South Australia's
Mid North and Yorke
Tourism Zone

Clare Valley
On the lands of the Ngadjuri, Narungga and Kaurna peoples

Destination Management Plan
2026 - 2030

SOUTH AUSTRALIA

Government of South Australia
South Australian Tourism Commission

Acknowledgement of Country

We acknowledge and respect Aboriginal people as the State's first people and nations, and recognise Aboriginal people as the traditional owners of the land and occupants of South Australian land and waters.

Executive Summary

The Clare Valley Destination Management Plan (DMP) 2026–2030 provides a strategic framework to build on the region's strengths in food, wine, heritage and nature, while ensuring that tourism contributes positively to the economic, social and environmental wellbeing of its communities.

This plan responds to the need for coordinated, future-focused destination planning by embracing innovation and stewardship to deliver authentic visitor experiences while protecting the landscapes, heritage and culture that underpin the region's appeal. It sets out a collaborative pathway, grounded in shared community values, to align resources and priorities across stakeholders over the next five years.

Situated in the heart of South Australia, the Clare Valley is one of Australia's most renowned wine regions, internationally recognised for its Riesling and boutique cellar doors. Visitors to the region are drawn to its quintessential Australian landscapes of rolling vineyards framed by gum-studded hills, its rich heritage showcased in towns such as Burra and Mintaro, and its warm community welcome. Its dining scene, artisan food culture and growing nature-based offerings further enrich the visitor experience.

With heritage hamlets, vineyards, the Adelaide Plains food bowl, wide-open spaces, and even a stretch of coastline, the Clare Valley tourism region is a diverse but largely understated destination.

Tourism contributes an estimated $162 million annually to the regional economy, supporting more than 1,000 jobs across 202 tourism businesses. However, several challenges limit the region's ability to fulfill its tourism potential. These include a fragmented regional identity and awareness that is largely limited to the Clare Valley wine offer, alongside low awareness of the region outside South Australia. A lack of diverse bookable experiences and gaps in quality accommodation are keeping length of stay and average spend below the state average, while climate variability and global market shifts are placing pressure on the wine and agricultural sectors.

Compounding these challenges are housing shortages and workforce constraints, which reinforce the importance of tourism in supporting regional resilience, liveability and long-term prosperity.

The DMP is guided by a vision for **"a united region with world-class experiences that celebrate its cultural heritage, agricultural excellence and genuine hospitality,"** underpinned by values of heartfelt hospitality, care for soil and water, living heritage, connected community, and world-class character.

It identifies catalyst projects that will drive transformative outcomes, including the Australian Cornish Mines World Heritage nomination, the Riesling Trail Visitor Experience Plan, and the Wine and Wilderness Trail Visitor Strategy.

Complementary regionally significant projects include agritourism and wine tourism collaboration, visitor experience and contemporary accommodation development, amplifying signature events like Gourmet Week, and nature-based activations at the new Jaki Ina-Worlds End Gorge National Park and the Adelaide International Bird Sanctuary.

Enabling projects – such as annual destination marketing, industry capacity building, and strategic advocacy – will further strengthen regional prosperity. Growing visitation from high-value interstate and international markets, while deepening local engagement is a priority.

By leveraging its distinctive blend of wine, food, heritage and landscapes, the Clare Valley tourism region can achieve long-term growth and resilience, ensuring tourism continues to benefit its people, environment and economy well into the future.

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Purpose of this Plan

The tourism industry is experiencing remarkable growth, with national forecasts indicating a sustained upward trajectory of 4.7% annual growth through to 2029 for South Australia[1].

Capitalising on this growth potential will remain a significant challenge, with the coming decade characterised by complexity and uncertainty.

Globally, geopolitical shifts, the urgent need for decarbonisation and sustainable practices, advancements in artificial intelligence and automation, and societal shifts will redefine the tourism sector. Climate change and environmental resilience will increasingly influence visitor demand, behaviour and regional capacity, underscoring the importance of adaptive solutions.

Closer to home, Australians are facing a cost-of-living crisis, with rising cost of housing, essential services and everyday expenses reducing household budgets and limiting the ability to spend on travel.

To stay ahead of these challenges, destination planning must remain flexible and forward-looking, embracing innovation while safeguarding natural and cultural assets.

This Destination Management Plan (DMP) provides a strategic analysis of tourism opportunities for the Clare Valley. It is a focused, future-facing framework designed to unlock the region's tourism potential.

To ensure balance and focus, the DMP has been informed by consultation and research, addresses strategic regional issues, and draws on the latest insights from local, regional and state stakeholders.

This is not a typical Destination Management Plan; rather, it is a Tourism Stewardship Plan, built on shared accountability for delivery. Guided by a co-designed vision and grounded in community values and aspirations, the DMP identifies opportunities to align resources, connect stakeholder priorities, and strengthen collaboration. It aims to deliver sustainable economic, environmental, and social benefits for the entire region.

While the DMP provides direction for the next five years, it also takes a long-term perspective to ensure today's actions contribute to building a sustainable region for future generations.

Plan Development Process

The DMP has been prepared through consultation across the community, industry, business and government.

Individual interviews and meetings

42 leaders from local and state government, industry organisations, community and tourism business interviewed across 21 in-depth interviews.

Stakeholder workshops

93 attendees at two community and industry workshops held in Auburn and Burra.

Community and industry survey

142 individuals completed, including:
— 80% permanent residents
— 26% business owners
— 65% of business owners have been operating for 4+ years
— 34% own a business that is connected to the tourism industry
— 33% work in a business that is connected to the tourism industry
— 58% volunteers

Desktop analysis

17 strategies and plans reviewed (reference documents on page 63).

[1] Tourism Research Australia
Tourism Forecasts for Australia 2023 - 2028

Strategic Context

See the Supporting Information at the end of this document for:

— Definitions of key tourism terms.

— A list of strategic plans that the DMP aligns with, along with descriptions of their alignment.

Tourism Stakeholders

Effective collaboration among tourism stakeholders is essential to create a sustainable and resilient tourism sector that benefits both visitors and the destination.

The diagram below outlines the key tourism stakeholders across local, regional, state and federal levels.

Federal	Tourism Australia, Austrade, Department of Foreign Affairs and Trade
State	SATC, TiCSA, State Government agencies (DSD, DEW, DIT, OSFB), other industry bodies
Regional	Regional Tourism Organisations, tourism associations, Aboriginal Corporations
Local	Operators, councils, residents, volunteers

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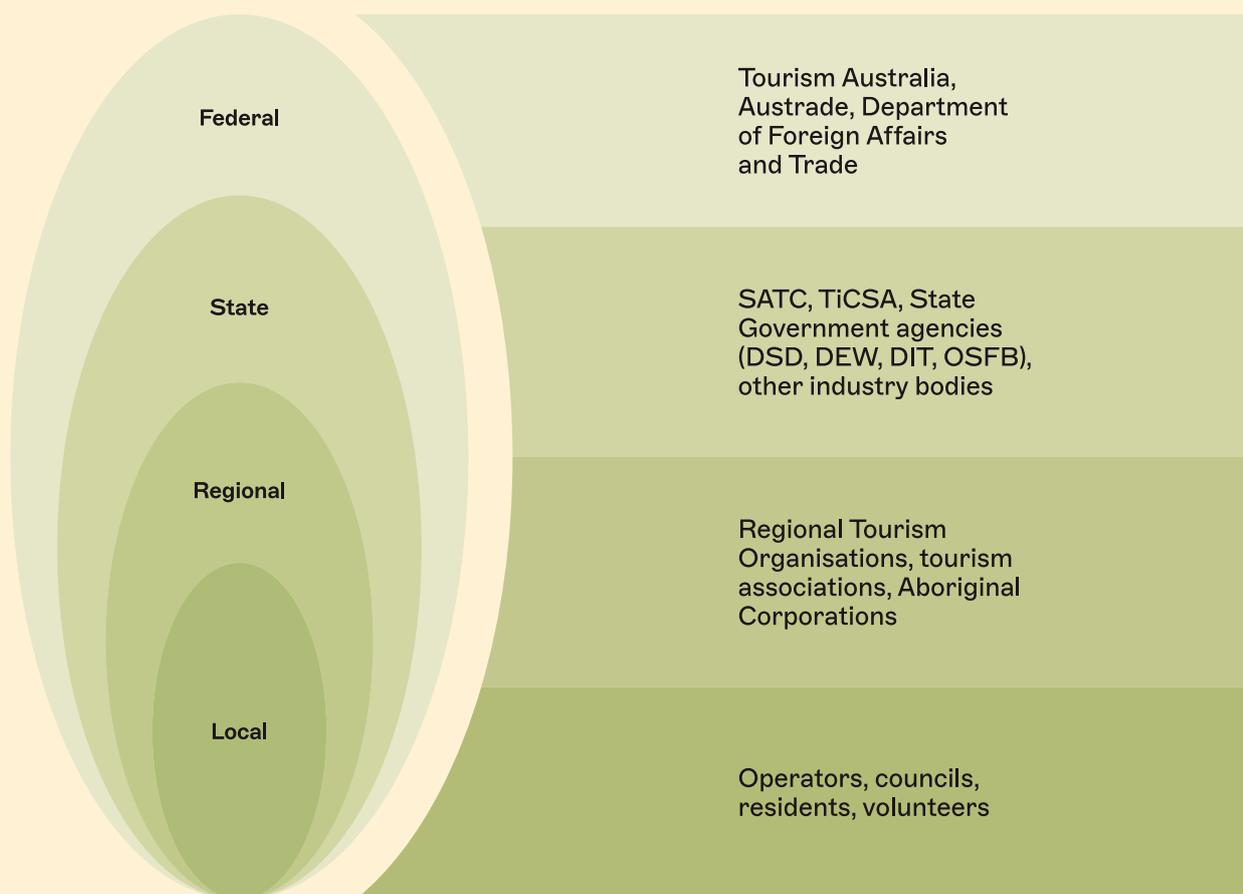
Clare Valley Tourism Stakeholders

The table below outlines the primary stakeholders who play a part in delivering tourism outcomes for the region.

	Organisations	Acronym
Tourism Governance	Regional Tourism Organisation* South Australian Tourism Commission	RTO SATC
Local Government	Adelaide Plains Council Clare and Gilbert Valleys Council Regional Council of Goyder Wakefield Regional Council	APC CGVC RCG WRC
Regional Partners	Regional Development Australia Yorke and Mid North	RDAYMN
Community	Residents Community and progress associations Community events organisations	
Traditional Owners	Ngadjuri Nations Aboriginal Corporation Narungga Nation Aboriginal Corporation Kaurna Yerta Aboriginal Corporation	NNAC NNAC KYAC
Tourism Industry	Clare Valley Wine and Grape Association Clare Valley Business and Tourism Association Clare Valley Wine Food Tourism Committee Tourism businesses and committees Retail trader groups Tourism Industry Council of South Australia	CVWGA CVBTA CVWFTC TiCSA
Environmental Partners	Department for Environment and Water Northern and Yorke Landscape Board Local conservation organisations	DEW NYLB
State Government Departments and Organisations	Department of the Premier and Cabinet Department of State Development (including Invest SA) Department for Infrastructure and Transport Department for Education Department for Housing and Urban Development Department of Primary Industries and Regions Office for Recreation, Sport and Racing Office for Small and Family Business History Trust of South Australia	DPC DSD DIT ED DHUD PIRSA ORSR OSFB

*At the time of publication, the Regional Tourism Organisation for the
Clare Valley is South Australia's Mid North and Yorke Tourism Zone.

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Additional acronyms used throughout this document:

ABS......................Australian Bureau of Statistics
ATDW ....Australian Tourism Data Warehouse
DMP.....................Destination Management Plan
GWCN ....Great Wine Capitals Network
LGAs ....Local Government Authorities
SAWIA.................South Australian Wine Industry Association
TA.........................Tourism Australia
TRA......................Tourism Research Australia
UNESCO ....United Nations Educational, Scientific and Cultural Organization
VFR......................Visiting Friends and Relatives

Roles and Responsibilities

Tourism stakeholders play multiple roles, depending on the project.

Lead
- Set strategic tourism goals
- Develop DMP
- Define tourism investment priorities
- Coordinate response to tourism crises e.g. bushfire, COVID

Partner
- Collaborate on experience development projects e.g. trails, self-drive itineraries
- Contribute to joint marketing campaigns

Advocate
- Lobby for better transport access
- Advocate for visa changes to support workforce
- Campaign for protection of tourism assets e.g. coastlines, heritage sites
- Raise community and council awareness of the value of tourism

Service delivery
- Deliver industry capability workshops
- Operate visitor centres
- Manage grant programs
- Maintain tourism websites
- Deliver events and festivals

Regulate
- Approve planning and development applications
- Regtulate short-term rentals
- Licence tour operators
- Facilitate food safety and liquor licencing
- Set and enforce cultural and environmental protection regulations

Invest
- Grant funding for product development
- Invest in tourism infrastructure e.g. trails, signage, accommodation
- Financially contribute to marketing campaigns
- Fund research or feasibility studies
- Subsidise workforce development programs

Within this DMP, the roles and responsibilities for each project will be determined by the respective project stakeholders.

Regional Overview

The Clare Valley tourism region spans four council areas - from the coastal waters of Port Wakefield and the fertile Adelaide Plains to the rolling vineyards and villages of the Clare and Gilbert Valleys and the wide-open landscapes of Goyder. While diverse in geography and character, the region shares a common thread of rural charm, warm hospitality and quiet pride of place.
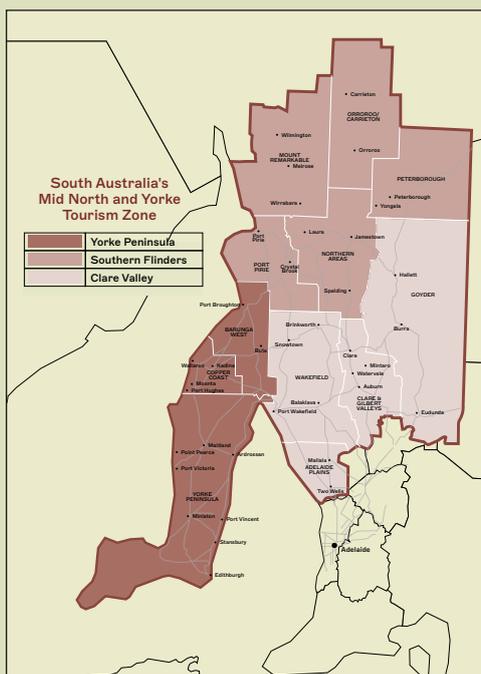
The region includes commercial centres such as Clare, Burra, Balaklava, Mallala and Two Wells; larger townships including Auburn, Riverton, Saddleworth, Eudunda, Port Wakefield, Owen, Hamley Bridge, Blyth, Brinkworth and Snowtown; and many smaller hamlets such as Mintaro, Penwortham, Leasingham, Watervale, Sevenhill, Stockport, Tarlee, Rhynie, Manoora, Marrabel, Waterloo, Robertstown, Terowie, Hallett, Mt Bryan, Booborowie, Farrell Flat, Lochiel, Dublin, Middle Beach, Thompson Beach and Parham. Together they form the diverse communities of the Clare Valley tourism region.

Home to some of Australia's most celebrated wine brands and cellar doors, the region also boasts an acclaimed dining scene, artisan food producers and a strong agricultural and pioneering heritage. These experiences sit within a distinctly Australian landscape of vineyards framed by gum trees, broadacre cropping farmland and gently undulating hills, extending west to coastal mangroves and shoreline, north to the outback, and south toward urban Adelaide.

Historic landmarks of state significance, such as Martindale Hall, Burra State Heritage Area, and Bungaree Station, and the township of Mintaro are complemented by scenic drive routes, cycling and walking trails, a growing creative scene featuring public art and galleries, and emerging Aboriginal cultural experiences.
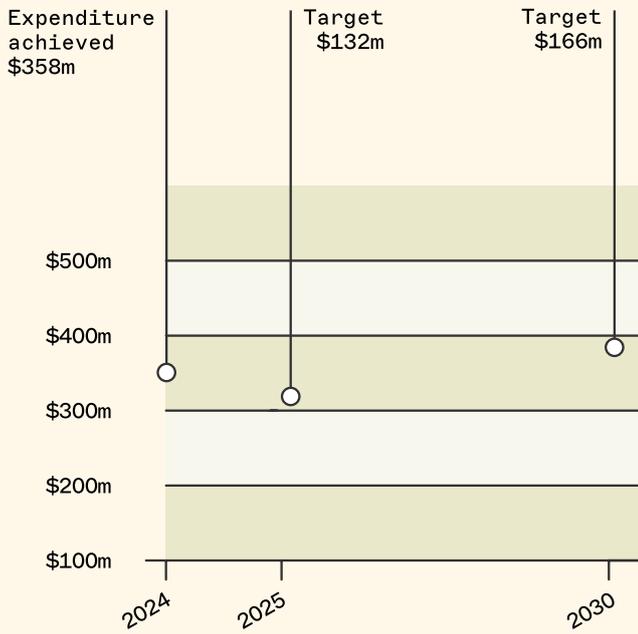
Fast Facts

Population	29,862[2]
Major centres	Clare, Burra, Balaklava, Mallala, Two Wells
Total area	12,964 km^2
Traditional owners	Ngadjuri, Kaurna, Narungga
Local councils	Adelaide Plains Council, Clare and Gilbert Valleys Council, Goyder Regional Council, Wakefield Regional Council

[2] Australian Bureau of Statistics (2021)

Economic Profile

Visitor Expenditure

Expenditure achieved $358m

Target $132m

Target $166m

$500m
$400m
$300m
$200m
$100m

2024 2025 2030

Visitor Expenditure
to December 2024[3]

$162m

Growth since 2019

38%

Tourism Businesses
as of June 2024[4]

202

107 employing businesses:
62 micro, 42 small, 3 medium,
and 0 large.

Tourism Jobs

1000

(700 direct, 300 indirect)
12.4% of total jobs
in the region[5]

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[3] Clare Valley Regional Profile December 2024
[4] Tourism Research Australia Business Summary, June 2024. Data supplied by SATC May 2025
[5] Tourism Research Australia Regional Tourism Satellite Account, 2023/2024. Data supplied by SATC May 2025

Visitor Profile

December 2024 Visitor Profile
Total Visitors: 578,000

Daytrip Visitors:

356,000 $50m
             Expenditure

Overnight Visitors:

222,000 $112m
             Expenditure

465,000   2.1 nights
Nights   Average length of stay

Intrastate Overnight Visitors:

175,000	$76m	337,000
	Expenditure	Nights
1.9 nights	**$225**	**$434**
Average length of stay	Average spend per night	Average spend per trip

Interstate Overnight Visitors:

43,000	$33m	110,000
	Expenditure	Nights
2.6 nights	**$300**	**$767**
Average length of stay	Average spend per night	Average spend per trip

International Overnight Visitors:

5,000	$3m	18,000
	Expenditure	Nights
3.6 nights	**$167**	**$600**
Average length of stay	Average spend per night	Average spend per trip

Visitation to the region continues to reflect long-standing trends, with a strong intrastate market accounting for around 80% of all visits – primarily from Adelaide (49%) and regional South Australia (31%).[6]

Interstate visitors make up 19% of total overnight visitation but contribute 29% of overnight yield. They predominately come from New South Wales (8%), Queensland (3%), Victoria (3%) and Western Australia (2%). While this market delivers stronger returns per visitor than the intrastate segment,[7] its overall volume and yield have declined since 2019, when interstate travel represented 36% of overnight visitation and 21% overnight yield.

International visitors represent a small share of the market (2%) yet spend on average $600 per trip.[9] Two-thirds (66%) of these travellers come from Europe, with France being the most significant source market.[10]

Since 2019, the region has recorded growth in visitor expenditure across the Holiday (24%), Visiting Friends and Relatives (VFR) (10%) and Business (118%) markets. The Business segment remains the highest yielding market, averaging $375 per night, compared to Holiday ($231) and VFR ($186) visitors.[11]

Overnight visitors by purpose:

Leisure	89% (holiday 53%, and VFR 36%)
Business	9%
Other	3%

Additional visitor insights[12]:

Overnight domestic visitation peaks among the 65+ (27%) and the 35-44 (21%) age groups.

International visitors are most commonly aged 55-64+.

Self-drive remains the dominant mode of transport (98%), reflecting the limited public transport and aviation options typical of regional South Australia.

Accommodation preferences vary, with visitors most often staying in caravan parks or commercial campgrounds (23% domestic / 44% international), rented houses or apartments (21% domestic / 38% international), or with friends and relatives (20% domestic / 13% international).

Visitation remains steady through the year, peaking in spring and softening slightly in summer.

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[6] Clare Valley Regional Profile December 2024
[7] Clare Valley Regional Profile December 2024
[8] Clare Valley Destination Management and Marketing Plan, 2019
[9] Clare Valley Regional Profile December 2024
[10] SATC Regional Tourism Presentation December 2024
[11] Clare Valley Regional Profile December 2024
[12] Clare Valley Regional Profile December 2024

Regional Strengths

Living heritage and stories of national significance

The Clare Valley tourism region offers a rich tapestry of living heritage and nationally significant stories shaped by a legacy of farming and pastoral traditions. Strong community pride is evident in the preservation of heritage villages and architecture, with landmarks such as Martindale Hall and the Burra Mines Historic Site listed as State Heritage Places. The region is actively pursuing a UNESCO World Heritage listing for the Burra Smelts Historic Site, acknowledging its role in South Australia's Cornish copper mining legacy.

Visitors can explore this history through heritage trails, museums, churches, cemeteries and agricultural properties, complemented by cultural institutions such as the Burra Regional Gallery.

The region has also produced pioneering Australians whose contributions have shaped the nation's identity including polar explorer Sir Hubert Wilkins (Mount Bryan); beloved author Colin Thiele (Eudunda); poet C.J. Dennis (Auburn); and contemporary portrait artist Robert Hannaford (Riverton).

Globally renowned wine region

The Clare Valley is one of Australia's most celebrated and historic wine regions, recognised globally for its premium Riesling and cool-climate varietals. Its prestige supports the state's position as an Australia's Great Wine Capital of the World, and is home to more than 40 cellar doors nestled among rolling vineyards and heritage towns. Pioneering winemaking here dates to the 1850s, with several multi-generational family wineries continuing to produce award-winning wines to this day.

The region's reputation is amplified through flagship events such as the Clare Valley Gourmet Week, which attracts over 10,000 visitors each year to experience the best of local wine, food and hospitality.

Acclaimed restaurant and food scene

Underpinned by a strong network of primary producers and a paddock-to-plate philosophy, the Clare Valley's food scene blends authenticity with sophistication. The region is home to several hatted restaurants and acclaimed eateries that pair country hospitality with refined culinary experiences.

This balance of tradition and innovation reflects the region's agricultural roots while reinforcing its growing reputation as a premier food and wine destination.

The food bowl of the Adelaide Plains presents further opportunities to connect visitors with local produce and primary production.

Highly photogenic landscapes and scenic appeal

The region's landscapes and iconic landmarks are central to its identity and visual appeal. Promoting and sharing these scenic assets is a key part of building brand awareness and positioning the region in domestic and international markets.

Notable scenic locations include:

— Midnight Oil House: near Burra, this abandoned farmhouse featured on Midnight Oil's Diesel and Dust album cover and remains one of Australia's most photographed ruins.

— Lake Bumbunga: near Lochiel, this vivid pink salt lake offers a striking backdrop for photographers.

— Riesling Trail: a 35km scenic trail winding through vineyards and charming towns.

— Martindale Hall: a grand Georgian-style mansion in Mintaro renowned for its architecture and historical significance.

— Sevenhill Cellars: established in 1851, featuring historic stone buildings and vineyard vistas.

— Burra heritage sites: including the Burra Mine Site, Redruth Gaol and Burra Town Hall.

— Silo and water tower art: at Farrell Flat, Eudunda, Owen and Snowtown.

— Landscapes and vistas including canola fields, vineyards, majestic gums, Neagles Rock Lookout and Brooks Lookout.

— Samphire Coast: west of Dublin this ecologically significant landscape of mangroves and tidal flats offers distinctive birdlife photography opportunities.

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Growing Aboriginal cultural partnerships

The tourism region's connection to Country continues to strengthen through partnerships with Traditional Owners. The Ngadjuri Nation Aboriginal Corporation has been a key collaborator in the Burra World Heritage bid and development of the new park at Worlds End Gorge, while the Kaurna Yerta Aboriginal Corporation co-manages Adelaide International Bird Sanctuary National Park - Winaityinaityi Pangkara.

Councils across the region maintain active and respectful relationships with the Ngadjuri, Kaurna and Narungga peoples. Local businesses are increasingly supporting reconciliation through initiatives that celebrate Aboriginal culture, storytelling and inclusion in visitor experiences.

Diverse trails and drive routes

A well-connected network of trails and touring routes offers visitors an immersive way to experience the Clare Valley's landscapes, heritage, food and wine. Proximity to neighbouring regions such as Adelaide, Barossa, Yorke Peninsula and Flinders Ranges enhances accessibility and dispersal.

With continued development of bookable experiences and quality accommodation, these routes can further boost visitor demand and length of stay. Key trails include:

— Heysen Trail

— Mawson Trail

— Riesling Trail

— Rattler Trail

— Wine and Wilderness Trail

— Lavender Federation Trail

— Explorers Way

— Epicurean Way

Regional Issues

Inclusivity across the region

The Clare Valley tourism region spans four local government areas (LGAs) and the geographical and organisational diversity has contributed to fragmentation and perceptions of exclusion within parts of the visitor economy.

A strong reliance on primary production highlights the need to strengthen local understanding of tourism's economic and social value. Many stakeholders feel disconnected from the 'Clare Valley' identity, with concerns that the destination website disproportionately features Clare-based businesses.

Limited awareness of tourism's broader benefits among senior leaders and stakeholders weakens advocacy and strategic alignment. In some areas, low tourism product density has limited tourism focus, while Adelaide Plains' alignment with Regional Development Australia Barossa Gawler Light Adelaide Plains contributes to a sense of marginalisation.

Appeal as a holiday destination

The Clare Valley lacks a distinctive, cohesive brand that emotionally connects with target audiences.

While its food, wine and nature credentials are strong, the region's identity is fragmented and not widely understood. Consultation shows the community feels the region does not "own" a singular brand attribute, limiting its ability to attract longer stays and higher visitor spend.

The "Breathe It In" brand, developed around 2017 by RDA Yorke & Mid North in collaboration with the SATC, has moderate resonance but limited recognition beyond the Clare Valley Wine Region. Current visitation patterns - low visitor numbers and short average stays - suggest the destination's positioning and marketing are not fully unlocking its tourism potential.

Contributing factors include low brand awareness, inconsistent marketing and limited international-ready product.

Visitor mix is driven by VFR and non-leisure travellers

The current visitor mix is heavily skewed towards a low-spend intrastate Visiting Friends and Relatives (VFR) market, which drives shorter stays and below-average yield.

Although the region has exceeded its 2030 targets and has seen strong growth in visitation and spend, current data highlights challenges with a heavy reliance on the VFR market. Average length of stay remains below the regional South Australia benchmark — 1.9 nights for intrastate visitors (compared with an average of 2.9) and 2.5 nights for interstate visitors (compared with 4.2).

Limited variety of bookable experiences

Despite its strong assets in wine, food and heritage, the Clare Valley underperforms in length of stay and visitor spend, indicating a lack of depth and diversity in its bookable experiences.

Comparatively, the region has fewer tourism products than its counterparts, meaning that it is less visible to potential visitors. Expanding and diversifying the region's range of experiences, and increasing awareness through listing these on the Australian Tourism Data Warehouse (ATDW), is key to inspiring visitors to stay longer and spend more.

Accommodation gaps

The region faces dual challenges of limited housing for residents and workers and an under-supply of diverse, high-quality visitor accommodation.

While more than 60 self-contained accommodation options exist between Clare and Burra, high-end and unique stays remain under-represented. Caravan parks serve the self-drive market effectively, with new developments planned in the Wakefield and Adelaide Plains areas.

Many motels and hotels are currently accommodating workers, reducing capacity and inflating prices for leisure travellers. Despite offering around 720 rooms and a 66% occupancy rate, much of the accommodation stock is dated and requires investment. Unique and experiential properties are outperforming others, with three of the top five ATDW leads in 2023 linked to distinctive stays.

Several new developments are in progress and expected to strengthen the region's appeal to high-value leisure markets.

Zoning in Clare Valley Wine Region

Zoning across the Clare Valley Wine Region presents barriers to tourism and experience development that may require policy review.

While the Rural, Township Activity Centre, Township Main Street, and Caravan and Tourist Park Zones support tourism use, the Neighbourhood and Rural Living Zones do not - despite several existing operators functioning within them.

The Riesling Trail runs through the Rural Living Zone, where policy improvements have been recommended to enable sensitive tourism development. In the Rural Zone, current Designated Performance Features limit the scale of tourist accommodation; it is recommended that accommodation linked to wineries or primary production should be exempt from these limits.

Challenging economic climate and business pressures

The Clare Valley's food and wine sector faces significant headwinds from global market pressures, climate variability and rising operational costs.

Despite continued acclaim - including recognition by Condé Nast Traveller as one of the Best Places to Eat in 2025 - business closures, particularly among destination restaurants, reveal financial strain within the region. Cost-of-living pressures have reduced local patronage and heightened reliance on visitors.

Workforce shortages, especially in hospitality, limit service delivery and experience quality, while high input costs erode profitability.

Changing visitor behaviour has contributed to reduced cellar door visitation and reduced investment in developing immersive experiences.

Water security remains critical, with most vineyards reliant on the SA Water network. Limited access to investment and business incubation opportunities constrains innovation and growth.

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The Strategy

Plan on a Page

Vision	A united region with world-class experiences that celebrate its cultural heritage, agricultural excellence and genuine hospitality.			
Values	Heartfelt Hospitality. Care for Soil and Water. Living Heritage. Connected Community. World-Class Character			
Strategic Priorities	1. Distinctive Visitor Experiences	2. Caring for Place	3. Impactful Regional Storytelling	4. Destination Stewardship
Objective	Create a more compelling regional offer by increasing the volume and diversity of contemporary bookable experiences that better connect visitors with the region's competitive strengths.	Tourism contributes to the prosperity of the Clare Valley tourism region while preserving its environment, heritage, communities and resources.	Create a distinct regional positioning and share compelling stories that showcase Clare Valley tourism region's unique character, driving awareness, appeal, visitation and yield.	Support strategic tourism leadership, foster collaboration between regional partners, and invest in activities that enable stakeholders to realise the region's tourism aspirations.
State Catalyst Projects	1.1 Australian Cornish Mines World Heritage Listing^ 1.2 Riesling Trail Visitor Experience Plan* 1.3 Wine and Wilderness Trail Visitor Strategy*			
Regionally Significant Projects	1.4 Visitor Experience Development* 1.5 Agritourism and Wine Tourism Development* 1.6 Clare Valley Wine Region Zoning Amendment* 1.7 Contemporary Accommodation^ 1.8 Investment Attraction* 1.9 Clare Valley Tourism Events^	2.1 The Adelaide International Bird Sanctuary Activation* 2.2 Jaki Ina-Worlds End Gorge National Park Evolution^	3.1 Distinctly Different Regional Positioning* 3.2 Website Development^	
Enabling Projects	1.10 Industry Innovation and Capability^ 1.11 Regional Event Support^ 1.12 Pipeline Projects^	2.3 Responsible Visitor Behaviour*	3.3 Clare Valley Tourism Region's Stories* 3.4 Annual Marketing Program^ 3.5 Strategic Visitor Servicing^	4.1 Regional Issues Advocacy^ 4.2 Strategic Insights^ 4.3 Climate Change and Risk Management 4.4 Regional Workforce^ 4.5 Stakeholder, Industry and Community Engagement*
Management Tools	Table A: Experience Development Focus Table B: Regional Tourism Advocacy Priorities			
DMP Management and Reporting	M.1 DMP Accountability*, M.2 Industry Database*, M.3 Pipeline Project Database*, M.4 Regional Issues Database*			

^ = In progress, * = New project

Vision, Values and Aspirations

Vision	A united region with world-class experiences that celebrate its cultural heritage, agricultural excellence and genuine hospitality.
Community Values	**Heartfelt Hospitality** A warm, genuine welcome rooted in the spirit of a country community, where visitors are treated like a local. **Care for Soil and Water** A deep and long-standing commitment to sustainability — caring for and renewing the landscapes, vineyards, soil and coastlines for future generations. **Living Heritage** Celebrating and preserving authentic stories, architecture, places and traditions that connect past to present in meaningful, engaging ways. **Connected Community** A place shaped by local pride, where community contribution, volunteering, and shared ownership enrich the visitor experience. **World-Class Character** From iconic wineries and restaurants showcasing locally grown quality produce to World Heritage aspirations, excellence is pursued with authenticity.

	Visitor	Economy	Envrionment	Social	Culture
Aspiration	Clare Valley tourism region attracts visitors seeking world-class experiences that are deeply connected to provenance, history, and the region's diversity.	Tourism's economic contribution is strengthened through a dynamic, innovative and resilient visitor economy.	The visitor economy is sustainable and supports practices that protect biodiversity and safeguard the region's unique natural assets.	Communities strive to be welcoming and accessible to all, reflecting shared values of inclusion, equity and respect.	Honour and celebrate Clare Valley Tourism Region's rich cultural heritage – Aboriginal, multicultural, contemporary and historic - sharing authentic stories of place through experiences that are respectful, inclusive and co-created with communities.
Goal	Increase in interstate and international visitation Increase in number of contemporary visitor experiences and accommodation Increase in net promoter score or visitor satisfaction rating	Year-on-year growth in visitor expenditure (specifically in interstate and international markets) Stability and/or growth in tourism jobs and number of tourism businesses Increase in appropriate accommodation supply Increase in number of businesses participating in tourism (ATDW listings)	Increase in tourism operators with recognised sustainability accreditation Increase in the number of visitor experiences where visitors can learn about and/or contribute to caring for the natural environment (e.g. visitor donations, visitor volunteering, tree planting, citizen science) Increase in uptake of sustainable business practices Increase in attendance at relevant industry capacity building workshops	Maintain positive sentiment for tourism activity and development (social licence) Grow community-led tourism experiences and events Increase in accessible and inclusive experiences	Increase in the number of place-based stories shared with visitors through marketing and experiences Increase in Aboriginal-led tourism experiences or partnerships Inclusion of Aboriginal stories in regional visitor information channels and major experiences
Measurable Indicators	Visitor volume (SATC Regional Tourism Profile) Visitor reviews and stories referencing connection to people and place Visitor sentiment surveys	Visitor yield (SATC Regional Tourism Profile) Tourism filled jobs (Tourism Research Australia) Number of tourism businesses (Tourism Research Australia) Operator feedback indicating improved business resilience (TiCSA barometer) Distribution of economic benefits across townships (Localis or similar)	QTF Sustainable Tourism (via TiCSA) or Ecotourism Australia accredited businesses Use of sustainable practices in events and accommodation Perception of Clare Valley as an environmentally responsible destination (via visitor surveys) Tourism industry partnerships with Landcare, National Parks and Wildlife SA etc Number of operators attending relevant training	Local resident sentiment regarding tourism (via LGA community sentiment surveys) Sustainability and continuation of community-led tourism experiences and events Improved accessibility of public infrastructure e.g. signage, toilets, trails	Number of history, heritage, or cultural stories shared through destination marketing Increased visitor awareness of local history and culture over time (via qualitative surveys) Number of Aboriginal-led tourism experiences or partnerships

Measuring Success

Clear outcomes and regular reporting are critical to understanding whether this DMP is achieving its intent. Measuring success provides accountability to stakeholders, ensures resources are directed effectively and demonstrates the value of tourism to the community and state.

The following outlines how success will be monitored at state, regional and project levels.

State Success

— The DMP contributes to the achievement of the South Australian Tourism Plan 2030 success measures, including tourism expenditure, tourism employment, accessible tourism options, and brand health.

— While the DMP does not directly control these outcomes, progress at the regional and project level supports state-wide targets.

Regional Success

— Regional tourism aspirations, goals and indicators are outlined on the previous page.

— Some benchmarks and measurement methodologies already exist or can be tracked via project delivery. Others will require new or refined approaches over time.

— Quarterly and annual reporting is proposed to track progress against DMP goals and individual projects (refer to Project M.1).

Project Level Success

— The DMP's success will be primarily measured through project delivery.

— When projects are scoped, clear definitions of what success looks like will be established, including outcomes, outputs and measures.

— Progress of State Catalyst, Regionally Significant and Enabling Projects will be tracked and reported annually.

— Specific KPIs and project deliverables will be reported annually by the Project Lead through the agreed DMP accountability mechanism (refer to Project M.1).

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Target Visitor Markets

To achieve its vision, this DMP focuses on markets with the strongest potential to grow yield, extend length of stay, disperse across the region, boost mid-week visitation, and align with community values.

High Contribution Visitors

Visitors who value authentic, sustainable experiences and contribute positively to people and place are the most significant opportunity for the region.

SATC's Authentic Connectors and Cultural Contributors are priority segments, as their values align with Clare Valley's nature, culture and community strengths.

These markets are typically younger travellers and adult couples, from interstate and international markets, seeking immersive nature and cultural experiences with higher spending potential.

To attract and retain these visitors, the region will need to invest in distinctive, place-based experiences and premium accommodation that reflect its sophisticated food, wine, and natural appeal.

High contribution visitors are motivated by:

— Unique self-contained accommodation

— Authentic food, wine, nature and cultural experiences

— High-quality dining and wine experiences

— Guided tours or hosted experiences with local specialists

— Comfortable, boutique or hotel-style accommodation

Interstate

Interstate overnight visitors account for 19% of total visitation yet deliver the highest return, with an average nightly spend of $300 and an average length of stay of 2.6 nights.

This market offers strong short- to medium-term growth potential, as these visitors already demonstrate interest in South Australia and are motivated by the region's food, wine, nature, and soft adventure attributes.

Self-driving family groups and travelling parties are drawn to the region's diverse accommodation options — from family-friendly holiday parks and B&Bs to boutique guest houses — and its proximity to neighbouring destinations.

History-focused travellers and families seeking authentic Australian stories are also well-served by the region's attractions, particularly along the Explorers Way enroute to Adelaide or the Flinders Ranges.

International

International visitors currently represent only 2% of total visitation, signalling strong potential for growth. Clare Valley's food, wine, cycling, and nature-based experiences have strong appeal to European markets, particularly France, Germany, and Italy. With 66% of current international visitors from Europe — most from France — and an average spend of $600 per trip, this market presents an opportunity to grow yield over time as the region expands its range of bookable experiences, premium products and accommodation.

Promoting and enhancing touring routes such as the Epicurean Way and Explorers Way will be essential in positioning the region as a must-visit destination for international travellers exploring South Australia's wine and nature and transiting through the region to the beaches of the Yorke Peninsula and the Outback.

Visiting Friends and Relatives (VFR)

The VFR market accounts for 36% of visitation yet contributes less than half the expenditure of leisure visitors. This presents a valuable opportunity to stimulate local spend by encouraging greater participation in events, dining, and retail.

A targeted VFR activation strategy - focused on engaging residents and motivating them to explore the region with their guests - offers a cost-effective approach to increasing yield from an existing visitor base.

Effective VFR activations may include:

— Local campaigns promoting shared experiences with guests

— Encouraging dining, entertainment and event participation

— Exhibitions and cultural activities

— Retail engagement across towns and markets

— Major and community events, including music and sport

Special Interest Markets

Nature-Based Tourism

Nature-based tourism is an emerging growth opportunity for the region. Visitors seeking outdoor experiences such as bushwalking, camping, birdwatching and fishing are increasingly drawn to destinations that offer authentic connections with nature.

Activation of sites such as the Riesling Trail, Wine and Wilderness Trail, Red Banks Conservation Park and the future new Jaki Ina-Worlds End Gorge National Park will strengthen the region's appeal to this market.

The region has great potential to expand on its brand association with nature. Strengthening this connection will require coordinated storytelling and experience development. Opportunities include:

— Dark sky tourism at Jaki Ina-Worlds End National Park and Red Banks Conservation Park

— Agritourism across the region, connecting visitors with a variety of landscapes and produce

— Birdwatching and biodiversity experiences at Jaki Ina-Worlds End Gorge National Park, Red Banks Conservation Park and the Adelaide International Bird Sanctuary

— Tracks and trails including the Riesling Trail, Wine and Wilderness Trail and Rattler Trail.

Education Tourism

The region has a long tradition of hosting school and education groups, particularly for outdoor learning and heritage exploration.

Building on this foundation, there is strong potential to co-design broader education experiences that integrate agritourism, culture and history across the region.

Expanding education tourism to include secondary, tertiary and lifelong learning groups will help position the region as a place of discovery and connection.

This market also supports mid-week visitation and is less affected by economic fluctuations, making it a resilient and valuable area for investment.

Business and Sporting Events

The region is well-placed to attract business events, corporate retreats and incentive groups seeking distinctive regional settings, with the business events market growing by 118% since 2019.

Venues such as Bungaree Station, Clare Country Club, Skillogalee Estate, Watervale Hotel, and Mallala Raceway provide spaces and facilities to host large groups and offer opportunities to tap into the region's rich offerings..

When paired with boutique accommodation and immersive agritourism experiences, these assets create a compelling alternative to city-based event destinations.

The region also offers strong potential to expand its portfolio of sporting events. Signature opportunities include the Clare Marathon, sporting carnivals and motorsport at the historic Mallala Raceway.

With ten golf courses within fifty kilometres of Clare and established cycling and walking infrastructure across towns such as Clare, Auburn, Watervale and Burra, the region is well-positioned to grow visitation through active and adventure-based tourism.

(9)

How to read and understand the Strategic Priorities

There are four Strategic Priorities (Distinctive Visitor Experiences; Caring for Place; Impactful Regional Storytelling; Destination Stewardship) that set the path for this DMP, and they are categorised as State Catalyst, Regionally Significant or Enabling projects, or DMP Management (see below).

Each priority area is equally important to achieving the region's vision. The Strategic Priorities identify where effort should be focused over the life of the DMP, rather than prescribing fixed actions or delivery models.

	Definitions
State Catalyst Projects	Regionally distinctive projects that have the potential to lift appeal at both a regional and state level. They are designed to create a step-change in the trajectory of tourism. — Typically long-term projects, often with multiple milestones. — Require a stewardship approach to scope, plan and deliver including developing a shared purpose, collaboration platforms and measures of success beyond traditional growth metrics[9]. — Need clear project management, with roles and responsibilities defined through a steering group or equivalent. — Depend on long-term, collaborative funding and resourcing to be realised.
Regionally Significant Projects	Align with local government priorities and community aspirations for tourism. — May target specific tourism challenges or broader regional impacts. — Connect priorities and actions across stakeholders to maximise impact and resources. — Often multi-stage, with an initial setup phase followed by ongoing management. — Roles and responsibilities must be defined for each project.
Enabling Projects	Are 'good practice' and part of a well-stewarded visitor economy. — Typically tourism industry-specific — Resourcing and funding depend on the project lead. — Generally ongoing, with an annual program to guide actions.
DMP Management	Foundational stewardship projects that keep the DMP agile and relevant throughout its lifespan. — Administrative in nature, involving ongoing or regular management and maintenance. — Tourism stakeholders who are allocated as project 'leads' are accountable for delivery and reporting.
Project Status	^ In Progress * New

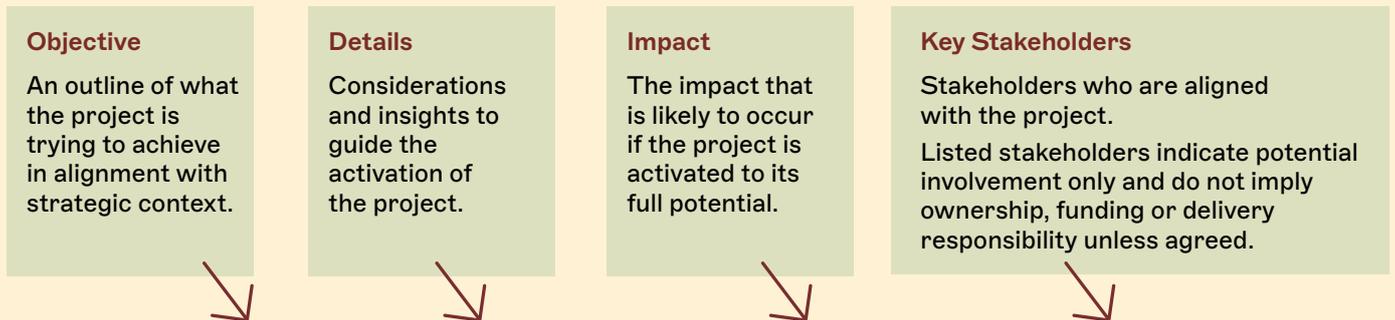## Sustainable Development Goals

The United Nations' Sustainable Development Goals (SDGs) provide a global framework for promoting prosperity while protecting the planet. Each Strategic Priority in this DMP aligns with relevant SDGs to ensure tourism development supports both community wellbeing and environmental sustainability.

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[9] World Travel and Tourism Council, Destination Stewardship Framework.

How to Read the Project Tables

Objective
An outline of what the project is trying to achieve in alignment with strategic context.

Details
Considerations and insights to guide the activation of the project.

Impact
The impact that is likely to occur if the project is activated to its full potential.

Key Stakeholders
Stakeholders who are aligned with the project.

Listed stakeholders indicate potential involvement only and do not imply ownership, funding or delivery responsibility unless agreed.

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.1	Australian Cornish Mines World Heritage Listing.	Develop and activate the Burra Smelts Historic Site as a globally recognised major attraction.	The Burra Smelts Historic Site, part of the Australian Cornish Mining Sites alongside Moonta Mines, is included on Australia's UNESCO World Heritage Tentative List and is targeted for nomination as early as 2027. Inclusion on the World Heritage List would recognise the site's global cultural significance and its connection to the broader Cornish mining legacy, including sites in Cornwall, United Kingdom. **Considerations for activation:** — Tourism planning: support the development of the Australian Cornish Mine World Heritage Bid and associated World Heritage Tourism Plan including the integration of dining, touring and bookable experience development. — Conservation management: implement the Australian Cornish Mining Sites: Burra Conservation Management Plan to guide protection and interpretation throughout the process.	The Burra Mine delivers contemporary, immersive, year-round visitor experiences that drive domestic and international demand to the Clare Valley tourism region	RCG NTSA RTO RDAYMN SATC Tourism industry Ngadjuri Nation Aboriginal Corporation	Long-term

Considerations for Activation

Where included, these considerations provide guidance on how a project could be progressed and are intended to inform early discussion and scoping. They are not agreed actions and do not imply commitment or delivery responsibility. Roles, responsibilities and next steps will be determined collaboratively as projects progress.

Timeframe

Ongoing Project already in progress
Immediate 6-12 months
Short-term 12-18 months
Medium-term 18 months - 3 years
Long-term 4+ years

(11)

Progressing Projects

Projects in the DMP are designed to be progressed collaboratively.

The first step for any project is for relevant stakeholders to come together to determine:

— Whether and how the project should be progressed
— Which elements are in scope (and which are not)
— Roles and responsibilities
— Resourcing, timing and next steps

Roles, responsibilities and delivery models will be clarified through this process and may evolve over time as projects mature.

The DMP is intended to be flexible and adaptive, providing a shared framework to guide decision-making rather than a fixed implementation plan.

Strategic Priority 1: Distinctive Visitor Experiences

Objective

Create a more compelling regional offer by increasing the volume and diversity of contemporary bookable experiences that better connect visitors with the region's competitive strengths.

Why is this important to the region?

— Enhances the appeal of the destination by providing bookable experiences that strengthen reputation, distribution and yield.

— Positions the region as a desirable leisure destination through distinctive visitor experiences that showcase regional strengths.

— Enables SATC and distribution partners to more effectively promote the region to target interstate and international visitors.

— Connects visitors with the essence of the Clare Valley tourism region through accessible, authentic and bookable experiences.

— Generates new business opportunities and career pathways within the visitor economy.

— Diversifies tourism offerings to reduce business reliance on single revenue streams and strengthen resilience.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
1.1 Australian Cornish Mines World Heritage Listing^ 1.2 Riesling Trail Visitor Experience Plan* 1.3 Wine and Wilderness Trail Visitor Strategy*	1.4 Visitor Experience Development* 1.5 Agritourism and Wine Tourism Development* 1.6 Clare Valley Wine Region Zoning Amendment* 1.7 Contemporary Accommodation^ 1.8 Investment Attraction* 1.9 Clare Valley Tourism Events^	1.10 Industry Innovation and Capability^ 1.11 Regional Event Support^ 1.12 Pipeline Projects^

South Australian Tourism Plan 2030 Alignment

— **New and evolving products and experiences**

— Partner with industry to grow a diverse and brand-aligned product offering.

— Support our industry to tell the South Australian story.

— Build industry capability and nurture innovation.

— **Tourism - a force for good**

— Create a 'True South' visitor experience with industry where people, place and planet are celebrated.

— Be guided by Aboriginal care for Country and support Aboriginal people to tell their stories of culture on Country.

— Take a leadership position on regenerative and inclusive tourism nationally.

— Grow South Australia's sustainable tourism credentials, positioning us as top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment

State Catalyst Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.1	Australian Cornish Mines World Heritage Listing	Develop and activate the Burra Smelts Historic Site as a globally recognised major attraction.	The Burra Smelts Historic Site, part of the Australian Cornish Mining Sites alongside Moonta Mines, is included on Australia's UNESCO World Heritage Tentative List and is targeted for nomination as early as 2027. Inclusion on the World Heritage List would recognise the site's global cultural significance and its connection to the broader Cornish mining legacy, including sites in Cornwall, United Kingdom. World Heritage designation presents a catalyst opportunity for the region. With targeted investment and activation, the project has the potential to elevate Burra's profile, strengthen regional identity, and drive both interstate and international visitation. The nomination is being progressed by the Australian Cornish Mining Sites World Heritage Consortium, comprised of the Regional Council of Goyder, Copper Coast Council and the National Trust of South Australia, with support from the South Australian and Australian Governments. While this is a long-term initiative, early tourism planning and partnership activation - particularly between Burra and Moonta - will be critical to positioning the region on a global stage and attracting new audiences. **Considerations for activation:** — Tourism planning: support the development of the Australian Cornish Mine World Heritage Bid and associated World Heritage Tourism Plan including the integration of dining, touring and bookable experience development. — Conservation management: implement the Australian Cornish Mining Sites: Burra Conservation Management Plan to guide protection and interpretation throughout the process. — Master planning and placemaking: develop complementary trails, wayfinding and visitor experiences connecting Burra and Moonta. — Cultural respect: embed and elevate the stories and partnerships with the Ngadjuri Nation Aboriginal Corporation and Narungga Nation Aboriginal Corporation (Traditional Owners for Moonta Mines site). — Funding and investment: build a strong business case to attract local, state and federal funding, ensuring long-term alignment among project stakeholders. — Collaboration: explore opportunities to connect South Australia's UNESCO sites, including Naracoorte Caves National Park and the tentatively listed Flinders Ranges, as part of a wider global heritage offer.	The Burra Mine delivers contemporary, immersive, year-round visitor experiences that drive domestic and international demand to the Clare Valley tourism region. Burra is recognised as a must-see heritage destination in Australia, celebrating its mining legacy and strengthening community pride. The project generates significant economic benefits, supporting new and expanded visitor experiences, services and infrastructure in Burra. Placemaking and tourism experience development flow from this project, enhancing the liveability and appeal of the Goyder council area.	RCG Copper Coast Council NTSA RTO RDAYMN DEW SATC UNESCO Tourism industry Ngadjuri Nation Aboriginal Corporation	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.2	Riesling Trail Visitor Experience Plan	Develop and promote the Riesling Trail as an iconic South Australian trail showcasing food, drink and nature.	The Riesling Trail is a 33-kilometre cycling and walking trail that follows the former railway line from Auburn to Clare, passing more than 30 cellar doors. It can be completed on foot in around nine hours or by bike in about two and a half hours. Operated for almost 30 years by a dedicated volunteer committee, the trail is well established and offers a much-loved experience for visitors. With strategic planning, enhanced loops, new experiences and stronger promotion, the trail could evolve into a flagship attraction for South Australia. **Considerations for activation:** — Develop an overarching Experience Plan outlining long-term goals, target audiences and key activations to maximise the trail's potential. — Ensure the trail is featured in Great Wine Capitals promotion. — Work with the committee to develop loop trails, improving convenience by enabling visitors to return to their starting point. — Develop a marketing plan to grow awareness and attract target audiences. — Prioritise the development of bookable experiences along the trail and support operator access to relevant travel trade distribution. — Consider the development of an Experience Development Program specifically for operators based on or near the trail (refer to Project 1.4). — Explore connectivity with the Rattler Trail (extending 19 km further south) to optimise continuity. — Investigate development of additional cycling-specific loops connecting to the main trail. — Consider zoning amendment to enable sensitive and appropriate accommodation development along the trail (refer to Project 1.5). — Address visitor safety and behaviour, particularly around responsible consumption and cycling.	The Clare Valley has an internationally renowned trail that encourages longer visitor stays. New experiences and accommodation are developed adjacent to the trail, supporting regional growth. A greater number of bookable experiences drive stronger economic outcomes for the region. Community pride is strengthened through hosting an internationally renowned trail.	Riesling Trail Management Committee RTO SATC CGVC RDAYMN CVWGA CVBTA PIRSA Landholders Tourism industry Ngadjuri Nation Aboriginal Corporation	Short-term to Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.3	Wine and Wilderness Trail Visitor Strategy	Ensure the long-term sustainability, visibility and bookability of the Wine and Wilderness Trail.	The Clare Valley Wine and Wilderness Trail is a 100-kilometre looped hiking and cycling trail, offering visitors a self-paced immersive experience through scenic countryside along a route that traverses back-roads, road reserves and private properties. The trail is divided into six stages and is designed to showcase the region's premium wines, local produce and natural landscapes. Developed and managed entirely by volunteers, the trail has strong visitor appeal but faces sustainability challenges, including funding ongoing insurance and promotion. **Considerations for activation:** — Stakeholders collaborate to clarify plans and appetite for various management approaches. — Explore a long-term commercial or management model to ensure the trail's financial sustainability. — Ensure all trail experiences are bookable and distributed across trade partner platforms. — Strengthen connections with the Heysen Trail and pursue cross-promotional opportunities to attract new visitor segments. — Develop a targeted marketing plan to build awareness and visitation. — Ensure the trail features in Great Wine Capitals promotion. — Enhance digital assets including website, social media and suggested itineraries. — Promote existing experiences through PR and influencer marketing campaigns. — Review trail signage to ensure it tells the region's stories and provides clear visitor information. — Include trail maintenance needs in future sustainability modelling.	The Wine and Wilderness Trail is recognised as a highly appealing food, wine and nature experience in Australia. The governance and management model ensures long-term sustainability. Visitor numbers, length of stay and spend increase. The region's brand reputation strengthens through national and international recognition of the trail.	RTO Wine and Wilderness Trail Committee SATC Walking SA Bike SA CGVC CVWGA CVBTA GWCN Community Tourism Industry Ngadjuri Nation Aboriginal Corporation Landholders	Medium-term

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.4	Visitor Experience Development	Support the industry to deliver distinctive, bookable visitor experiences that reflect the Clare Valley tourism region's character.	This project focuses on developing and diversifying visitor experiences across the region's Experience Pillars (see Appendix, Table A: Experience Development Focus). **Considerations for activation:** — Develop an 'Experience Development Framework' that benchmarks best practice in tourism business management and experience design. — Use benchmarking to identify the gaps in experience delivery and inform future tourism development and investment opportunities. — Activate DMP Management Project M.2: Industry Database to strategically benchmark and monitor progress in experience development across the region. — Gather insights to identify and validate: — Market needs and opportunities. — Experience and infrastructure gaps, particularly to support marketable clusters across the region. — Develop both bookable and non-bookable (walk-in) experiences to broaden the regional offering. — Establish a mechanism to identify and refer suitable businesses to the SATC's Experience Development Program. — Identify opportunities to strengthen the restaurant scene through experience-led, bookable offerings for visitors. — Continue to actively support existing hatted and award-winning restaurants offering distinctive visitor experiences including SLATE Restaurant at Pike, Bush DeVine at Paulette Winery, Antidote Kitchen and Watervale Hotel. — Explore opportunities to develop and support new Aboriginal tourism experiences. — Support the activation of nature-based experiences, particularly at Jaki Ina-Worlds End Gorge National Park and the Wine and Wilderness Trail.	Growth in the quantity and quality of distinct, bookable visitor experiences that deliver meaningful, lasting connections and understanding of people and place. Growth in visitor volume, length of stay and yield. Groups help to break down Council boundaries and connect with industry sector colleagues across the region. Traditional Owners are supported to pursue tourism-related activities to achieve their organisational and cultural goals and aspirations. Strengthened cultural respect and understanding of Aboriginal culture and stories. Visitor sentiment strongly aligns with the region's distinctive food, wine, nature and heritage credentials.	RTO SATC CGVC RCG APC WRC RDAYMN DEW Tourism Industry Ngadjuri Nation Aboriginal Corporation Kaurna Yerta Aboriginal Corporation Narungga Nation Aboriginal Corporation	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.5	Agritourism and Wine Tourism Development	Through collaboration and experience development, the Clare Valley tourism region will be recognised as a leading agritourism and wine tourism destination in Australia.	The Clare Valley tourism region is diverse, and while this can present challenges in uniting stakeholders, the sectors of agriculture, viticulture and aquaculture provide shared foundations to foster collaboration. The intersection of agritourism and wine tourism represents the region's greatest opportunity to align industry efforts, build a shared vision and drive collective growth. **Tourism product development opportunities include:** — Onsite farmgate and cellar door retail options — Unique accommodation on rural properties — Meet the maker/producer experiences — mmersive experiences (e.g. wine blending masterclass, permaculture workshop, oyster shucking) — Paddock-to-plate dining and special events In addition to on-farm/vineyard experiences, producers can collaborate to showcase the best of the region via farmers' markets and a shop local program to promote low food miles and sustainable consumption. There is also strong appeal to package agritourism and wine tourism experiences with nature-based activities (e.g. Wine and Wilderness Trail). **Considerations for activation:** — Ensure the regional positioning (refer to Project 3.1) better connects with audiences and drives appeal for the Clare Valley tourism region as a wine and agritourism destination. — Align varying levels of industry maturity across the region - from emerging market gardens in the Adelaide Plains to well-established wine tourism hubs – foster collaboration and collective growth. — Activate the South Australian Agritourism Sector Plan and partner with wineries to build a unique regional model, connecting wine and agritourism under a shared goal. — Proceed with initiative even as the national definition of agritourism evolves. — Actively promote the region as a key wine and agritourism destination via the Great Wine Capitals Network (GWCN). — Provide support to prospective agritourism operators regarding business model feasibility prior to investment. — Support and promote the region's demand-driving food experiences. — Developing a supplier list of local primary producers to simplify sourcing for tourism and hospitality venues. — Ensure all on-farm/vineyard activations consider biosecurity and manage risks appropriately.	The Clare Valley tourism region is recognised as a leading wine and agritourism destination, renowned for high-quality wine, food, dining and paddock-to-late experiences. Industry stakeholders across the region feel included and aligned within a collective agritourism and wine tourism story. High-quality agritourism experiences strengthen regional positioning and enhance destination. Diversified business models help mitigate risk and support resilience during challenging economic periods.	RTO PIRSA CVWGA CVBTA CGVC RCG APC WRC RDAYMN GWCN Tourism industry SATC Northern Adelaide Plains Food Cluster	Immediate to Short-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.6	Clare Valley Wine Region Zoning Amendment	Review and update Clare Valley Wine Region Zoning to enable sensitive tourism development, supporting demand-driven projects.	Current zoning restricts the scale and nature of tourism development in many parts of the Clare Valley Wine Region. Policy relating to tourism development and accommodation where it is associated with primary production or adds value to on-site activities (e.g. wineries) will be investigated as part of the State Planning Commission's Tourism Development Code Amendment. **Considerations for activation:** — Clarify development pathways for tourism projects outside of primary production or winery activities, particularly along the Riesling Trail, ensuring alignment with strategic experience goals. — Provide investors and applicants greater certainty through a defined Impact Assessed pathway for relevant tourism developments. — Advocate for planning policies that enable appropriate visitor infrastructure that meets the needs of future audiences.	Tourism development approvals are streamlined, creating clearer pathways for demand-driven infrastructure. Timely delivery of relevant infrastructure drives visitation and supports economic growth. Strengthened regional capacity to develop high-quality tourism experiences enhances community prosperity and destination appeal.	CGVC DHUD RTO RDAYMN Invest SA SATC Tourism industry Riesling Trail Management Committee Landholders CGVC residents	Medium-term
1.7	Contemporary Accommodation	Support the growth of both quantity and quality of accommodation offerings to meet the needs and motivations of the region's visitor markets.	The Clare Valley tourism region offers a diverse range of accommodation, with boutique and unique stays strongly appealing to target audiences and driving demand. Caravan perform well for self-drive and family markets; however, much of the hotel and motel stock is dated and constrained by workforce accommodation needs, affecting availability and pricing despite existing capacity (720 rooms with 66% capacity). There is strong interest in new and upgraded accommodation, with several distinctive projects in the pipeline across townships, farms and vineyards. Supporting these projects is critical to strengthening the region's positioning as a premier agritourism destination. Recent upgrades to the Clare Country Club have also improved the region's ability to attract group and business visitation. **Considerations for activation:** — Assess the relevance and feasibility of a high-end hotel development. — Advocate for accommodation projects aligned with destination positioning and community values. — Maintain an accommodation pipeline project list and support project progression as needed (refer to Project M.3 and Project 1.12). — Research accommodation trends to identify barriers, opportunities and the impact of workforce accommodation on supply. — Advocate for universal design principles and sustainability measures in accommodation projects.	Accommodation supply aligns with visitor expectations, needs and motivations. Leisure visitor numbers increase due to availability of desirable boutique and high-quality accommodation. Clare Valley tourism region is positioned as a premier food, wine and agritourism destination with distinctive stays. Diversification of accommodation offerings strengthens the viability of primary producers and businesses.	RTO CGVC RCG APC WRC RDAYMN Tourism industry SATC	Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.8	Investment Attraction	State Catalyst Projects and Experience Development Focus Areas will have adequate funding to be realised in a timely manner.	Investment is essential to develop new visitor experiences and infrastructure in the region. **Considerations for activation:** — Leverage the work of the SATC Destination Development team, Invest SA, RDA and local government to attract potential investors for destination-enhancing projects aligned with the Experience Development Focus Areas (see Appendix, Table A: Experience Development Focus). — Develop an investment portfolio and prospectus to clearly position the opportunities and make investing in the region straightforward. Consider an Investment Plan outlining strategic opportunities aligned with regional strengths and target audiences. — Ensure projects seeking investment meet minimum criteria (e.g. completed concept-stage work, quantifiable identification of a product gap, market feasibility, site identification, planning overlay, and business operation model). — Align investment efforts with outcomes of the State Planning Commission's Tourism Development Code Amendment to ensure the planning environment supports sensitive growth and development. — Explore public-private partnership models to support major pipeline projects. — Identify and support grant applications to fund demand-driving projects.	The region attracts sufficient funding to progress State Catalyst and Regionally Significant projects. Projects progress with financial backing, enabling timely delivery. Visitor appeal increases through enhanced accommodation, experiences and infrastructure.	RDAYMN RTO DHUD DSD SATC CGVC RCG APC WRC Tourism industry Investors	Short-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.9	Clare Valley Tourism Events	Support and elevate Gourmet Week and Festival of the Lamb as signature events in South Australia.	**Clare Valley Gourmet Week** Australia's longest-running wine and food festival, Gourmet Week, is hosted over 10 days in May, attracting over 10,000 visitors annually. This festival showcases the region's wine and food culture through immersive experiences where exceptional wines and cuisine are paired with iconic locations. **Considerations for activation:** — Advocate for connection and support from the SATC Events team to continue to grow the event. — Pursue Festival City Adelaide mentoring, particularly for sustainability initiatives. — Partner with other major food and wine events to cross-promote and reach new audiences (e.g. presence at Melbourne Good Food and Wine event). — Partner with Tasting Australia for programming opportunities. — Leverage innovative bookable experiences to attract high-yield visitors (e.g. Gourmet Trails 2025). — Strengthen digital marketing opportunities. **Festival of the Lamb** Held each September, this week-long festival showcases the region's premium lamb and local produce through farm-to-plate dining, chef-led events, and community engagement. **Considerations for activation:** — Develop an event strategy which identifies the Festival's unique proposition and target audiences, and plan for long-term event sustainability. — Assess economic impact and identify growth opportunities. — Seek guidance from the SATC Events team. — Leverage the South Australian Agritourism Sector Plan through collaboration with partners (e.g. PIRSA, Tasting Australia). — Promote locally and highlight benefits to the wider community. — Explore partnerships with agricultural programs from Roseworthy, Waite and Urrbrae to engage young people.	Visitor length of stay and spend increase during events. Economic impact of events grows. Participant satisfaction metrics improve. Community engagement and pride are strengthened. Gourmet Week is recognised as a major regional event in South Australia. Festival of the Lamb grows into a distinctive regional event. Festival of the Lamb connects all parts of the region, uniting industry and community.	CVWGA Festival of the Lamb Committee WRC APC CGVC CVBTA RTO Tourism industry SATC Festival City Adelaide Tasting Australia Secondary and tertiary education institutions Community	Medium-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.10	Industry Innovation and Capability	Develop a targeted approach to strengthening the industry's resilience and sustainability through capacity-building programs, ideas generation, and incubation.	The Clare Valley tourism region has diverse businesses and sectors at different stages of development. Many are overwhelmed by the volume of capability-building options and unsure which to access. A strategic, targeted approach is required to ensure the right businesses receive support aligned with regional strengths and aspirations. **Considerations for activation:** Develop a capability strategy — Establish a Customer Relationship Management (CRM) system to monitor business activity, track development of new experiences and products and identify gaps aligned with strategic priorities (combine with Project M.2 Industry Database). Experience development programs — Recommend businesses for SATC's development programs to build experiences aligned with target markets and regional strengths. Targeted training and capability development — Review all government agency capacity-building programs to provide local operators with clear access to training. — Create a single source of truth for training opportunities. — Work with capability development partners (e.g. TiCSA) to schedule and leverage relevant training, benchmarking and accreditation opportunities. — Connect businesses with the Office for Small and Family Business Fundamentals program. — Enpower Adelaide Plains Council and Wakefield Regional Council to support agritourism businesses. — Partner with local government to expand training audience reach. Regional Incubator Program — Identify leading tourism operators and create an incubator program to develop new ideas addressing gaps in visitor experiences. — Collaborate with PIRSA to support food producers and food-based businesses connected to tourism.	The region attracts sufficient funding to progress State Catalyst and Regionally Significant projects. Projects progress with financial backing, enabling timely delivery. Visitor appeal increases through enhanced accommodation, experiences and infrastructure.	RDAYMN RTO TiCSA DHUD DSD SATC CGVC RCG APC WRC Tourism industry Investors OSFB	Short-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
			Sector round tables — Develop an annual program for mentoring, workshops and networking across key industry sectors: — Agritourism and wine tourism — Retail and hospitality — Accommodation — Tours and transport — Events (including business events) **Capability Topics** — Entrepreneurship and business growth: commercialisation, business fundamentals, profitability, financial sustainability, operator mentoring, climate adaptation, risk management, resilience and sustainability, and cultural awareness. — Customer and market development: storytelling, cultural awareness and respect, inclusion and accessibility, customer service, investment in regional produce and notable restaurants, event management, and distribution readiness. — Innovation and investment: public-private partnerships and fostering innovation to meet diverse visitor needs.			

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
1.11	Regional Event Support	Foster a thriving events sector where organisers are empowered to deliver exceptional regional events.	A coordinated regional approach to event support has the potential to increase visitor volume and yield while strengthening community pride. Efforts should focus on distinctly different events that reflect community values and have strong visitor appeal. **Considerations for activation:** Strategic coordination and planning: — Develop an annual events calendar to track programming and identify collaborative marketing opportunities. — Support the development and implementation of a state-wide event support framework to help regional events prosper. — Gather and share information about event-specific grants and subsidies with event organisers, community groups and committees. Partnerships and collaboration: — Explore opportunities for touring, regional activations or collaborative programming with major state cultural events that align with regional strengths. — Partner with Festival City Adelaide to access mentoring and sector support. — Identify key event organisers to attract regional sporting events and carnivals (e.g. Masters Games, netball and football carnivals). — Advocate for infrastructure projects that support the attraction of major leisure and business events. Capability and support: — Ensure major regional events have updated Impact Plans and commit to inclusive and regenerative practices. — Provide event committees and volunteers with access to industry capability programs. — Support volunteer recognition and retention to strengthen community event delivery.	The region grows its reputation as a leading regional events destination. Event practitioners build skills, confidence and networks to grow their events. Funding opportunities are accessed to strengthen event development and delivery. Visitors stay longer and spend more while attending regional events. The community feels supported, engaged and proud of their events.	CGVC RCG APC WRC RTO RDAYMN Tourism Industry Event organisers Business Events Adelaide Festival City Adelaide Study Adelaide South Australian Living Artists (SALA) Festival Adelaide Fringe Illuminate Adelaide Adelaide Cabaret Festival South Australia's History Festival Tasting Australia Tour Down Under	Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
			Business and education sector events: — Support venues such as Mallala Raceway and the Balaklava and Clare racecourses to grow incentive and group event capacity. — Develop proof-of-concept programs using small group activities and agritourism experiences to attract conference delegates and student learning opportunities. — Collaborate with Business Events Adelaide to expand itineraries and incentive travel opportunities such as tours of Adelaide Plains greenhouses.			
1.12	Pipeline Project Support^	Advocate for and support the progression of identified projects in the Pipeline Project Database (Project M.3).	The region has a pipeline of major visitor experiences (public and private) at various stages of development. Each project requires specific support based on its stage. **Consideration for activation:** — Stakeholders to collaborate effectively within the scope of their roles and responsibilities to progress projects.	Pipeline projects seeking government funding or private investment are progressed through advocacy and collaborative support.	RDAYMN CGVC RCG APC WRC RTO Tourism industry Investors Community DIT DPC Federal government	Ongoing

Strategic Priority 2: Caring for Place

Objective

Tourism contributes to the prosperity of the Clare Valley tourism region while preserving its environment, heritage, communities and resources.

Why is this important to the region?

— Protects the land, water and biodiversity that support local livelihoods and rural community well-being.

— Ensures the long-term sustainability of the region's natural and built assets that underpin the visitor economy.

— Preserves the region's rich heritage and reinforces a sense of identity and pride among residents.

— Builds community support for tourism through a balanced approach that respects people, place, and environment.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
2.1 Adelaide International Bird Sanctuary Activation* 2.2 Jaki Ina-Worlds End Gorge National Park Evolution^	2.3 Responsible Visitor Behaviour*	Nil

South Australian Tourism Plan 2030 Alignment

— **Tourism - a force for good**

— Create a 'True South' visitor experience with industry where people, place and planet are celebrated.

— Be guided by Aboriginal care for Country and support Aboriginal people to tell their stories of culture on Country.

— Take a leadership position on regenerative and inclusive tourism nationally.

— Grow South Australia's sustainable tourism credentials, positioning us as top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.1	Adelaide International Bird Sanctuary Activation	Realise the tourism potential of the Adelaide International Bird Sanctuary.	The Adelaide International Bird Sanctuary is an internationally significant wetland and one of the region's most valuable natural assets. Encompassing over 60 km of coastline and spanning four council areas, it provides critical habitat for migratory shorebirds from as far as Siberia and Alaska. It is used by more than five million birds annually and hosts 263 flora and fauna species. It offers opportunities for nature-based tourism, education and cultural experiences. The wider Sanctuary incorporates the Adelaide International Bird Sanctuary National Park-Winaityinaityi Pangkara, which is co-managed with the Kaurna Yerta Aboriginal Corporation. Activation of the Sanctuary should be guided by conservation priorities and co-designed with Traditional Owners and relevant government agencies. Opportunities include developing interpretive infrastructure, guided tours, and partnerships with local tourism operators to deliver education and conservation-focused experiences. **Considerations for activation:** — Determine an appropriate project lead to guide coordinated implementation. — Support DEW in their implementation of the Adelaide International Bird Sanctuary National Park-Winaityinaityi Pangkara Management Plan and related visitor experience initiatives. — Support the Port Wakefield Tidal Pool Precinct Upgrade and develop complementary nature and adventure experiences such as kayaking and bike hire. — Develop a tourism plan for the Adelaide International Bird Sanctuary that aligns with regional tourism aspirations and the DMP. — Define priority target markets and design experiences that respond to their interests, including education, special interest and active leisure segments. — Promote the Sanctuary's programs and biodiversity values to tourism operators to strengthen awareness and collaboration. — Work with SATC to explore opportunities to engage international birdwatching markets (twitchers). — Explore suitable accommodation options (off-park) to complement nature-based experiences.	The education and conservation offering is strengthened. Underutilised coastal assets are activated through sustainable visitor experiences. Long-term conservation outcomes are achieved. Awareness of biodiversity and environmental stewardship increases across the Clare Valley tourism region. Local tourism businesses build partnerships with the Sanctuary, connecting nature, culture and conservation.	RTO DEW RDAYMN RDA Barossa Gawler Light and Adelaide Plains APC Local government SATC Local businesses NYLB Kaurna Yerta Aboriginal Corporation Narungga Nation Aboriginal Corporation	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.2	Jaki Ina-Worlds End Gorge National Park Evolution	Develop and promote the new national park at Worlds End Gorge.	A 1000-hectare block of land at Worlds End Gorge has been gifted to the Department for Environment and Water (DEW) by Neoen Australia as part of its nearby Goyder Wind Farm project. The transfer integrates Neoen's environmental offset commitment through the creation of a new national park and supporting visitor infrastructure. **Considerations for activation:** — Support DEW in planning and developing appropriate visitor infrastructure. — RTO to lead the development of a marketing strategy to position the new national park and promote it alongside nearby experiences. — Promote the park to family audiences in connection with Burra experiences. — Explore opportunities for nature-based tourism experiences within the park. — Ensure visitor signage and interpretation align with regional positioning and incorporate Ngadjuri stories of place. — Align signage and visitor information with Project 2.3 Responsible Visitor Behaviour.	The region's nature-based tourism offering is strengthened. Visitor appeal is increased among self-drive and caravanning markets.	DEW RDAYMN RTO SATC NYLB Neoen Australia Ngadjuri Nation Aboriginal Corporation	Medium-term to Long-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
2.3	Responsible Visitor Behaviour	Enhance visitor safety and respect for the environment by improving awareness, infrastructure and consistent messaging that supports safe and positive visitor and community interactions.	This project focuses on ensuring visitors to the Clare Valley tourism region are safe, prepared and respectful of local communities, cultural heritage and the environment. It seeks to empower visitors to consider how they experience the region - encouraging responsible, low-impact behaviours that contribute positively to place, rather than extract from it. **Key issues include:** — Safety risks such as extreme heat, bushfire, vehicle breakdowns and mobile black spots. — Gaps in trip planning awareness, including emergency contacts and preparedness. — Environmental impacts including wildlife disturbance, waste management and biosecurity risks. — Trails crossing public and private land, leading to access and compliance challenges. — Off-road driving and inappropriate behaviour in sensitive coastal and natural areas. — Inconsistent messaging across councils, DEW and visitor servicing teams. **Considerations for activation:** — Coordinate stakeholders to align messaging and communication strategies that promote safe and respectful visitor behaviours. — Ensure signage across the region is inclusive. — Embed clear biosecurity messaging across all visitor touchpoints, particularly in vineyard and agricultural areas. — Install directional signage to Samphire Coast beaches to prevent off-road driving and environmental damage. — Establish monitoring and evaluation measures to assess messaging effectiveness and refine approaches.	Visitors are well-informed, act responsibly and minimise negative impacts on communities and the environment. Visitor behaviour messaging is consistent across all outdoor spaces and parks. Key messages are shared effectively through coordinated communication channels.	CGVC RCG APC WRC CVWGA RTO DEW NYLB Visitor Information Centres Tourism industry Community SATC PIRSA SAWIA Ngadjuri Nation Aboriginal Corporation Kaurna Yerta Aboriginal Corporation Narungga Nation Aboriginal Corporation	Medium-term to Long-ter

Strategic Priority 3: Impactful Regional Storytelling

Objective

Create a distinct regional positioning and share compelling stories that showcase Clare Valley tourism region's unique character, driving awareness, appeal, visitation and yield.

Why is this important to the region?

— Attracts high-yield, values-aligned target audiences who contribute to longer stays and higher spend.

— Creates a unified positioning that connects all parts of the region and unites tourism industry stakeholders.

— Builds awareness and visitation through a coordinated destination marketing program that highlights the region's distinctly different attributes.

— Helps visitors understand and value the region's unique proposition as a leisure destination.

— Fosters community pride by celebrating the region's history, culture and character.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	3.1 Distinctly Different Regional Positioning* 3.2 Website Development^	3.3 Clare Valley Tourism Region's Stories* 3.4 Annual Marketing Program^ 3.5 Strategic Visitor Servicing^

South Australian Tourism Plan 2030 Alignment

— **New and evolving products and experiences**

— Support our industry to tell the South Australian story.

— **Increase appeal to drive demand**

— Deliver a long-term destination brand platform.

— Simplify and double down on our strengths.

— Grow access to and from key markets.

— **Tourism - a force for good**

— Grow South Australia's sustainable tourism credentials, positioning us as top three sustainable tourism destination.

United Nations Sustainable Development Goals Alignment

Regionally Significant Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.1	Distinctly Different Regional Positioning	Create a compelling regional positioning for the Clare Valley tourism region that connects with visitors and hones in on its strengths as a renowned food and wine destination.	Aligned to SATC's new Destination Brand "Celebrate the Simple Pleasures", the Clare Valley tourism region has an opportunity to define its competitive difference and develop a distinctly different regional positioning proposition that inspires and attracts values-aligned, high-yield visitor markets. **Considerations for activation:** — Review and align the existing *Breathe It In* campaign (2017) with the new positioning. — Engage operators and tourism bodies across all four council areas to ensure the positioning is inclusive and regionally representative. — Align with the new Destination Brand and use insights from the 2022-2023 State Brand Research. — Partner with SATC to deliver a regional brand positioning program in collaboration with local businesses and communities. — Develop the regional positioning as a foundation for Projects 3.3 and 3.4. — Review regional hero operators and experiences to ensure the positioning is reflected in their marketing efforts. — Embed the new regional positioning in all future storytelling and marketing activities.	The regional tourism industry is unified under a shared and inclusive positioning. Local pride is strengthened as residents feel connected and confident showcasing their region. Awareness of the Clare Valley tourism region grows in interstate and international markets, driving increased visitation from target audiences. The region gains greater visibility in SATC marketing and storytelling activity. Growth in visitation and yield from target markets supports long-term regional prosperity.	RTO SATC CGVC RCG APC WRC CVBTA Tourism industry Community groups Kaurna Yerta Aboriginal Corporation Ngadjuri Nation Aboriginal Corporation Narungga Nation Aboriginal Corporation	Immediate

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.2	Website Development	Develop an inclusive regional tourism website that features operators across the Clare Valley tourism region, increasing awareness and helping visitors plan and book their visit.	**www.clarevalley.com.au** is currently owned and managed by the Clare Valley Business and Tourism Association (CVBTA). At present, listings primarily feature Clare Valley Wine Region member businesses, with limited coverage of operators across the wider region. The site does not currently integrate with ATDW, meaning many regional operators are not visible to prospective visitors. There is an opportunity to redevelop the website to better represent the full region and deliver an improved, visitor-focused user experience. **Considerations:** — Review the ownership and management model, including CVBTA's role and potential revenue pathways. — Engage SATC to understand potential for centralisation or integration as has been done with other regional website frameworks. — Update the website to prioritise the visitor experience (UX), placing the visitor at the heart of navigation and content structure. — Include all operators and experiences across the region, ensuring it reflects the destination's breadth and diversity. — Integrate ATDW listings to ensure all eligible operators are featured automatically. — Align design, tone and content with the regional positioning and storytelling approach (refer Project 3.1 and Project 3.3).	The regional tourism industry feels valued and represented in regional marketing channels. The website connects operators across the region and provides a complete view of the visitor offering. Website engagement improves, driving greater trip planning, enquiries and bookings.	RTO CVBTA CGVC RCG APC WRC RDAYMN Tourism industry SATC CVWFTC CVWGA	Short-term
3.3	Clare Valley Tourism Region's Stories	Identify and share the stories that make the Clare Valley tourism region distinctly different and appealing, supporting regional positioning and strengthening the awareness and appeal of the destination.	To grow awareness with target markets, the region must better understand and communicate its distinctive stories – those that capture the character, people and sense of place. These stories should align with the regional positioning (refer to Project 3.1) and be used across all marketing, media, and visitor touchpoints to build emotional connection and inspire visitation. **Considerations for activation:** — Identify Simple Pleasures storylines for elevation in SATC's destination brand activations and amplify through Clare Valley tourism region marketing channels (refer to Project 3.4). — Build the capacity of stakeholders (including councils, operators, Aboriginal corporations and community groups) to craft, publish and share stories that authentically reflect the people they represent and align with the regional positioning. — Use a mix of storytelling formats and platforms including podcasts, short-form video (e.g. TikTok) and digital media. — Partner with local historians and heritage groups to uncover and amplify historical stories of place and connect these to visitor experiences at key heritage sites (e.g. Martindale Hall, Mintaro, Burra Mine).	The region's stories are clearly defined, shared, and celebrated through regional marketing and visitor channels. Regional stakeholders and community members contribute to the development and sharing of stories, building a sense of ownership and pride.	RTO SATC RDAYMN CGVC RCG APC WRC CVWGA Tourism industry	Short-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
			— Engage with local storytellers (e.g. content producers and media) and mentor emerging content creators. — Celebrate local identities and businesses through initiatives that highlight people behind the region's success (e.g. a Service Star Awards style program). **Story themes may include:** — Agritourism or wine tourism operators demonstrating environmentally sustainable or regenerative practices. — Aboriginal cultural stories of place that are guided, endorsed and driven by Traditional Owners and relevant Aboriginal Corporations. — World-class food and wine from signature restaurants and wineries, through to local produce and grape varieties. — Regional characters and local artists or makers that reflect the spirit of the region. — Social impact stories that promote accessible and inclusive experiences led by local volunteer and community groups. — Itineraries that traverse iconic trails (e.g. Riesling, Heysen, Mawson, and Wine and Wilderness) and touring routes (e.g. Epicurean Way and Explorers Way). — The region's pioneering agricultural and mining heritage. — A Town of the Year (run by PIRSA) communities showcasing rural innovation and resilience.	Collaboration with Aboriginal custodians strengthens cultural respect, understanding and authentic storytelling. Awareness and appreciation of Aboriginal culture and regional history are deepened. The region's accessibility and inclusivity credentials are enhanced, ensuring visitors of all abilities and backgrounds feel welcome.	Community groups Kaurna Yerta Aboriginal Corporation Ngadjuri Nation Aboriginal Corporation Narungga Nation Aboriginal Corporation	

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
3.4	Annual Marketing Program	Plan and deliver a targeted annual marketing program that drives demand from target audiences through owned, earned, paid and trade channels.	An annual, strategically coordinated marketing program is required to maintain consistent visibility of the Clare Valley tourism region, build brand awareness and drive conversion. **Considerations for activation:** — Evolve the regional positioning (refer to Project 3.1) and storytelling (Project 3.3) into a comprehensive and strategic always-on marketing program. — Collaborate with the SATC Marketing team to identify and leverage partnership opportunities. — Develop an annual marketing program aligned with the regional positioning, sharing local stories across strategic channels. — Review visitor collateral (e.g. visitor guide, maps) to assess relevance and impact. — Ensure all collateral reflects the regional positioning. — Advocate for continued investment in the Clare Valley tourism region social media channels to capture and convert demand. — Use data to identify the most effective channels for reaching specific target markets. — Ensure famils highlight the region's distinct stories of place and align with the regional positioning.	Sustained, targeted marketing increases brand salience, awareness and conversion. An always-on annual marketing program focuses resources and channels, building awareness and converting bookings. Visitor collateral and channels consistently reflect the Clare Valley tourism region brand and stories of place. Clare Valley stories are featured through SATC's Simple Pleasures activations. Famils and trade activations showcase the region's strengths, supporting advocacy and visitation.	RTO SATC CGVC RCG APC WRC Tourism industry CVBTA CVWGA	Ongoing
3.5	Strategic Visitor Servicing	Provide proactive visitor servicing so that all visitors have access to the right information, at the right time, in the right place, in the most suitable format, and accessible to all.	The Clare Valley tourism region currently has two accredited Visitor Information Centres (VICs): the Clare Valley Wine, Food and Tourism Centre on the southern outskirts of Clare, and the Burra Visitor Information Centre located in Burra's town centre. To enhance visitor satisfaction, length of stay, spend, and dispersal, the region needs to evolve towards a more contemporary and connected visitor servicing model that supports pre-arrival, on-ground and digital touchpoints. **Considerations for activation:** **Visitor servicing:** — Ensure stories of place are told consistently across the region through VICs and Visitor Information Outlets (VIOs). — Review the customer journey to ensure consistent storytelling across all touchpoints including websites, social media, venues, tour operators and events.	Visitor servicing teams feel connected, empowered and clear on their shared role of supporting visitors. Visitors receive accurate, engaging and accessible information that enhances satisfaction and encourages regional dispersal. Visitor servicing is recognised as everyone's business, building regional pride and a culture of welcome.	CGVC RCG APC WRC VICs VIOs RTO CVWGA	Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
			— Review visitor services in Lochiel and explore a pop-up or permanent cafe to better service visitors to Lake Bumbunga (Pink Lake). — Build a 'Team Clare Valley Tourism Region' approach, engaging volunteers, community groups and residents as ambassadors. — Support VIOs across the region, including at Two Wells and Port Wakefield, to ensure consistency and quality of service. **Visitor planning:** — Deliver visitor collateral that reflects visitor needs and behaviours, supported by a clear distribution plan to ensure visibility in key locations. — Incorporate responsible visitor behaviour messaging across all visitor collateral. — Develop and promote cross-regional Itineraries to encourage dispersal and extended stays. — Distribute a 'What's On' guide through short-stay accommodation, attractions, caravan parks and tourism businesses to inspire visitors to explore more of the region.			

Strategic Priority 4: Destination Stewardship

Objective

Support strategic tourism leadership, foster collaboration between regional partners, and invest in activities that enable stakeholders to realise the region's tourism aspirations.

Why is this important to the region?

— Strengthens regional prosperity and builds long-term social licence through collaborative destination stewardship.

— Helps meet workforce and skills challenges faced by regional businesses through a collective approach.

— Champions solutions to address housing shortages for residents and workers.

— Builds community understanding and support by demonstrating the positive impacts of tourism.

— Forges partnerships between schools, training providers and industry to grow local capability.

— Inspires young people to consider careers in the visitor economy through clear employment pathways.

— Strengthens council and elected member support for tourism by demonstrating its regional benefits and return on investment.

Priority Projects

Catalyst Projects	Regionally Significant Projects	Enabling Projects
Nil	Nil	4.1 Regional Issues Advocacy^ 4.2 Strategic Insights^ 4.3 Climate Change and Risk Management 4.4 Regional Workforce^ 4.5 Stakeholder, Industry and Community Engagement*

South Australian Tourism Plan 2030 Alignment

— **Tourism - a force for good**

— Take a leadership position on regenerative and inclusive tourism nationally.

United Nations Sustainable Development Goals Alignment

8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
13 CLIMATE ACTION
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.1	Regional Issues Advocacy	Stakeholders work proactively and collaboratively to address the regional issues (not limited to tourism) that impact the future of the Clare Valley tourism region's visitor economy.	Several cross-cutting issues constrain the region's ability to realise the full social and economic benefits of tourism. These include: — Access to and within the region, including ride share availability during events and limited public transport — Water security — Housing (residential and workers) — Global wine market demand — Workforce and skills shortages — Climate change — Biodiversity loss Refer to Appendix, Table B: Regional Tourism Advocacy Priorities for further detail on each issue. **Considerations for activation:** — Establish mechanisms to build strong, trusted relationships with key stakeholders at local, regional, state and national levels to stay informed and influential on issues affecting the Clare Valley tourism region. — Collaborate with other RTOs and tourism zones on shared industry issues to develop evidence, position papers and coordinated action plans. — Maintain open communication channels with industry and community to ensure advocacy is informed by lived experience and local priorities. — Ensure the RTO is represented on relevant committees and working groups to influence outcomes that support tourism and regional development. — Identify a lead stakeholder for each priority issue and track progress, providing regular updates to industry and community partners.	Stakeholders are working proactively and collaboratively to address regional issues impacting prosperity. The visitor economy is always considered at decision-making and policy forums.	RTO Identify partners per specific issue	Ongoing

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.2	Strategic Insights	Source and curate data and insights to enable strategic decision-making.	Meaningful data and insights are required to understand visitor impacts - such as spend, dispersal, and behaviour - across the Clare Valley tourism region, supporting management, investment, and policy decisions. **Considerations for activation:** — Investment in tools and mechanisms to collect relevant insights that inform tourism project development, competitive positioning and regional decision-making. — Establish regular, two-way communication channels for stakeholders to share and receive tourism sentiment, including formal reporting to councils with KPIs and community impact indicators. — Develop data systems to track and report indicators reflecting the impact of the visitor economy and alignment with community aspirations. — Implement a mechanism to measure local tourism sentiment and perceptions via councils' community surveys. — Explore opportunities to leverage visitor movement and spend data to support strategic planning and investment decisions. — Advocate for tailored reporting through tools such as the TiCSA Barometer to provide a bespoke Clare Valley tourism region business sentiment report.	Data is collected, analysed and communicated in a timely manner to support evidence-based decision making. Stakeholders understand the value and impact of tourism on the Clare Valley tourism region. Strategic investment, planning and management decisions are informed by robust and actionable insights.	CGVC RCG APC WRC RDAYMN SATC RTO Tourism industry Community TRA TiCSA	Short-term to Medium-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.3	Climate Change and Risk Management	Undertake activities to proactively plan for climate adaptation and build industry resilience against climate risk and crises.	Nature underpins the visitor economy in the Clare Valley tourism region. Climate change presents the most significant risk to its future and requires proactive planning and adaptation. **Considerations for activation:** Undertake scenario planning across short, medium and long timeframes. Key climate risks include: — Extreme heat: inform event timings and nature-based activities. — Drought: support water security planning and visitor experience preparedness. — Storms and flooding: enable crisis management planning. — Marine heatwaves and harmful algal bloom: anticipate impacts on the coastline and Adelaide International Bird Sanctuary experiences. Scenario planning should also inform climate adaptation and business resilience actions across other projects: — 3.5 Strategic Visitor Servicing: ensure visitor information centres can provide accurate, timely crisis information. — 3.4 Annual Marketing Program: ensure marketing platforms are rapidly communicated to industry and visitors. — 1.10 Industry Innovation and Capability: embed climate adaption into education and training. — 1.11 Regional Event Support: consider climate impacts in event planning and programming. — 4.1 Regional Issues Advocacy: support state and federal advocacy for climate resilience funding and policy change.	Stakeholders implement programs, projects and infrastructure upgrades to adapt to climate risks. Visitors are informed and prepared for bushfires and other climate-related risks. Regional stakeholders coordinate effectively during emergencies, understanding their roles and responsibilities in supporting visitors. Tourism operations are more resilient, ensuring visitor experiences remain safe and sustainable despite climate challenges.	CGVC RCG APC WRC RTO DEW SATC RDAYMN Tourism industry Community Emergency Services Kaurna Yerta Aboriginal Corporation Ngadjuri Nation Aboriginal Corporation Narungga Nation Aboriginal Corporation	Medium-term to Long-term

Enabling Projects

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.4	Regional Workforce	Promote tourism as a career pathway for local young people and connect them with regional stories and experiences to inspire future careers.	With four major high schools, the Clare Valley tourism region can engage future tourism talent while fostering regional cohesion and community pride. Strategic initiatives should showcase the region's distinctive assets, build skills and strengthen pathways for workforce attraction and retention. **Considerations for activation:** — Connect with TAFE and other training providers to identify skills gaps in the region. — Advocate for a University Hub in the region to support tertiary education and career pathways locally. — Develop a High School Regional Tourism Famils Program to showcase major tourism attractions and regional strengths. — Establish business mentoring and work experience programs targeting regionally specific skills gaps (e.g. chefs, winemakers, tour operators). — Partner with SAWIA and other industry programs to support skills development in viticulture. — Engage young people through targeted campaigns to position tourism as a viable and attractive career. — Explore seasonal worker retention strategies post-vintage to strengthen regional workforce. — Support RDA skills forecasting and workforce planning initiatives.	Young people are aware of and inspired by career opportunities in tourism within their communities. Businesses have access to local talent pipeline and mentoring opportunities for early career pathways. Education institutions align programs to locally specific skills shortages, strengthening future-focused career pathways. The region develops a resilient and skilled tourism workforce to support long-term industry growth.	RTO SATC RDAYMN CGVC RCG APC WRC Secondary and tertiary education institutions SAWIA	Medium-term to Long-term

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
4.5	Stakeholder, Industry and Community Engagement	Engage and communicate the benefits of tourism to all Clare Valley tourism region stakeholders, creating a thriving tourism ecosystem and building social licence for tourism development.	Building social licence through stronger collaboration and proactive communication is essential to maximising the benefits of tourism for local businesses and communities. Ongoing engagement ensures tourism development aligns with local values, fosters trust, and supports shared outcomes. **Considerations for activation:** — Establish a regional advocacy and ideas generation network. — Develop regular communication mechanisms with industry and community to share relevant and timely information including insights relating to the achievement of the outcomes in this Plan. — Organise an annual calendar of events to foster connection, partnership, learning, inspiration and innovation. — Continue successful roundtables and tradeshow-style events to enable stakeholder engagement. — Empower councils to share insights and promote the value of tourism through local resident channels. — Share data and insights to educate community members and councils (including elected members) on the economic and social value of tourism. — Involve community members in project reference groups to build accountability and social licence. — Map the local visitor economy ecosystem to identify gaps and opportunities for community and industry contribution (e.g. Burra Tourism Committee). — Consistently communicate the benefit of tourism to stakeholders and the broader community to build understanding and support.	Regional decision-makers, industry, and community understand the value of tourism. Stakeholders collaborate genuinely and effectively on projects that deliver on the regional tourism vision. The community is aligned, optimistic, and engaged in the positive impacts of tourism on local livelihoods and liveability. Elected members endorse visitor economy programs, resulting in ongoing council investment in tourism.	RTO CGVC RCG APC WRC Community Tourism industry	Short-term

DMP Management and Reporting

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
M.1	DMP Accountability*	The projects outlined in the DMP are being progressed through a cooperative stewardship model of accountability.	The Plan adopts a stewardship approach to tourism, grounded in shared accountability and collaboration. To activate this approach, DMP stewards will co-design an accountability mechanism to guide, monitor, and support the successful delivery of projects identified in the Plan. **Considerations for activation:** — Activate a governance framework to bring together stakeholders with a lead role in project delivery. — Confirm quarterly and annual reporting structures to track DMP goals and project progress to the relevant stakeholders. — Determine Project Leads on a project-by-project basis to operationalise each project. — For projects without an existing lead, convene an initial stakeholder meeting to discuss project goals, context and nominate a Project Lead. — If no external lead is nominated, the RTO will determine its role in the project and prioritise accordingly. — Projects may be deferred if resourcing is insufficient. — Confirmed Project Leads undertake annual action planning to progress projects and meet reporting requirements.	The progress of State Catalyst, Regionally Significant and Enabling Projects is tracked and reported annually. Goals are tracked and reported annually.	RTO Individual project leads	Immediate (governance framework set up) Ongoing (annual planning and reporting)
M.2	Industry Database*	Maintain a dynamic database of tourism experiences within the Clare Valley tourism region.	Develop and maintain a dynamic database of all tourism experiences in the region to track business maturity, experience offering and alignment with regional priorities. Activation and then ongoing management of the database will require: — Work with RDAYMN to transfer existing information in a legal and sensitive manner to the new RTO (South Australia's Mid North and Yorke Tourism Zone). — Partner with stakeholders to conduct a tourism experience audit, identifying each business's experience profile, marketing maturity and potential to address regional experience gaps. — Implement customer relationship management (CRM) software to monitor business and event development and alignment with the 'Experience Development Framework' (refer Project 1.4) and to identify opportunities for targeted industry capability building (refer Project 1.10).	Database is set up and maintained. Database insights are used to inform targeted experience development and industry capability opportunities within the DMP.	RTO SATC Tourism industry CGVC RCG APC WRC	Immediate (database set up) Ongoing (database management)

#	Project	Objective	Details	Impact	Key Stakeholders	Timeframe
M.3	Pipeline Project Database*	Maintain a database of major visitor economy development projects across the region that require advocacy to see them through to fruition.	Maintain a comprehensive, up-to-date record of all Pipeline Projects being delivered by local, regional, state or private stakeholders across the Clare Valley tourism region, ready to be supported through relevant DMP Projects. **Pipeline project criteria:** — Aligns with the DMP's vision and aspirations. — Supports or connects to State Catalyst Projects. — Located within the tourism region. — Has an embedded, planned visitor economy use. — Is currently in progress (not just an aspiration). — Supported by a solid business case or actively developing one. — Secures local investment commitment. **Database management considerations:** — Review the Priority Projects Database annually with stakeholders to ensure accuracy and relevance. — Provide an annual status update of Pipeline Projects as part of Project M.1 DMP Accountability.	A database is developed, maintained and provided to relevant stakeholders.	RTO CGVC RCG APC WRC Community Tourism industry	Short-term
M.4	Regional Issues Database*	Maintain a database of local and regional issues that impact tourism and require consistent, coordinated advocacy.	There are numerous local and regional issues that impact tourism potential in the region. Maintaining a current record of these issues will enable a coordinated advocacy approach. **Database management considerations:** — Annual review of Appendix, Table B: Regional Tourism Advocacy Priorities to ensure the list is current and accurate. — Monitor, scope and progress identified issues through Project 4.1 Regional Issues Advocacy.	A database is developed and maintained and provided to relevant stakeholders.	RTO CGVC RCG APC WRC RDAYMN	Short-term

Destination Management Plans and Adaptive Tourism Management

Navigating an Ever-Changing World

We are operating in the era of the permacrisis (permanent crisis) as global disruptions - from climate change and economic volatility to shifting travel behaviours become more frequent and complex.

From bushfires, to droughts, floods, and the recent algal bloom crisis, our regions are dealing with a wider set of environmental disruptions than ever before. In combination with geopolitical factors, rapidly advancing technology, and ever-evolving consumer preferences, there is a wide set of external risks that South Australia's tourism regions must both respond and adapt to.

While responsive systems are important to handle shocks, adaptive tourism is about embracing uncertainty as a constant, and designing systems, experiences, and partnerships that are flexible, inclusive, and future-ready. It calls for a shift in mindset: from managing tourism as a static product to stewarding it as a dynamic, living system.

In South Australia, this approach is especially vital. Our diverse regions - from the Clare Valley to the Outback, from the Limestone Coast to the Eyre Peninsula - face distinct climate, economic, and social pressures.

What does this mean for regional tourism?

Destination Management Plans (DMPs) are strategic documents that guide the sustainable growth of the local visitor economy.

They set the vision, values, aspirations and strategic priorities for a region. This Destination Management Plan is supported by the broader strategies outlined in the South Australian Tourism Plan 2030, such as the Tourism for Good approach and our competitive drivers. Together they provide the principles, tools, and strategies that will embed adaptability into destination planning, ensuring South Australia's visitor economy remains inclusive, sustainable, and ready for the future.

Embedding a framework that supports continuous learning, monitoring, and flexible adaptation will ensure this DMP remains relevant and future-focused. It will enable timely responses to emerging challenges and opportunities while maintaining a shared, long-term vision for South Australia's tourism industry and its communities.

Key principles for adaptive management of this DMP:

— The vision, values, aspirations and strategic priorities of the DMP provide the overarching direction for tourism in the region. These aspects are fixed as per the chart below.

— The DMP identifies opportunities for capacity building at a local level.

— The DMP is supported by regenerative and inclusive principles delivered through the South Australian 'True South' promise (refer SA Tourism Plan 2030).

— The DMP will be reviewed regularly and adapted to respond to changes.

DMP Project Agility

VISION	The region's 'North Star' for tourism **Decision making lens**	FIXED
VALUES	DNA of people and place **Decision making lens**	FIXED
ASPIRATIONS	Co-designed objectives for people and place **Success metrics**	FIXED
STRATEGIC PRIORITIES	Align with State Government priorities	FIXED
PROJECTS	Place-based projects and initiatives to achieve the region's, vision, values and aspiration for tourism	AGILE

STRATEGIC PROJECTS

STRATEGIC PRIORITIES

VISION
COMMUNITY VALUES & ASPIRATION

Supporting Information

Acknowledgments

This Destination Management Plan has been developed in consultation with stakeholders across South Australia.

The South Australian Tourism Commission acknowledges and thanks all those who generously contributed their time, insights and information during workshops and interviews throughout the plan's development. Individual names have been redacted for privacy.

The plan has been developed by The Tourism Collective (tourismcollective.com.au) in partnership with the South Australian Tourism Commission and the Clare Valley Regional Tourism Organisation.

State and Regional	Local Government	Industry and Community	
Business Events Adelaide	Adelaide Plains Council	ACDC	Mt Yibbi Tiny Farm
Clare Valley Wine and Grape Growers Association	Clare and Gilbert Valleys Council	ADDICTED music mime dance	Neagles Retreat Villas
Clare Valley Business and Tourism Association	Goyder Regional Council	Anglican Church	Paulett Wines
Clare Valley Wine, Food and Tourism Centre	Wakefield Regional Council	Auburn Hideaway	Paxton Square Cottages
Department for Environment and Water / National Parks and Wildlife Service		Baptcare	Pikes Wines
		Battunga Cottages	Pikes Beer
Department of Primary Industries and Regions South Australia		Burra Visitor Information Centre	Slate Restaurant
Department of State Development		Blocks Road BnB management	Piping Shrike Trackwork
Festival City Adelaide		Bed in a Shed accommodation	Remede Wellness Massage
Invest South Australia		Blue Orchid Tiny House	Riesling Trail Bike Hire
Northern and Yorke Landscape Board		Bukirk Glamping	Robertstown Community Management Committee
Office for Small and Family Business		Burra Caravan Park	Sawmill Gin / The Curly Goose
Regional Development Australia Yorke and Mid North		Burra National Trust	Sevenhill Cellars
SA Parks - The Caravan Parks Association of South Australia		Burra Town Hall	Shimmering Pines Farm
		Cafe 67	Shut the Gate
South Australian Aboriginal Tourism Operators Council		Caravan and Camping SA	Sir Hubert Wilkins Memorial Cottage Committee
South Australian Tourism Commission		Clare Central Motel and Clare Valley Cabins	Skillogalee Estate
South Australia Wine Industry Association		Clare Media	Studio Production
		Clare Valley Distillery	Styled North
Study Adelaide		Eudunda Community Business and Tourism Committee	Sussex Squire Wines
Tourism Industry Council South Australia		Galloway Rise	Taylors Wines
Walking South Australia		Greg Cooley Wines	That Country Stove Burra
		Grosset Wines	The Social Sub
		Jim Barry	Tim Adams wines
		Kilikanoon	Valley Arts Trust
		Kirribilly Farm	Watervale Hotel / Penobscot Farm
		Knappstein Wines	
		Mintaro Progress Association	
		Mog's Cafe and Country Cabinetry	

Definitions

Term	Description
Tourism	Tourism is a social, cultural and economic phenomenon that entails people moving to countries or places outside their usual environment for personal or business/professional purposes. These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure. [15]
Destination Stewardship	Destination Stewardship is the responsible management of a place's resources, culture and environment to ensure that tourism benefits both the community and visitors – now and in the future. [16]
Sustainable Tourism	Sustainable tourism takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities. [17]
Regenerative Tourism	Regenerative tourism is a form of sustainable tourism that goes beyond minimising negative impacts to actively restoring and regenerating the natural, cultural and social systems of a destination, with the aim of creating a net positive impact and long-term resilience. [18]
Sustainable Development Goals	The Sustainable Development Goals are a set of seventeen overarching goals adopted by the United Nations in 2015 as a call for action by all countries – poor, rich and middle-income – to promote prosperity while protecting the planet. The SDGs recognise that ending poverty must go hand-in-hand with strategies that build economic growth and address a range of social needs, including education, health, social protection, and job opportunities, while tackling climate change and environmental protection. [19]
Tourism Sector	The tourism sector, as defined in the Tourism Satellite Account, is the cluster of production units in different industries that provide consumption goods and services demanded by visitors. Such industries are called tourism industries because visitor acquisition represents such a significant share of their supply that, in the absence of visitors, their production of these would cease to exist in meaningful quantity. [20]
Tourism Ecosystem	A tourism ecosystem encompasses the interconnected and interdependent elements that contribute to a tourism destination's functionality and development. It's a network of various actors and factors, including businesses, organisations, natural and cultural resources and stakeholders, all working together to provide tourism services and experiences.
Value of Tourism	The Value of Tourism is multifaceted, and its assessment involves a combination of economic, social, environmental and cultural impact signals and indicators.
Placemaking	The process of creating and enhancing public spaces that reflect the unique character and identity of a destination and that provide a sense of place and community for visitors and locals alike. This can include the development of public art, cultural events and community-led initiatives that celebrate the destination's heritage and culture and support the well-being of people and the environment.
Climate Action	Climate Action refers to a series of strategies, policies, and initiatives aimed at reducing greenhouse gas emissions, transitioning to low-carbon and renewable energy sources, enhancing climate resilience, and promoting sustainable practices to combat climate change.
Visitor Economy	The Visitor Economy encompasses all economic activity and impact generated by visitors in a particular region or destination, including international and domestic travellers as well as those attending events, studying, or visiting for business or personal reasons. The visitor economy covers all related spending (going beyond the traditional tourism sector as defined above), which contributes to the overall economic wellbeing of the destination. [21]

[15] Glossary of tourism terms | UNWTO > unwto.org/glossary-tourism-terms
[16] Dr. Jonathon Day, "A Practical Guide to Destination Stewardship and Sustainable Tourism", 2023
[17] United Nations Environment Program and World Tourism Organisation, Making tourism more sustainable A Guide for Policy Makers, 2005)
[18] Source: UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022
[19] UN World Tourism Organization (now UN Tourism), "Sustainable Development" webpage, 2022
[20] Glossary of tourism terms | UNWTO > unwto.org/glossary-tourism-terms
[21] Pacific Asia Travel Association (PATA), "Destination Marketing Handbook", p. 42, published 2019

Strategic Alignment

This DMP has direct strategic alignment with a number of strategic plans.

Organisations	Level	Strategy	Relevance to this DMP
Austrade	National	Thrive 2030	Australia's national strategy for the long-term, sustainable growth of the visitor economy, most recently updated in March 2023.
Department of the Premier and Cabinet	State	South Australian Economic Statement (2023)	Sets the vision for the SA economy that is fit for the future, improving the wellbeing of all South Australians. An economy that is smart, sustainable and inclusive.
Department of the Premier and Cabinet	State	A Place to Create (2025)	South Australia's 10-year cultural policy for all South Australians to enrich South Australia's future through arts, culture and creativity. Direct alignment and focus of priorities for experience development.
Department for Environment and Water	State	South Australia's Net Zero Strategy 2024-2030	The strategy sets out the government's objectives, policy priorities and actions to reduce greenhouse gas emissions for South Australia and improve the prosperity and wellbeing of South Australians. Implementation of the strategy will help achieve South Australia's interim emissions reduction targets and drive progress towards net-zero emissions by 2050. Several projects outlined in this DMP directly align with the ambitions of this Strategy.
Department for Housing and Urban Development	Regional	Yorke Peninsula and Mid North Regional Plan January 2026	The long-term vision and direction for strategic planning and land use for the next 15 to 30 years.
South Australian Tourism Commission	State	South Australian Tourism Plan 2030	This DMP is the activation of this strategy at a regional level. Each of the Strategic Priorities of this DMP has a direct alignment to the priority areas in the state tourism plan.
	Regional	Regional Visitor Strategy	The high-level framework guided the supply and demand side development of tourism across SA regions over the last 10 years. This DMP now replaces this document.
	Regional	Tourism Development Facilitation Plan - Clare Valley 2024	A strategic tool to influence and guide strategic tourism development across the Clare Valley tourism region.
Regional Development Australia Yorke and Mid North	Regional	RDAYMN Strategic Plan 2024-2033	This DMP has direct alignment to support the delivery of RDA's strategic plan across several of the Strategic Priorities.
Northern and Yorke Landscape Board	Regional	Landscape Plan 2021-2026	The Landscape Plan outlines ambitions for resilient and productive landscapes across the Northern and Yorke Regions that sustain a thriving community, environment, and economy. This DMP has numerous projects that align with these aspirations.

Organisations	Level	Strategy	Relevance to this DMP
Adelaide Plains Council	Local	Adelaide Plains Council Tourism and Economic Development Strategy 2022-2025	These strategies set visions for the Clare Valley tourism region community, and guide councils' focus, resourcing and investment across economic and community development activities. The DMP looks to support the activation of aligned actions and projects.
Regional Council of Goyder	Local	Goyder Master Plan 2024-2039	
Wakefield Regional Council	Local	Wakefield Regional Council Community Plan 2030	
Clare and Gilbert Valleys Council	Local	Clare and Gilbert Valleys Council 2023-2033 Strategic Plan	
	Local	Clare and Gilbert Valleys Cultural Tourism Strategy 2020-2025	

Reference Documents

The following strategies, plans and reports helped shape this DMP:

- Adelaide Plains Council - Tourism and Economic Development Strategy 2022-2025
- Austrade - Thrive 2030
- Clare and Gilbert Valleys Council - Strategic Plan 2023-2033
- Clare and Gilbert Valleys Council - Cultural Tourism Strategy 2020-2025
- Department for Environment and Water - SA Net Zero Strategy 2024-2030
- Department for Environment and Water - Statewide Trails Strategy 2023-2033
- Department of the Premier and Cabinet - A Place to Create (2025)
- Department of the Premier and Cabinet - South Australian Economic Statement (2023)
- Goyder Regional Council – Goyder Master Plan 2024-2039
- Northern and Yorke Landscape Board - Landscape Plan 2021-2026
- Office for Small and Family Business - South Australian Small Business Strategy 2023-2030
- RDA Yorke and Mid North - Strategic Plan 2024-2033
- South Australian Planning Commission - Yorke Peninsula and Mid North Regional Plan (draft March 2025)
- South Australian Tourism Commission - Arts and Cultural Tourism Strategy 2025
- South Australian Tourism Commission - Tourism Development Facilitation Plan: Clare Valley (December 2024)
- United Nations Sustainable Development Goals
- Wakefield Regional Council - Community Plan 2030

Data & Insights

- South Australian Tourism Commission - Clare Valley - December 2024
- Tourism Research Australia - Tourism Forecasts for Australia 2023-2028
- Tourism Research Australia Regional Tourism Satellite Account, 2023/2024 (data supplied by SATC May 2025)
- Tourism Research Australia Business Summary: June 2024 (data supplied by SATC May 2025)

(14)

Appendix

Table A: Experience Development Focus

	Nature & Place	Food, Wine & Drink	Events & Festivals
Objective	Develop and promote nature-based and heritage experiences that expand the region's appeal and highlight its distinctive landscapes and cultural assets.	Create and enhance food, wine, and drink experiences featuring high-quality local produce to strengthen the region's reputation as a world-class wine and agritourism destination.	Foster and support the growth of events and festivals that align with regional strengths and attract target audiences.
Focus for Activation	**Catalyst Projects** — Australian Cornish Mines World Heritage Listing (Project 1.1) **Nature-based** — Investigate opportunities to sensitively enhance the visitor experience at Lake Bumbunga (Pink Lake) in Lochiel. — Explore opportunities to develop Dark Sky experiences. — Activate the coast through improved visitor infrastructure, commercial tour operator experiences and soft adventure activities (kayaking, fishing). — Develop accessible and inclusive experiences and infrastructure in national parks and at council-managed campgrounds. — Build nature-based experiences including birdwatching and bushwalking. — Explore opportunities that activate the new Jaki Ina-Worlds End Gorge National Park and the Adelaide International Bird Sanctuary. **History, Heritage, Arts and Culture** — Invest in the maintenance of key historical assets to preserve the region's unique history and heritage. — Explore the use of virtual reality and augmented reality to bring heritage assets and stories to life for new audiences. — Connect museums and galleries across the region through trails or supported itineraries. — Support activations at Mintaro State Heritage Area. — Explore film tourism opportunities at significant historic sites and promote famous film locations such as Martindale Hall and Redruth Gaol. — Activate Burra's heritage assets including the Art Gallery, Town Hall, Redruth Gaol and Burra Mine.	**Catalyst Projects** — Riesling Trail Visitor Experience Plan (Project 1.2) — Wine and Wilderness Trail Visitor Strategy (Project 1.3) **Dining and Food** — Review food and drink offerings across the region and support programs to attract new offering and improve quality of existing offerings. — Support and promote the region's hatted restaurants and encourage new restaurants to pursue this accolade. — Develop immersive food experiences across dining and primary production, including fly-in/fly-out experiences for high-value markets. — Promote the food bowl concept and raise awareness of Adelaide Plains primary producers in the Clare Valley tourism region. — Develop accommodation and experiences that support the Riesling Trail and Wine and Wilderness Trail. — Expand nighttime dining options, particularly in Clare and Burra townships. **Wine and Cellar Doors** — Leverage the Great Wine Capitals program to support experience activations. — Diversify cellar door offerings to provide bookable experiences appealing to high-value interstate and international visitors. — Build depth into the wine tourism offer, moving beyond tastings to bespoke, immersive experiences targeting key audience segments.	**Regional Event Support** — Identify events with genuine demand-driving potential that showcase local culture, art and nature, and provide targeted support. — Build capacity for events, including governance, sustainability, resourcing, grant writing, storytelling, distribution, and strategic alignment. — Partner with Festival City Adelaide to provide mentoring and support for sustainable local event delivery. **Food and Drink Events** — Support the development of food and drink events that highlight the region's strengths and reinforce the regional positioning. **Statewide Event Partnerships** — Explore partnerships with major state events that align with destination strengths and attract new audiences (e.g. Fringe, music festivals). — Leverage the SA History Festival. **Cultural Events** — Support and promote the SA Autumn Garden Festival. — Support the Auburn Frenchfest. — Explore opportunities for new or revitalised cultural festivals. **Community Events** — Support community events that build social licence and appeal to target audiences.

	Nature & Place	Food, Wine & Drink	Events & Festivals
Focus for Activation	**Trails and Infrastructure** — Support the development of the Snowtown to Bute Walking Trail. — Support the revitalisation of the Rattler Trail. — Connect trails across the region and into neighbouring regions, including the Heysen Trail and township walking trails. **Sporting and Adventure** — Promote the variety of adventure experiences and grow associated offerings (e.g. skydiving, hiking, trail running, marathons, mountain biking, motorsport, golfing, horse racing). — Grow bookable racetrack experiences at Mallala Raceway and explore opportunities to share the Australian Grand Prix 1961 story. **Packaging and Partnerships** — Develop packages for the Epicurean Way and Explorers Way touring routes. **Aboriginal Cultural Tourism Development** — Elevate and support operators working in respectful partnership with Aboriginal custodians. — Deliver public interpretation including sculpture, art, signage and stories of place across key public assets (e.g. at Port Wakefield and Burra). — Support Goyder Regional Council's work with Ngadjuri Nations Aboriginal Corporation including the Outstanding Universal Values statement for the World Heritage bid. — Support applications for the Valley Arts Trust Theatre and Ngadjuri Cultural Centre. — Support Wakefield Regional Council's Celebrating Port Wakefield's Cultural Connection project. — Develop Aboriginal tourism experiences at the Adelaide International Bird Sanctuary.	**Agritourism** — Develop agricultural experiences, including station stays, on-farm experiences and farm-to-plate experiences. — Create and promote a local produce guide and support programs highlighting local produce across venues. — Expand and promote farmers markets. — Activate new farm gate stalls and promote via a regional trail. **Sustainability** — Support climate-resilient practices in agriculture and viticulture to help the region adapt to changing conditions. **Packaging and Partnerships** — Develop bookable packages for the Wine and Wilderness and Riesling trails. — Support packages combining high-quality food and wine experiences with unique accommodation targeted to high-value visitors.	**Business Events** — Support operators to further develop MICE markets and experiences. — Partner with Business Events Adelaide for incentive groups, large group travel and tailored itineraries. **Sporting Events** — Support the development of new sporting events that utilise existing recreational infrastructure. — Develop projects and infrastructure that grow sporting events and attract new audiences. — Develop sporting events that appeal to aligned target audiences and drive demand in new markets. **New or Reinvigorated Events** — Explore opportunities to reinvigorate events that showcase regional strengths and reinforce regional positioning.
Aligned Strategies	— A Place to Create (DPC) — Net Zero Strategy 2023-2030 (DEW) — Tourism Development Facilitation Plan - Clare Valley (SATC)	— South Australian Agritourism Sector Plan 2025 (SATC) — South Australian Agritourism Framework (SATC)	— A Place to Create (DPC)

Table B: Regional Tourism Advocacy Priorities

Issue	Detail	Action
Water security	Ongoing drought is creating uncertainty for businesses and communities in the Clare Valley tourism region. Many operators are delaying investment or diversifying into tourism offerings, direct-to-consumer sales, and alternative crops. Community confidence is impacted by the region's reliance on viticulture and related industries. Water security remains critical: 80% of vineyard areas rely on SA Water's potable network, which has experienced a 250% increase in consumption over the past four years (currently 3GL). While more affordable solutions have been negotiated, network capacity constraints in some areas limit future growth and raise concerns about the long-term resilience of the region's agricultural base.	Regional Issues Advocacy (Project 4.1) – water management
Insufficient residential and workers accommodation	Limited housing availability is a significant barrier to attracting and retaining a workforce across the Clare Valley tourism region and greater regional South Australia. Long-term residential developments, such as those proposed in Port Wakefield, will provide solutions but are years from delivery. In the meantime, demand from major infrastructure projects, including windfarms, for worker accommodation adds pressure to the region's already constrained housing stock. Workers occupying Airbnb and other visitor accommodation reduce bed availability for tourists and drive up prices, negatively affecting both visitor experiences and local workforce affordability. Addressing short- and medium-term accommodation needs is essential to support economic growth, community wellbeing, and a resilient visitor economy.	Contemporary Accommodation (Project 1.7) Pipeline Projects (Project 1.13) - infrastructure priorities Regional Issues Advocacy (Project 4.1)
Changing global wine demand	The Clare Valley wine industry is facing pressures from oversupply of red wine grapes, partly due to the loss of the Chinese export market following 2020 tariffs. This oversupply has pushed prices below production costs, while rising operational expenses add financial strain on producers. Reduced profitability is affecting business confidence and local spending across retail and hospitality, creating economic uncertainty and concern within the community. Addressing these challenges is critical to support the resilience of the region's wine industry and broader visitor economy.	Agritourism and Wine Tourism Development (Project 1.5) Visitor Experience Development (Project 1.4) Investment Attraction (Project 1.8) Industry Innovation and Capability (Project 1.10) - skills diversification Regional Issues Advocacy (Project 4.1)
Workforce and skills	The region is experiencing critical workforce shortages across key sectors including customer service, hospitality (notably qualified chefs), viticulture, and seasonal roles such as harvest and vintage. Limited housing availability compounds the challenge of attracting and retaining staff long-term. These shortages restrict businesses' ability to deliver high-quality visitor experiences and manage tourism operations effectively. Targeted training, upskilling initiatives and workforce development programs are essential to build capacity and support the next generation of tourism professionals.	Industry Innovation and Capability (Project 1.10) - skills building Regional Workforce (Project 4.4) - youth engagement
Access and roads	Narrow main roads and key unsealed routes - such as the Robertstown to Clare road - pose challenges for visitor safety and travel ease. Self-drive visitors, particularly those towing caravans, are affected, along with primary producers operating trucks and road trains. Improving road safety and accessibility is essential to support tourism growth, ensure smooth freight operations, and enhance the overall visitor experience.	Regional Issues Advocacy (Project 4.1) - priority tourism road upgrades for visitor and community safety
Ride share/ taxis/public transport	Clare has limited taxi services, with the single operator often booked on regular contracts, restricting visitor access. New rideshare arrangements through the State Government provide an opportunity to increase availability, particularly during major events and peak periods. Promoting local participation as rideshare drivers and advocating for additional public transport options will improve visitor access, support event logistics, and enhance the overall visitor experience.	Regional Issues Advocacy (Project 4.1) Stakeholder, Industry and Community Engagement (Project 4.5) - communication and coordination during major events Regional Events (Project 1.12) Clare Valley Tourism Events (Project 1.9) - transport strategy and bus service for Clare Gourmet Week

Issue	Detail	Action
Biodiversity loss	The region is home to several endangered and priority species, underscoring its ecological significance and the need for ongoing conservation. Active management and recovery programs for species such as the Pygmy Blue Tongue Lizard, Spiny Daisy and Spalding Blown Grass, alongside priority-listed birds, mammals and reptiles, help protect habitats and maintain biodiversity. Supporting these initiatives safeguards the region's natural assets, underpins nature-based tourism experiences, and reinforces the region's environmental reputation.	Regional Issues Advocacy (Project 4.1) Responsible Visitor Behaviour (Project 2.3)
Climate change	Climate change presents ongoing risks to the region. with drought and sea level rise already affecting key sectors. Drought conditions are reducing agricultural and viticultural yields, increasing costs, and impacting community wellbeing, while creating uncertainty that affects investment and tourism confidence. Rising sea levels threaten low-lying coastal communities, infrastructure and visitor experiences, reinforcing the need for proactive climate adaptation, resilience planning and regional coordination to protect the economy, environment and visitor economy.	Climate Change and Risk Management (Project 4.3) Industry Innovation and Capability (Project 1.10) - resilience and sustainability Regional Issues Advocacy (Project 4.1)

South Australia's
Mid North and Yorke
Tourism Zone

South Australia's Mid North
and Yorke Tourism Zone

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