

Yorke Peninsula Tourism Strategic Action Plan

Towards 2030



The lands and waters of Yorke Peninsula are central to the culture and beliefs of our First Nations people, who have occupied, enjoyed, utilised, and managed the area since the creation.

The Yorke Peninsula tourism industry acknowledges the Nharangga People as the traditional owners, and we respect their spiritual relationship with Country.

We pay our respects to Elders past, present and emerging. We honour their stories, songs, art and culture and their aspirations for the future of all people and these lands.



The Story So Far



The Yorke Peninsula Visitor Economy

The Visitor Economy is the collective pursuit of all industries and locals within a destination, with the shared vision to support visitors to engage with local stories, environments and cultures.

A thriving visitor economy can play an important role to enhance a community's vibrancy, prosperity, and liveability – all of which are important factors for the social fabric of a destination.

Yorke Peninsula is a well known and loved holiday destination mostly for South Australians. The region has historically attracted many repeat and generational visitors from Adelaide and surrounding regions, and very limited visitation from interstate and international markets.

The region has been heavily positioned as a summer destination, and is a regular spot for families to holiday throughout the year during school holidays.

The visitor experience on Yorke Peninsula has remained relatively consistent for the last 10 years, with limited innovation, and a steady increase in volume and yield over that time.

Whilst borders were closed due to government-imposed Covid-19 travel restrictions, the region experienced growth in visitation from new intrastate visitors, predominantly from Adelaide, who were seeking nature-based tourism experiences.

The increase in demand for these visitor experiences in a short period of time reportedly had significant impacts on the local environments, particularly around the coastline.

Whilst there has been an increase in environmental impacts across the region, the community are still very positive about the visitor economy for a range of reasons, including:

- Contributing to thriving towns and creation of jobs and services.
- Bringing in new faces, creates revenue for the community to develop and improve community infrastructure.
- Helping inspire the younger generation to stay and live in the region, giving them the sense that it's a great place to live and work.
- Ensuring there are additional facilities, amenities, businesses, and services available to the community.
- Visitor experiences create variety and vibrancy across the Peninsula's communities, making it a great place to live and work.



"Tourism brings new faces in, creates employment, creates revenue for the community to use to develop and improve community infrastructure, adds some spark to the footpath, hopefully it inspires the younger generation to stay and live in the YP, gives them the sense that it's a great place to live and work and some of them may be inspired to start their own businesses catering for visitors."

- COMMUNITY MEMBER, JULY 2022

Why people love Yorke Peninsula

Yorke Peninsula is renowned for its stunning coastline and beaches, its warm and welcoming communities and its rich and diverse history and culture.

A Coastal Playground

Yorke Peninsula is shaped and defined by the ocean. It's home to some of South Australia's most beautiful coastal scenery, pristine beaches and 4 of South Australia's 19 marine parks.

Dhilba Guuranda-Innes National Park is a jewel in the region's crown, wowing visitors with its rugged cliffs, sandy coves, pristine beaches and turquoise rock pools. Its rich Nharangga and European history can be explored through lighthouses, historic ghost towns, shipwrecks and heritage accommodation.

From land, the Park and the wider Yorke Peninsula coastline, can be explored through its scenic drives, walking trails, lookouts and coastal towns. Whilst on the water, snorkelling, scuba diving, kayaking and ocean safaris are favourites with visitors.

Wildlife is also abundant across the Park, (as well as across the wider region), with emus and kangaroos regular visitors, whilst rarer native species of Tamar Wallabies and Brush-Tailed Bettongs have been released in the Park as part of the region's Marna Banggara re-wilding conservation project.

Outdoor Adventures

Fishing is a rite of passage on Yorke Peninsula, and is open to all ages and fishing abilities from its beaches, jetties and fishing charters. Blue Swimmer Crabs and King George Whiting are some of the local seafood icons.

Yorke Peninsula is also home to some of Australia's best surf breaks, including Ponalowie Bay and the renowned national surfing reserve Daly Head near Corny Point.

The 500km Walk the Yorke shared use walking and cycling trail, allows visitors a slower paced to explore the stunning coastline year-round.

The region is also one of the few spots in the world you can watch brilliant hued sunrises and sunsets across the water.

Pink salt lakes are a natural phenomenon across the southern Yorke Peninsula, and can be explored by foot or the self drive trail.





Rich Culture, Heritage & Arts

The Nharangga People have called Yorke Peninsula home for many thousands of years.

Their culture is rich and varied and they welcome visitors to learn about their culture, art and heritage through a growing number of community-led experiences.

The region's mining, maritime and agricultural heritage and history also share a narrative for the way locals understand their home, and for the way visitors are encouraged to immerse in and explore Yorke Peninsula.

This history is shared in many contexts, and stories are captured throughout the region's many towns and communities through their museums, art galleries, public art and historical and cultural events.

Moonta Mines is a site of international significance, a living museum of historic buildings and sites that helped bankroll South Australia and brought Cornish culture to Australia.

The region is also rich in contemporary arts and culture, with vibrant public art, art galleries and cultural events found across the region.

Welcoming Communities

Many South Australians return to the welcoming and friendly communities of Yorke Peninsula year on year for their annual summer holiday.

These include Port Broughton, Wallaroo and Moonta in the north. Ardrossan, Black Point and Port Victoria in the centre, and Port Vincent, Stansbury, Edithburgh, Point Turton, Hardwicke Bay and Marion Bay in the south.

The towns and communities allow people to catch their breath, slow down, reconnect and recharge. They are also places where city kids get the chance to be country kids - away from screens, freedom to explore, out in nature, all in the safety of welcoming country locals.

Food, Wine & Beverages

People eat well on the Yorke Peninsula - be it at home with a fresh seafood catch, or at the region's many pubs, bistros, taverns, cafes and bakeries. The Cornish Pasty, a local icon, can be found across many of the community bakeries, while seafood can be enjoyed on most menus or through take home at seafood outlets.

The region has an emerging wine and beverage scene, with wineries, breweries and distilleries dotted across the Peninsula serving up locally grown wines, locally brewed craft beers and ales, and locally distilled gins and whiskeys. Visitors can also find locally grown and made produce, such as honey, olive oil, lentils and gelato at outlets across the region.

Engaging Events

Yorke Peninsula has a rich calendar of year round events, that continues to evolve and celebrate the people, places and culture of Yorke Peninsula.

Kernewek Lowender – Copper Coast Cornish Festival, the Paskeville Field Days and Yorke Peninsula's Saltwater Classic are long-standing events that continue to draw people back to the region.

Events such as Yorkes Surf Classic, YP Art Exhibition and Car Show 'n' Shines bring visitors to the region for a special interest, whilst new kids on the block, FLAME Festival, Seafood on Spencer and Feast on Foreshore are showcasing the region's food, wine, culture and arts.

Accommodation

The region has an extensive network of self-contained holiday homes, caravan parks and campsites dotted across stunning coastal locations and welcoming and friendly country communities.

Local hotels, motels, holiday apartments and units also support visitors year-round.

Burgeoning farm and ecostays also help visitors have immersive accommodation experiences.



Key Challenges for the Visitor Economy

Global, long-term, systemic challenges that directly impact all levels of the visitor economy.

Volatile World

The COVID-19 pandemic has highlighted to global citizens just how interconnected, volatile and uncertain our world is.

Social and political instability at a global level has a ripple effect locally, which impacts all industries and all sectors in new and various ways.

Destination planning requires an agile approach in such an uncertain world, and success relies on the ability to identify and respond to challenges and opportunities quickly and efficiently.

Climate Change

Tourism is both a high carbon-emitting sector, and also extremely vulnerable to climate change impacts.

The warming of the planet through the increase in global greenhouse gases is increasingly impacting precious eco-systems that are often the key motivator for travel to destinations.

Extreme weather events not only interrupt the capacity for local businesses to operate, but have lasting impacts for local livelihoods, and the environment in which is used to support the visitor economy.

Society as a whole is more conscious and connected to their impact whilst travelling, and are also looking for more sustainable ways to achieve their travel motivations.

Destinations and businesses are increasingly responding to these challenges by reflecting on their footprint and resilience, and looking for ways to integrate sustainable measures to lessen the impact, and prepare for impact too.

Global Competition

Post-pandemic, the global travel market is energised, with pent-up demand being realised by a strong outbound market.

Responding to this, destinations are increasingly exploring uncharted territory with regard to destination marketing, with many destinations investing outside their usual markets to extend reach while demand is still high.

The pace at which Australia's borders opened has impacted its ability to attract the initial surge in global demand for travel, with many travellers already committed to their first post-pandemic holidays to destinations that were easier to access.

This has placed increased pressure on Australia, and the regions within, to respond by positioning itself as a global destination of choice in it's traditional markets, leveraging it's key brand pillar strengths and turning what were once viewed as barriers (distance, time and cost), into strengths to look to covert the second and subsequent surges of demand.

Changing Visitor Expectations & Behaviours

There is dramatic transformation in how people see their place in the world, which is seeing the rise of the 'Conscious Consumer'.

People increasingly align travel to brands and experiences that reflect their personal values around care for environment, community and culture.

They are wanting more meaningful interactions with local communities including First Nations custodians, and to contribute to the long-term care of the natural environment.

These motivations are coupled with an expectation of quality travel experiences - seamless online bookings and authentic and personalised in-person experiences.

It is essential destinations respond to visitor's evolving travel motivations, as staying still will be equivalent to going backwards, especially in a super hot travel market.



Acute national and regional challenges that also need to be considered in the wider context of this Plan.

Housing

After an extremely buoyant housing market throughout the pandemic, and the rise of the sharing economy (Airbnb), regional communities are increasingly experiencing challenges finding suitable short and long-term housing for employees.

This coupled with workforce availability is creating many challenges for businesses, as their growth is hampered by lack of resources to deliver experiences on the ground, and the delivery of their experience is compromised by not having the skilled staff to deliver exceptional experiences.

Workforce Availability & Skills

The nation is currently crippled by a depleted and displaced workforce across all industries. With the visitor economy one of the hardest hit throughout the pandemic, many workers left the sector in pursuit of financial security, and haven't found their way back. This coupled with a slow to return international worker base, the nation is slowly rebuilding its workforce.

The ripple effect of this is the ever-present and substantial skill and knowledge gap in the sector, with many skilled and seasoned tourism professionals displaced indefinitely after the pandemic, which will take time to rebuild.

Cost of Doing Business & Cost of Travel

With strong Australian interest rate rises in 2022, society is increasingly feeling the pinch when it comes to financing their business ventures and their travel pursuits.

This is ultimately putting more pressure on businesses to do more with less, whilst also delivering value for their guests. The reduced resource capacity is also leading to fatigue and burnout, which can be reflected in reduced availability and quality of experiences.

On the same dial, visitors are still tipped to invest in travel experiences, but they will be looking for increased value and have greater expectations, which poses an additional threat to already stretched businesses.

Regional specific challenges for the Yorke Peninsula Visitor Economy

Lack of Premium Visitor Experiences

Whilst Yorke Peninsula is home to some incredibly authentic premium visitor experiences, they are relatively limited, and are scattered throughout the region.

The region is also home to some of South Australia's most treasured landscapes, and for the most part, visitors are left to their own devices to explore the region.

With visitors increasingly wanting to engage in meaningful interactions with local places and people, stakeholders have identified there is a huge untapped potential to connect visitors with the story and the place, through the activation of premium experiences and services, specifically looking at opportunities to cluster these experiences throughout the region.

Environmental Degradation

The region's environment has always been at the mercy of poor visitor behaviour, and throughout the pandemic, when nature-based experiences were a key motivator for travel, the destination's environmental custodians (including locals, councils and government departments) were confronted with major degradation issues to many of its precious coastal assets.

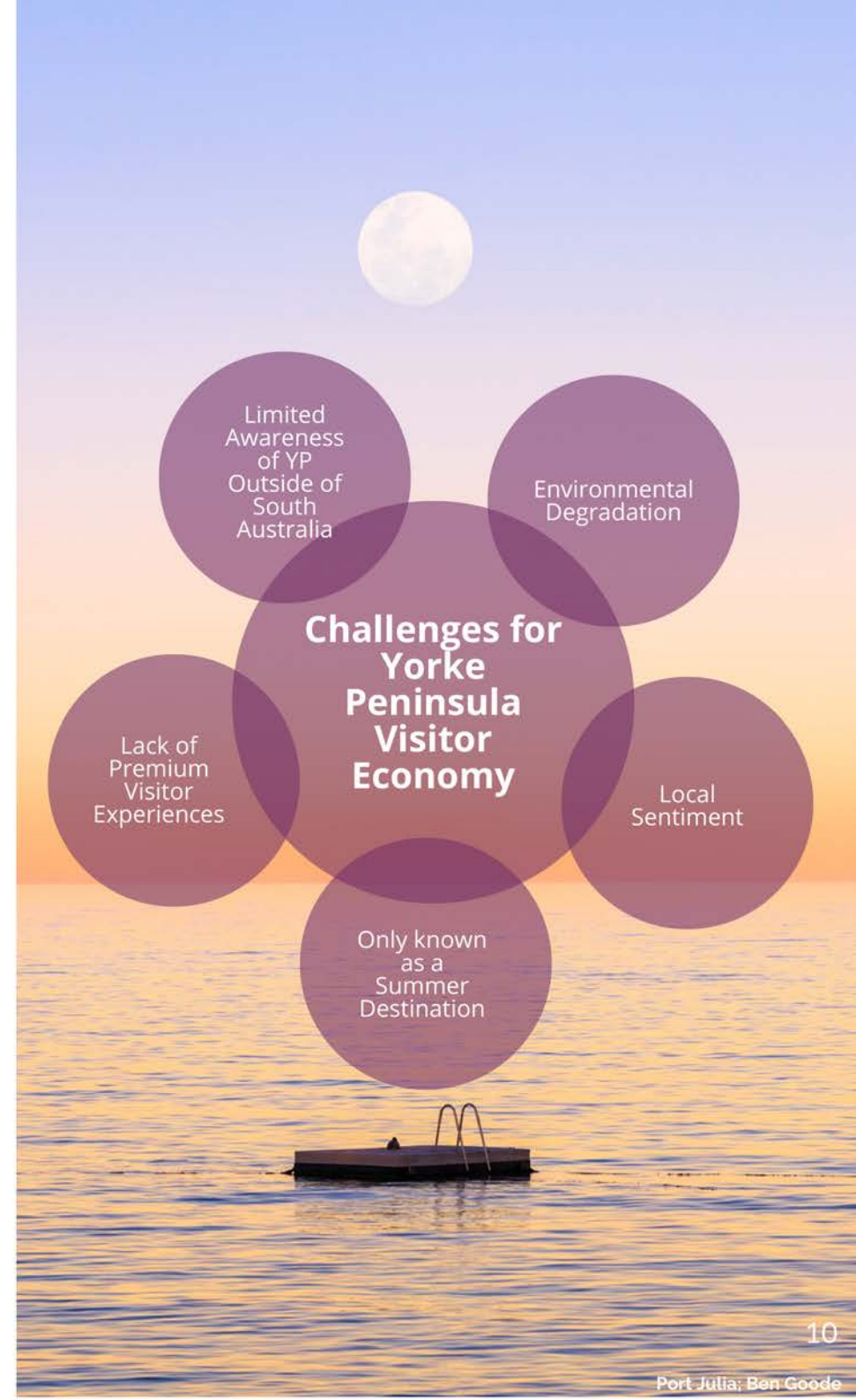
With nature-based experiences a key experience strength for the region, it will be critical for the protection and regeneration of these assets to be front of mind across all visitor economy activations.

Limited Awareness of Yorke Peninsula Outside of South Australia

Whilst Yorke Peninsula is a well-known and loved travel destination for South Australians, awareness of the region outside of South Australia is relatively low. This is evidenced by low visitation growth from interstate and international markets.

The challenge with this is that the yield for intrastate domestic visitors, particularly those who are repeat visitors (including shack owners) is historically lower than that of the interstate and international counterparts.

This poses challenges for growth in visitor expenditure which supports current businesses to thrive, or to attract new investment to the region.





Only known as a Summer Destination

Renowned for its stunning beaches and fun family time in the sun, Yorke Peninsula is the ultimate summer-time destination for all visitors.

Whilst this is a major strength for the region, it also presents a major challenge, where throughout summer industry are at capacity with business resources stretched and under pressure to deliver high-quality experiences for surging demand.

Conversely, the region is quiet, and in some cases extremely inactive, for the remainder of the year.

This boom or bust demand cycle is not sustainable for businesses particularly as they are also navigating the bigger, global and nation-wide challenges identified above.

An evolution of the brand positioning is required to understand and articulate the brand truths for the region outside of summer narrative.

Local Sentiment

Feedback from Yorke Peninsula tourism operators and community highlighted that some Yorke Peninsula residents have reservations about the visitor economy, and would prefer not to attract visitors to the region.

This presents a challenge, as the interactions a visitor has with the local people has a major impact and influence on their time spent in region. It can also impact any potential positive advocacy when encouraging others to consider the destination too.

Strategic Context



Purpose of this Plan

Reflecting on what has happened in the past will help guide a proactive and strategic approach for the desired future.

The purpose of this Plan is to set a collaborative vision for the future of Yorke Peninsula as a travel destination.

There are many and varied challenges, priorities and opportunities in growing a sustainable visitor economy, across all sectors and industries.

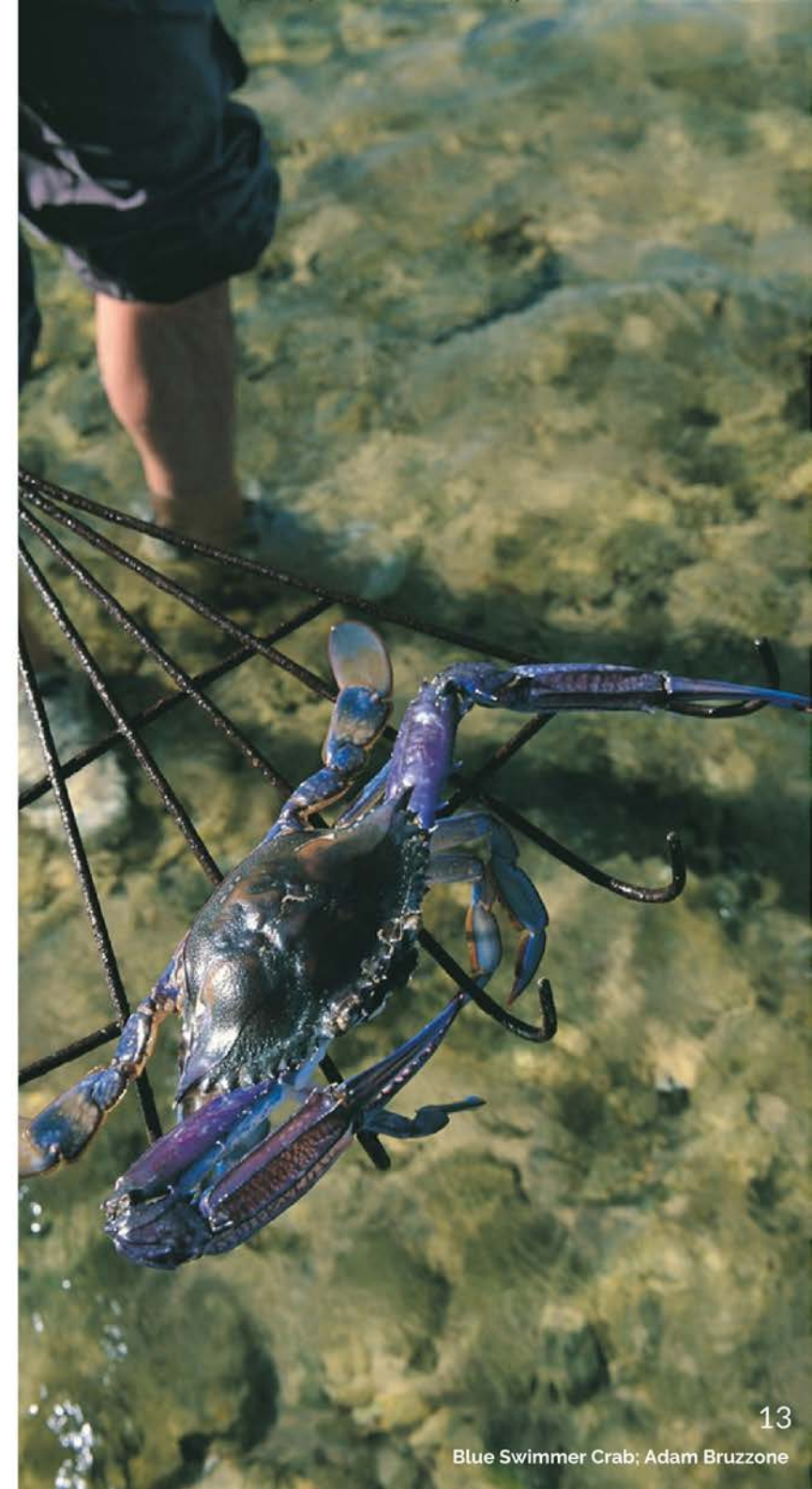
Therefore, the outcome of destination planning should be a coordinated approach of all industries and sectors within a destination for the common pursuit of improving the region, not only as a travel destination, but as a living, thriving community for its current and future residents, that cares and protects the natural environment and cultures that the visitor economy trades on.

This Plan is a future focused blueprint for Yorke Peninsula Tourism (YPT), the peak body representing the visitor economy in the region.

This Plan is supported by a thorough listening process, where community and visitor economy stakeholders have been engaged through various methods (see Plan Development Process) to gather sentiment and opinions.

Drawing on this deep understanding of the current state of play, this Plan identifies considered activities that YPT can activate and advocate for, to align priorities, efforts and investment.

Importantly, the vision and goals outlined in this Plan have been co-created with community and industry to ensure they reflect what matters most when it comes to the visitor economy on Yorke Peninsula.





Plan Development Process

This Plan has been developed through engagement with stakeholders representing community, industry, business and government.

In addition to thorough desktop research, deep listening and engagement with key tourism stakeholders across community, industry, business and government was conducted during April – September 2022:

- Over 50 tourism operators and key stakeholders were involved in 7 face-to-face community and Council consultation workshops in and across the region (June 2022).
- Via 170 responses through an online survey of residents, community groups, local government, industry and government staff (July 2022).

Individual in-depth interviews were also conducted with key government and industry stakeholder organisations during April – August 2022.

Stakeholders interviewed include:

Local and State Government

- Elected Members, CEO, Executive Staff, Tourism, Operations, Events, Visitor Servicing Staff of Barunga West Council, Copper Coast Council and Yorke Peninsula Council
- South Australian Tourism Commission – Marketing, Destination Development, Research and Insights.
- Department for Environment and Water

Industry

- Yorke Peninsula Tourism – staff and board members
- Regional Development Australia Yorke and Mid North
- Wardang Island Tourism Master Plan Consultancy
- Nharangga Aboriginal Progress Association
- Country Arts SA
- National Trust South Australia - Moonta Branch

A Future Focus for Yorke Peninsula Tourism

This Strategic Action Plan sets the tone for a new and exciting era for Yorke Peninsula Tourism.

After many dedicated years of unparalleled commitment for the region, YPT has the privilege of continuing to support the community in delivering activities that contribute to the collective future vision for the region's visitor economy.

After much uncertainty and constant flux brought about by the COVID-19 pandemic, it's the perfect time to lift the gaze and imagine what could be possible for the region, and firmly committing the Board's considerable professional resources, expertise and knowledge to the pursuit of that vision.

Acknowledging through actions, not just words, YPT are custodians of something bigger than the individual, bigger than the economy, bigger than a sector, and that striving to bring social and environmental, not just economic value to the community, through being courageous and respectful, is the desired outcome.

This Plan is a genuine invitation to the broader community and regional stakeholders to join with YPT in a collaborative effort that can have a transformative impact on Yorke Peninsula.

The achievement of the goals outlined in this Plan will be so much deeper, so much richer, so much more vibrant, if the community, stakeholders, operators, and the whole region collaborate and embark upon the journey together.



Strategic Action Plan





A Co-Created Vision for the Future

A Visitor Economy that enriches the lives of locals and visitors.

YPT will seek to help achieve this vision by supporting the sustainable growth of the Yorke Peninsula visitor economy through strategic leadership and implementation of responsible initiatives; and are strengthened and supported by an engaged community and industry.



Embedding a Consistent Mindset

For Yorke Peninsula Tourism, creating authentic relationships and seeing their role as custodians, rather than destination managers will infiltrate all actions within this Plan to support the attainment of the collaborative vision.

Relationships

Understanding what matters most and what success looks like for host communities ultimately determines where and how the visitor economy can help to achieve collaborative goals.

The pandemic activated an increase in awareness and sense of responsibility within local communities, particularly across matters that impact their liveability within their destination, and those pertaining to their special local places.

Harnessing this sense of responsibility through developing deep and meaningful relationships with all community stakeholders is an imperative to ensure visitor economy activations are community-led, which will inevitably lead to greater success.

Custodianship

YPT is one of many custodians for the region's story and natural and built assets.

YPT doesn't have any specific control over the experiences delivered on the ground or the stories generated by the locals, therefore, the role of YPT is that of leadership, education, inspiration and collaboration – all intangible, but critically important aspects of achieving the desired collaborative vision for the future.

Activating a custodianship mindset is different to a 'management' mindset, with the overall intention not to manage, but to ensure YPT act in the best interests of all facets of the destination, with the ultimate responsibility of advocating for the destination to remain as authentic and untouched as possible, for both locals and visitors to enjoy for generations to come.

Areas of Emphasis

Year-Round Destination

A major challenge that consistently arose through community and industry engagement, was that industry are at complete capacity throughout the Summer months. It was also heard through engagement that community wanted stakeholders to "stop promoting summer".

This was contrasted with the equally as challenging issue of limited visitation throughout other months of the calendar year.

Developing new and elevating current experiences, along with adjusting the destination brand narrative will help to level-out the demand for visitation over the Summer months and is a key priority for this Plan.

This will help to address the pressure felt by tourism businesses who are already at capacity during this time, as well as the impacts from over-tourism at key nature sites across the region.

Regional Dispersal

Yorke Peninsula is vast and the distance between towns and key experiences was highlighted by community and industry as a barrier for visitors exploring more of the region.

Sharing specific and detailed trip planning content on relevant touchpoints will be key to increasing the understanding of the breadth and depth of experiences across Yorke Peninsula, which will encourage longer stays, and increased dispersal during those stays. It will also encourage those who are staying during the peak summer periods to explore more of the region, rather than just 'flop and drop'.

Additionally, looking to support a clustered approach to developing and marketing experiences will also help create more 'reason' for visitors to explore certain parts of Yorke Peninsula.

”

“Summer is packed, need to focus on winter which means not only promoting winter on the YP, but also creating more for people to do during that time.”

- COMMUNITY MEMBER, JULY 2022





Who will we attract?

High Value Leisure Visitors

For Yorke Peninsula to thrive as a travel destination, it is essential that a collective effort is made to attract the right type of leisure visitor to the region.

The right leisure visitor is someone who has shared values with the region. They feel a sense of belonging or connectedness when visiting, and are curious, engaged and respectful guests.

Re-connecting is the key motivation for travel, and they span all life stages - from younger couples and friend groups, explorer families and generational families, and adventurous older couples.

Many leisure visitors are travelling to pursue an interest that lean into the region's strengths of adventure and nature-based experiences.

Ensuring the region has the experiences to motivate travel from these visitors, and connecting shared values through strategic marketing will be key to encouraging visitation from these markets.

Visitor Markets & Segments

This Plan will look to leverage the large share of South Australian based visitors, however, the key focus will be looking to support the attraction of greater market share from interstate and international visitors to the region.

Experience development outcomes across the region's key experience strengths are required to elevate the existing offering to support the motivations of the interstate and international markets.

Elevating these offerings will also enable YPT to work in closer collaboration with SATC to attract more of this market to the region.

A highly engaging and effective always-on marketing strategy will support the travel purchase journey of leisure visitors across all markets.

In addition to high value leisure visitors, the *Sports Tourism, Meetings, Incentives, Conferences and Events* and *Cruise* markets also have great potential to drive demand for the region.

These markets will be activated through collaborative partnerships with key stakeholders.

Priority Areas & Outcomes

Three Priority Areas have been identified to frame the actions required to achieve the vision and mission for Yorke Peninsula.

The Priority Areas are:

- Experience Development
- Storytelling
- Stewardship

Under each Priority Area sits an overarching Goal and intended Outcomes, which articulate what success looks like.

Detail of the Priority Areas and related outcomes are available on the forthcoming pages.



Priority Area 1

Experience Development

Advocate for the development of experiences that align with the region's high value visitors and markets, that also support the protection and regeneration of the region's natural and cultural assets.

The region needs to expand the breadth and depth of transformative, bookable and commissionable experiences that showcase Yorke Peninsula experience strengths, whilst at the same time protecting the natural and cultural assets they are trading on.

Building capability of tourism operators, First Nation's custodians, event organisers, community organisations and councils will support long-term resilience and sustainability of the region's current and future visitor promise.

A number of game changer projects are in progress that have significant potential to drive long-term future demand for the region. Support from YPT can help ensure the best outcome of the project through education and mentoring at all stages of the project.

Community and visitor infrastructure, such as camping and coastal infrastructure, trails, roads, parking, bins and public conveniences are also important elements of enabling visitors to engage with Yorke Peninsula's nature-based experiences in a way that manages and protects the region's natural resources for future generations.

YPT also has an important role in providing support and advocacy around issues that impact the delivery of quality experiences in the region.

What are the priority issues?

- Education on the ecological value of the region's natural assets in which the visitor economy is currently trading on (such as coastal camping + fishing), and the erosion of the "capital base" of these assets, and their far reaching impacts on the local community and wider visitor economy if they aren't managed sustainably.
- Education of what visitor economy best practice and transformative inclusive/accessible experiences look like - game changer projects, events, councils, infrastructure teams, and experience operators.
- Local, state, national and global issues outside of the remit of this Plan impacting the delivery of quality experiences on Yorke Peninsula - such as policy, energy and water resources, environmental protection, workforce, housing supply, digital connectivity, extreme weather events.

Key Initiatives

Industry Resilience & Capability Including Sustainability

New Experience Activations Mentoring and Support for activation of key experience strengths

Game Changer Projects Leadership and Mentoring (Events, Walk the Yorke, Dhilba Guuranda-Innes National Park and Marion Bay, Moonta Mines, Wardang Island, Marna Banggara)

Experience Development Advocacy Wider issues impacting delivery of Yorke Peninsula experiences

Visitor & Community Infrastructure Education and Advocacy

What does success look like?

- New experiences and events are being activated, and are driving off-peak visitation and regional dispersal.
- YPT industry proactively embracing internal sustainability programs and supporting local environmental initiatives.
- YPT is embedded in game changer projects and throughout the project's progress, supporting project leads and teams with insights, education and mentoring to ensure the best visitor experience outcomes for the region.
- Community and visitor infrastructure projects integrating visitor needs.
- Engagement with capability building programs by Yorke Peninsula operators.
- The region's voice is contributed to state and national issues impacting the delivery of quality experiences in the region.

What will be measured?

- Growth in the number of new experiences and off-peak events.
- Visitor economy education, leadership and mentoring embedded by YPT in game changer, new experience activations and infrastructure projects.
- Growth in number of sustainability plans (including eco/carbon accreditations) of tourism operators.

Priority Area 2

Storytelling

Understand and effectively communicate Yorke Peninsula's brand DNA, and position the region as a year-round travel destination to high value visitors.

As emotions and connection are the currency in which people draw on to choose travel destinations, they are hugely influential across each touchpoint in a visitor's travel journey. Therefore, reflecting the shared values between the destination and visitor is essential to storytelling success.

The stories told though, must have social license from the community to ensure they are comfortable with the narrative, and so with thorough and ongoing engagement with community and industry, storylines can be reviewed and realigned on an ongoing basis.

The timing is right to affirm what makes the Yorke Peninsula unique (it's DNA), and confidently activate stories through owned channels, collaborative marketing partnerships with Councils and SATC, and local community advocacy to tell the stories that drive year round demand from high value visitors.

Business Events, Sports Tourism and Cruise are niche segments which offer great potential to attract a different market of high value visitors to the region through proactive relationships and activations.

What are the priority issues?

- A unified narrative told by Yorke Peninsula storytelling custodians (YPT, Councils, SATC, Industry, Community) that drives year round demand for the region.
- YPT storytelling resources are very limited, and must only be focused on activities that drive demand from the right visitors.



Key Initiatives

Brand Evolution & Activation

DNA and Positioning

Storytelling & Marketing Framework

Owned asset optimisation and Partnership activations

Niche Market Activation

Cruise, MICE, Sport

Visitor Collateral

Visitor Guide and Event Calendar

Advocacy Plan

Community and Holiday Home Owners

What does success look like?

- Clear, evolved, brand positioning, values and visual identity that reflects the region's DNA, and supports year round storytelling.
- Activation of evolved brand by all YP visitor economy stakeholders.
- The right stories are being told at the right time of year, on the right channels by the right organisations to attract the right visitors.
- Partnerships and relationships in place to activate niche market segment opportunities.
- Confidence, belief and pride of Yorke Peninsula locals and holiday house owners in their destination, sharing their own stories and advocating and welcoming future guests to Yorke Peninsula.

What will be measured?

- Year-round visitation (industry, visitor and community sentiment and insights)
- Brand Salience - intrastate and interstate (visitor sentiment)
- Storytelling and Visitor Collateral Engagement Metrics.
- Local Advocacy (community sentiment)

Priority Area 3

Stewardship

A progressive, agile Regional Tourism Organisation who leads a responsible approach to growing a sustainable visitor economy for Yorke Peninsula.

The growing awareness of the inter-connectedness of the Yorke Peninsula visitor economy within local communities, its places and landscapes, and the finite resources that it trades on requires a holistic approach to destination marketing and management.

This starts with strong leadership, vision and sustainable resourcing of YPT through its Board, Staff and Strategic Plan.

YPT's role is to lead the visitor economy, through education, inspiration and connection, and continued learning, which is facilitated through the relationships mindset.

It's then brought to life through activities that enable the organisation to build a solid foundation to deliver the Plan through deep and trusting relationships with all visitor economy stakeholders, whilst also being agile in it's ability to support the sector in the increasingly volatile and uncertain world that it operates.

What are the priority issues?

- Ongoing sustainability of Yorke Peninsula Tourism to deliver and evolve this Strategic Plan, whilst remaining nimble and agile to the volatile, uncertain, complex and ambiguous world it's operating in.
- Strong and meaningful relationships with all visitor economy stakeholders, with regular opportunities for listening, networking, education and collaboration.
- Shared objectives and measurements of visitor economy success that includes economic, environmental, social/cultural metrics.
- A shared understanding of the common good the visitor economy can bring to communities of Yorke Peninsula.
- Supporting the sector through crisis events.

Key Initiatives

YPT Sustainability

Governance Optimisation, Funding, Resourcing, Plan Custodianship

Stakeholder Relationship Plans

Industry, Community, Councils, SATC

Crisis Management Framework

Plan Measurement Framework

What does success look like?

- YPT Board provides strong, agile and fit for purpose governance for YPT.
- YPT has ongoing security of funds, resources and stakeholder support to deliver this Plan.
- Activation of new measures to measure community, industry and visitor sentiment in the region.
- Relationships founded on trust and collaboration with stakeholders – councils, industry, local communities, SATC, RDAYMN, DEW, PIRSA etc.
- Optimisation of industry activities that promote connection and collaboration.
- Local residents and community groups have mechanism to meaningfully contribute to the strategic direction of the YP visitor economy.
- Swiftly and proactively respond to future crisis events with other YP visitor economy stakeholders.

What will be measured?

- YPT Sustainability (staff/resources/stakeholder support)
- YPT Board Governance performance
- Quality of relationships with key industry stakeholders.
- Community and Industry Sentiment
- Preparedness for crisis events

Implementation Plan

To activate the Priority Areas a comprehensive Implementation Plan has been developed which sits as an addendum to this Plan.

The Implementation Plan contains detailed Visitor Persona Journey Maps and a high level Action Plan which identifies specific projects and YPT's role in activating those projects.

YPT can refer to a comprehensive *Destination Situation Analysis* which outlines all of the opportunities in detail, and provides relevant context when implementing the Actions.

Measuring Success

A thriving visitor economy has the power to equally enrich all aspects of a destination.

Given that Yorke Peninsula's visitor economy trades on finite resources (people and environment) it is imperative that YPT advocates for a sustainable approach to the development of the visitor economy.

This Plan, therefore, seeks to balance the needs of community and environment whilst also supporting the visitor in their travel pursuit, and growing the local economy.

To ensure all aspects of the destination are considered in the activation of this Plan, a cohesive Measurement Framework and a set of Enablers of Success have been established to govern this Plan.

	COMMUNITY	ENVIRONMENT	VISITOR	ECONOMY
GOAL	Yorke Peninsula is a warm and welcoming place to visit.	The Visitor Economy enhances the local environment.	Every visitor has a positive and memorable experience.	Grow a sustainable visitor economy.
NOW	Measurement mechanism not currently established.	Measurement mechanism not currently established.	Measurement mechanism not currently established.	\$280 million visitor expenditure (Dec 2021) 446 Tourism Businesses (2021) 1891 Jobs (2021)
2025 GOAL	YoY growth in positive sentiment from community and visitors.	50% of tourism businesses have a plan to reduce their impact on the environment. YoY growth in positive sentiment from community/industry.	YoY growth in positive sentiment from community visitors.	\$289 million (Dec 2025) as determined by SATC.
MEASURE	<i>Visitor and Community Sentiment</i>	<i>Tourism Australia Sustainability Scorecard (capability)</i> <i>Industry/Community Sentiment (visitor behaviour)</i>	<i>Visitor and Community Sentiment</i>	<i>Sustainable growth in economic indicators</i>



Measurement Indicators

Indicators across the four pillars within the Measurement Framework will be tracked to articulate the achievement of the vision.

Community & Environment

Collecting insights and opinions from community and environmental custodians is essential in understanding how to adapt messaging to support positive visitor behaviour, and to enable ongoing social licence from community, particularly regarding storytelling and seasonality.

Quantitative data relating to industry uptake of initiatives to reduce the impact on environment (eg. regenerative practices, carbon offsetting etc) can also be an indicator for success.

Furthermore, qualitative data from industry will assist to validate the achievement of alignment of marketing activities with Visitor Personas and Niche Markets, as well as the attraction of visitors outside of peak times.

Visitor

Understanding and reviewing visitor sentiment will be an important mechanism to monitor the brand promise (whether marketing and experience delivery are aligned).

It will also assist to test the alignment of the Visitor Personas and to further refine the storytelling strategy for this Plan.

Re-connecting with the community with regard to quantifying and qualifying visitor behaviour and impacts regularly can also provide insight into the success of experience development and visitor servicing initiatives.

Economy

Released in 2019, the South Australia 2030 Tourism Plan sets a bold ambition to grow the State's visitor economy to \$12.8 billion by 2030 and generate an additional 16,000 jobs.

Within this Plan, Yorke Peninsula was set expenditure targets of \$289m in 2025, and \$359m by 2030.

These economic targets will remain relevant as beacons, until a new set of evidence-based economic targets are developed by the South Australian Tourism Commission, which reflect the potential for the region and state, post-pandemic.

Economic success can also be reflected through increasing the number of viable businesses within the sector, in addition to increasing the number of FTE jobs within the sector.

Enablers of Success

Continuous Engagement with Community

Given locals are the brand custodians for Yorke Peninsula, and are delivering the Yorke Peninsula promise day in and out, it is essential they have a voice and contribution to activities that seek to elevate their stories, and places through activities within the Plan.

Activating the *Relationships* mindset, through embedding a framework and process for ongoing collaboration with community and industry will therefore be critical to activating this Plan.

Agile Management and Implementation

The visitor economy at large is a volatile, uncertain, complex sector, and the success of it relies on the integration of many industries.

Therefore, the Plan will require continual evolution to ensure any changes in the operating landscape are considered throughout the life of the Plan.

It will be important to re-evaluate this Plan by revisiting Visitor Personas and market segments to ensure alignment with changing community and visitor expectations.

From there, realign and engage in brand positioning and experience development initiatives that support the attraction of these markets.



“Keep asking locals; it's nice to be heard.”

- COMMUNITY MEMBER, JULY 2022





This Strategic Action Plan has been prepared by Tourism eSchool in November 2022, on behalf of Yorke Peninsula Tourism.

© Copyright, Tourism eSchool, 2022

This work is copyright. Apart from any uses permitted under Copyright Act 1963, no part may be reproduced without written permission of Tourism eSchool.

This project received funding from the Australian Government.

Disclaimer

The information contained in this report is intended only to guide and inform the strategic investment of resources, and it is expected that all recommendations should be analysed, and appropriate due diligence undertaken prior to making any investment decisions.

During our preparation of the document, recommendations have been made based on assumptions, methodology and information provided by many sources through the community and industry engagement process (See Plan Development Process). Whilst every effort was made to report on the most accurate data and information available, Tourism eSchool accept no responsibility or liability for any changes in operation/regional circumstance, errors, omissions, or resultant consequences including any loss or damage arising from reliance on the information contained in this document.