknesses of the Barossa?
4. What sort of experiences do you give them?
5. What experiences are they looking for?
6. What products or infrastructure do they use?
7. What products or infrastructure do you think requires improvement?
8. What products or infrastructure is missing or there is an opportunity to provide?
9. What are the threats to Barossa tourism?
10. What are your expectations for Barossa tourism over the next 5, 10, 20 years?

Stage 2 Consultation

Purpose

The purpose of Stage 2 consultations was to present findings to date and gather feedback on visitor segmentation as well as on the identified product and infrastructure gaps and opportunities to date. Stakeholders were also asked to prioritise opportunities.

Workshops

Technique: Facilitated focus group based around visitor segments and product/infrastructure opportunities. Aim to prioritise opportunities.

Duration: 1.5 to 2 hours

South Australian Tourism Commission

- 12.30 Thursday 21 June 2011

Industry/Business

All stakeholders that had attended stage 1 workshops or that had been consulted individually were invited to attend (over 50).

Workshops were held as follows:

- 4pm Tuesday 19 July 2011, Jacobs Creek Visitor Centre (3 attendees)
- 9.30am Thursday 20 July 2011, Jacobs Creek Visitor Centre (7 attendees)

Material/Content

Powerpoint presentation:

- Tourism overview and market segmentation; and
- Product and infrastructure opportunities.

Feedback forms:

- Visitor segments to attract; and
- Product and infrastructure opportunities, agreement, timing and prioritisation.

Appendix E: Opportunity Details

Accommodation

Table E1a: 5 Star Resort

Characteristic	Detail

Characteristic	Detail
Opportunity	
Description	Large 5 star branded resort hotel. Includes: recreation facilities, cafe, restaurant, bar, health spa and conference facilities.
Rationale	In the future additional rooms will be required in the Barossa and if the destination is keen to pursue the business visitor market then additional large scale accommodation will be required.
Capacity	200 rooms, 32sqm + 6sqm balcony, 3,700sqm public areas (reception, bar, restaurant, conference), 200sqm gym/spa, 25m swimming pool, 200 open car parks
Market Segment	• All • Business
Timeframe	Medium Term (5-10 years)
Responsibility	Private
Financial	
Costs	$97 million construction cost ($ 2011). Cost excludes land purchase, infrastructure contributions and landscaping. Operating costs assumed at 68% of revenue.
Revenues	Accommodation spend = $400 per person per night, daily visitor spend = $450 per person per day.
Measures	PV Costs = $287M, PV Benefits = $293M, IRR = 8.8%, BCR = 1.0
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	High positive as visitors will have a second branded resort giving them choice.
Industry	High positive as industry will have an additional accommodation product offering and business conference facility.
Community	Medium positive as resort will provide additional employment and purchases in the region.
Government	Low negative as government will have to assess the development application and supply some infrastructure.
Economic	
Demand	Based on rooms available 365 days per year, 65% occupancy, average of 1.8 visitors per room, number of visitor nights assumed at 85,410.
Construction	$97 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $38.4 million per annum ($ 2012).
Environmental	
Land use	High negative as does not appear to be suitable zoned sites for such a lodge.
Energy	Medium negative impact as use of green technologies will minimise energy usage.
Water	Medium negative impact as use of green technologies will minimise water usage.
Waste	Medium negative impact as use of green technologies will minimise waste production.
Traffic	Low negative impact as additional traffic to and from lodge will be generated.
Risk	
Funding	High risk. Securing funding for a regional resort of this nature will carry a high risk until occupancy rates across the Barossa demonstrate need.
Approval	High risk. Given the resort will most likely be non-compliant there is a high risk of non-approval.
Management	Low risk. Management expertise is available for this type of resort and risk is lowered further if the operator is a major brand with established management systems.
Marketing	Low risk. Existing branding will minimise the risk of marketing to industry and customers.
Demand	Medium risk. Another Barossa resort of this scale will add competition to the market and potentially split the market between current providers unless at a time when occupancy rates have increased sufficiently.

Source: AEC*group*

Table E1b: 5 Star Resort Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$81,040,000	$97,000,000	$112,960,000	1.01	1.02	0.97
Operational Expenditure (% of Revenue)	56.8%	68.0%	79.2%	1.15	1.02	0.92
Revenue (per person per night)	$334	$400	$466	0.96	1.02	1.07
Demand (% variation)	83.6%	100.0%	116.5%	0.96	1.02	1.07

Source: AEC*group*

Table E2: Luxury Lodge

Characteristic	Detail
Opportunity	
Description	A 6 star luxury lodge set amongst the Barossa Ranges incorporating standalone lodges. Includes a restaurant, bar, day spa, swimming pool.
Rationale	The reputation of the Barossa as an international culinary destination when compared to other global destinations indicates that additional accommodation choice will be required by the visitor market segment seeking the experiences that the destination offers.
Capacity	40 individual lodges.
Market Segment	• Indulgers • Stylish traveller, unwinders
Timeframe	Medium Term (5-10 years)
Responsibility	Private
Financial	
Costs	$60 million construction cost ($ 2011). Cost excludes land purchase, infrastructure contributions and landscaping. Operating costs assumed at 60% of revenue.
Revenues	Accommodation spend = $1,000 per person per night, daily visitor spend = $1,200 per person per day.
Measures	PV Costs = $144M, PV Benefits = $150M, IRR = 11.2%, BCR = 1.0
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	High positive as improves range of accommodation choice in this segment.
Industry	High positive as industry will have an additional accommodation product offering for luxury visitors inviting revisitation in this market.
Community	Medium positive as resort will provide additional employment and purchases in the region.
Government	Low negative as government will have to assess the development application and perhaps supply some infrastructure.
Economic	
Demand	Based on rooms available 365 days per year, 60% occupancy, average of 2 visitors per room, number of visitor nights assumed at 17,520.
Construction	$60 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $21.0 million per annum ($ 2012).
Environmental	
Land use	High negative as does not appear to be suitable zoned sites for such a lodge.
Energy	Low negative impact as use of green technologies will minimise energy usage.
Water	Low negative impact as use of green technologies will minimise water usage.
Waste	Low negative impact as use of green technologies will minimise waste production.
Traffic	Low negative impact as additional traffic to and from lodge will be generated.
Risk	
Funding	Medium risk of securing funding for a lodge of this nature.
Approval	Given the lodge will most likely be a non-compliant development there is a high risk of non-approval.
Management	Management expertise is available for this type of resort but very high standards need to be maintained so management risk is high.
Marketing	Marketing of luxury products needs to be very targeted so a medium market risk.
Demand	Whilst low volume the potential market is smaller therefore a medium risk of demand not meeting targets.

Source: AEC*group*

Table E2b: Luxury Lodge Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$50,130,000	$60,000,000	$69,870,000	1.11	1.04	0.98
Operational Expenditure (% of Revenue)	50.1%	60.0%	69.9%	1.16	1.04	0.94
Revenue (per person per night)	$836	$1,000	$1,164	0.97	1.04	1.10
Demand (% variation)	83.6%	100.0%	116.5%	0.97	1.04	1.10

Source: AEC*group*

Food, Dining & Function Venues

Table E3a: Restaurant

Characteristic	Detail
Opportunity	
Description	Medium to high end dining experiences focusing strongly on local food and wine matches.
Rationale	The reputation of the Barossa as an international culinary destination when compared to other global destinations indicates that additional restaurants of a high standard are required to deliver on the aspirations of the destination.
Capacity	80 seating. Five days lunch and dinner
Market Segment	• All
Timeframe	Short Term (1-5 years) and ongoing
Responsibility	Private
Financial	
Costs	Minimum of $750,000 in existing building including kitchen and fitout ($ 2011). Operational costs 90% of revenue.
Revenues	Average spend of $100 per head.
Measures	PV Costs = $18.4M, PV Benefits = $19.6M, IRR = 38.4%, BCR = 1.1
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Medium positive as visitors are looking for more dining choices.
Industry	Medium positive as an additional product and outlet for produce.
Community	Low positive as creates employment and more dining choices.
Government	No impact.
Economic	
Demand	Based on 5 days, lunch and dinner and one sitting at each, 50% occupancy, number of covers assumed at 20,800. One additional restaurant by self is unlikely to materially increase demand in visitation.
Construction	$0.75 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $2.0 million per annum ($ 2011).
Environmental	
Land use	No material impact. Restaurant most likely in the urban area or an existing building.
Energy	No material impact.
Water	No material impact.
Waste	No material impact..
Traffic	No material impact.
Risk	
Funding	High risk. Difficult to secure debt finance for restaurants unless proven track record.
Approval	Low risk. Standard licences required although may be objections from existing restaurants.
Management	High risk. Maintenance of high standards in quality and service is critical.
Marketing	Medium risk. Need to ensure marketing is targeted at the correct visitor markets.
Demand	High risk. Restaurants need consistent demand across the year to remain viable.

Source: AEC*group*

Table E3b: Restaurant Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$626,636	$750,000	$873,364	1.08	1.07	1.06
Operational Expenditure (% of Revenue)	75.2%	90.0%	104.8%	1.27	1.07	0.92
Revenue (per head)	$84	$100	$116	1.06	1.07	1.08
Demand (% variation)	83.6%	100.0%	116.5%	1.06	1.07	1.08

Source: AEC*group*

Table E4: Extended Cellar Door Tasting / Restaurant Hours

Characteristic	Detail
Opportunity	
Description	An alternative to restaurants and wine bars would be for existing cellar doors with restaurants to extend opening hours into the evening. This opportunity could also include hidden door dining.
Rationale	All cellar doors and many with restaurants are already providing food and wine to their visitors. Therefore the capital required is already present and only changes to licence class and additional labour would be required to extend trading hours.
Capacity	Existing cellar door capacity.
Market Segment	• All
Timeframe	Immediate but also medium to longer term as visitation increases.
Responsibility	Private
Financial	
Costs	Construction costs N/A Operational costs are mainly related to labour and food products as capital is already in place.
Revenues	Extra wine/meals sold.
Measures	PV Costs = N/A, PV Benefits = N/A, IRR = N/A, BCR = N/A
Sensitivities	N/A
Social	
Visitor	High positive impact as extends product availability into the evening and expands the number of dining options.
Industry	Low positive impact of longer sales hours for cellar doors however existing restaurants may object.
Community	Low positive impact as additional employees and more working hours available.
Government	Low negative as may impact on licencing authority.
Economic	
Demand	Evening tastings and more restaurant choice in the evening will increase attractiveness of destination and visitation over time. Difficult to quantify.
Construction	N/A
Operation	Increase in operational expenditure due to increase food preparation and service. Difficult to quantify.
Environmental	
Land use	No impact.
Energy	No material impact.
Water	No material impact.
Waste	No material impact.
Traffic	Low negative impact as potential for more visitors to be on road in the evening.
Risk	
Funding	No risk. Extending hours of operation will be an operational cost not dependent on financing.
Approval	Low risk. Change to licence class if required.
Management	Low risk. Existing management and management procedures are in place.
Marketing	Low risk. Marketing materials need to be updated and re-distributed.
Demand	High rixk. Visitor market may not take advantage of later tasting hours and may not want to drive outside main towns for dining options.

Source: AEC*group*

Table E5a: Wine Bar

Characteristic	Detail
Opportunity	
Description	Wine bar offering local wines and beer along with smaller food platters in a sophisticated late night venue.
Rationale	There is a need in the Barossa for sophisticated venues offering local wines after cellar doors close and alternative post dinner drinks and entertainment.
Capacity	80 seating. Seven days 11am til 2am.
Market Segment	• Couples and singles of all ages • Wine focussed, indulgers, Gen Y discoverers, VFRs • Active explorer, experience seeker, stylish travellers, unwinders, connectors, social fun seekers
Timeframe	Short Term (1-5 years) and ongoing
Responsibility	Private
Financial	
Costs	Minimum of $400,000 in existing building including cellar and fitout ($ 2011). Operational costs 70% of revenue.
Revenues	Average spend of $30 per head.
Measures	PV Costs = $3.3M, PV Benefits = $4.2M, IRR = 48.9%, BCR = 1.3
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Medium positive as visitors are looking for more choices.
Industry	Low positive as an additional product and outlet for produce.
Community	Low positive as creates employment and more choices.
Government	No impact.
Economic	
Demand	Based on 7 days, 50% occupancy, number of covers assumed at 14,600. One additional wine bar by self is unlikely to materially increase demand in visitation.
Construction	$0.4 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $0.44 million per annum ($ 2011).
Environmental	
Land use	No material impact. Restaurant most likely in the urban area or an existing building.
Energy	No material impact.
Water	No material impact.
Waste	No material impact..
Traffic	No material impact.
Risk	
Funding	Medium risk. Difficult to secure debt finance for wine bars unless proven track record.
Approval	Medium risk. Standard licences required although may be objections from existing restaurants.
Management	Low risk. Maintenance of standards in quality and service is important.
Marketing	Medium risk. Need to ensure marketing is targeted at the correct visitor markets.
Demand	Low risk. Wine bars need consistent demand across the year to remain viable.

Source: AEC*group*

Table E5b: Wine Bar Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$626,636	$750,000	$873,364	1.08	1.07	1.06
Operational Expenditure (% of Revenue)	75.2%	90.0%	104.8%	1.27	1.07	0.92
Revenue (per head)	$84	$100	$116	1.06	1.07	1.08
Demand (% variation)	83.6%	100.0%	116.5%	1.06	1.07	1.08

Source: AEC*group*

Table E6a: Cooking School

Characteristic	Detail
Opportunity	
Description	Establishment of cooking school for day and multiday cooking classes.
Rationale	Many visitor market segments are looking for wine and food education. Given the Barossa is a culinary destination and along with the current popularity of cooking in the media there is scope to provide both short and long cooking courses using local products and techniques.
Capacity	20 per class, 4 hours duration, 5 days, 46 weeks, 2 classes per day.
Market Segment	• Older married persons, parents • Wine focussed, browsers, gen Y discoverers, gen X discoverers, VFRs • Active explorers, stylish travellers, self discoverers, connectors, social fun seekers
Timeframe	Short Term (1-5 years)
Responsibility	Private
Financial	
Costs	Minimum of $500,000 in existing building including fitout ($ 2011). Operational costs 40% of revenue.
Revenues	Average spend of $120 per head
Measures	PV Costs = $3.6M, PV Benefits = $5.2M, IRR = 79.1%, BCR = 1.5
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Low positive as visitors are looking for more choices.
Industry	Low positive as an additional product and outlet for produce.
Community	No material impact.
Government	No impact.
Economic	
Demand	Based on 5 days, 2 classes per day, average take up of 50% = 4,600 students Also assume that 50% stay overnight in commercial accommodation
Construction	$0.5 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $1 million per annum ($ 2011).
Environmental	
Land use	No material impact. Cooking school most likely in the urban area or an existing building.
Energy	No material impact.
Water	No material impact.
Waste	No material impact..
Traffic	No material impact.
Risk	
Funding	Medium risk. Difficult to secure debt finance for cooking school unless proven track record.
Approval	Low risk. Standard licences required.
Management	Low risk. Maintenance of standards in quality and service is important.
Marketing	Medium risk. Need to ensure marketing is targeted at the correct visitor markets.
Demand	Low risk. Need consistent demand across the year to remain viable.

Source: AEC*group*

Table E6b: Cooking School Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$417,757	$500,000	$582,243	1.49	1.46	1.43
Operational Expenditure (% of Revenue)	50.1%	60.0%	69.9%	1.70	1.46	1.27
Revenue (per head)	$100	$120	$140	1.42	1.46	1.48
Demand (% variation)	83.6%	100.0%	116.5%	1.27	1.46	1.70

Source: AEC*group*

Attractions (man-made & natural)

Table E7: Adventure Playground

Characteristic	Detail
Opportunity	
Description	Construction of a best practice adventure playground incorporating regional themes.
Rationale	The Barossa is lacking activities for families. A suitable adventure playground will contribute to fill that gap and based on other similar attractions will boost the day visitation market.
Capacity	1 ha site
Market Segment	• Families
Timeframe	Short Term (1-5 years)
Responsibility	Public, possibly privately operated
Financial	
Costs	$250,000 construction costs ($ 2011). Maintenance costs are assumed at $25,000 per year
Revenues	No direct revenues will generated from the exercise.
Measures	PV Costs = $0.44M, PV Benefits = $0M, IRR = N/A, BCR = N/A
Sensitivities	N/A
Social	
Visitor	Medium positive impact particularly for families with children.
Industry	Medium positive impact through providing an additional attraction for families which translates to more visitation and expenditure from this visitor market segment.
Community	Medium positive impact due to availability of the facility for the community and children.
Government	Medium negative impact as required to fund and maintain the facility.
Economic	
Demand	Experience of other similar facilities show that families are prepared to travel up to an hour to access this type of facility. Therefore day trip visitation will be increased by an assumed 5%. A family attraction of this nature will also attract overnight visitors to the Barossa as well as possibly extending lengths of stay in combination with other family attractions.
Construction	$0.25 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $3.5 million per annum ($ 2011).
Environmental	
Land use	No impact as likely to be located in exiting parkland.
Energy	No impact as does not use electricity.
Water	Low negative impact as uses water.
Waste	Low negative impact as increased visitation will generate additional waste around the park.
Traffic	Low negative impact as more day trip visitation will be generated.
Risk	
Funding	Low risk as government would be allocating allocate sufficient funds.
Approval	Low risk as would be expansion of an existing park to a higher use facility.
Management	Medium risk mainly due to potential for personal injury.
Marketing	No risk as not a commercial opportunity
Demand	Low risk as other attractions of a similar nature have proven to be popular.

Source: AEC*group*

Table E8a: Health & Wellness Spa

Characteristic	Detail
Opportunity	
Description	Independent health and wellness spa positioned with views over the Barossa Valley. Possibility that it could be included as part of the resort or luxury lodge.
Rationale	Health and wellness spas are common in domestic and international culinary destinations and are sought after by higher end travellers.
Capacity	The following specification has been determined based on a feasibility study for a geothermal day spa complex proposed for Port Fairy in Victoria [(a)]. Although the Barossa does not possess geothermal waters the spa component is relevant. Features of the of spa include: • A range of temperatures in outdoor, but well protected pools; • Private bathing pools for 2 to 4 patrons; • 8-10 treatment rooms; • Restaurant/café; and • Small retail component for spa/therapy related products (e.g. Massage oils).
Market Segment	• Older married • Indulgers • Stylish travellers, self discovers, unwinders, social fun-seekers
Timeframe	Medium Term (5 to 10 years)
Responsibility	Private
Financial	
Costs	$10 million construction cost ($ 2011). Cost excludes land purchase, infrastructure contributions and landscaping. Operating costs assumed at 80% of revenue.
Revenues	Average of 73 visitors per day with average visitor spend of $150.
Measures	PV Costs = $37M, PV Benefits = $37M, IRR = 8.1%, BCR = 1.0
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Low positive impact although higher impact for certain visitor markets.
Industry	Medium positive impact as will attract higher spending visitors to the Barossa, or increase average lengths of stay.
Community	Medium positive impact as a facility that the community can access.
Government	Low negative as government will have to assess the development application and perhaps supply some infrastructure.
Economic	
Demand	Based on 2.5% of existing visitor market equating to 26,612 visitors. (Port Fairy study assumed 10% of local residents twice per year and 10% of visitors totalling 41,560 visitors and average length of stay increased by 0.1 day) Also assume that 50% stay overnight in commercial accommodation
Construction	$10 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $4.6 million per annum ($ 2011).
Environmental	
Land use	High negative as does not appear to be suitable zoned sites for such a facility.
Energy	Low negative impact as use of green technologies will minimise energy usage.
Water	Medium negative impact as use of green technologies will minimise water usage.
Waste	Low negative impact as use of green technologies will minimise waste production.
Traffic	Low negative impact as additional traffic to and from spa will be generated.
Risk	
Funding	Medium risk of securing funding for a spa of this nature.
Approval	Given the spa will most likely be a non-compliant development there is a high risk of non-approval.
Management	Management expertise is available for this type of facility but very high standards need to be maintained so management risk is high.
Marketing	Marketing of luxury products needs to be very targeted so a medium market risk.
Demand	Low risk as there is an existing visitor and local market.

Note: (a) Meinhardt Infrastructure & Environment Pty Ltd (2007)
Source: AEC*group*

Table E8b: Health & Wellness Spa Sensitivity Analysis

	Values			BCR		
	5%	**Expected**	**95%**	**5%**	**Expected**	**95%**
Capital Expenditure ($m 2010)	$8,355,000	$10,000,000	$11,645,000	1.05	1.00	0.97
Operational Expenditure (% of Revenue)	62.7%	80.0%	87.3%	1.15	1.00	0.90
Revenue (per person per visit)	$125	$150	$175	0.96	1.00	1.04
Demand (% variation)	83.6%	100.0%	116.5%	0.96	1.00	1.04

Source: AEC*group*

Table E9a: Artisan & Craft Knowledge Centre

Characteristic	Detail
Opportunity	
Description	Multifunctional not-for-profit centre that exhibits the best the Barossa has to offer in regards to its heritage, agricultural production, wine and food production, furniture making, arts and craft. Elements for inclusion include: • Knowledge repository for local history and production techniques; • Heritage and interpretive museum; • Wine production display and workspaces (e.g. cooperage); • Shared workspaces for small food goods production; • Shared workspaces for furniture making, arts & crafts; • Retail outlet; • Cafe/restaurant; and • Car parking.
Rationale	Consultation identified that many of the cultural and heritage aspects of the region need to be recorded and preserved for future generations. This knowledge is best captured in a central location which combined with practical demonstrations can then be demonstrated to visitors.
Capacity	Approximately 3,000sqm with 200 car parks.
Market Segment	• All
Timeframe	Medium Term (5-10 years)
Responsibility	Public/Industry
Financial	
Costs	$7 million construction cost ($ 2011). Cost excludes land purchase, infrastructure contributions and landscaping and some fitout. Operating costs assumed at 50% of revenue.
Revenues	Average expenditure of $20 per person at the centre (entry fee, produce, cafe).
Measures	PV Costs = $36.1M, PV Benefits = $59.6M, IRR = 47.1%, BCR = 1.6
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	High positive impact as provides an excellent attraction for all visitor market segments that are looking for wine and food education as well as heritage and culture.
Industry	High positive impact as provide a major attraction to showcase the Barossa's products and experiences.
Community	High positive impact as will act as a storage and preservation centre for the Barossa's heritage and culture.
Government	High negative impact as government will be required to fund the building.
Economic	
Demand	Assume that 25% of all visitors to the Barossa will visit the attraction and that the attraction will also boost visitation by 5% or 107,000.
Construction	$7 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $1.3 million per annum ($ 2011).
Environmental	
Land use	Impact depends on the location. If within the town areas then there would be a neutral impact but if on land not zoned for urban development then a large negative impact.
Energy	Low negative impact as development of such a site will allow green technologies to be utilised.
Water	Low negative impact as development of such a site will allows for rain water capture, water recycling and reuse.
Waste	Low negative impact waste will be generated at one location which can be efficiently collected and removed.
Traffic	Large negative impact as increase in visitation to one central point will potentially cause congestion depending on the location and access, however may also provide opportunities for improved public transport.
Risk	
Funding	Medium risk. Government will need to fund initial design and development and recover costs through user charges. Private sector will need to contribute to some areas within the building.
Approval	Depends on the site. If a site can be located within existing urban footprint then approval risk will be low. If outside the urban area then approval risk for such a development will be high.
Management	Medium risk. Appropriate facility management can ensure a well managed facility.
Marketing	Low risk. Marketing of the centre should be relatively easy as it will be a major centre piece attraction.
Demand	Low risk. A large percentage of visitors to the Barossa will want to visit the attraction.

Source: AEC*group*

Table E9b: Artisan & Craft Knowledge Centre Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$5,849,000	$7,000,000	$8,151,000	1.70	1.65	1.60
Operational Expenditure (% of Revenue)	41.8%	50.0%	58.2%	1.91	1.65	1.45
Revenue (per person per visit)	$16.71	$20.00	$23.29	1.55	1.65	1.69
Demand (% variation)	83.6%	100.0%	116.5%	1.55	1.65	1.69

Source: AEC*group*

Table E10a: Heritage Steam Train

Characteristic	Detail
Opportunity	
Description	Development of a heritage steam train using existing railway tracks.
Rationale	Many destinations that have railway tracks usually have a group of local enthusiasts that have restored steam trains and carriages. The Barossa has the tracks and a potential future attraction could be a wine train running to Angaston from Gawler, or from Adelaide on occasion. This attraction would be appropriate for families.
Capacity	5-6 carriage steam train carrying 40 person per carriage. Twice per month with multiple trips
Market Segment	• Families • All
Timeframe	Short or Medium Term (1-10 years)
Responsibility	Private
Financial	
Costs	Most steam railways are operated by not-for-profit organisations and rely heavily on volunteers. Assuming an engine, carriages and a depot are available or donated operating costs could equate to 160% of revenues
Revenues	Average of $30 per person.
Measures	PV Costs = $4.2M, PV Benefits = $2.6M, IRR = N/A, BCR = 0.6
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Low positive impact as is an additional attraction for families with children.
Industry	Low positive impact through providing an additional attraction for families which translates to more visitation and expenditure from this visitor market segment.
Community	Low positive impact for the community and children.
Government	Low negative impact as some grants to remain viable may be required.
Economic	
Demand	9,200 passengers per year.
Construction	N/A
Operation	Visitor expenditure of $750,000 million per annum ($ 2011).
Environmental	
Land use	N/A
Energy	Low negative impact as uses coal.
Water	Low negative impact.
Waste	Low negative impact.
Traffic	Low positive impact as use of train will remove vehicles from road.
Risk	
Funding	Medium risk as will require government grants and donations to get established.
Approval	High risk as current track owners need to give permission.
Management	Medium risk as management of train will be undertaken by volunteers.
Marketing	Low risk as steam trains are a popular activity.
Demand	Medium risk as train will compete with other steam trains in South Australia.

Source: AEC*group*

Table E10b: Heritage Steam Train Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	n/a	n/a	n/a	n/a	n/a	n/a
Operational Expenditure (% of Revenue)	133.7%	160.0%	186.3%	0.75	0.63	0.54
Revenue (per person)	n/a	n/a	n/a	n/a	n/a	n/a
Demand (% variation)	83.6%	100.0%	116.5%	0.52	0.63	0.73

Source: AEC*group*

Table E11a: Wildlife Park / Native Zoo

Characteristic	Detail
Opportunity	
Description	Provision of a wildlife park or native zoo specialising in Australian flora and fauna similar to Warrawong Wildlife Sanctuary.
Rationale	The landscape of the Barossa lends itself to the provision of a wildlife park or native zoo as an additional attraction for families. This type of attraction is also important for overseas visitors and families.
Capacity	10-15 ha site, 1,000 visitors per day open 7 days. Possibility of on site cabins.
Market Segment	• Families • International
Timeframe	Medium Term (5-10 years)
Responsibility	Private/community
Financial	
Costs	Costs to construct are difficult to estimate but mainly comprise earthworks, feral-proof fencing, paths, water features, animal shelters, buildings and purchase of animals. Notional cost of $2 million based on upper range of sale of Warrawong in 2007. Operating costs assumed at $750,000 per annum.
Revenues	$15 per person entry fee. Note Warrawong is free except for groups.
Measures	PV Costs = $8.2M, PV Benefits = $12.9M, IRR = 37.4%, BCR = 1.6
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Medium positive impact as is an additional attraction for families with children and is very Australian.
Industry	Medium positive impact through providing an additional attraction for families which translates to more visitation and expenditure from this visitor market segment.
Community	Medium positive impact due to availability of the facility for the community and children.
Government	Low negative impact as regulation and monitoring may be required.
Economic	
Demand	100,000 visitors per year based on Warrawong Sanctuary, 80% of these are school groups.
Construction	$2 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $2.5 million per annum ($ 2011).
Environmental	
Land use	Medium positive impact assuming land used does not have any existing productive capacity.
Energy	Low negative impact as use of green technologies will minimise energy usage.
Water	Low negative impact as use of green technologies will minimise water usage.
Waste	Low negative impact as use of green technologies will minimise waste production.
Traffic	Low negative impact as additional traffic to and from facility will be generated.
Risk	
Funding	Medium risk as venture may be seen as crowding the market given proximity of Adelaide zoo.
Approval	High risk as a large scale tourist attractions and will be non-complying development.
Management	Medium risk as management of this type of facility is well known however welfare of animals needs to be well managed.
Marketing	Medium risk as facility competes with other animal attractions in the State.
Demand	Low risk as majority of visitation could be from groups and schools.

Source: AEC*group*

Table E11b: Wildlife Park / Native Zoo Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$1,671,000	$2,000,000	$2,329,000	1.62	1.56	1.50
Operational Expenditure (% of Revenue)	41.8%	50.0%	58.2%	1.79	1.56	1.38
Revenue (per person per visit)	$12.53	$15.00	$17.47	1.49	1.56	1.61
Demand (% variation)	83.6%	100.0%	116.5%	1.49	1.56	1.61

Source: AEC*group*

Table E12: Barossa Central

Characteristic	Detail
Opportunity	
Description	Establishment of a master planned town square within the Barossa that acts as a focussed destination for visitors. This could be located within any of the existing major towns or a purpose built square outside of the main town areas. Barossa Central would include a large open square surrounded by buildings containing many of the opportunities in this report. In essence the concept is similar to the Italian campo or piazza. Elements could include: visitor information centre, restaurants, wine bars, cooking schools, accommodation, retail, Barossa Artisan & Craft Knowledge Centre/Culinary Institute. The square would also act as a focal point for markets and events.
Rationale	Many competitor destinations have a central focus points which attract visitors where they can access attractions and experience what the destination has to offer. There is a danger that such a development detracts from the nature of the destination but over time can also protect the destination by concentrating visitor activity in one location.
Capacity	Would need to be at least 2 ha with 40% open space and development on the sides along with sufficient car parking or public transportation.
Market Segment	• All
Timeframe	Long Term (10+ years)
Responsibility	Public/Private
Financial	
Costs	Development costs are dependent on many aspects of a master plan and site including earthworks, building materials, building form, etc. This opportunity is not sufficiently progressed to determine costs. Individual opportunities that may be included in Barossa Central give guidance for their own costs.
Revenues	No direct revenue is associated with the Barossa Central concept as individual components would pick up this revenue.
Measures	PV Costs = N/A, PV Benefits = N/A, IRR = N/A, BCR = N/A
Sensitivities	N/A
Social	
Visitor	Large positive impact as Barossa Central would provide a major visitor focal point to experience much about the Barossa.
Industry	Low positive impact. Barossa Central would attract additional visitation to Barossa and allow industry to showcase what the region has to offer in one location. However, care would need to be taken to ensure visitor distribution across the region still occurs.
Community	Low positive impact. Depending on location, development of a large town square can be disruptive and will generate additional traffic flows. If outside or the urban area may reduce levels of visitation to towns.
Government	Medium negative impact. Government would need to assist in locating a site and ensuring the necessary infrastructure was provided. The subsequent development would provide additional revenue streams to government over time but may not be any different to what growth would deliver.
Economic	
Demand	Barossa Central by itself would not stimulate additional demand but the clustering of opportunities in this report would generate additional visitor demand. The presence of Barossa Central would focus that demand to a single location.
Construction	N/a
Operation	N/a
Environmental	
Land use	Impact depends on the location. If within the town areas then there would be a neutral impact but if on land not zoned for urban development then a large negative impact.
Energy	Low negative impact as development of such a site will allow green technologies to be fully utilised.
Water	Low negative impact as development of such a site will allows for rain water capture, water recycling and reuse.
Waste	Low negative impact waste will be generated at one location which can be efficiently collected and removed.
Traffic	Large negative impact as increase in visitation to one central point will potentially cause congestion depending on the location and access, however may also provide opportunities for improved public transport.
Risk	
Funding	Medium risk. Government will need to fund initial design and development and recover costs through infrastructure charges. Private sector will need to fund most of building development.

Characteristic	Detail
Approval	Depends on the site. If a site can be located within existing urban footprint then approval risk will be low. If outside the urban area then approval risk for such a development will be high.
Management	Low risk. Appropriate town square management can ensure a well managed town square.
Marketing	Low risk. A collection of opportunities and attractions in one location can be marketed easier than many individual attractions spread over the region.
Demand	Low risk. Barossa Central will have sufficient attractions to attract a large percentage of visitors to the Barossa.

Source: AEC*group*

Transportation & Tours

Table E13: Signage & Entry Statement Strategy

Characteristic	Detail
Opportunity	
Description	Comprehensive directional signage strategy including entry statements for the Barossa including along major access routes including to and from Adelaide International Airport.
Rationale	Good signage is necessary to assist visitors navigate their way to and from destinations as well as within the destination. It also adds to their experience if they are told they have arrived at the destination.
Capacity	Capacity is available in the market to develop a retail strategy. Signage guidance is given in Department of Transport Road Sign Guidelines and Council Development Plans
Market Segment	• All
Timeframe	Immediate
Responsibility	Public
Financial	
Costs	Development of strategy: $50,000 Cost to produce and erect directional signage on major roads unknown. Industry to fund their own costs.
Revenues	There are no revenues directly associated with the strategy.
Measures	PV Costs = $0.045M, PV Benefits = $0.045, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Medium positive impact as good signage will reduce frustration and encourage revisitation.
Industry	Low positive impact as industry will know that there is adequate signage for visitors.
Community	Low positive impact as the community will benefit from good signage.
Government	Low negative impact as Government will be required to assist with funding the strategy.
Economic	
Demand	No impact on demand although word of mouth regarding good experiences could lead to increased visitation in the future. Not quantified.
Construction	$0.05 million impact on professional, scientific and technical services ($ 2011).
Operation	N/A
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	Low positive impact as improved will reduce vehicle use through minimising navigational errors.
Risk	
Funding	Low risk. The strategy needs to be largely funded by government.
Approval	Low risk for signage approvals if industry understands what is permissible.
Management	Low risk. Appropriate management is required for creation of the strategy and its implementation.
Marketing	Low risk. Signage requirements can be provided electronically to industry.
Demand	N/A

Source: AEC*group*

Table E14a: Public Transport

Characteristic	Detail
Opportunity	
Description	Provision of public transport loops between major towns and villages and major attractions including at night.
Rationale	Public transport to get around the Barossa is limited and mainly provided to make connections between towns to Gawler. Consultation identified the need for a regular public transport service between towns.
Capacity	24 seater bus looping around the Barossa from 9am to 1am (16 hours per day)
Market Segment	• Young singles and couples • All
Timeframe	Immediate
Responsibility	Public/Industry
Financial	
Costs	Annual cost of hire for a 22 seater bus with driver operation 16 hours per day, travelling 640km per day (40km per hour) for 365 days per year is approximately $500,000. Does not include ticketing or administration costs.
Revenues	If tickets were $5 per passenger breakeven would require 274 passengers per day.
Measures	PV Costs = $4.7M, PV Benefits = $4.7M, IRR = N/A, BCR = 1.0
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Low positive impact as frequent public transport would improve mobility around Barossa.
Industry	Low positive impact as frequent public transport would provide a new product and attract new visitor market segments, in particular younger visitors.
Community	Low positive as would be useful for those without available transport to move around Barossa.
Government	Low negative impact if Government are required to subsidise public transport.
Economic	
Demand	If tickets were $5 per passenger breakeven would require 274 passengers per day equating to 100,000 visitors which represents 10% of visitors. Of course some usage would be by locals. Not expected to increase visitation.
Construction	N/A
Operation	$500,000 per annum for 22 seater bus operating 16 hours per day.
Environmental	
Land use	N/A
Energy	Low positive if replacing cars off the road.
Water	N/A
Waste	N/A
Traffic	Low positive if replacing car travel.
Risk	
Funding	Low risk as existing operator could be convinced to undertake the opportunity.
Approval	N/A
Management	Low risk. Achievable routes would be well planned. Potential safety risk at night time.
Marketing	Medium risk. Need to ensure that the service is marketed to the appropriate visitor market segments.
Demand	High risk. Demand may not be sufficient to cover costs.

Source: AEC*group*

Table E14b: Public Transport Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	n/a	n/a	n/a	n/a	n/a	n/a
Operational Expenditure (% of Revenue)	83.6%	100.0%	116.5%	1.20	1.00	0.86
Revenue (per person per trip)	$4.18	$5.00	$5.82	0.84	1.00	1.16
Demand (% variation)	83.6%	100.0%	116.5%	0.84	1.00	1.16

Source: AEC*group*

Table E15: Cycle Path to Gawler

Characteristic	Detail
Opportunity	
Description	Cycle path linking Barossa towns to Gawler.
Rationale	Cycling is a growing recreational pursuit in Australia particularly long day cycles and recreational cycling. Provision of cycle paths enhances the experience and safety for cyclists. Barossa and Gawler Councils have already made an application for funding to the Regional Development Australia Fund for this infrastructure.
Capacity	A shared cycle path already connects Angaston to Nuriootpa and Tanunda but a link is required to Gawler and the Stuart O'Grady cycle path.
Market Segment	• Older persons, couples of any age, families, singles • Browsers, gen Y discoverers • Active explorers, self discovers, unwinders, social fun-seekers
Timeframe	Short Term (1 to 5 years)
Responsibility	Public
Financial	
Costs	The Barossa and Gawler Councils have applied for $5 million for the Tanunda to Gawler cycle path from the Regional Development Australia Fund. The Nuriootpa to Angaston shared path was funded $255,500 from the Australian Government National Bike Path Projects Fund.
Revenues	No direct revenues are generated from cycle paths.
Measures	PV Costs = $4.5M, PV Benefits = $4.5M, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Low positive impact for those visitors groups looking for cycling as a means of recreation and transport.
Industry	Low positive impact as may bring more visitors.
Community	Low positive impact as local can use the cycle tracks for recreational and fitness purposes.
Government	Medium negative impact as provision of cycle infrastructure is expensive.
Economic	
Demand	In 2009 the Australian Sports Commission Exercise, Recreation and Sport survey reported 124,800 regular recreational participants in South Australia. This was an increase of 23% from 2001. It is unknown to what extent visitation to the Barossa will be impacted by the cycle path.
Construction	$5 million impact on construction industry ($ 2011).
Operation	N/A
Environmental	
Land use	No impact as would generally be incorporated in the road reserve.
Energy	Low positive impact if takes cars off the road.
Water	N/A
Waste	N/A
Traffic	Low positive impact if takes cars off the road.
Risk	
Funding	High risk as the RDAF is very competitive.
Approval	Low risk if funding is made available.
Management	Low risk as Barossa Council has already delivered cycling tracks.
Marketing	Low risk as word of mouth will operate in cycling circles.
Demand	Low risk as not a commercial undertaking.

Source: AEC*group*

Information & Marketing

Table E16: Electronic Guides/Applications

Characteristic	Detail
Opportunity	
Description	Development of guides, trails, itinerary ideas, etc. for web and mobile device applications, including ability of consumers to post reviews.
Rationale	Consumers are rapidly expecting that they can source all information about a destination and what they can there do through mobile applications. Mobile services also allow for directions, locating points of interest, reservations, travel schedules, suggestions, advertising and reading/posting comments.
Capacity	Capacity is available in the market to develop mobile applications.
Market Segment	• Older non-working married persons, Older working married persons, Parents with youngest child aged 6-14, Parents with youngest child aged 5 or less • Browsers, Gen Y discoverers, Gen X discoverers, • Stylish travellers, Self discoverers, Social fun-seekers
Timeframe	Immediate
Responsibility	Industry
Financial	
Costs	Developing a mobile applications is operating system specific. The most popular operating systems are iPhone, Android, Blackberry and Windows. Development costs are more for Android and Windows because there are many different manufacturers of the handsets. Similarly with Blackberry there are different handsets. Development costs are in the range of: • Simple apps: $15k to 30k • Branded apps $45k • Advanced apps $90k+ It may be possible that a generic tourist application can be used and all the destination needs to do is upload content e.g. hotels near me which uses GPS to locate hotels near you which can then be booked through the app.
Revenues	Unless selling an app there will be no direct revenue associated with their provision.
Measures	PV Costs = N/A, PV Benefits = N/A, IRR = N/A, BCR = N/A
Sensitivities	N/A
Social	
Visitor	Medium positive impact as consumers are getting used to having information immediately available on their mobile devices.
Industry	Low positive impact as mobile apps are an increasingly alternative medium in which to advertise.
Community	Low positive impact as locals have access to the same information about the Barossa which may be useful to them.
Government	N/A
Economic	
Demand	Mobile applications regarding destinations are likely to become ubiquitous and therefore will be expected rather than having an ability to increase visitation. In fact visitor demand could be negatively impacted if information about the destination is not available on mobile platforms.
Construction	No construction impact as any application development is likely to be undertaken outside the Barossa. Similarly if a subscription is required to an existing application.
Operation	N/A
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	N/A
Risk	
Funding	Medium risk. Industry will need to fund development or provide a resource to assemble content in appropriate formats and upload to databases.
Approval	N/A
Management	Medium risk. Management needs to understand how best to provide destination information to visitor using mobile technology.
Marketing	Low risk. Visitors and potential visitors will need to know about the availability of the apps.
Demand	Low risk. Consumers are increasing using mobile apps to get information and help them plan.

Source: AEC*group*

Table E17a: Barossa Convention Bureau

Characteristic	Detail
Opportunity	
Description	Dedicated resources to promote the Barossa as destination for meetings, incentives, conventions and exhibitions.
Rationale	The Barossa already has made a start in attracting business visitation but this is largely limited to efforts by a few individuals. A centralised effort is required to market the destination to business while some of the other opportunities in this report will improve the Barossa's attractiveness as a business destination. Has links to the events strategy.
Capacity	Capacity is available within the Barossa.
Market Segment	• Business
Timeframe	Immediate
Responsibility	Industry
Financial	
Costs	$100,000 per annum operational only. Costs include salary, ICT and some marketing materials. The position could operate out of the Barossa Council or Visitor Information Centre.
Revenues	Revenues would be achieved through additional sales to the MICE sector. A fee of $12 per delegate would recover costs over time.
Measures	PV Costs = $1.2M, PV Benefits = $1.9M, IRR = 19%, BCR = 1.6
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Low positive impact as many MICE organisers would know about the Barossa and would have a dedicated contact to communicate with.
Industry	High positive impact as a dedicated resource to sell the Barossa's MICE offering would generate additional sales.
Community	Low positive impact as increased business visitation would be a boost to employment and incomes.
Government	N/A
Economic	
Demand	The potential forecast scenario has conservatively estimated that business visitation could double to 2030 from 27,000 to 62,500 visitors.
Construction	N/A
Operation	Visitor expenditure of $4.4 million achieved by 2018 ($ 2011) increasing thereafter.
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	Low negative impact from additional traffic.
Risk	
Funding	Low risk. Expenses would conservatively be expected to break even by 2015 and make a profit thereafter.
Approval	N/A
Management	Low risk. System to record delegate numbers would be required to measure activity and performance.
Marketing	Medium risk. Sufficient effort would be required to target the appropriate markets.
Demand	Large risk. There is substantial competition in the MICE market with new destinations and facilities chasing business every year.

Source: AEC*group*

Table E17b: Barossa Convention Bureau Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	n/a	n/a	n/a	n/a	n/a	n/a
Operational Expenditure (% of Revenue)	n/a	n/a	n/a	n/a	n/a	n/a
Revenue (per delegate)	$10.03	$12.00	$13.97	1.34	1.60	1.86
Demand (% variation)	83.6%	100.0%	116.5%	1.34	1.60	1.86

Source: AEC*group*

Table E18: Trail Documentation & Guide

Characteristic	Detail
Opportunity	
Description	Development and promotion of food, wine, heritage, nature and recreational trails via car, bicycle and foot. Can be compiled as a separate guide or within existing visitor guide.
Rationale	Information and collateral already exists for a number of trails but a consistent and co-ordinated approach is required to collate all trail information in one guide.
Capacity	N/a
Market Segment	• Older persons, couples of any age, families, singles • Browsers, gen Y discoverers, • Active explorers, self discovers, unwinders, social fun-seekers
Timeframe	Immediate and updated in the future.
Responsibility	Public/Industry
Financial	
Costs	Development and printing of guide: $50,000
Revenues	No direct revenues will generated from the exercise.
Measures	PV Costs = $0.047M, PV Benefits = $0.047M, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Low positive impact on visitors as they will easily be able to identify trails and use them giving more things to do.
Industry	Post development costs, there will be a low positive impact on industry from increased visitation.
Community	Low positive through increased visitation and expenditure.
Government	Low negative impact on government given funding will be required for the strategy.
Economic	
Demand	Assuming a 1% boost in all visitor types, visitation will increase by 10,645 in 2012 and onwards.
Construction	$0.05 million impact on professional, scientific and technical services ($ 2011).
Operation	Visitor expenditure of $1.2 million per annum ($ 2011).
Environmental	
Land use	No impact.
Energy	No impact.
Water	No impact.
Waste	No impact.
Traffic	Low negative impact as more visitation will increase traffic volumes.
Risk	
Funding	Low risk that funding may not be secured for the strategy or production of materials.
Approval	N/A
Management	Low risk. The development of the strategy needs to be managed appropriately to meet objectives.
Marketing	Low risk. Production of materials will accompany existing visitor materials and distribution channels.
Demand	Low risk. It is also ready known that visitors look for information that will enable them to maximise their experience.

Source: AEC*group*

Table E19: Development Application & Licensing Guide

Characteristic	Detail
Opportunity	
Description	Preparation of a simple plain English guide to zoning, permissible developments, development applications and licensing requirements for tourism developments.
Rationale	Obtaining building approval for tourism infrastructure is a complex process. Given the numerous government agencies with responsibility for development and building approvals (State and three Councils) in the Barossa, a simple guide for investors could save time and effort all round. It would also be beneficial if case studies for a range of successful and failed applications were included.
Capacity	Information already exists on the development application and liquor licencing process.
Market Segment	• Investors
Timeframe	Immediate
Responsibility	Public
Financial	
Costs	$10,000 in kind
Revenues	There are no revenues associated with the guide.
Measures	PV Costs = N/A, PV Benefits = N/A, IRR = N/A, BCR = N/A
Sensitivities	N/A
Social	
Visitor	N/A
Industry	Medium positive benefit as better prepared applications will save time and money of all stakeholders.
Community	Low positive benefit as appropriate development is in keeping with community focussed Development Plans.
Government	Low positive benefit as appropriate and correctly prepared applications will take less time to assess.
Economic	
Demand	N/A
Construction	N/A
Operation	N/A
Environmental	
Land use	Low positive impact as development applications may be more appropriately located.
Energy	N/A
Water	N/A
Waste	N/A
Traffic	N/A
Risk	
Funding	Low risk as funding would be in kind.
Approval	N/A
Management	Low risk as expertise, understanding of planning laws and case studies are readily available.
Marketing	Low risk as guide could be made available on numerous related web sites.
Demand	N/A

Source: AEC*group*

Skills & Labour

Table E20: Barossa Familiarisation Training

Characteristic	Detail
Opportunity	
Description	Development of materials to educate new and existing employees on the Barossa along with expected minimum service standards. A "Barossa Service" accreditation program should also be considered to increase and maintain service standards.
Rationale	Variable service standards and levels of knowledge were mentioned during consultation and through personal experience. Material educating hospitality workers on the Barossa along with defined service standards could be used in induction processes and on an ongoing basis as the destination evolves to ensure consistent service standards can be delivered to visitors. Some larger tourism businesses already do this and can be drawn upon to assist.
Capacity	Sufficient capacity exists in the Barossa.
Market Segment	• Employers • Hospitality workers
Timeframe	Immediate and ongoing
Responsibility	Industry
Financial	
Costs	$10,000 in kind (without accreditation program).
Revenues	There are no revenues associated with the training.
Measures	PV Costs = $0.009M, PV Benefits = $0.009M, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Medium positive impact as knowledge of the local area would be improved and service standards should be more consistent.
Industry	Medium positive impact as employees would be providing more consistent customer service and when recruiting employers would know the standard to which training had been provided. However some time would be lost to undertake the training and refreshers from time to time.
Community	Medium positive impact as more of the workforce would be familiar with the Barossa heritage, culture and places of interest for visitors.
Government	N/A
Economic	
Demand	No immediate impact on visitor demand although there could be beneficial impacts in the medium to long term from consistent levels of customer service. Not quantified.
Construction	N/A
Operation	Not quantified.
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	N/A
Risk	
Funding	Low risk as funding would be in kind.
Approval	N/A
Management	Medium risk, not from compiling the training, but getting a significant completion in Barossa businesses so as to make a difference.
Marketing	Low risk as target market local and relatively small.
Demand	Medium risk as employers may not see the value in investing time in the training for their employees.

Source: AEC*group*

Table E21a: Culinary Institute

Characteristic	Detail
Opportunity	
Description	Modelled on the Queensland College of Wine Tourism, provision of an independent not-for-profit Culinary Institute facility to focus on wine, food and hospitality education including: • Education and training at secondary, diploma and university levels (viticulture, wine making, oenology, tourism, hospitality and business); • Winery – a fully equipped 20 tonne teaching winery; • Cellar door – architect designed training facility featuring retail and tasting areas for the delivery of tourism marketing and business training, and incorporating the Banca Ridge Bistro including alfresco dining area; • Interpretive gallery – for public education and tourism training; • Hospitality training kitchen – to TAFE standard; • Seminar/function/conference facilities (130 banquet, 250 theatre); • Wine science laboratory; • Post-graduate laboratory; • TAFE reception and administration facilities; • Classroom; • Business education centre; and • Teaching vineyards. It is possible that TAFE SA and the University of Adelaide could combine resources to develop the concept further and become founding partners. The CI would also be an attraction for visitors to observe food preparation and to dine and undertake courses. The Culinary Institute of America concept also provides an alternative model.
Rationale	The development of a CI in a region that is based on food and wine would provide a key differentiating element from all other Australian wine regions (and some of those in other parts of the world). Encouraging daily visitation would also be a differentiator for a training facility in Australia and satisfy some visitor groups that are seeking wine and food education.
Capacity	As detailed above
Market Segment	• Education • Older married persons, parents • Wine focussed, browsers, gen Y discoverers, gen X discoverers, VFRs • Active explorers, stylish travellers, self discoverers, connectors, social fun seekers
Timeframe	Medium Term (5 to 10 years)
Responsibility	Public/Industry
Financial	
Costs	$10 million construction cost ($ 2011). Cost excludes land purchase, infrastructure contributions and landscaping. Operating costs assumed at $500,000.
Revenues	Commercial revenues are assumed at $600,000 per annum. Revenues would also be received from training providers but are assumed to be fully expended on training. Visitors spend $50 per head.
Measures	PV Costs = $19.3M, PV Benefits = $15.3M, IRR = 0.8%, BCR = 0.8
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	Medium positive impact as provides education tourism as well as opportunities for other visitors to observe wine making and teaching.
Industry	No impact as the facility in its simplest form may be providing similar education services to what the Nurioopta TAFE and University of Adelaide at Roseworthy are already providing.
Community	No impact due to same reasons as for industry.
Government	Low negative impact as the facility may duplicate what is already provided although could free up other facilities for alternative uses and/or expansion as population of Greater Adelaide expands
Economic	
Demand	QCWT experiences some 2,500 students and 20,000 visitors per annum.
Construction	$10 million impact on construction industry ($ 2011).
Operation	Visitor expenditure of $1.7 million per annum ($ 2012).
Environmental	
Land use	Low positive as facility could be located in a former winery.
Energy	Low negative impact as use of green technologies will minimise energy usage.
Water	Medium negative impact as use of green technologies will minimise water usage.
Waste	Low negative impact as use of green technologies will minimise waste production.
Traffic	Low negative impact as additional traffic to and from facility will be generated.

Characteristic	Detail
Risk	
Funding	High risk of securing funding for a facility of this nature given there are existing facilities in the Barossa.
Approval	Low risk if located in a former winery.
Management	Management expertise is available for this type of facility but good standards need to be maintained so management risk is medium.
Marketing	Low market risk as there is existing demand for education in the industry.
Demand	Low risk as there is an existing education market.

Source: AEC*group*

Table E21b: Culinary Institute Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$8,355,000	$10,000,000	$11,645,000	0.86	0.80	0.74
Operational Expenditure (% of Revenue)	83.6%	100.0%	116.5%	0.87	0.80	0.73
Revenue (per head)	$41.78	$50.00	$58.22	0.76	0.80	0.81
Demand (% variation)	83.6%	100.0%	116.5%	0.78	0.80	0.81

Source: AEC*group*

Governance & Organisations

Table E22a: Chinese Ready Plan

Characteristic	Detail
Opportunity	
Description	Developing a plan and resources to assist businesses prepare for Chinese visitors.
Rationale	Chinese visitation to Australia is forecast to increase from 454,000 in 2010 to 908,000 in 2020. This represents average annual growth of 7.2% taking China's share of inbound tourism from 7.7% to 10.8%, the second largest market after New Zealand. The Chinese are also attracted to brands and spend more than other inbound markets during their stay.
Capacity	Capacity is available in Australia to develop a Chinese Ready Plan and this type of plan has uniform application across Australia. Businesses will have different capacities to benefit from Chinese visitors and therefore consistent implementation of the plan may be difficult.
Market Segment	• Chinese visitors
Timeframe	Short Term (1-5 years)
Responsibility	Public/Industry
Financial	
Costs	Plan development: $50,000 (however this can be spread over many destinations so zero cost to the Barossa) as business should be able to access the plan free of charge. Implementation/training packages could be developed and offered to businesses along with accreditation. Costs for implementation/training and accreditation are assumed at $800 per annum. It is assumed that 70% of the 120 tourism characteristic businesses and 20% of the 822 tourism connected businesses take up training and accreditation.
Revenues	Increased numbers of Chinese visitors to Barossa will increase spending across many product and service providers. It is assumed that Chinese visitors stay 5 nights and spend $250 per person per night (which is probably conservative).
Measures	PV Costs = $2.230M, PV Benefits = $89.982M, IRR = N/A, BCR = 40.3
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	High positive impact as both inbound tourist organisations and Chinese visitors are more likely to achieve a good experience if a destination is prepared to meet their expectations.
Industry	Medium positive impact as more and higher spending Chinese visitors will visit the Barossa.
Community	Low positive impact. More Chinese tourists are of benefit but only if the community understand their culture, wants and needs and respond to them.
Government	No impact.
Economic	
Demand	South Australia currently receives 4% of Chinese visitors to Australia and the Barossa represents 3.5% of visitors to South Australia (thereby 0.14% of Chinese visitors to Australia visit the Barossa). It has been assumed that by being Chinese ready along with appropriate marketing the Barossa can increase to 0.5% of Chinese visitors to Australia each year which amounts to 2,270 in 2012.
Construction	N/a
Operation	Assuming an average length of stay of 5 days and $250 per visitor per day additional expenditure of $2.8 million in 2012 ($ 2011) in the Barossa.
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Risk	
Funding	Low risk. Government/industry needs to fund the plan but it can be used by all destinations.
Approval	N/a
Management	Medium risk. Management needs to recognise the need to become Chinese ready if they are to benefit from Chinese visitors over time.
Marketing	High risk. Barossa could market heavily to the Chinese market but have no advantage in this respect to other destinations.
Demand	Medium risk. Barossa could become Chinese ready with no material increase in Chinese visitors. On the other hand Barossa could not be Chinese ready and suffer reduced numbers from what could have been.

Source: AEC*group*

Table E21b: Chinese Ready Plan Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	n/a	n/a	n/a	n/a	n/a	n/a
Operational Expenditure (% of Revenue)	n/a	n/a	n/a	n/a	n/a	n/a
Revenue (per person per visit)	$1,044	$1,250	$1,456	33.70	40.34	46.95
Demand (% variation)	83.6%	100.0%	116.5%	33.70	40.34	46.95

Source: AEC*group*

Table E23: Event Strategy

Characteristic	Detail
Opportunity	
Description	Development of an events strategy to examine the success of existing events and the potential for new innovative festivals and events surrounding food, wine and heritage. Elements could include: • Events industry coordination and alignment; • Review of Barossa's existing events including identifying new events; • Capacity building and coordination; and • Strategic alignment (marketing & promotion).
Rationale	Whilst hosting a number of major events and festivals it is appropriate for the Barossa to consider a strategy for these going forward to ensure that maximum usage is being made of existing facilities and events and therefore maximising the day trip market. The events strategy has links to the Barossa Convention Bureau opportunity.
Capacity	Capacity is available in the market to develop an events strategy.
Market Segment	• Day trip visitors
Timeframe	Immediate and review every 5 years
Responsibility	Government/Industry
Financial	
Costs	Development of strategy: $50,000
Revenues	There are no revenues directly associated with the strategy.
Measures	PV Costs = $0.047M, PV Benefits = $0.047M, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Low positive impact as new events will encourage revisitation.
Industry	High positive impact as industry will have a strategy to plan future events.
Community	High positive impact as the community will benefit from a strategy to plan future events.
Government	Low negative impact as Government will be required to assist with funding the strategy.
Economic	
Demand	Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if new events and successful. Not quantified.
Construction	$0.05 million impact on professional, scientific and technical services ($ 2011).
Operation	Potential for high economic impacts if events strategy delivers significantly more visitors. Not quantified.
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	N/A
Risk	
Funding	Low risk. The strategy needs to be largely funded by government/industry.
Approval	N/A
Management	Low risk. Appropriate management is required for creation of the strategy and its implementation. Management of events is well understood in the region.
Marketing	Medium risk. New events take time to build up and are at risk of failure in the early years.
Demand	Medium risk. The strategy may not deliver any benefit in terms of an increase in visitors.

Source: AEC*group*

Table E24: Retail Strategy

Characteristic	Detail
Opportunity	
Description	A strategy for expansion and diversification of the retail offering in line with demands of the local population and visitor market segments. A retail strategy aims to fulfil consumer needs and therefore it is necessary to determine: • The existing retail structure and hierarchy; • The extent of the existing retail influence; • The current economic climate and outlook; • Retail catchment loss to Gawler and Adelaide; and • Significant missing retail products and services within the catchment.
Rationale	Some visitor market segments spend considerable amounts on shopping. It is important that the destination provides sufficient variability and unique goods for retail so as to capture visitor retail spending. Retail in the Barossa also services the residential population and as such a retail strategy will also be useful in determining the needs of locals.
Capacity	Capacity is available in the market to develop a retail strategy.
Market Segment	• All
Timeframe	Immediate and review every 10 years
Responsibility	Government
Financial	
Costs	Development of strategy: $50,000
Revenues	There are no revenues directly associated with the strategy.
Measures	PV Costs = $0.047M, PV Benefits = $0.047M, IRR = N/A, BCR = 1.0
Sensitivities	N/A
Social	
Visitor	Low positive impact as good retailing will encourage expenditure and revisitation.
Industry	Medium positive impact as industry will have a strategy to identify and plan retailing requirements.
Community	Medium positive impact as the community will benefit from a strategy to improve the retailing offer.
Government	Low negative impact as Government will be required to assist with funding the strategy.
Economic	
Demand	Initially a low impact as the strategy unlikely to stimulate visitor demand in the short term. Possibility a boost to visitation in the medium to long term if an improved retailing offer is successful. Not quantified.
Construction	$0.05 million impact on professional, scientific and technical services ($ 2011).
Operation	Potential for high economic impacts if retailing strategy delivers significantly more visitors. Not quantified.
Environmental	
Land use	N/A
Energy	N/A
Water	N/A
Waste	N/A
Traffic	N/A
Risk	
Funding	Low risk. The strategy needs to be largely funded by government.
Approval	N/A
Management	Low risk. Appropriate management is required for creation of the strategy and its implementation.
Marketing	Medium risk. Attraction of new retailers will depend on retail expenditure and competition as well as suitable tenancies.
Demand	Medium risk. The strategy may not deliver any benefit in terms of an increase in visitors.

Source: AEC*group*

Table E25a: Environmental Strategy

Characteristic	Detail
Opportunity	
Description	Development of a strategy to ensure use and promotion of green technologies (in building and operation) in all tourism characteristic products and services. Relates to land use, energy, water, waste (liquid and solid) and vehicles. The strategy should include the following elements: • Resource usage audit; • Retrofitting of green technologies to the existing products and services production processes; • Incorporation of green technologies in new services and products production processes; and • Promotion of a green Barossa and individual products and services accreditation. Where appropriate existing government and industry incentive and environmental accreditation schemes should be used such as that from Ecotourism Australia [(a)].
Rationale	The Barossa is vulnerable to climate change therefore demonstrating that the Barossa is doing its part in addressing climate change will beneficial for local production as well as to certain visitor markets that expect or demand green technologies to be incorporated in products and services.
Capacity	Capacity is available in the market to develop an environmental strategy. For business, the financial incentive to incorporate green technologies is often a trade-off between short term cost and medium to long term savings. Often governments need to assist with various incentives to encourage business to invest.
Market Segment	• All
Timeframe	Short Term (1-5 years)
Responsibility	Public/Industry
Financial	
Costs	Development of strategy: $100,000 Without examining a specific opportunity it is difficult to assess the additional short-term costs that using green technologies might introduce for business. For accreditation, for example, ECO certification costs range from $335 to $795 for application then $410 to $1,115 for annual membership depending on turnover. It is assumed that 40% of the 120 tourism characteristic businesses and 20% of the 822 tourism connected businesses would seek accreditation at an average annual cost of $800. Takeup is assumed to increase by 0.5% of tourism businesses per annum.
Revenues	Funding from government sources should be sourced for development of the strategy and accreditation scheme. To offset the cost of accreditation based on the assumptions above it has been calculated that 393 domestic overnight visitors spending $446 per trip would be required in the first year. Although more than this would be required depending on the cost of sales to service each visitor for each business.
Measures	PV Costs = $3.676M, PV Benefits = $3.580M, IRR = N/A, BCR = 1.0
Sensitivities	Sensitivity of the BCR to key inputs is contained in the table below.
Social	
Visitor	A medium positive impact on visitors as they recognise that their consumption is environmentally friendly.
Industry	A low positive impact as involves additional short-term costs to be offset against medium to long term savings but also potential retention of existing and attraction of additional visitors due to use of green technologies and environmental accreditation.
Community	A low positive impact as the community recognises that it is reducing its resource usage.
Government	A medium positive impact as will fit in with current government policies aimed at reducing resource usage.
Economic	
Demand	Initially a low impact as unlikely to stimulate visitor demand in the short term. Potential for higher impacts if Barossa outstrips other destinations in its use of green technology.
Construction	$0.1 million impact on professional, scientific and technical services ($ 2011). Impact from retrofitting although most green technology will be imported into the region. Not quantifiable.
Operation	Low economic impact from reduction in resource usage over time as resource usage prices increase. Not quantifiable.
Environmental	
Land use	Low negative impact as some land may be required to be used for green technology purposes.
Energy	High positive impact as increasing use of energy from renewable sources will reduce resource consumption and greenhouse gasses.
Water	High positive impact as water use is reduced through demand management and water reuse.
Waste	Low positive impact as water recycling or onsite treatment will reduce the amount of, and increase the quality of, waste water flowing to sewerage treatment plants. Reduction in waste to

Characteristic	Detail
	landfill by using recycling schemes.
Traffic	Low positive impact if the strategy results in a reduction of the number of private car trips through higher public transport use (needs to be available). More positive in the longer term if local industry switched to alternative fuels.
Risk	
Funding	Low risk. The strategy needs to be largely funded by government. For most business the short-term cost of green technologies needs to be balanced with medium to long term cost savings. Government incentives act to reduce this risk.
Approval	Low risk. Most attempts at improving environmental outcomes are in line with government policy.
Management	Low risk. Appropriate management is required for creation of the strategy and its implementation. Management of technology once installed is well understood.
Marketing	Low risk. Use of globally recognised environmental accreditation scheme will ensure appropriate market recognition of green credentials.
Demand	Medium risk. The strategy may not deliver any benefit in terms of an increase in visitors.

Note: (a) www.ecotourism.org.au
Source: AEC*group*

Table E25b: Environmental Strategy Sensitivity Analysis

	Values			BCR		
	5%	Expected	95%	5%	Expected	95%
Capital Expenditure ($m 2010)	$83,551	$100,000	$116,449	0.98	0.97	0.97
Operational Expenditure (% of Revenue)	n/a	n/a	n/a	n/a	n/a	n/a
Revenue (per person per trip)	$373	$446	$519	0.81	0.97	1.13
Demand (% variation)	83.6%	100.0%	116.5%	0.81	0.97	1.13

Source: AEC*group*

Appendix F: Cost Benefit Analysis Methodology

Overview

CBA is an analytical tool that identifies and attempts to quantify the relative costs and benefits of a project and converts available data into manageable and comparable information units. CBA uses a discounted cash flow (DCF) framework and applies this framework across the entire range of benefits and costs that may accrue as a result of a project to a community or group of stakeholders. The strength of the method is that it provides a framework for analysing complex and sometimes confusing data in a logical and consistent way.

CBA assesses the impact of a development by comparing the 'with' and 'without' scenarios, and is useful in assessing the net benefits accruing to society as a whole as a result of a project. The CBA method considers the effect of real resource costs and benefits, and excludes, for example, taxes and subsidies, which are regarded as transfer payments from one part of the economy to another.

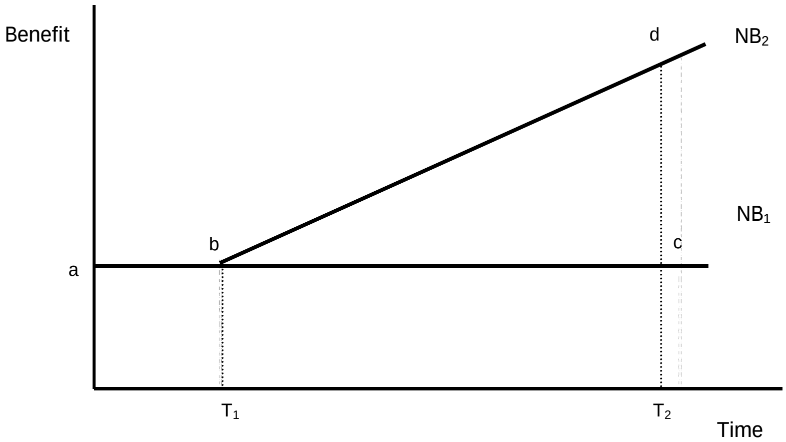
A detailed overview of the steps undertaken in the CBA process is discussed below, and is consistent with accepted CBA methodologies as outlined in Campbell and Brown (2003), Sinden and Thampapillai (1995), Australian Government Department of Finance and Administration (DFA, 2006) and Queensland Government Department of Infrastructure and Planning (DIP, 2008).

Step 1: Define the Scope and Boundary

To enable a robust determination of the net benefits of undertaking a given project, it is necessary to specify base case and alternative case scenarios. The base case scenario represents the 'without project' scenario and the alternative or 'with project' scenario examines the impact with the project in place.

The base case (without) scenario is represented by line NB_1 (bc) over time T_1 to T_2 in Figure F1 below. The investment in the project at time T_1 is likely to generate a benefit, which is represented by line NB_2 (bd). Therefore the net benefit flowing from investment in the project is identified by calculating the area (bcd) between NB_1 and NB_2.

Figure F1: With and Without Scenarios



Source: AEC*group*

Step 2: Identify Costs and Benefits

A comprehensive quantitative specification of the benefits and costs included in the evaluation and their various timings is required and includes a clear outline of all major underlying assumptions. These impacts, both positive and negative, are then tabulated and where possible valued in dollar terms.

Some impacts may not be quantifiable. Where this occurs the impacts and their respective magnitudes will be examined qualitatively for consideration in the overall analysis.

Financing costs are not included in a CBA. As a method of project appraisal, CBA examines a project's profitability independently of the terms on which debt finance is arranged. This does not mean, however, that the cost of capital is not considered in CBA, as the capital expenses are included in the year in which the transaction occurs, and the discount rate (discussed below in Step 5) should be selected to provide a good indication of the opportunity cost of funds, as determined by the capital market.

Step 3: Quantify and Value Costs and Benefits

CBA attempts to measure the value of all costs and benefits that are expected to result from the activity in economic terms. It includes estimating costs and benefits that are 'unpriced' and not the subject of normal market transactions but which nevertheless entail the use of real resources. These attributes are referred to as 'non-market' goods or impacts. In each of these cases, quantification of the effects in money terms is an important part of the evaluation.

However, projects frequently have non-market impacts that are difficult to quantify. Where the impact does not have a readily identifiable dollar value, proxies and other measures should be developed as these issues represent real costs and benefits. Some commonly utilised techniques for valuing non-market impacts are outlined in Table F1.

Table F1: Valuation Techniques

Type of Valuation	Valuation Technique	Description
Stated Preference Valuation	Contingent Valuation (CVM)	This technique uses a simulated or hypothetical market to directly assess the willingness to pay (WTP) or the willingness to accept compensation (WTAC) for a particular environmental outcome. The survey-based approach can be used to measure both use and non-use values, and is generally applied in assessing a dollar value to a change in or preservation of environmental quality.
	Choice Modelling (CM)	Similar to CVM, choice modelling (CM) utilises stated preferences of respondents to rank or rate different scenarios. Respondents must choose between specific options presented to them. CM can produce independent values for the specific attributes of an environmental program.
Revealed Preference Valuation (surrogate market based)	Hedonic Pricing	Hedonic pricing employs the use of surrogate markets to value environmental quality. Property and labour markets are widely used for this technique.
	Travel Cost	This valuation technique is based on the assumption that demand for an asset is revealed by a willingness to spend money and time travelling to the particular site. It is also assumed that expenditure is higher for travel to more valuable sites. This methodology is best used in assessing amenity or recreational value.
Revealed Preference Valuation (market based)	Factor of Production	The factor of production technique is limited to assets that are used in the production process of goods and services within the market, as it uses the direct value in production as an indicator of the environmental worth.
	Producer/ Consumer surplus	This technique is a calculation of both producer and consumer surplus.
	Defensive Expenditure	This valuation technique is based on expenditure that is made on behalf of the public or specific industry in prevention or counteraction of environmental damage (such as pollution).

One commonly used method of approximating values for non-market impacts is 'benefit transfer'. Benefit transfer (BT) means taking already calculated values from previously conducted studies and applying them to different study sites and situations. In light of the significant costs and technical skills needed in using the methodologies outlined in the table above, for many policy makers utilising BT techniques can provide an adequate solution.

Context is extremely important when deciding which values to transfer and from where. Factors such as population, number of households, and regional characteristics should be considered when undertaking benefit transfer. For example, as population density increases over time, individual households may value nearby open space and parks more highly. Other factors to be considered include, depending on the location of the original study, utilising foreign exchange rates, demographic data, and respective inflation rates.

Benefit transfer should only be regarded as an approximation. Transferring values from similar regions with similar markets is important, and results can be misleading if values are transferred between countries that have starkly different economies (for example a benefit transfer from the Solomon Islands to Vancouver would likely have only limited applicability). However, sometimes only an indicative value for environmental assets is all that is required.

Step 4: Tabulate Annual Costs and Benefits

All identified and quantified benefits and costs are tabulated to identify where and how often they occur. Tabulation provides an easy method for checking that all the issues and outcomes identified have been addressed and provides a picture of the flow of costs, benefits and their sources.

Step 5: Calculate the Net Benefit in Dollar Terms

As costs and benefits are specified over time it is necessary to reduce the stream of benefits and costs to present values. The present value concept is based on the time value of money – the idea that a dollar received today is worth more than a dollar to be received in the future. The present value of a cash flow is the equivalent value of the future cashflow should the entire cashflow be received today. The time value of money is determined by the given discount rate to enable the comparison of options by a common measure.

The selection of appropriate discount rates is of particular importance because they apply to much of the decision criteria and consequently the interpretation of results. The higher the discount rate, the less weight or importance is placed on future cash flows.

The choice of discount rates should reflect the weighted average cost of capital (WACC). For this analysis, a base discount rate of 10.0% has been used to represent the minimum commercial rate of return. As all values used in the CBA are in real terms, the discount rate does not incorporate inflation (i.e., it is a real discount rate, as opposed to a nominal discount rate).

The formula for determining the present value is:

$$PV = \frac{FV_n}{(1+r)^n}$$

Where:

PV = present value today

FV = future value n periods from now

r = discount rate per period

n = number of periods

Extending this to a series of cash flows the present value is calculated as:

$$PV = \frac{FV_1}{(1+r)^1} + \frac{FV_2}{(1+r)^2} + \cdots + \frac{FV_n}{(1+r)^n}$$

Once the stream of costs and benefits have been reduced to their present values the Net Present Value (NPV) can be calculated as the difference between the present value of benefits and present value of costs. If the present value of benefits is greater than the present value of costs then the option or project would have a net economic benefit.

In addition to the NPV, the internal rate of return (IRR) and benefit-cost ratio (BCR) can provide useful information regarding the attractiveness of a project. The IRR provides an estimate of the discount rate at which the NPV of the project equals zero, i.e., it represents the maximum WACC at which the project would be deemed desirable. However, in terms of whether a project is considered desirable or not, the IRR and BCR will always return the same result as the NPV decision criterion.

Step 6: Senstivity Analysis

Sensitivity analysis allows for the testing of the key assumptions and the identification of the critical variables within the analysis to gain greater insight into the drivers to the case being examined.

A conservative approach has been used throughout the analyses. Inputs and assumptions have been set at the lower bound so as not to overstate the anticipated financial benefits. Despite this cautionary approach, it is important to recognise modelled outputs remain sensitive to changes in the inputs and assumptions used and to understand the potential impacts of those sensitivities on project financial viability.

A series of Monte Carlo analyses has been conducted in order to test the sensitivity of the model outputs to changes in key variables. Monte Carlo simulation is a computerised technique that provides decision-makers with a range of possible outcomes and the probabilities they will occur for any choice of action. Monte Carlo simulation works by building models of possible results by substituting a range of values—the probability distribution—for any factor that has inherent uncertainty. It then calculates results over and over, each time using a different set of random values from the probability functions. The outputs from Monte Carlo simulation are distributions of possible outcome values.

During a Monte Carlo simulation, values are sampled at random from the input probability distributions. Each set of samples is called an iteration, and the resulting outcome from that sample is recorded. Monte Carlo simulation does this hundreds or thousands of times, and the result is a probability distribution of possible outcomes. In this way, Monte Carlo simulation provides a comprehensive view of what may happen. It describes what could happen and how likely it is to happen.

Tables contained in the opportunity details in **Appendix E** provide a summary of the Monte Carlo analyses undertaken for each opportunity where it was relevant to do so. In each case, the impact of a range of changes to key variables (capital expenditure, operational expenditure, revenues and demand) on the project benefit cost ratio (BCR) has been assessed. The variables have been tested assuming a normal distribution (i.e variables are as likely to increase as they are to decrease). The figures in the tables show the level at which only 5% of iterations lie and the level above which only 5% of iterations lie. The outputs show the BCR result below which on 5% of outcomes lie and the result above which only 5% of results lie.

Appendix G: Economic Impact Methodology

The economic impact methodology used for the various opportunities is based on Input-Output analysis.

Input-Output Model Overview

Input-Output (IO) analysis demonstrates inter-industry relationships in an economy, depicting how the output of one industry is purchased by other industries, households, the government and external parties (i.e. exports), as well as expenditure on other factors of production such as labour, capital and imports. IO analysis shows the direct and indirect (flow-on) effects of one sector on other sectors and the general economy. As such, IO modelling can be used to demonstrate the economic contribution of a sector on the overall economy and how much the economy relies on this sector or to examine a change in final demand of any one sector and the resultant change in activity of its supporting sectors.

The economic contribution can be traced through the economic system via:

- **Direct impacts**, which are the first round of effects from direct operational expenditure on goods and services; and
- **Flow-on impacts**, which comprise the second and subsequent round effects of increased purchases by suppliers in response to increased sales.

These effects can be identified through the examination of four types of impacts:

- **Output**: Refers to the gross value of goods and services transacted, including the costs of goods and services used in the development and provision of the final product. Output typically overstate the economic impacts as it counts all goods and services used in one stage of production as an input to later stages of production, hence counting their contribution more than once;
- **Value added**: Refers to the value of output after deducting the cost of goods and services inputs in the production process. Value added defines the true net contribution and is subsequently the preferred measure for assessing economic impacts;
- **Income**: Measures the level of wages and salaries paid to employees of the industry under consideration and to other industries benefiting from the project; and
- **Employment**: Refers to the part-time and full-time employment positions generated by the economic shock, both directly and indirectly through flow-on activity, and is expressed in terms of full time equivalent (FTE) positions.

Input-output multipliers can be derived from open (Type I) IO models or closed (Type II) models. Open models show the direct effects of spending in a particular industry as well as the indirect or flow-on (industrial support) effects of additional activities undertaken by industries increasing their activity in response to the direct spending.

Closed models re-circulate the labour income earned as a result of the initial spending through other industry and commodity groups to estimate consumption induced effects (or impacts from increased household consumption).

Modelling Assumptions

The key assumptions and limitations of input output analysis include:

- The inputs purchased by each industry are a function only of the level of output of that industry. The input function is generally assumed linear and homogenous of degree one (which implies constant returns to scale and no substitution between inputs);
- Each commodity (or group of commodities) is supplied by a single industry or sector of production. This implies that there is only one method used to produce each commodity and that each sector has only one primary output;

- The total effect of carrying on several types of production is the sum of the separate effects. This rules out external economies and diseconomies and is known simply as the additivity assumption. This generally does not reflect real world operations;
- The system is in equilibrium at given prices. This is not the case in an economic system subject to external influences; and
- In the static input-output model, there are no capacity constraints so that the supply of each good is perfectly elastic. Each industry can supply whatever quantity is demanded of it and there are no capital restrictions. This assumption would come into play depending upon the magnitude of the changes in quantities demanded.

Despite these limitations, IO techniques provide a solid approach for taking account of the inter-relationships between the various sectors of the economy in the short-term and provide useful insight into the quantum of final demand for goods and services, both directly and indirectly, likely to be generated by the Range Project.

Model Development

Multipliers used in this assessment are derived from sub-regional transaction tables developed specifically for this project. The process of developing a sub-regional transaction table involves developing regional estimates of gross production and purchasing patterns based on a parent table, in this case the 2006-07 Australian transaction table.

Estimates of gross production (by industry) in the study area were developed based on the percent contribution to employment (by place of work) of the study areas and to the Australian economy, and applied to Australian gross output identified in the 2005-06 Australian table.

Industry purchasing patterns within study area were estimated using a process of cross industry location quotients and demand-supply pool production functions as described in West (1993).

In addition to the general limitations of Input-Output Analysis, there are two other factors that need to be considered when assessing the outputs of sub-regional transaction table developed using this approach, namely:

- It is assumed the sub-region has similar technology and demand/ consumption patterns as the parent (Australia) table (e.g. the ratio of employee compensation to employees for each industry is held constant); and
- Intra-regional cross-industry purchasing patterns for a given sector vary from the national tables depending on the prominence of the sector in the regional economy compared to its input sectors. Typically, sectors that are more prominent in the region (compared to the national economy) will be assessed as purchasing a higher proportion of imports from input sectors than at the national level, and vice versa.

Where appropriate, values were rebased from 2006-07 (as used in the Australian national IO transaction tables) to 2010 values using the Consumer Price Index.

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