

Langhorne Creek Discovery Trail

Business Case 2024

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Executive Summary

The Langhorne Creek Discovery Trail project is the culmination of many years of work from the Langhorne Creek community and businesses, in conjunction with Alexandrina Council. The project will deliver on a shared vision to enhance the visitor experience, increase local community access and encourage tourism in an environmentally sensitive way.

Within Langhorne Creek, the producers and businesses have seen the need for a hero attraction to the region, to attract visitors, increase expenditure and act as a channel to putting Langhorne Creek on the map. This will in turn create opportunities for businesses to capitalise on investment attraction through being a reputable and long established wine region. Langhorne Creek produces around 40-45,000 tonnes of grapes each year with only approximately 15% of these grapes reaching the market with a Langhorne Creek label.

Adelaide is now part of the Great Wine Capital Global Network and South Australia possesses the jewels in the crown on the Ultimate Winery Experiences of Australia network (Great Australian Wine Trail Concept Feasibility Report, Regional Development Australia). Located only a one our drive from Adelaide and on the main Melbourne – Adelaide driving route, Langhorne Creek is highly accessible. Through the development of a shared use trail and associated tourism product, Langhorne Creek has the potential to join the likes of the Barossa Valley and McLaren Vale in being a premier food and wine destination in South Australia.



Image – Lake Breeze Wines

Introduction

Background

Langhorne Creek has a rich agricultural history and is renowned as an area where a handful of families make some of Australia's most generous red and white wines, graze cattle and sheep, run market gardens, create artisan breads and preserve their farm produce. The region is home to skilled viticulturists growing premium fruit for some of Australia's largest and most prestigious wine companies. Wine production began in Langhorne creek in 1853 and grapes from the region have since contributed to many award winning and signature South Australian iconic wines. The Langhorne Creek wine region, although a large-scale producer of grapes and wine, has had challenges in attracting high visitor numbers due to a lack of cellar doors and attractions compared with other wine regions in South Australia.

'Wine is a key driver of international visitors to Australia, with almost a million visitors, or 14% of the total visiting a wine region while in Australia. South Australia, with a strong reputation for quality wine and easily accessible wine regions, has the highest instance of wine region visitation of any state, with more than a third (34%) of international visitors spending time in our wine regions' (South Australian International Wine Tourism Strategy).

In conjunction with this, people are seeking environmentally sustainable and passive tourism experiences. There has been a large increase in visitors enjoying the natural environment and visiting places whilst riding or walking along a trail.

With its proximity to Adelaide, accessible cellar doors, spectacular river red gums and parks for picnicking, Langhorne Creek lends itself to be a perfect place to introduce a wine trail to drive economic development opportunities, adding to the suite of existing tourism experiences in South Australia. Likewise, the trail has significant economic output potential with new job creation, construction jobs, ongoing jobs as well as ongoing national and international marketing opportunities for the region. Importantly, Langhorne Creek is situated on the main touring route from Melbourne to Adelaide, making it highly accessible and the development of the Langhorne Creek Discovery Trail (LCDT), will bring a new element of competitiveness for Langhorne Creek as a wine tourism destination.

A Wine Trail Project has been under consideration for a number of years by the community and industry representatives. Since late 2020, Alexandrina Council has been working closely with the Langhorne Creek Grape and Wine Association (LCGWA) and a key group of stakeholders to progress a project to provide infrastructure, amenity and opportunities to enable visitors and locals to experience the uniqueness and the rich history of the Langhorne Creek wine region.

It is important to note that Council are a key stakeholder in this project, driving the delivery of essential infrastructure to support the trail and its product. The development and ongoing management of the trail as a tourism product is driven by the industry and the existing and ongoing partnerships amongst this group.

Project overview

The intent of the Langhorne Creek Discovery Trail is to create a fit-for-purpose trail that provides interesting, accessible and safe ways to enable visitors and locals to visit wineries, attractions, and parks by both foot and on bikes. The creation of the LCDT will enhance the visitor experience, increase local community access, and encourage tourism in an environmentally sensitive way. The LCDT has the potential to widen the demographic and support the many travellers who have a bike hitched to their car, caravan or RV. It will increase visitation which in turn will heighten spend within the local community and region.

The project contains three major elements:

- Trail infrastructure build that consists of a multi-use pathway and interpretive signage providing a way for tourists to navigate a central 2.8km stretch safely and efficiently
- Working with industry on the development of saleable tourism products that could include cellar door experiences, bike hire, tours, indigenous experiences, nature based experiences, and history of the Langhorne Creek region.
- Marketing the discovery trail

Partnerships, Community and Industry

Since the inception of the LCDT, there have been a number of key parties involved. The trail has been something driven by the industries and community of the Langhorne Creek Region. As the project has progressed, key stakeholders put together a brief of what they saw the trail being able to achieve as a tourism product, allowing diversification in income streams for many producers in the region. The foundation concept was developed by the community over a number of years from around 2014-2019, with Council being approached to support the development of the trail in 2020. Council have since collaborated with the informal working group of industry and community members to assist in progressing the development of the trail.

As identified in the below governance model, Council will have an ongoing commitment to supporting the trail, however the management and development of the product (both pre and post infrastructure delivery) will be industry led. Partnerships have been fostered and maintained with the following groups throughout this project:

- Alexandrina Council
- Langhorne Creek Grape and Wine Association
- Ngarrindjeri Aboriginal Corporation
- Langhorne Creek Hub
- Local businesses
- Community members and volunteers



Image – The Wine House

Partner	Established	Summary	Key People	Core Functions
Langhorne Creek Grape and Wine Association	1973	Peak marketing and communications body for the Langhorne Creek Region	Lian Jaensch (Executive Officer) Hanne Norvag Thomas (Marketing and Promotions Manager) Sue Hall (Finance)	• Support and marketing for producers and businesses within the Langhorne Creek Region
Alexandrina Council	1993	Local Government body	Lisa O'Donoghue (Manager Economic Development) Matt Atkinson (Group Manager Regional Development) Sarah Longden (Senior Town Planner)	• Advocacy and support for economic development within the region • Conduit between community and State/Federal Government • Facilitate appropriate growth
Ngarrindjeri Aboriginal Corporation	N/A	Peak body representing Ngarrindjeri Traditional Owners and Native Title holders in South Australia	Bill Wilson (Acting NAC Executive Officer) Kevin Kropinyeri Snr (Project Officer Landscape First Priority)	• Representation and advocacy for Ngarrindjeri First Nation's people • Working with all levels of Government and business
Langhorne Creek Hub	N/A	Community Group	Heather Webster (Chair)	• Advocacy and action for wants and needs of Langhorne Creek community and businesses

Table 1 - Snapshot of partnership group

Current state

Community

The 2021 Australian Bureau of Statistics Census data captured the following for the townships of Langhorne Creek and Strathalbyn and the broader Alexandrina Council Local Government Area:

Langhorne Creek			Strathalbyn		Alexandrina	
People	Number	Percentage	Number	Percentage	Number	Percentage
Male	229	51.6%	3029	47.1%	14024	48.8%
Female	215	48.4%	3403	52.9%	14707	51.2%
Aboriginal and/or Torres Strait Islander	3	0.7%	130	2.0%	467	1.6%
Non-Indigenous	414	93.2%	6050	94.1%	26885	93.6%
Indigenous status not stated	28	6.3%	253	3.9%	1378	4.8%
Median Age	49	N/A	47	N/A%	53	N/A

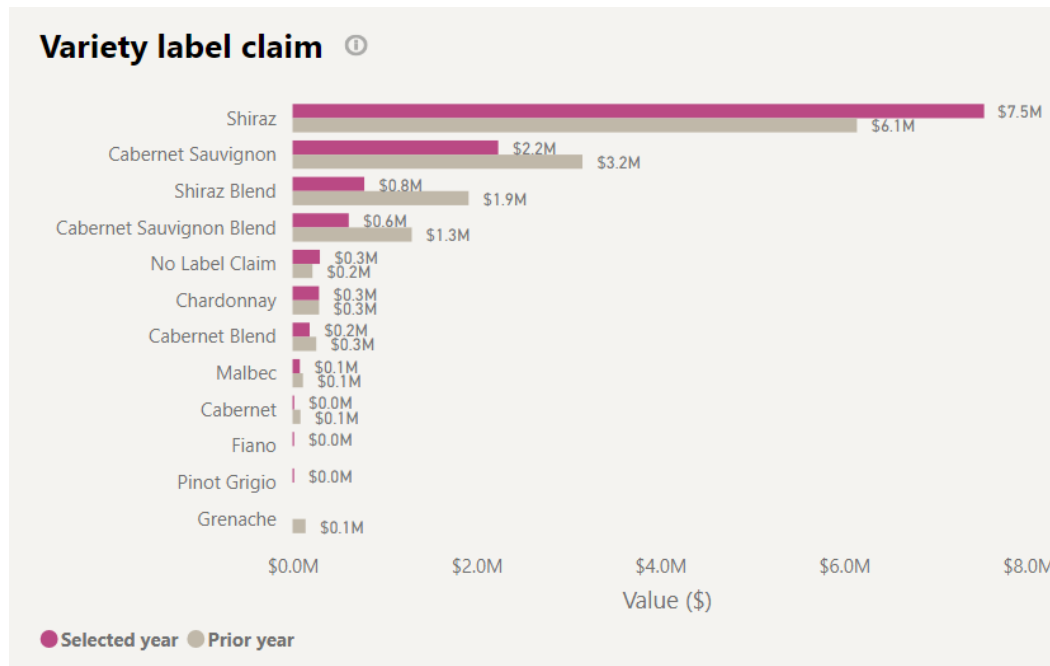
Table 2 – Australian Bureau of Statistics Data 2021



Image – Kimbolton Wines

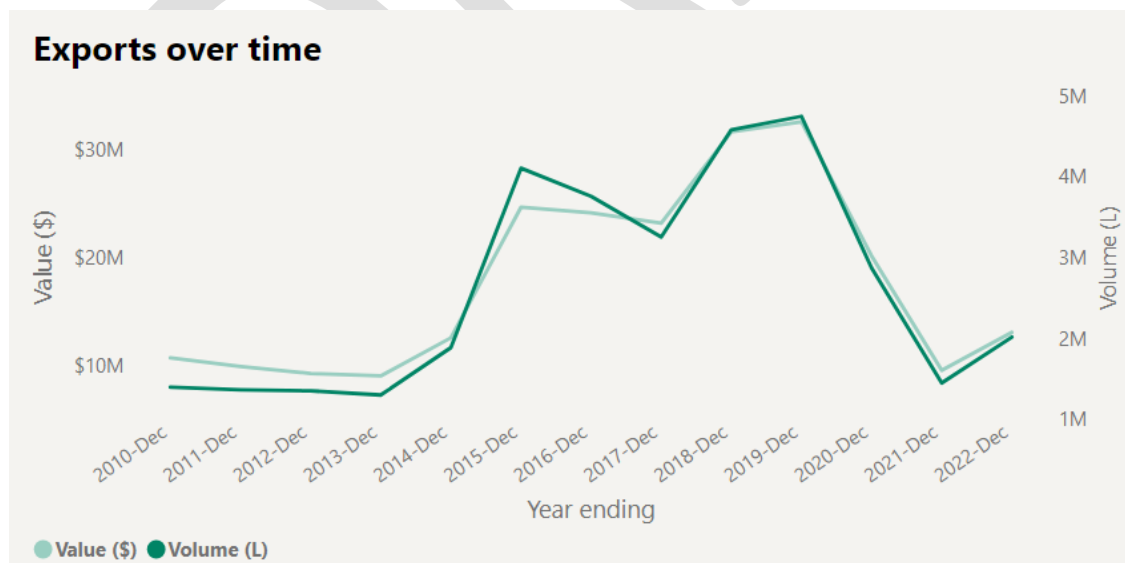
Grape and Wine Production

The Langhorne Creek Wine Region occupies around 5800 hectares and with an average annual production of around 40,000 tonnes of wine grapes, 80% of which consists of red grape varieties. In the year to 2022, the varietal breakdown was as follows:



Source: Wine Australia Market Dashboard

Throughout this same financial year, production held a value of around \$13.2M, significantly contributing to the broader region's economy. The Covid-19 pandemic saw unprecedented impacts arise for the industry, with exports being almost halted through 2021 and into 2022. As the world recovers from the pandemic, so too have export rates, with export values increasing by \$4M from December 2021 to December 2022.



Source: Wine Australia Market Dashboard

While Langhorne Creek is a large producer of wine grapes in the State, these are generally grown for larger scale wine producers who make and bottle wine outside of the region. There are currently only nine (9) cellar doors located in the Langhorne Creek Region:

	Winery	Location of Cellar Door	Situated on LHCWT Route?
 ANGAS PLAINS <i>Estate</i>	Angas Plains Wines	317 Angas Plains Road, Langhorne Creek.	No, 7.2km from closest point of trail (Bremerton)
 BLEASDALE EST 1850	Bleasdale Vineyards	1640 Langhorne Creek Road, Langhorne Creek	Yes
 BREMERTON ESTD 1988	Bremerton Wines	14 Kent Town Road, Langhorne Creek	Yes
	Kimbolton Wines	29 Burleigh Street, Langhorne Creek	Yes
 LAKE BREEZE LANGHORNE CREEK	Lake Breeze Wines	319 Step Road, Langhorne Creek	No, 3.8km from closest point of trail (Step Road/Bridge Road intersection)
	Rusticana Wines	Lake Plains Road, Langhorne Creek	No, 3.2km to closest point of trail (Bleasdale)
 the winehouse LANGHORNE CREEK	The Winehouse	1509 Langhorne Creek Road, Langhorne Creek	Yes

	Vineyard Road	697 Langhorne Creek Road, Belvidere	No, 6.8km to closest point of trail (Bremerton)
	Windsong Wines	370 Clements Road, Langhorne Creek	No, 2.7km to closest point of trail (Bridge Road/Meechi Road intersection)

Table 3 – Snapshot of Cellar Doors

Wineries that have vineyards and/or produce in the region but do not have a cellar door experience or farm gate sales include:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Watkins • Turon Winery • The Pawn Wine Co. • Thistledown • Charlotte Dalton Wines • Tagai • Eskadale Vineyards • Pepperjack • Killibinbin • VNTLPR • Wolf Blass • Noon Winery • Cooke Brothers Wines • Metala • Jacob's Creek | <ul style="list-style-type: none"> • Karrawatta • Howlin' Gale • Kanoetree Wines • Dolan Family Wines • Brothers in Arms • Angas & Bremer • Take it to the Grave • McGuigan Wines • Zonte's Footstep • Silent Noise • De Juguette • Casa Freschi • Next Crop Wines • Geoff Hardy • Mordrelle |
|---|---|

Along with the abovementioned cellar doors, there are a selection of other businesses in Langhorne Creek offering food and beverage as well as some B&B style accommodation. While these offerings exist, they are select and lack any form of packaging with other providers in the region/surrounds.

Tourism

Tourism and visitation data for Langhorne Creek is captured under the broader Fleurieu Peninsula region.



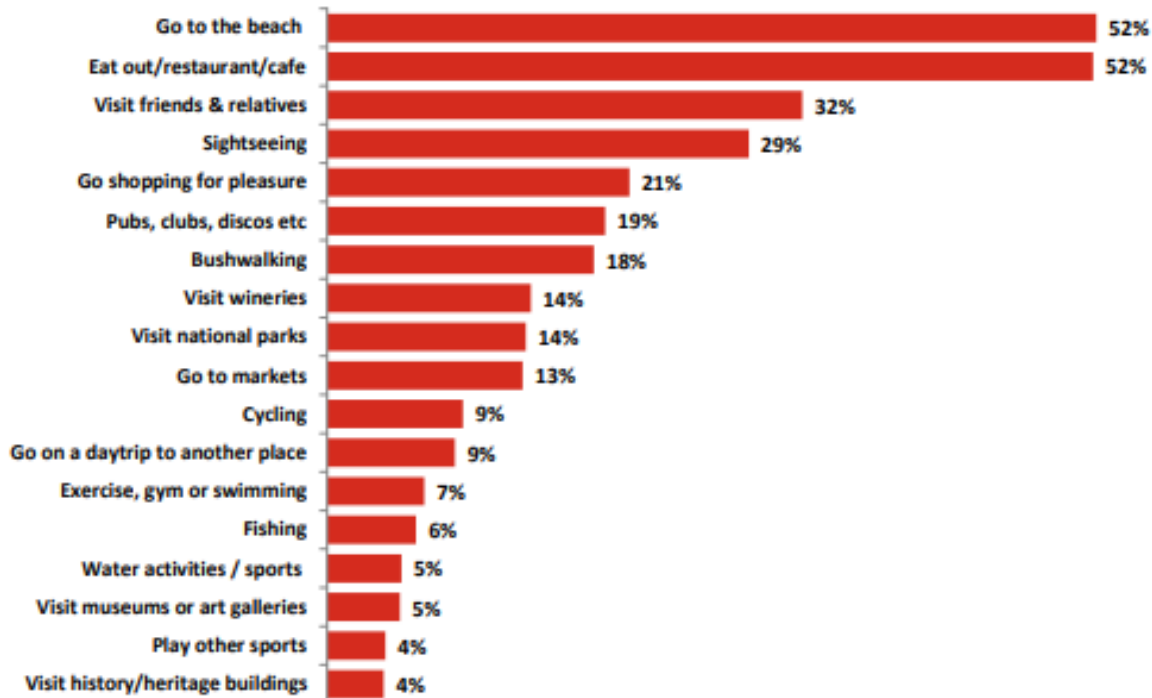
As such, the following data comparisons are inclusive of figures relative to Langhorne Creek along with the wider Fleurieu Peninsula. This data demonstrates visitor numbers to the region could benefit from the addition of the LCDT. This is in conjunction with the potential increase in these numbers as a direct result of the LCDT.

	Total Nights/Day Trips (Year End (YE) December 2022)	Expenditure (YE December 2022)	Total Nights/Day Trips (YE March 2021)	Expenditure (YE March 2021)
Overnight Visits	783,000	\$400,000,000	909,000	\$348,000,000
Day Trips	2,700,000	\$265,000,000	2,500,000	\$197,000,000
Total		\$665,000,000		\$545,000,000

Table 4 – South Australian Tourism Commission (SATC) Regional Statistics

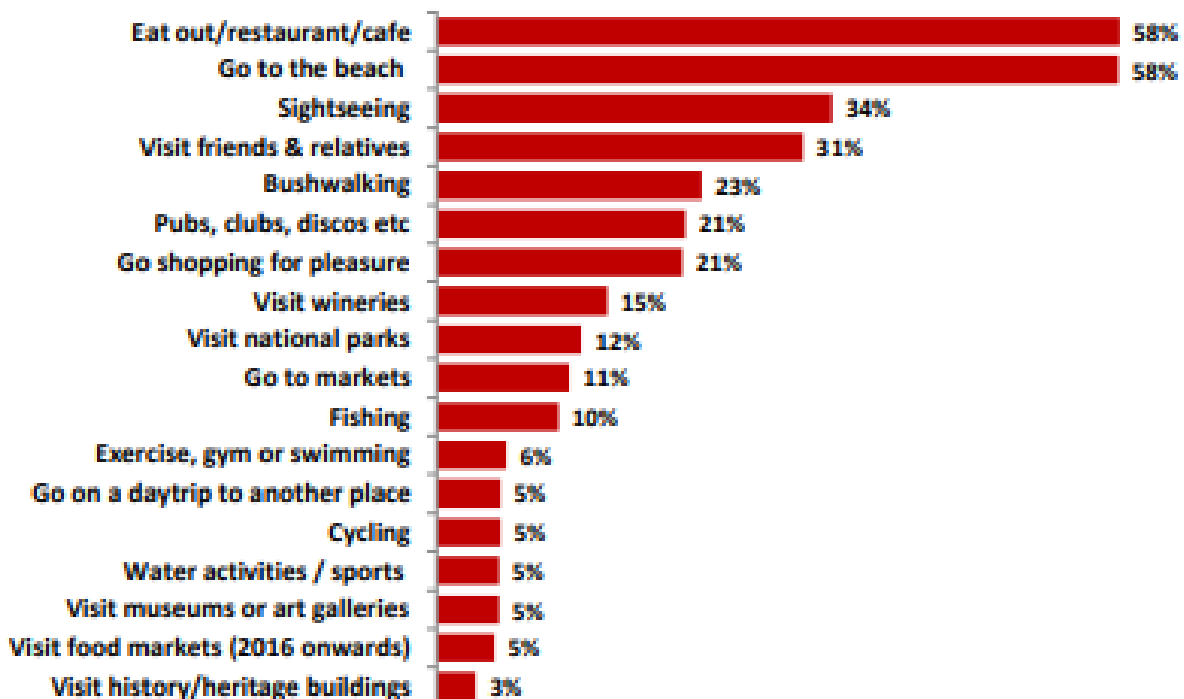
When visiting the Fleurieu Peninsula (inclusive of the Langhorne Creek Region) the most popular activity is consistently eating out at a restaurant/café, whilst visiting a winery, cycling and exercise activities were also listed as popular activities.

DOMESTIC OVERNIGHT VISITOR ACTIVITIES IN FLEURIEU PENINSULA



SATC Visitor Activities Data (YE March 2021)

DOMESTIC OVERNIGHT VISITOR ACTIVITIES IN FLEURIEU PENINSULA



SATC Visitor Activities Data (YE December 2022)

Visitation data from two of the most established cellar doors in Langhorne Creek was collected from 2015 – 2021, with figures being shown below:

	Year	2015		2016		2017		2018		2019		2020		2021	
Month															
Jan		1343	1141	1413	1285	1534	1277	1207	1128	1269	1372	1388	1064	2378	1504
Feb		716	875	984	937	938	908	835	802	817	888	887	880	1464	924
March		1085	1108	1277	1404	942	1158	1022	1191	1260	1109	861	841	1984	1004
April		1264	1170	1273	1392	1425	1361	1223	1410	1366	1271	32	119	1847	1326
May		875	1069	836	928	960	933	937	998	935	910	103	424	1250	1122
June		914	889	973	920	1006	1011	1061	1033	1036	989	1192	1049		
July		837	860	842	842	838	868	990	821	840	944	1448	1119		
Aug		1108	1088	949	983	907	1026	918	884	958	902	1334	1065		
Sep		1009	842	900	904	864	1027	936	1038	835	887	1556	965		
Oct		1200	1086	1077	1132	1020	1320	1140	1182	1302	1327	1608	1129		
Nov		880	900	855	1009	848	985	938	986	1151	1236	1205	674		
Dec		1179	1056	1272	1151	1044	1053	1497	1201	1335	948	2138	1052		
Totals		12410	12084	12651	12887	12326	12927	12704	12674	13104	12783	13752	10381	8923	5880

Table 5 – Visitation Data 2015-2021 from two cellar doors

There are limited accommodation options within the Langhorne Creek Region, with only a handful of B & B type accommodation being scarcely scattered. The closest options are caravan park facilities and a Motel located in nearby Strathalbyn and Milang. Having said this, Langhorne Creek is home to the Frank Potts Reserve that has a capacity of approximately 100 people. The camping options at the reserve comprise approx. 35 marked caravan sites and around 20 tent sites.

Recent vehicle movement data collected at Meechi Road, Langhorne Creek (2023) determined movements of approximately 530 vehicles per day, with only 63 of these being heavy vehicles. Based on these figures, and taking into consideration that a percentage of these would be local traffic movements, there is still considerable opportunity to capitalise on through traffic to the region for tourism purposes.

Project Scope

The Langhorne Creek Discovery Trail concept aims to establish a trail in the picturesque Langhorne Creek wine region, South Australia. With a main catchment area of people living within a 2-hour radius of the area, this initiative will boost the local wine industry, complement existing tourism resources, and continue to position the region as a prominent tourism destination.

The project should be considered by the region as an investment strategy to support tourism growth and the development of a competitive offering for sustainable economic growth.

Langhorne Creek is renowned for its premium wines, landscapes, and rich viticultural heritage. This concept will capitalise on these assets to attract visitors seeking authentic wine experiences, promote local wineries and contribute to the regional economy.

The concept sees an identified 2.8-kilometre route sealed with a shared two-way pathway that would take visitors on a journey from Bremerton Wines to Bleasdale Vineyard. Along the way, visitors can experience local wineries, sites of cultural significance to the Ngarrindjeri Aboriginal people, sites of historical significance, as well as local dining and retail offerings. The journey is approximately 38 minutes on foot one-way and the opportunity presents for bike hire to be available for visitors to enjoy the tasting trail at their own pace or tour operators to package the experience. Opportunity presents for a cycling hub to be established to act as a meeting place for visitors.

The Langhorne Creek Discovery Trail could become a signature experience for the region to act as a hook to drive interest, publicity and bookings for the entire region. The use of digital technology would support the experience allowing customers to learn more about the wine region and local wineries. The marketing themes will encompass the region's unique terroir, its rich history, and its commitment to sustainable winemaking plus agri-tourism, soft adventure, and journeys catering to diverse visitor interests.

The region's geographic location already lends itself to capturing the self-drive market on the Melbourne to Adelaide touring route (Southern Ocean Drive) and the LCDT will provide visitors with another reason to stop and explore the region with a curated itinerary. Supporting the self-drive market could include offering user-friendly navigation tools, well-marked routes, and informative signage.

From a product development perspective, by combining wine trail experiences with accommodation options, local dining, and cultural activities, the project will create enticing tourism packages. Visitors can immerse themselves in the entire Langhorne Creek experience, boosting the region's appeal as a desirable tourism destination.

The project could see the private sector leverage possible public sector infrastructure investment with private sector investment in the enhancement of winery experiences and food offerings, improved customer service, new infrastructure and accommodation to cater to increased demand.

The LCDT supports accessibility and inclusiveness providing a dedicated pathway to experience the destination.

During the route development phase, the following key elements have been considered:

- Route characteristics (attractiveness, safety, level of difficulty, access)
- Necessary facilities (directional and interpretive signage, toilets, benches)
- Maintenance system
- Economic opportunities (accommodation, transport, retail, cultural experiences, links to gastronomy and wine tourism)
- Marketing and commercialisation.

At the same time, partnerships and the involvement and support of local stakeholders are crucial to develop and maintain the LCDT for regional development. By starting with a successful small-scale trail, this then presents the opportunity for further development and extension in future years.

The concept will attract investment from a variety of stakeholders.

Key stakeholders in the delivery of the LCDT are:

- Alexandrina Council
- Federal Government
- Langhorne Creek Wine Region
- Regional Development Australia
- The Ngarrindjeri Aboriginal people
- Individual wineries
- Department for Transport Planning and Infrastructure
- Other sectors, e.g arts (public art)
- Tour operators
- South Australian Tourism Commission
- Local accommodation
- Fleurieu Peninsula Tourism
- Local businesses
- Wine Australia
- Sponsors
- Primary Industries and Regions SA

In summary, the Langhorne Creek Discovery Trail concept seeks to harness the region's unique wine culture, scenic beauty, and history to drive tourism and economic growth, attracting self-drive travellers and packaging the region as an unforgettable destination for wine enthusiasts and nature lovers.

Infrastructure Delivery

A review of current footpath and recreational infrastructure along the proposed route has been undertaken by Council's infrastructure team. This has been evaluated against the asset renewal plan, with the current state determined to be good, resulting in no imminent budget allocations being made for infrastructure renewal within this area. Full costings will be prepared based on the proposed concept plans and any amendments required following community consultation. It is likely that the delivery of the project will require a staged approach. This will be determined by a practical separation of elements of the physical trail, followed by landscaping, beautification, wayfinding and other elements.

Tourism Product

The LCDT is an idea that has been driven by producers and businesses within the Langhorne Creek Region. As a result of varying and increasing pressures on the wine and agricultural sectors in the past few years, businesses are looking for opportunities and ways to diversify their offerings and generate varying income streams. Initially, investment needs to occur in brand creation, to give the trail an identity around which stakeholders can develop their own products. This will enable the development of a broadly sectioned marketing plan, that will provide some direction for more concentrated development of the associated experiences. The tourism product will be developed and driven by the industry, this will be the soul of the project, creating the point of difference from 'just another trail'. Included in the product will be First Nations stories, the history of the region, winemaking stories, partnerships with initiatives such as grapes for good as well as the opportunity to link the product with annual events, sponsorship, partnerships and event attraction to the region.

To support strategic planning a SWOT analysis has been prepared to support decision making for a successful and sustainable trail.

Strengths	Weaknesses
• Promotes tourism – an identified route helps to cluster wine tourism experiences (a new way for visitors to consumer the region without the logistical preparation). • Cycle tourism allows visitors to travel at their own pace and be more engaged with the local people, culture and wineries. • Supports local economy • Accessible and inclusive tourism • Job creation • Showcases diversity – allowing visitors to try different wine varietals • Education and appreciation • Business Networking and Collaboration • Strengthening Brand Identity • Seasonal and Thematic Events • Sustainable Tourism • Community Engagement • Cultural Preservation • Supports green/low emissions travel	• Conceptual project – various funding sources required. • Lack of accommodation in the area • Lack of tourism other non-wine related product in the area to create packages. • Inadequate supporting infrastructure, such as facilities may hinder the project • Seasonal dependency – the trail's success may be dependent on certain seasons, limiting year-round visitation. • No current marketing budget – budget will be required to increase visibility and awareness of trail among potential visitors. • Resource constraints – limited funding and resources may restrict trail development and maintenance. • Competing nearby wine trails can pose challenges for attracting visitors.
Opportunities	Threats
• To grow the brand profile of the region • Act as a catalyst for further investment in tourism products and experiences. • Highly desirable project to capture funding from aligned State and Federal grant funding programs as there are multiple community and business benefits from the project. • Providing consumers with a new way to explore and experience the wine region • Can mitigate seasonal visitation challenges. • Present commercial opportunities for the tourism sector. • Social and economic benefits to residents and communities if properly developed and managed • Grow the visitor mix • Harnessing digital marketing channels for destination inspiration, planning, booking, experiencing and sharing. Positive social media coverage will have a significant impact for the region and businesses that choose to leverage the LCDT in their marketing. • Work with business and digital partners to drive new news, lead generation and present new media and trade familiarisation opportunities.	• Other wine regions tourism offerings evolving to remain competitive. • Region could fall behind if no tourism developments are in the pipeline. • Decline in visitation and visitor expenditure in the region. • Climate factors – affecting grape production and wine quality and the need for businesses to diversify via tourism. • Economic downturn – Economic downturn can lead to reduced discretionary spending on tourism. • Natural disasters like wild fires can damage vineyards and disrupt the trail's operations.

Table 6 – SWOT Analysis

Concept Plans

The broad scope of the discovery trail is to include the cellar doors, attractions and other environmental or historical features of Langhorne Creek on a trail map that will be used to guide visitors on their journey throughout the region. The map will highlight the purpose-built, multi-use pathway, spanning 2.8km from Bremerton Wines on Kent Town Road, along Bridge Road terminating at Bleasdale Wines on Langhorne Creek Road. In late 2022, Aspect Studios was engaged to create a concept plan for the trail. The concept plans have separated the trail into five segments for clarity in presentation only, not as an indication of appropriate construction/staged delivery breakdown. Explored within these concept plans are opportunities for potential wayfinding/signage locations, location for road crossings and pedestrian refuges as well as some analysis of existing conditions (eg, speed limits, infrastructure, etc.). Refer **Attachment A**.

Community Engagement and Feedback

In late 2023, Alexandrina Council conducted a Village Conversation community engagement event in Langhorne Creek. This enabled the collection of specific feedback on the proposed LCDT proposal to date. The feedback included the following:

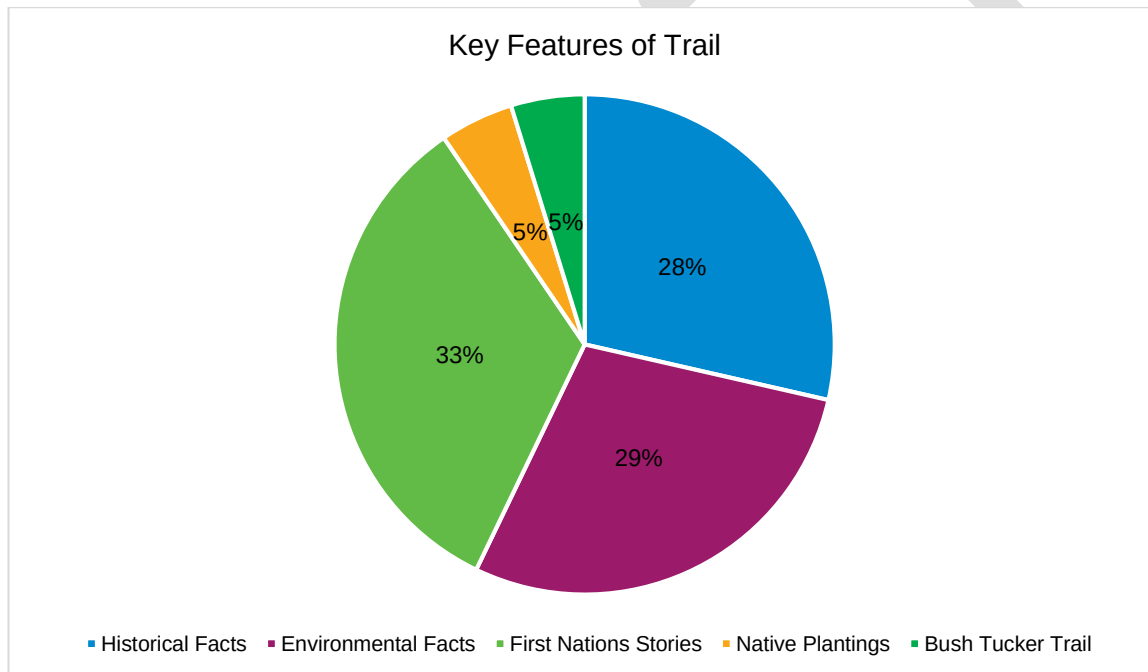


Figure 1 – Feedback collected at Langhorne Creek Village Conversation (November 2023)

Other feedback was sought about what the community thought would elevate the LCDT project to be an outstanding experience for the community, businesses and visitors alike. Comments included:

- A bike/segway hire business
- Easy wayfinding
- More 'infield' trails – some trails in the vineyards subject to landowners consent
- Utilise existing bridge and just make that section of the trail 'one-way'

Prior to this, Council conducted a Village Conversation event in 2021, also highlighting and capturing community feedback about the LCDT. In addition, Council has received feedback from the community seeking to prioritise the inclusion of the LCDT in future business plans and budgets.

Project Budget

Alexandrina Council has committed a level of funding to the development of the business case and associated documentation for the LCDT project as follows:

Amount	Budget	Allocation
\$50,000	21/22	Project Scope
\$15,000	22/23	Business Case

There is no current budget allocation for project delivery or product marketing.

Tourism Product

It is anticipated that the project will include the development of a LCDT brand to assist in guiding the creation of experiences from relevant stakeholders. This will culminate in a strong and professional brand and associated marketing plan supporting authentic and immersive experiences for visitors to the Langhorne Creek Region. Additional budget will need to be put in place for the ongoing marketing and promotion of the trail with a focus of digital market assets like website and interactive online map. Budget could also be raised from attracting sponsors to support marketing efforts.

Infrastructure Delivery

Infrastructure for the project includes, but is not restricted to:

- The construction of a bituminised 2.85km shared use pathway (3.0 metres in width)
- Installation of new bridge culvert
- Installation of pedestrian refuges
- Wayfinding signage
- Landscaping, plantings and irrigation
- Street furniture
- Safety bollards
- Intersection upgrades

The footpaths within Langhorne Creek based on the recent audit would have between 20-30 years life remaining before requiring renewal. This would seem too far away to time any of the project sections with a renewal of a path. A recent valuation indicates a replacement cost of 90m² for asphalt shared paths. High-level costings for the delivery of the infrastructure have been included in the concepts plans prepared by Aspect Studios; please refer **Attachment A**. Applying the distance of a 3.0-metre wide by 2850 metres would suggest a minimum install cost of approximately \$769,500 for the pathway only. This is subject to full design/construction drawings and costings being calculated.

Delivery Models

Type	Cost	Notes
Infrastructure only	\$	Basic shared use pathway, no wayfinding or interpretation, minimal plantings/ landscaping and street furniture. No associated brand, products or experiences.
Interesting infrastructure	\$\$	Shared use pathway with imprints, artwork and interpretation embedded in the infrastructure. Detailed and interesting wayfinding, plantings and landscaping as well as sympathetically placed and relevant street furniture.
Interesting infrastructure and outstanding tourism product	\$\$\$	Shared use pathway with imprints, artwork and interpretation embedded in the infrastructure. Detailed and interesting wayfinding, plantings and landscaping as well as sympathetically placed and relevant street furniture. A strong and professional brand and associated marketing plan supporting authentic and immersive experiences for visitors to the Langhorne Creek Region.

Table 7 – possible delivery options for the LCDT



Image – Handpicked Festival Lake Breeze Wines

Funding & Governance

Funding

The LCDT is a collaborative project, with both Alexandrina Council and the Langhorne Creek Grape and Wine Association being key drivers/contributors. With full project costings yet to be determined, it is envisaged that there will be contributions from both parties, in the form of dollar value as well as time contributions through development and execution.

This business case will enable Council and industry to apply for suitable grant funding opportunities to fund the delivery of both the infrastructure and the associated tourism product. The LCDT aligns with a number of Federal, State and Local strategic objectives. Specifically, Federal initiative - Regional Precincts and Partnerships Program (rPPP):

'the rPPP seeks to support transformative investment in regional, rural and remote Australia based on the principles of unifying regional places, growing economies and serving communities. Unlike traditional grant programs, the rPPP will focus on a partnership approach, bringing together governments and communities to deliver regional precincts that are tailored to local needs and have a shared vision for how that precinct connects to the region . '

Given the extensive body of work that has already occurred with respect to the LCDT, the project is at a point where we would apply for Stream 2 – Precinct Delivery of the rPPP. High-level project costings and objectives along with all other details align with the eligibility criteria relevant to this grant.

Governance

The governance of trail infrastructure can involve a combination of local government, tourism organisations, non-profit associations and collaboration amongst various stakeholders. The specific governance structure and roles of these entities can vary depending on the region and its unique circumstances, the size of the trail, its location, and the level of community involvement. Effective collaboration among these stakeholders is essential to ensure the success and sustainability of the trail as a tourist destination and a valuable asset to the wine region it serves.

The main stakeholders could include:

- Local government
- Tourism associations
- Not for profit organisations
- Wineries and vineyards
- Trail Managers
- Trail users and the public
- Funding sources - securing and managing various funding sources, including grants, sponsorships from local businesses, and revenue generated from trail-related activities and events.
- Regulatory authorities - land use, environmental protection, and safety
- Volunteers and community groups
- Advisory committees

Proposed Governance Structure

Ongoing meetings are occurring with the LCDT Management Committee (the Committee) to determine the future governance structure. The structure will be similar to the following:

Role	Responsible Person	Organisation
Chairperson	Lian Jaensch	Langhorne Creek Grape and Wine Association
Secretary	Heather Webster	Langhorne Creek Hub
Treasurer	Sarah Longden	Alexandrina Council
Members	Lisa O'Donoghue	Alexandrina Council
	Leigh Warren	Bleasdale Wines
	Greg Follett	Lake Breeze Wines
	Sam Watkins	Watkins Family Vineyard
	Barry Featherston	Windsong Wines
	Ken Follett	Lake Breeze Wines
	William Wilson	Ngarrindjeri Aboriginal Corporation
	Kevin Kropinyeri	Ngarrindjeri Aboriginal Corporation

Table 8 – Governance model template

The management committee will have regular meetings, with the frequency to be determined following the formalisation of their governance structure. At this time, the Committee may also determine it necessary to formulate Terms of Reference to assist with ongoing functions of the Committee.

From an ongoing maintenance perspective, Council will maintain the physical infrastructure. The management committee will be responsible for managing the tourism product, interactive online content and to seek out/apply for grant funding as required.

Comparative Analysis

Riesling Trail Management Committee governance case study

The Riesling Trail was built in 1994 and now extends 33km from Barinia to Auburn, where it meets the 19km Rattler Trail from Riverton. The Riesling Trail Management Committee (RTMC) is an incorporated association operating under its own Australian Business Number that supports the development of trail amenities and attractive features, improve biodiversity, safety improvements,

maintenance, represent community interests. The RTMC consists of 7 members who meet bi-monthly including an annual general meeting with members holding a 2-year term. The following information has been sourced from the Chairperson of the RTMC during October 2023.

The trail operates on majority (90%) Crown Land on a 42-year lease at no cost to the association, however currently discussions are taking place to investigate a land transfer to Clare and Gilbert Valleys Council.

Council is involved in supporting the RTMC in a variety of ways including:

- Establishing / passing by laws (no horses on trail) as they damage the trail , waste and due to safety of cyclists
- Take out insurance on behalf of the RTMC for facilities and artwork along the trail
- Environmental management
- Rubbish removal
- Marketing
- Attendance at committee meetings

The Riesling Trail was established by the Office of Recreation and Sport and the RTMC report on the trails condition three times per annum.

The Landscape Board of South Australia support with efforts like cleaning up olives with the support of volunteers and for the last seven years the board have paid for mulching.

Operating Budget

Budget Line	Income	Notes
Office of Rec and Sport	\$20,000	The Office of Recreation and Sport have an annual allocation of \$20,000 that is allocated towards repairs and maintenance. From this budget around \$7,000 is allocated to weed spraying a 20 kilometre section.
Premium Sponsors	\$15,000	The RTMC raise funds through a structured membership program: Premium sponsorship is \$500 and businesses receive a sign on the trail and feature on the trail website and the RTMC have 30 sponsors
Business friends Sponsors	\$12,000	Business friends of the Riesling Trail sponsorship is \$150 and they feature on the trail website and the RTMC have 80 sponsors totalling \$12,000.
Total Budget	\$47,000	Approximate
Known expenses		
Marketing / admin	\$5,000	A committee member is paid to manage the website.
Environmental Management	\$7,000	

Table 9 – Riesling Trail Management Costs

Note: Around 12 years ago the RTMC operating budget was \$4,000.

The RTMC have collaborated with local wineries to package up the trail and this has been in the form of creating loops off sections of the trail to encourage visitors to explore the local attractions. This has had its benefits however it has been highlighted that this has created some safety concerns as the Riesling Trail itself is a dedicated trail being great for families and recreational cyclists and the loops take visitors onto main roads which are not safe for families.

In recent years the Riesling Trail received a \$220,000 grant towards upgrading a 20 kilometre section of the trail with quarry sand.

In 2018 the RTMC received a \$160,000 grant from the Federal Government's Building Better Regions Fund and \$120,000 from the State Government towards the \$321,000 extension of the trail to Auburn. The project included the installation of a bridge over the Wakefield River at Auburn and a kilometre of trail surface from the Auburn Railway Station north towards the Taylors Wines road intersection.



Business and Marketing Plan

Benchmarking

Trail	Distance	Locations	USP / Experiences	Target	Annual Users	Governance
Riesling Trail, Clare Valley SA	35-kilometre rail-trail one-way	Auburn to Clare and onto Barinia. (2 hours north of Adelaide)	Named after the grape and wine variety that the region is famous for. Formerly part of the rail line from Auburn to Spalding. Passes by cellar doors, eateries and other attractions. Bike hire from Clare and Auburn. BnB accommodation along the trail.	Recreational walkers, mountain and touring bikes, wheelchairs and pushers.	100,000	Riesling Trail Management Committee (independent incorporated association)
Warburton Rail Trail, Yarra Valley	48 Kilometre rail trail one-way	Lilydale to Warburton and Yering	Mountains, picturesque landscapes, cafes, pubs, wineries, rail carriage cafe	Recreational walkers, cyclists, mountain and touring bikes, wheelchairs and pushers.	210,000	Managed by the Yarra Ranges Council
Shiraz Trail	9 Kilometre one-way	McLaren Vale to Willunga	Vineyards, wineries, local producers, picturesque landscape	Recreational cyclists, wheel chairs, pushers, walkers	unknown	Onkaparinga Council
The Flat to Vale Trail (McLaren Vale) <i>Opened June 2022</i>	3.6kms one way	McLaren Flat to McLaren Vale	Duration 45mins one way.	Recreational cyclists, walkers, wheelchair accessible, pushers.	unknown	Onkaparinga Council owned. Flat to Vale Community Group
The Barossa Trail (Angaston – Nurioopta)	40kms one-way 6kms	Angaston to Gawler (Angaston to Nurioopta)	Cafes, cheese shop, cellar doors, picturesque landscape	Recreational cyclists, walkers, wheelchair accessible, pushers.	unknown	Barossa Council Gawler / Light Regional Council

Table 10 – comparative analysis

Flat to Vale Trail (McLaren Vale) additional background

The 3.6-kilometre Flat to Vale Trail which runs between Blewitt Springs Road, McLaren Flat, and the McLaren Vale Sports Ground, McLaren Vale opened in June 2022. The majority of the Red Gum-lined trail's length is a 2.5-metre wide sealed path situated between commercial vineyards and Pedler Creek. It connects to the Coast to Vines Trail, including the Shiraz Trail in McLaren Vale, providing off-road pedestrian and cycle access from McLaren Flat to Willunga.

The City of Onkaparinga began construction on the trail in October 2021 following years of community advocacy, and the project received \$1.5 million of Australian Government funding through its Community Development Grants Program, advocated for by Rebekha Sharkie MP, Federal Member for Mayo.

The Flat to Vale Trail consists of a 2.5km sealed shared-use 'off road' trail between the McLaren Vale Sports Complex and Chalk Hill Rd/Foggo Rd intersection; and a 1.1km sealed shared-use 'on road' trail along Chalk Hill Rd (no through road) from Foggo Rd to Blewitt Springs Rd (McLaren Flat). The trail was designed with environmental management front of mind due to the sensitive riverine environment and large river gum trees, while minimising the impact to adjacent vineyard operations and ensuring pedestrian and cyclist safety.

Other noteworthy trails and experiences:

Most regional agricultural areas have tasting trails which are marketed as self-drive journeys with suggested itineraries plus a variety of tourism operators offer cycling experiences, some interstate examples include:

- Central Coast Makers Trail (1 hour from Sydney) near Gosford <https://centralcoastmakerstrail.com.au/trail/>
- Yarra Valley Cycling Vine Tours www.visityarravalley.com.au/products/cycling-vine-tours



Why a Food and Wine Trail?

Wine trails offer a range of benefits for both the wine region and the tourists who visit them outlined as follows:

Promotes tourism	Wine trails attract tourists and wine enthusiasts from near and far, boosting tourism in the region. Visitors stay in local accommodations, dine in local restaurants, and explore nearby attractions, providing an economic boost to the area.
Supports the local economy	Wineries along the wine trail benefit from increased sales of wine, tastings, and merchandise, which can be vital for the sustainability of these businesses. This, supports jobs in the wine industry and related sectors, such as hospitality and transportation.
Showcases Diversity	Wine regions often have a variety of wineries that produce different types of wines. Wine trails allow visitors to experience the diversity of a region's offerings, from reds to whites and everything in between. This diversity can help attract a broader range of wine enthusiasts.
Education and Appreciation	Wine trails provide educational opportunities for visitors to learn about the winemaking process, grape varieties, and the unique characteristics of the region's terroir (soil, climate, and geography). This fosters a deeper appreciation for wine and its connection to the land.
Partnerships and Collaboration	Wineries and businesses along a wine trail often collaborate on events, marketing, packages and promotions. This spirit of cooperation can lead to shared resources and a stronger presence in the wine industry, benefitting all the participants.
Strengthening Brand Identity	A well-organised wine trail can enhance the reputation and brand identity of a wine region. Positive experiences and memorable tastings can lead to increased demand for wines from that region.
Seasonal and Thematic Events	Wine trails often host seasonal events and themed tastings, such as harvest festivals, food and wine pairings, and holiday celebrations. These events attract visitors year-round, increasing revenue for local businesses.
Sustainable Tourism	Encouraging visitors to explore multiple wineries within a wine region can help distribute tourist traffic more evenly throughout the area. This can reduce the environmental impact of concentrated tourism in specific locations. Travelling by bike is also a form of active and sustainable travel with lower emissions.
Community Engagement	Wine trails often involve the local community, including artisans, musicians, and food producers. This engagement fosters a sense of community and cultural exchange, enriching the overall visitor experience.
Cultural Preservation	Many wine regions have a rich history and cultural heritage tied to winemaking. Wine trails can help preserve and showcase this cultural heritage by encouraging tourists to explore the region's historical sites and traditions.

Table 11 – Benefits of a food and wine trail

Overall wine trails benefit wine regions and visitors by offering an authentic way to experience a region and its local culture, stimulate economic growth, promote local businesses, educate visitors, and enhance the overall reputation and appreciation of the wines produced in a specific area.

Driving Consumer Demand

Research has been undertaken to capture trends and how industry can leverage them. The Future of Demand is the most comprehensive research done to date by Tourism Australia released in November 2022 on how to convert demand into bookings.

The research explored experience sector mapping to create a traveller led view of experiences that included 143 experiences, across 20 markets and 4 target audiences:

- High Yield traveller
- Premium (over \$1K spend per night)
- Working Holiday Makers (Under 36yo who plan to take a working holiday).
- Long stay audience (trip over 30 days + the growing ability & appetite for travellers to work from anywhere)

Seven Experience Clusters were identified:

HERITAGE	NATURE	ADVENTURE	SENSORY	IMMERSIVE	INTERESTS	EXTENDED
Experiencing a destination's history through its places and people	Immersion into nature via landmarks and wildlife	Activity and exploration	Enjoyment via good food and drink, sightseeing and culture	Learning, development and education	Hobbies and passion points	Full immersion into local culture

The following experience relating to the development of a Langhorne Creek Discovery Trail:

- Sensory: Food and Drink: **Tasting Trails**
- Adventure: Exploration: **Cycling**
- Adventure: Exploration: **Road Trips**
- Immersive: Agritourism: **Farm Experiences**

The Langhorne Creek wine region can use the discovery trail to leverage the travel motivations of the self-drive market which are typically characterised by:

- adventure, exploration and nature.
- they love sampling attractions at their own pace
- travellers feel a sense of freedom, adventure and discovery
- they can be spontaneous and it's a flexible way to travel.
- there are great cross-selling opportunities with soft adventure activities like hiking or walking.

Globally (excluding Australian's) Tasting trails are ranked 18th most appealing out of 89 experiences, for Australian's is ranks 32nd in appeal.

Tasting trails have cross selling opportunities with meet the maker food and drink tours, artisanal food workshops, stays in an agricultural region, eco tours, winery stays and glamping. This presents opportunities for the private sector to package and sell tourism products, leveraging public sector investment.

Defining the visitor: Tasting trails, agritourism (farm experiences) and road trips are appealing to high yielding, luxury and working holiday maker market segments. Cycling was appealing to the working holiday maker segment.

High Level Insights:

TASTING TRAILS

SENSORY • FOOD & DRINK

<https://www.tourism.australia.com/en/insights/consumer-research/future-of-demand.html>



- Overall, 37% of Out of Region Travellers are interested in tasting trails, with greater demand among High Yield Travellers and Working Holiday Makers
- Tasting trails are the #1 ranked experience for South Korea, with 70% interested, accounting for an estimated 6.8 million travellers
- Those interested in tasting trails are more likely to be motivated by exploration, as well as nature and transformative experiences
- Cross-sell and packaging opportunities include meet the maker tours, artisan culinary workshops, staying in renowned agricultural regions or at wineries, ecotourism and glamping

CYCLING

ADVENTURE • EXPLORATION

<https://www.tourism.australia.com/en/insights/consumer-research/future-of-demand.html>

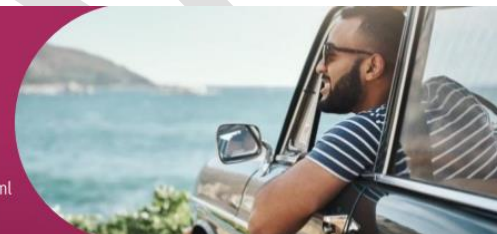


- On average, a quarter of Out of Region Travellers are interested in cycling experiences
- Those interested in cycling tend to be younger, particularly young families, with a skew towards males
- This audience has higher consideration of Australia and is more likely to be motivated by nature and adventure as reasons to travel
- Within cycling, road biking attracts stronger appeal than mountain biking, with some travellers interested in both
- Strong cross-sell opportunities with other active experiences and hobbies like fishing and golf

ROAD TRIPS

ADVENTURE • EXPLORATION

<https://www.tourism.australia.com/en/insights/consumer-research/future-of-demand.html>



- More than a third of Out of Region Travellers are interested in road trips, with greater interest among key segments
- Canada, India and New Zealand, as well as Australia, show particularly strong interest in road trips
- Those interested in road trips tend to be motivated by exploration when they travel
- Cross-sell opportunities include a range of other soft adventure activities including hiking/walking, trekking/camping, rail journeys and campervan

FARM EXPERIENCES

IMMERSIVE • AGRITOURISM

<https://www.tourism.australia.com/en/insights/consumer-research/future-of-demand.html>



- Overall a third of Out of Region travellers are interested in farm experiences such as farm gate tours, farm stays and pick-your-own
- Demand for farm experiences is stronger among higher-yielding audiences and Working Holiday Makers, and most Eastern markets
- Considerable variation by market, ranking 7th most popular experience in Singapore with almost half interested, down to 66th in Canada and just 19% interested
- Cross-sell opportunities include Indigenous craft-based experiences, ecotourism, homestays with locals or staying in an agricultural region, and aquaculture

Marketing

Future marketing considerations are outlined below:

Brand Development

Stakeholders will need to engage a brand agency to develop a strong identity for the LCWT to develop a positive reputation and to grow awareness of the trail and its associated experiences. Given the uniqueness of the area and rich cultural history key messaging will be important to capture the story of Langhorne Creek. Taking on board insights from the future of demand research it will be important to connect with peoples' emotions to showcase the tourism product as fun, relaxed, immersive, sensory and as a place for exploration, journeys and iconic landscapes/scenery.

Some high level research has been done into potential branding options and comparisons with other products. This type of research is commonly presented in a visual format as a 'mood board'.



Figure 2 – LCDT 'Mood Board' 1

Langhorne Creek Discovery Trail



Figure 3 – LCDT 'Mood Board' 2

Marketing Plan

A marketing plan will need to be developed to:

- Increase visitation by locals and visitors
- Attract and retail businesses to the area for economic prosperity
- Grow overnight stays and the day tripper market by enticing them with appealing experiences to entice repeat visitation
- Encourage dispersal across the region
- Encourage cross promotional activities amongst industry, business and government partners.

Channel	What	Outcome	Measures	Indicative Budget
Consumer	Website with interactive map	Drive sales	Growth in hospitality and experiences bookings, website visitors, social media audience and engagement.	\$19,000
	Social Media	Publicity		
	Google Listing and Reviews	Growth in social media audience and advocates		
	Trip Advisor listing	Grow customer reviews / testimonials	Positive reviews. Word of mouth.	
	Australian Tourism Data Warehouse	to build trust and demonstrate value	Forward bookings for tourism products and experiences.	
	Advertise in Fleurieu Peninsula Regional Visitor Guide			
	Paid advertising			
	Consumer newsletter			
	Seek editorial opportunities			
	TV			
Industry	Maintain relationships and communications with SA Tourism Commission, Fleurieu Peninsula Tourism, SA Tourism Industry Council, Local visitor information centres, cellar doors, attractions, hospitality venues.	Promotion Referrals Editorial promotion	Inclusions in editorial and social media. New partnerships. Tangible new opportunities for the businesses	Human resource allocated to business development \$12,000
	Partnerships and packages with other operators.	Drive sales Grow marketing budget		
	Consider industry sponsorship			

Table 12 – High level marketing plan

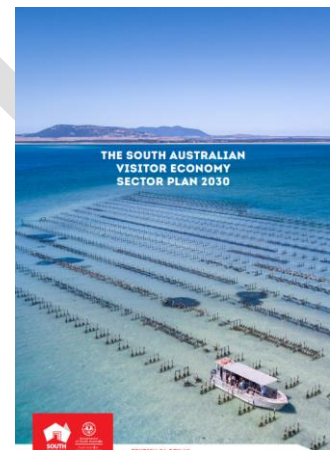
Economic and Social Analysis Study

An comprehensive economic and social analysis study for the LCDT is currently being undertaken by TSA Management to accompany this document.

Strategic Alignment

Government Strategies and Initiatives

The Langhorne Creek Discovery Trail project aligns with a number of State Government strategies and initiatives.

Strategic Document	Relevant Objectives
The South Australian Visitor Economy Sector Plan 2030	<u>Experience and Supply Development</u> - Support the development of unique and appealing experiences that are focussed on South Australia's strengths. - Leverage opportunities provided by the State's natural assets on both public and private land and encourage tourism engagement through the development of compelling experiences. - Develop linkages between experiences to create clusters.
	<u>Collaboration</u> - Foster regular and constructive partnering between operators, key industry bodies and government. - Encourage and create opportunities for cross-promotion within regions linking experiences and providing recommendations to maximise visitor engagement.
	<u>Promote the Value of Tourism</u> - Educate the community about the breadth of the Visitor Economy and the diversity of businesses that benefit. - Encourage locals and visitors to be ambassadors for the State - Build confidence and a positive environment for investment.
	

South Australia Recreational Trails 10-Year Master Plan 2015 – 2025

Connectivity

- Connecting people to places, connecting communities and supporting human powered movement

Quality outdoor experience

- Set the highest standard of trail design and construction to ensure the success and reach of this plan in South Australia
- Create a quality experience that will serve South Australia and gain the attention of the nation and the World
- Seek high level creative trail design to support our environment, the experience of our users and to be the standard of “cutting edge” trail design

Environment and Humanity

- Use this opportunity to Lead people to South Australia’s AMAZING undiscovered places
- Develop interactive Infrastructure encouraging and supporting trail users to find awesome experience







SOUTH AUSTRALIA RECREATIONAL TRAILS
10-YEAR MASTER PLAN 2015 – 2025



OVER THE EDGE

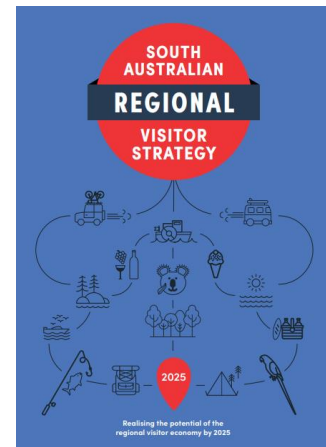
South Australian Regional Visitor Strategy 2025

Marketing

- Make the region known as a place for outstanding food and drink, adventure, arts, culture, wellness and nature and water-based experiences
- Build awareness of the Fleurieu Peninsula’s all-year, all-week visitor appeal based on its climate and proximity to Adelaide
- Explore ways to attract new market segments and adapt to changing visitor needs from existing markets

Experience and Supply Development

- Enhance existing experiences with a focus on food and drink, adventure, nature and wildlife, arts and culture, wellness, coastal and aquatic themes
- Support operators to form partnerships and package their experiences and become online bookable and commissionable



- Develop appealing nature-based walking and cycling trail infrastructure

Collaboration

- Foster collaboration between councils and other stakeholders to strengthen the region's coastal areas for business development and improved visitor experience

Nature Like Nowhere Else: An Action Plan for the Activation of South Australia's Nature-based Tourism Sector

- Standout walking journeys across the landscape
- Unrivalled native wildlife experiences in Adelaide
- Cutting edge sensory experiences that leave a lasting impression



Southern and Hills LGA Regional Public Health Plan 2022-2027

- Stronger communities and healthier environments
- Councils, communities and partners working together to achieve regional public health outcomes



South Australian Agritourism Sector Plan 2025

- The State Government's South Australian Agritourism Sector Plan 2025 that sets to grow agritourism visitor expenditure to \$295 million by December 2025. The project would further bolster the State's position as a destination for agritourism experiences. The development aligns to some of the objectives of the strategy:
- Marketing – Promote and market agritourism products and experience that appeal to South Australia's key domestic and international target markets.
- The new development will create new news and another reason to promote the Fleurieu Peninsula region. The development would make agritourism experience more accessible.
- Experience and Supply Development – Encourage both public and private investment in new and existing Agritourism products and experiences.
- The project links to on-farm visitor experiences like behind the scenes tours and accommodation.
- Collaboration – Foster strong partnerships amongst primary producers, tourism operators, private investors, industry associations, regional authorities, as well as local, state and federal government bodies.
- Local food and beverage producers as well as other visitor economy businesses will create packages to promote and sell the LCWT and the region more broadly.

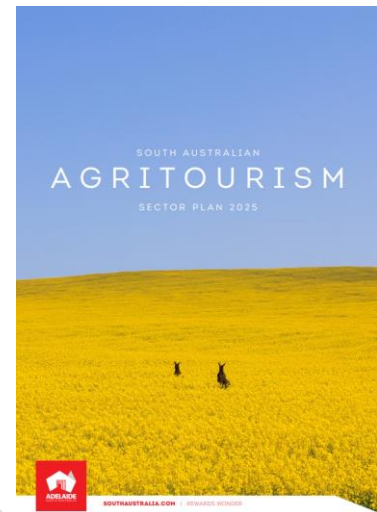


Table 13 – Project links to strategic documentation

Alexandrina Council Strategies and Initiatives

The Langhorne Creek Discovery Trail seeks to facilitate positive social and economic impacts to the Langhorne Creek region and community. The project will assist in the achievement of outcomes identified in the following Council strategic documents:

- A2040 Alexandrina's Community Strategic Plan
- Alexandrina Council Economic Development Strategy 2022-2027
- Alexandrina 2040 Asset Management Plan 2022-2031
- Alexandrina 2040 Long Term Financial Plan 2022-2031
- Alexandrina Disability Access and Inclusion Plan 2021-2024



Image – Angas Plains Wines

Timeline and Project Reporting, Monitoring and Evaluation

Milestone Number	Activity	Approximate Timeframe
1.	Site assessment to understand all aspects of visitor experience and narrow down scope	Oct 2023
2.	Completion of Business Case, information session with Council and report presented for endorsement	Jan – Feb 2024
3.	Application for rPPP grant funding submitted	March 2024
4.	Community consultation	Feb – Mar 2024
5.	Determination of rPPP application	By EOFY 23/24
6.	Finalise stages for execution and design documents for infrastructure	Jul 2024
7.	Finalise tourism product and associated wayfinding signage designs	Jul – Sept 2024
8.	Procurement process for tender for construction works	Sept 2024
9.	Lodgement of application for development approval (if applicable)	Sept 2024
10.	Construction Site works/surveys Staged construction	Nov 2024

Table 14 – proposed timeline

Consistent monitoring, evaluation and reporting will ensure that State Government and Alexandrina Council know the project's objectives and expectations are being achieved.

Reporting on project outcomes will occur through Council's reporting process using the logical connection between the completed project and the intended results. A comprehensive project final report will provide details of the outcomes achieved.

Measurable indicators will identify progress towards project objectives. Indicators may include both activities and outcomes such as a measurable improvement in job creation and economic development. Council's status reports will contain information such as:

- Key deliverables and milestones;
- Major activity/deliverables schedule
- Achievements;
- Next major activities;
- Issues and risks;
- Financials; and
- Change requests and variations.

Risk Management

Risk 1 - Activities not commencing and completing on time

Likelihood

Unlikely

Consequence

Moderate

Risk Management Strategy

The project activities outlined in this submission form part of a well-developed suite of coordinated works that will enable the Alexandrina Council to stage its construction in an orderly fashion, in order to optimise the application of funds and resources and to minimise disruption to the community and visitors to Langhorne Creek.

It is imperative that the scope of works are undertaken within the proposed program to realise construction economies of scale (for example, to avoid multiple mobilisation and demobilisation costs) and achieve efficient use of resources.

Council is confident it can commence the project within 2024 and has initiated the following actions to support this milestone:

- Will allocate specialist in-house resources to the project – such as project managers
- Has commenced a detailed design and will facilitate a coordinated procurement works program;
- Will put in place a robust project governance arrangement and Project Management Plan.

Risk 2 – Poorly defined project management and governance arrangements

Likelihood

Unlikely

Consequence

Moderate

Risk Management Strategy

Key principles underpinning the success of any project, include:

- Project objectives need to be clearly defined, scoped and supported by adequate funding and realistic timeframes. The Council believes the project outlined in this submission meets this principle and is confident of meeting the project objectives as it has prepared a comprehensive feasibility analysis, project plan and risk assessment; and
- The project delivery framework or governance arrangements need to have clearly articulated roles and responsibilities for all key project participants.

To deliver on these principles, the project includes:

- A Project Sponsor – this will be the Council's Chief Executive Officer (CEO), who will provide leadership and strategic direction to the project, will ensure project controls are in place and take responsibility for timely and informed decisions to ensure the project objectives (scope, time, budget, quality) are met. The CEO will report monthly to the Alexandrina Council's Elected Members;
- A Project Steering Committee – this will include the Council's leadership group charged with ensuring the project objectives are being addressed. The committee contributes to solutions, ensures approvals are in place and liaises with the Project Sponsor and Project Manager. The Project Steering Committee will report monthly to the Project Sponsor;
- Project Manager – Council will appoint a dedicated and experienced project manager who will be accountable for managing all aspects of the project and will report to the Project Steering Committee monthly or as required; and
- The local community will be advised on progress of the project through the Council's website, newsletters and project information boards at appropriate locations.

Further information pertaining to the Alexandrina Council Risk Management Framework, Policy and Procedure is outlined in **Attachment B**.

Project Management

Evaluation

Objective	Proposed Measure
Establish a project delivery timeline	Project Manager to prepare project work breakdown and structures for review and sign off. Project Manager to review the program quarterly and report on time performance.
Establish a cost performance baseline	Project Manager to prepare a cost control plan for review and sign off.
Review project risk register	Project Manager and Project Steering Committee to review the risk management plan and risk register on an ongoing basis for the duration of the project. Council to review and sign off on its acceptability and thoroughness.
Establish a list of rules, regulations, standards and guidelines to be complied within the delivery of the project	Rules: Inspect and record compliance. Regulations: Document in specification and/or ensure compliance by inspection. Standards: Obtain certification from contractors to certify compliance. Guidelines: Utilise industry regulatory forms and checklists.
Project review and improvements	Project Manager to review all aspects quarterly and report progress and non-compliances to the Council CEO. Implement changes required to keep the project on track, or to return the project to the agreed parameters as best as possible. Review entire project upon completion and document lessons to be learned and future improvements to be implemented.

Table 15 – project management measures

Alexandrina Council works within the legislative guidelines of the Local Government Act 1999. Chapter 4 of the Act outlines the prudential requirements of South Australian councils. Documents and processes that support strong financial management and successful delivery of projects include Council's Annual Business Plan and Budget, Long Term Financial Plan, Asset Management Plan and Policy and Procedures Manual.

Human Resource Management

Infrastructure Planning and Asset Management will be the responsibility of the Project Manager. On-site project works will be overseen by Council staff in collaboration with the external Project Manager.

Project Governance Structure

Role	Who	Responsibility
Project Sponsor	Council CEO	Project Leadership and Strategic Direction
Project Steering Committee	Council's Leadership Group	Meet project objectives, resolve issues and ensure approvals are in place.
Project Management	Internal or external appointment supported by Council project management resources.	Responsible for overall project, delivery and communications.
Other Project Stakeholders	Langhorne Creek Discovery Trail Working Group/Management Committee Community Government funders Alexandrina Council	Consultation advice and delivery for project duration.

Table 16 – project management governance structure

Capacity to Deliver

Alexandrina Council has a proven capacity to deliver on projects of this nature when managed utilising the abovementioned project governance structure. Some examples of recent projects are:

Name of Project	Township/ Location	Extent/details of project	Cost of Project	Was the project delivered on time?	Was the project delivered on budget?	Was the project delivered to the specification proposed?
Strathalbyn Streetscape Upgrade	Strathalbyn	Whole of streetscape upgrade plus Town Hall refurb	\$11m	Yes	Yes	Yes
Beacon 19	Goolwa	Upgraded boat ramp	\$ 1.9m	Yes	Yes	Yes
Mount Compass Skate Park	Mount Compass	New Skate park and BMX track and recreational space for multi age groups	\$ 1.6m	Yes	Yes	Yes
Centenary Steps Port Elliot	Port Elliot	Refurb of historical concrete steps	\$ 400k	Yes	Yes	Yes

Table 17 – evidence of previous project completion

Conclusion

With its proximity to Adelaide, accessible cellar doors, spectacular river red gums and parks for picnicking, Langhorne Creek lends itself to be a perfect place to introduce a wine trail to drive economic development opportunities, adding to the suite of existing tourism experiences in South Australia. Likewise, the trail has significant economic output potential with new job creation, construction jobs, ongoing jobs as well as ongoing national and international marketing opportunities for the region.

Importantly, the delivery of this project will be the culmination of many years of dedication from the Langhorne Creek community to bring a new element of competitiveness for their region as a wine tourism destination.



Image – Kimbolton Wines