
LIMESTONE COAST COLLABORATIVE
PROJECT PLAN

2014/2015



DRAFT

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Limestone Coast Collaborative Project Plan 2014/15

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INTRODUCTION

The Limestone Coast Region has significant water resources and prime agricultural land and is consequently a significant contributor to South Australia's "Premium Food and Wine from our Clean Environment" state strategic priority.

Agriculture, forestry and fishing is the largest industry in the region both in terms of gross value add, export value and employment. PIRSA estimates the value of the Limestone Coast's major agricultural products to be:

- Beef cattle 20%, (\$185 million);
- Sheep and lambs 14% (\$135 million);
- Wine grapes accounted 13% (\$120 million); and
- Milk Production 8% (\$75 million).

Source: Limestone Coast Economic Diversification Report November 2012.

The time has come for these individual industries to work together to develop and promote the Limestone Coast's premium food and wine offering to create economic diversification and employment opportunities in the region.



Prior to the recent formation of the Limestone Coast Food, Wine, Tourism and Agriculture Collaborative (referred to herein as "The Collaborative"), each of these sectors have largely operated separately. The issue of lack of coordination and

INTRODUCTION CONTINUED

representation was further compounded by the dissolution of the region's tourism marketing body, Limestone Coast Tourism (LCT), in 2012, who was seen as the "go-to" organisation for support for wine & food producers and tourist providers.

The Limestone Coast Food, Wine, Tourism and Agriculture Collaborative, was established out of an event run in 2013 organised by PIRSA known as the Limestone Coast Mobilising Leaders Forum. This event brought together leaders from agricultural production, manufacturing and local government sectors within the Limestone Coast with the aim of exploring opportunities for an expanded network and capacity for implementing economic diversification projects and sustainable development within the Limestone Coast region.

The Limestone Coast Mobilising Leaders Forum led to a workshop in late 2013 where the following needs for the region were established:

- Building a network to support farm gate and local production;
- Supporting small producers to better recognise their product and brand potential;

- Promoting the Limestone Coast Region in a wider national and global context with a recognisable regional brand.

These things would then lead to:

- Building of regional integrated tourism experiences;
- Greater visitation to the region by domestic and international visitors.

The workshop was attended by representatives of primary production industries including grain, wine, sheep, beef, seafood and dairy. It also included representatives from RDA, South East Local Government Association (SELGA) and PIRSA.

At the workshop there was overwhelming support for a regional approach to industry development and promotion.

From this workshop an executive committee was formed to build the idea and seek support to drive the regional branding, capacity building and to support the network forward. This executive committee has now formed a wider group now known as the

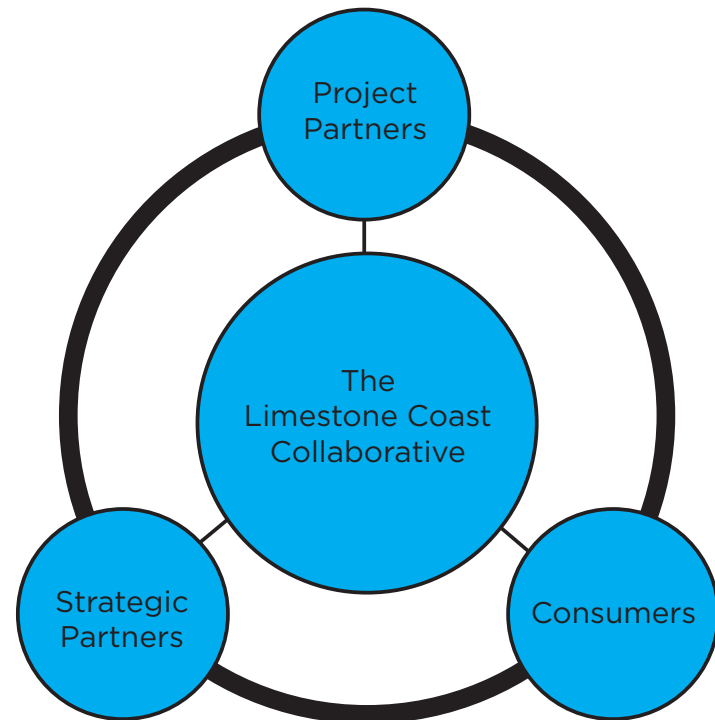
Limestone Coast Food Wine, Tourism and Agriculture Collaborative (The Collaborative) who will drive the future of this project.

Through this project The Collaborative aims to bring together these primary and secondary production sectors, along with tourism to create a working group focused on product and industry development, capacity building and regional promotion.

The collaboration represents a significant positive outcome for the region and the South Australian Government, providing tangible outcomes under the state's key priority: Premium Food from our Clean Environment.

ORGANISATION

The Collaborative is a group of enthusiastic like-minded organisations and individuals seeking to raise the profile of the Limestone Coast region through the development, promotion and integration of the food, wine, tourism and agricultural sectors. The group is auspiced under the Wattle Range Council for funding and administration purposes.



PROJECT PARTNERS

The Collaborative project committee is well supported by regional industry and service providers. The format of the committee is all inclusive; individuals and organisations who believe they have a contribution to make to the Food, Wine, Tourism and Agriculture industries on the Limestone Coast are welcome to participate.

Meetings of the project committee are open to the public. For more information, please contact a representative of the Executive. Contact details on page 40.

Current membership is drawn from:

- Local Government
- Regional Development Australia Limestone Coast
- Primary Industries & Regions SA
- Limestone Coast Grape & Wine Industry (incorporating the six wine regions of the LC representing 250 growers and 80 wine producers).
- The Mackillop Farm Management Group (representing over 250 primary producers from across the region)
- Coonawarra Grape and Wine Inc.
- Limestone Coast Food Group Inc.
- Mt Gambier Regional Farmers Market
- Dairy SA
- SE Regional Group - Livestock SA
- Southern Rock Lobster and Fisheries industry
- Plus individual producers (grain, wine, livestock, fisheries and dairy), tourism operators, marketing specialists and dining establishments.

PARTNERSHIPS AND STRATEGIC INTERACTIONS



SA Tourism Commission (SATC)

Support from the South Australian Tourism Commission has been sought for several aspects of the project including, regional branding, tourism workshops, and increasing the domestic and international visitor recognition of the Limestone Coast Region.



Food SA

Support from FoodSA is being sought in the areas of product branding and capacity building for the start-up and small farm

based enterprises throughout the Limestone Coast and to encourage farm based tourism experiences. The project will be integrated with FoodSA's already established programs.



Regional Development Australia Limestone Coast (RDA)

Support from RDA is in the form of business skill and market building of farm based tourism, local food and service providers. RDA offers an important link to government and international agencies for the region to be recognised on the national and global business stage. They are currently the co-

ordinator of tourism activities within the region and provide valuable links to current tourism based service providers. The RDA also has strong links to economic diversification bodies within the region.



South East Local Government Association (SELGA)

Support from SELGA provides an important link between industry and local government, the support of local government is vital for the project to succeed and comes in the form of support for events and communication, planning and enterprise development.



Primary Industries and Regions SA (PIRSA)

PIRSA, through the emerging leaders and business cluster programs has provided the impetus for the formation of the Collaborative. PIRSA continues to provide links to all other state government agencies and support for funding and collaboration. Their support has been invaluable in providing direction to the Collaborative and a solid foundation to support the group's growth.

MISSION

To raise the profile of the Limestone Coast.

Create a sustainable brand proposition for the Limestone Coast and encourage capacity building among commercial level and farm gate food, wine and agricultural producers.

In doing so the Collaborative will foster innovation in product development and integrate tourism opportunities within the region's valuable agriculture, wine and primary production sectors.

OBJECTIVES

1. To create an operational framework

A framework will be established for the Collaborative to work from and build upon. It will include the contracting of a project officer, developing project plans and organisational structure.

2. To create a database, survey and engage with stakeholders

The Collaborative will produce a comprehensive inventory and database of food, wine and tourism related businesses in the region that can be used to communicate with and to exhibit the richness and diversity of product and services on offer in the Limestone Coast.

3. To learn from others

The Collaborative will look to established regional brands and industry development programs such as: The Eyre Peninsula's Australia's Seafood Frontier and Barossa Food to learn about collaboration, marketing, integrating tourism, developing commercial opportunities and raising the standard of commercial produce. Representatives from these programs will be invited to speak to local operators on the regional database.

4. To build the capacity of local businesses

The Collaborative will partner with organisations such as Food SA, the SA Tourism Commission, PIRSA and Wine Australia to deliver a series of workshops to assist

local producers with each step in the value chain. These workshops will be designed to encourage regional food enterprise development and producers can opt-in at the point most applicable to them. Topics to be covered in the training workshops are: quality assurance, packaging, sales, exporting, marketing and developing tourism experiences around food, wine and agriculture.

5. To communicate effectively

Throughout all media channels the Collaborative must ensure that communications are coherent, consistent, transparent and complementary to one another. The work of the Collaborative as a group will be communicated both within our region and externally to the community, industry and government stakeholders.

OBJECTIVES CONTINUED

6. To create a regional brand and quality mark program

The Collaborative will work with local industry organisations and individuals to develop the region's brand proposition and desire to have a single brand for the region. From this, a quality mark program will be developed and a standard for participation and membership set to ensure the quality of product and services offered from the region is maintained into the future.

7. To define the Limestone Coast boundary

The Collaborative will work with regional stakeholders and organisations to define a definitive boundary for the Limestone Coast.

8. To ensure the project's longevity and sustainability

The Collaborative will develop a list of key activities to undertake that will further enhance the brand such as: website development, participation in regional field days, coordinated participation in consumer/trade events such as Tasting Australia and coordination of regional trade familiarisations. It is acknowledged that further funding and potentially a user-pays system would be required for these projects

PROJECT BENEFITS & OUTCOMES

The main benefits of the project to the region are:

- The development and promotion of a group that producers can engage with and learn from;
- Development of a true Limestone Coast boundary;
- Development of a coordinated regional brand;
- Development of a product and experience standard that businesses can strive for and promote;
- The integration of food, wine, tourism and agricultural sectors to create visitor experiences and enrich the Limestone Coast story;
- Improved brand salience with consumers;
- Increase in production of and sales for products originating from the Limestone Coast;
- Increase in visitations and length of stays to the Limestone Coast; and
- Ultimately to increase employment opportunities in the wine, food, tourism and agricultural sectors.

THE STRATEGIC IMPORTANCE OF THE PROJECT

Limestone Coast Economic Diversification report 2012 – Building a more prosperous future

The project's strategic importance to the State, region and major industries is clearly shown in the Limestone Coast Economic Diversification Report. This report was a joint initiative of the South Australian Government (PIRSA), SELGA and RDA.

2.6 Market Development

- Regional branding and image development in terms of both attracting new industries and packaging existing and potential offerings
- Establish points of difference through Quality Assurance and other initiatives
- Build a targeted tourism attraction package based around point of difference and experiences (food, wine).

3.2 Leverage natural resources to develop existing and build new industries

- Agriculture and horticulture - maximise region's potential as a 'salad bowl' and capitalise on global food demand and preferences (through market differentiation and tools such as regional branding. The Eyre Peninsula is an example of a region in South Australia building global positioning through its brand: 'Eyre Peninsula: Australia's Seafood Frontier').

3.3 Target high value product and service development focusing on regional strengths

- Premium, high-value food and wine
- Integrate product development and service delivery – build the 'food and wine tourism experience' Limestone Coast as a premium, experience-focused tourism destination, natural resources, food, wine, fisheries/seafood (crayfish tourism).

THE STRATEGIC IMPORTANCE OF THE PROJECT

Limestone Coast Destination Action Plan 2012-2015

The following sections of the region's Destination Action Plan - developed by the SATC in conjunction with the tourism industry and Local Government, are relevant to the project:

Marketing Action Plan

- Develop a Limestone Coast unique selling proposition/brand positioning that will assist a future competitive proposition for the region.

Experiences Action Plan

- Develop 1 commercial tour or attraction per year for the next 3 years with a focus on the Melbourne to Adelaide Touring Route in the following themes:
 - > Crayfish / Fishing experience (pot to plate) seafood cooking classes
 - > Food & Wine

South Australia's Strategic Plan 2011

The following vision and associated targets in the SA Strategic Plan are applicable to this project:

Vision: A strong, sustainable economy that builds on our strengths

- Target 37: Total exports. Increase the value of South Australia's export income to \$25 billion by 2020 (baseline: 2002-03)

THE STRATEGIC IMPORTANCE OF THE PROJECT

- Target 40: Food industry. Grow the contribution made by the South Australian food industry to \$20 billion by 2020 (baseline: 2001-02)
- Target 47: Jobs. Increase employment by 2% each year from 2010 to 2016 (baseline: 2010)

South Australia's Seven Strategic Priorities

The key priority, set out by the South Australian Government, which applies to this project is:

Premium Food and Wine from our Clean Environment.

This project strongly supports the South Australian Government's Premium Food and Wine from our Clean Environment strategic priority. As the priority literature states; food and wine are pivotal to South Australia's prosperity and central to its identity, and the food and wine industries employ one in five workers. It also states making food and wine a recognised strength of South Australia should have spin-offs for tourism.

The project will assist on delivering this strategic priority as it will support the region's primary producers to develop new and existing products with a direct focus on a brand which symbolises the premium clean and green image of our region and its products. It will also strongly link this region as one of the premium food bowls of South Australia.

The project is seeking to deliver on the themes within the plan, in particular;

1. Build our Brand

- Promote our premium quality and credentials
- Continue to build our reputation for outstanding food, wine and agriculture tourism experiences

THE STRATEGIC IMPORTANCE OF THE PROJECT

2. Grow our Capability

- Drive innovation to improve productivity and differentiate our product
- Enhance business capability through the value chain

3. Secure Production

- Encourage clean production through efficient practices

STRATEGIC ACTION PLAN

Objective (1) - To create an operational framework

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|--|---|--|---------------|
| 1.1 Create a strategic project plan and framework for the Collaborative to provide direction to the group | <ul style="list-style-type: none"> > Hold preliminary workshops to evaluate the model > Build a business plan > Consult with the Collaborative on draft business plan | Executive Committee Wider Collaborative | Completed |
| 1.2 Create a financial foundation for the Collaborative group | <ul style="list-style-type: none"> > Apply for funding for the regional group > Garner financial support from regional and state organisations for workshop and capacity building | Executive Committee | Completed |
| 1.3 Contract a regional project officer | <ul style="list-style-type: none"> > Create a position description > Advertise for the position > For panel for applicant evaluation | Resourcing Sub Committee | |
| 1.4 Create a format for regular meetings of the Collaborative to share ideas and investigate opportunities | <ul style="list-style-type: none"> > Set regular meeting dates > Create a yearly calendar of events/activities | Executive Committee | |

STRATEGIC ACTION PLAN

Objective (2) - To create a database, survey and engage with stakeholders

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|--|--|---|---------------|
| 2.1 Collect information from regional producers and service providers on products and services offered in the LSC and what they need. | <ul style="list-style-type: none"> > Create a survey for regional producers > Distribute the survey to all interested parties in the LSC > Determine best way to collate the data coming back from producers | Executive Committee Wider Collaborative | |
| 2.2 Design a user friendly database to store collected regional information on producers and services for tourism, development and promotion | <ul style="list-style-type: none"> > Evaluate past systems used and their effectiveness and currency > Evaluate what other regions and organisations are using for similar data collection and storage | Executive Committee | |
| 2.3 Run an information/discussion workshop to launch the project and gain support from a wider base within the region | <ul style="list-style-type: none"> > Create a workshop committee to look at the workshop and what it should cover > Create a plan of communication and promotion Invite and manage key speakers | Survey Subcommittee with Project Officer | |
| 2.4 Collect information from visitors to the Limestone Coast | <ul style="list-style-type: none"> > Survey visitors through Visitor Information Centres > Seek feedback on the LSC tourism offering and product gaps | Survey Subcommittee | |

STRATEGIC ACTION PLAN

Objective (3) - To learn from others

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|---|---|---------------------------------------|---------------|
| 3.1 Evaluate what programs currently exist in other regions and what has been tried in the LSC | <ul style="list-style-type: none"> > Create a plan of other programs across the regions Liaise with Food SA to find out what programs they have on currently and planned for the future > Liaise with SATC to capture their plans for the region | Executive Committee & Project Officer | |
| 3.2 Invite speakers from these programs to discuss the pros and cons of these established programs as a learning foundation for the LSC collaborative | <ul style="list-style-type: none"> > Invite and manage speakers > Establish an executive workshop to meet with invited guests > Document discussions from days to aid with future planning | Executive Committee & Project Officer | |
| 3.3 Develop a discussion document from the ideas formed post the presentations | <ul style="list-style-type: none"> > Summarise all items discussed at executive workshop > Create a discussion document of ideas for the executive committee > Distribute a final distilled document for discussion with regional producers and service providers "The Wider Collaborative" | Executive Committee & Project Officer | |

STRATEGIC ACTION PLAN

Objective (4) - To build the capacity of local businesses

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|---|---|---|---------------|
| 4.1 Build communication channels with key industry and government agencies | <ul style="list-style-type: none"> > Contact key organisations and agencies > Send copy of Business plan to all > Invite key organisations to meet with the Collaborative exec > Build a working collaboration document with key agencies | Executive Committee | |
| 4.2 Develop a program of key workshops for the region to capacity build the local stakeholders | <ul style="list-style-type: none"> > Form a working party to organise workshop > Formulate themes for the workshops and propose topics to discuss Invite and manage speakers for the workshops | Workshop Subcommittee & Project Officer | |
| 4.3 Build documentation of workshops as well as other useful information into a package for new members to learn from | <ul style="list-style-type: none"> > Document what is discussed and presented at workshops > Build material for future use by members | Project Officer | |

STRATEGIC ACTION PLAN

Objective (5) - To communicate effectively

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|--|--|---------------------------------------|---------------|
| 5.1 Distribute final business plan to all stakeholders to ensure all are on the same page. | <ul style="list-style-type: none"> > Edit and finalise the business plan for the Collaborative > Distribute the plan to all stakeholders | Executive Committee & Project Officer | |
| 5.2 Form a sub committee and develop a communication plan | <ul style="list-style-type: none"> > Form a sub committee > Hold a planning session to brainstorm possible avenues for promotion and publish communications plan | Communications Subcommittee | |
| 5.3 Create press releases in line with key project milestones | <ul style="list-style-type: none"> > Establish key project milestones > Draft up press releases for approval of Collaborative > Create a format for release i.e. logos contact names etc. | Communications Subcommittee | |
| 5.4 Create collateral marketing material for use when local government, PIRSA, RDA are promoting our region. | <ul style="list-style-type: none"> > Determine what material would be useful > Collect required information and data > Design and create material > Package for use > Promote the availability of the resource | Communications Subcommittee | |

STRATEGIC ACTION PLAN

Objective (6) - To create a regional brand and quality mark program

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|---|---|-----------------------------|---------------|
| 6.1 Create a discussion document to initiate discussions on a quality mark program | <ul style="list-style-type: none"> > Distil discussion along the process to form a discussion document for use in planning workshops | Executive Committee | |
| 6.2 Form a working group to build a series of workshops to look at regional branding and distil the region's ideas | <ul style="list-style-type: none"> > Formulate theme of workshop > Invite and manage speakers for the event | Branding Subcommittee | |
| 6.3 Engage a branding agency to help with the design and development of the regional Brand and associated Quality Mark. | <ul style="list-style-type: none"> > Evaluate agencies available > Contract agency to help with design | Executive Committee | |
| 6.4 Launch regional brand | <ul style="list-style-type: none"> > Provide a platform to launch the brand > Create associated press releases | Communications Subcommittee | |
| 6.5 Build the framework for the Quality Mark Program including membership and standards | <ul style="list-style-type: none"> > Hold a workshop to build the framework for the Quality Mark > Create documentation around structure membership and use of "Mark" | Branding Subcommittee | |
| 6.6 Launch Quality Mark program | <ul style="list-style-type: none"> > Provide platform to launch the Mark > Create associated press releases | Communications Subcommittee | |

STRATEGIC ACTION PLAN

Objective (7) - To create a regional brand and quality mark program

| STRATEGIES | ACTIONS | RESPONSIBILITY | DATE/PROGRESS |
|--|---------|----------------|---------------|
| 7.1 Hold a brainstorming session to look at future ideas | TBA | | |
| 7.2 Develop a list of future projects including opportunities to participate in collaborative marketing campaigns, trade shows, consumer shows as well as media and trade familiarisation programs and regional signage. | TBA | | |
| 7.3 Map a business plan for the group going forward | TBA | | |

PROJECT GANNT CHART

| Task | July 14 | Aug 14 | Sept 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 | Feb 15 | Mar 15 | Apr 15 | May 15 | Jun 15 | July 15 | Aug 15 | Sept 15 | Oct 15 | Nov 15 | Dec 15 | Jan 16 | Feb 16 | Mar 16 | Apr 16 | May 16 | Jun 16 | July 16 | Aug 16 |
|----------------------------|-----------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|
| Executive committee | Completed | | | | | | | | | | | | | | | | | | | | | | | | | |
| Formulate Project Plan | Completed | | | | | | | | | | | | | | | | | | | | | | | | | |
| Apply for Funding | Completed | | | | | | | | | | | | | | | | | | | | | | | | | |
| Employ Project Manager | | | | | | | Active | Active | | | | | | | | | | | | | | | | | | |
| Survey LSC producers | | | | | | | Active | Active | Active | | | | | | | Active | Active | Active | | | | | | | | |
| Survey Visitors | | | | | | | Active | Active | Active | | | | | | | | | Active | Active | | | | | | | |
| Develop database | | | | | | | | | | Active | Active | | | | | | | Active | Active | | | | | | | |
| Public project plan launch | | | | | | | Active | | | | | | | | | | | Active | Active | | | | | | | |
| Learning Meetings | | | | | | | | Active | Active | Active | Active | | | | | | | | | | | | | | | |
| Workshop 1 | | | | | | | | Active | | | | | | | | | | | | | | | | | | |
| Workshop 2 | | | | | | | | | Active | | | | | | | | | | | | | | | | | |

PROJECT GANNT CHART CONTINUED

| Task | 1st D 14 | Aug 14 | Sept 14 | Oct 14 | Nov 14 | Dec 14 | Jan 15 | Feb 15 | Mar 15 | Apr 15 | May 15 | Jun 15 | July 15 | Aug 15 | Sept 15 | Oct 15 | Nov 15 | Dec 15 | Jan 16 | Feb 16 | Mar 16 | Apr 16 | May 16 | Jun 16 | July 16 | Aug 16 | | |
|--------------------------|----------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|---------|--------|--------|--------|--------|--------|--------|--------|--------|--------|---------|--------|---|--|
| Workshop 3 | | | | | | | | | | | | █ | | | | | | | | | | | | | | | | |
| Workshop 4 | | | | | | | | | | | | | | █ | | | | | | | | | | | | | | |
| Contract Brand Agency | | | | | | | | | | | | | █ | | | | | | | | | | | | | | | |
| Brand Workshop | | | | | | | | | | | | | | | █ | | | | | | | | | | | | | |
| Develop Regional brand | | | | | | | | | | | | | | | | █ | | | | | | | | | | | | |
| Launch Regional Brand | | | | | | | | | | | | | | | | | | █ | | | | | | | | | | |
| Quality Mark Workshop | | | | | | | | | | | | | | | | | | | █ | | | | | | | | | |
| Quality Mark Draft Plan | | | | | | | | | | | | | | | | | | | | | █ | | | | | | | |
| Quality Mark Final Plan | | | | | | | | | | | | | | | | | | | | | | | █ | | | | | |
| Quality Mark Launch | | | | | | | | | | | | | | | | | | | | | | | | █ | | | | |
| Future Planning Meetings | | | | | | | | | | | | | | | | | | | | | | | | █ | █ | █ | █ | |

KEY PERFORMANCE INDICATORS

Key performance indicators relating to the project

| KEY PERFORMANCE INDICATOR NUMBER | KEY PERFORMANCE INDICATOR DESCRIPTION | DUE DATE |
|----------------------------------|--|-------------|
| KPI No. 1 | Develop project plan and finalise with collaborative | Completed |
| KPI No. 2 | Develop and distribute regional survey, collate and form regional database | By 31-3-15 |
| KPI No. 3 | Run four capacity building workshops for regional producers | By 31-12-15 |
| KPI No. 4 | Run workshops and develop regional Quality Mark business plan | By 31-12-15 |
| KPI No. 5 | Launch regional Quality Mark program for the Limestone Coast | By 31-5-16 |

KEY PERFORMANCE INDICATORS

Key performance indicators with respect to government funding

| KEY PERFORMANCE INDICATOR NUMBER | KEY PERFORMANCE INDICATOR DESCRIPTION | DUE DATE |
|----------------------------------|--|------------------|
| KPI No. 1 | Grow tourism (visitor) expenditure in the region by 5% by December 2016. Baseline: \$290 million year end December 2012 (source SA Tourism Commission & Regional Development Australia). | By December 2016 |
| KPI No. 2 | Grow the number of active tourism businesses in the Limestone Coast to 1,000 by December 2016. Baseline: 922 year end December 2012 (source SA Tourism Commission & Regional Development Australia). | By December 2016 |
| KPI No. 3 | Develop a minimum of four new commercial tours or attractions by July 2016. Potential areas of focus include: farm tours/farm stays, fishing tours, cooking classes, wine/food tours, wine/food/accommodation packages. | By July 2016 |
| KPI No. 4 | Grow regional awareness, brand health and travel intention to the Limestone Coast. Baseline: to be determined through market research by the SA Tourism Commission, testing will commence in 2014 and re-testing will occur in 2016. | By December 2016 |
| KPI No. 5 | Achieve \$20,000 of cooperative marketing buy-in from the food, wine and tourism industries August 2016. | By August 2016 |
| KPI No. 6 | Halt the decline* in the number of people employed in Agriculture, Forestry and Fishing by providing diversification and new employment opportunities. Work to stabilise employment in these industries. | By August 2016 |

*Agriculture, Forestry and Fishing employs 17.2% of workers in the region. Demand for employment in this sector has decreased in the census period 2001 to 2011 by 18%. This sector includes sheep, cattle and grain farming, dairy farming, forestry and logging, fishing, horticulture, viticulture and fruit growing. The agricultural industry in the region is diverse. Key sectors include beef, sheep, dairy, wool, seed, cropping, viticulture, lobster and abalone fisheries, horticulture and forestry (source: Regional Development Australia Limestone Coast, Regional Roadmap 2014 edition).

PROJECT BUDGET

| PROJECT COMPONENT | INCOME | EXPENSES | IN KIND/ OTHER |
|--|-----------------|-----------------|-----------------|
| PIRSA Grant | 80,000 | | |
| Other Sources (participant fees, industry or agency contributions) | 10,000 | | |
| Project Manager & External Consultants | | \$30,000 | |
| Capacity Building Training Workshops | | \$30,000 | \$10,000 |
| Development of regional Quality Mark (facilitated workshop + external expertise) | | \$20,000 | |
| Promotional collateral of the quality mark | | \$5,000 | \$2,000 |
| Website and database development | | \$5,000 | \$2,000 |
| LSC Collaborative Meetings - 10 committee members attending 20 meetings over 24 months at 2 hrs. per meeting | | | \$32,000 |
| LSC Collaborative Exec (3 members) meetings / work 3hrs per month for 24 months | | | \$17,280 |
| TOTAL | \$90,000 | \$90,000 | \$63,280 |

CASH FLOW BUDGET

| PROJECT COMPONENT | SEP-DEC 2014 | JAN-JUNE 2015 | JULY-DEC 2015 | JAN-JUNE 2016 | TOTAL |
|--|--------------|---------------|---------------|---------------|-----------------|
| Grant Income | \$20,000 | \$20,000 | \$20,000 | \$20,000 | |
| Other Income | | | \$10,000 | | |
| Project Manager & Consultant Fees | \$7,500 | \$7,500 | \$7,500 | \$7,500 | \$30,000 |
| Capacity Building Training Workshops | \$10,000 | \$10,000 | \$10,000 | | \$30,000 |
| Development of regional Quality Mark | | | \$12,500 | \$7,500 | \$20,000 |
| Promotional collateral of the quality mark | | | | \$5,000 | \$5,000 |
| Website and database development | \$2,500 | \$2,500 | | | \$5,000 |
| BALANCE | \$0 | \$0 | \$0 | \$0 | \$90,000 |

APPENDIX ONE: COMMUNICATIONS PLAN

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GOAL

To bring awareness of the Collaborative to key stakeholders and the community of the work being undertaken to create a regional brand and the project benefits and outcomes that will be derived from the Collaborative and branding project as a whole.

OBJECTIVES

- To have all community groups, individuals, key players in agriculture, wine, tourism and food recognise, understand and support the Collaborative.
- Create a strong and consistent brand for the Collaborative to enforce professionalism throughout communication
- To make a difference in the way food, wine, tourism and agriculture in the Limestone Coast is marketed and perceived by consumers and tourists.
- To effectively utilise electronic and social media
- To deliver effective internal communication

TARGET AUDIENCE

- All sectors in the Limestone Coast, but particularly food, agriculture, wine and tourism.
- Initially Limestone Coast residents and relevant stakeholders to build support, then move to wider audience to spread the brand recognition; South Australia and beyond.

KEY MESSAGES

- The Collaborative is raising the profile of the Limestone Coast through the development, promotion and integration of the food, wine, tourism and agriculture sectors.
- The Limestone Coast has an abundance of clean, green, premium produce and natural resources.

EVALUATION

- How effective are our different modes of publicity?

- > Closely monitor social media and website hits, audiences, location, followers.

- Surveys/data reports from RDA/SATC (are key stakeholders seeing a benefit from the Collaborative; increase sales, tourism opportunities, etc).

The relevant KPI from the Project Plan is as follows:

- > Measure KPI no 4: Grow regional awareness, brand health and travel intention to the Limestone Coast.

RISKS/ISSUES

- That the Collaborative brand is not supported by community early on, by not targeting the correct audiences
- Organisations that have become defunct in the past may lead the public in believing that the Collaborative will not be any different
- The Limestone Coast as a region may seem too large with too many different stakeholders involved for the Collaborative to be effective
- Existing industry organisations may see this project as competing with their individual brand building and promotional efforts

BUDGET

- Postcard printing (2 kinds) x 100 = \$150.00 | Postcard printing (2 kinds) x 250 = \$195.00 | Postcard printing (2 kinds) x 500 = \$215.00
- Survey printing (50 pads x 50 leaves)= \$325.00

ACTION PLAN

| CHANNEL | AUDIENCE | TIMING |
|---|---|-------------------------------------|
| Media Releases | All | Ongoing, Upon news |
| eNewsletter | All (aim for 1000 subscribers within 12 months) | Ongoing, Upon news |
| Define the Limestone Coast as a Region | Public, All Organisations | Immediately |
| Advertising inc. Food Group Trail booklet | All | On going |
| Facebook Plan and Scheduling | 20 - 40 age group | December 2014 (On-going, upon news) |
| Twitter Plan and Scheduling | 30 - 60 age group | December 2014 (On-going, upon news) |
| Instagram Plan and Scheduling | 20 - 60 age group | December 2014 (On-going, upon news) |
| Database Development | Regional Stakeholders | May 2015 |
| Survey | Regional Stakeholders | March 2015 |
| Capacity and Brand Building Workshops | Regional Stakeholders | September 2015 |
| Branding Development | Collaborative | October 2015 |

ACTION PLAN CONTINUED

Signage (Regional Entrance Points)

Public

31 August 2015

Influencers/Ambassadors/Regional Champions

Public

31 September 2015

Events, Field Days, Farmgate Interaction, etc

Public

Ongoing

ACTION PLAN

To have all community groups, individuals, key players in agriculture, wine, tourism and food recognise, understand and support the Collaborative.

| STRATEGY | ACTION | PURPOSE | AUDIENCE | TIMING |
|--|---|--|----------|-----------------------|
| To communicate effectively and frequently with the community | Develop the database for communication by encouraging users to sign up | To increase the amount of individuals that can be reached with information | All | Ongoing, Upon news |
| | Create and distribute media releases to local outlets | Keep the community up to date with progress being made by the Collaborative to enhance support | All | Ongoing, Upon news |
| | Send eNewsletters with Collaborative updates | To connect with those who have reached out to the Collaborative directly | All | Ongoing, Upon news |
| | Social Media posting on Facebook & Twitter about the Collaborative and any regional good news items | Keep the local and broader community up to date with progress from the Limestone Coast and the Collaborative | All | Ongoing, Upon news |

CONTACTS

Chair: Dan Newson

Viticulturist

Phone: 0427 850 022

Email: rdnewson@bigpond.com

Executive: Ed Scanlon

Director, Development Services
Wattle Range Council

Phone: 08 8733 0900

Email: edward.scanlon@wattlerange.sa.gov.au

www.thelimestonecoast.com.au

www.facebook.com/LimestoneCoastCollaborative

www.twitter.com/LCCollab

Biddie Shearing

Regional Tourism Development
Officer, RDA Limestone Coast

Phone: 0419 213 590

Email: biddie@rdalimestonecoast.org.au