

**Attachment 11.3**

**McLaren Vale and Fleurieu Visitors Centre Update**

**7 pages**

**Project Brief – Part A****1. Project Name**

McLaren Vale & Fleurieu Visitor Information Centre

**2. Project Description**

To undertake a Feasibility Study on the viability of the proposed Fleurieu Food Wine Industry's Association concept to develop a Regional Food & Wine Centre at McLaren Vale and if viable develop a business plan model for the Visitor Centre.

**3. Background**

The McLaren Vale Grape, Wine & Tourism Association Inc. (MVGW&TA) and the City of Onkaparinga are collaborating to secure the future of visitor servicing in the region via the McLaren Vale & Fleurieu Peninsula Visitor Information Centre, located at McLaren Vale. This collaboration has been led by a Visitor Centre Task Force. The original concept was for the project to be financially self sustaining. As this has not been achieved in the 10-year history of its operations it is unlikely to be achieved in its current operation. Future planning for the Centre therefore needs to be based on a model that provides realistic financial projections with support to ensure long term sustainability.

FFWIA is proposed to be a peak representative industry association, which will broker the development of Food Wine Tourism across the Fleurieu Peninsula in line with Fleurieu Peninsula Regional Integrated Tourism Strategic Plan (FRITS). It will comprise member associations, which would provide the direction and management through the following board membership:

- MVGW&TA;
- Fleurieu Peninsula Food Group;
- Langhorne Creek Winemakers; and
- Currency Creek and Southern Fleurieu Vignerons.

FFWIA is in the advanced stages of development by the above key participants that represent the wine and food industries in the region and, in relation to the Visitor Centre, is proposing a Regional Food and Wine Centre be established. The aim of the new centre is to provide a range of regional value add products, branded merchandise, tourism and educational packages, including:

- Food & Wine Value Add Products;
- Food & Wine tastings;
- Regional Produce Meals and Wine (product tastings focussed on education and linked to value added and product sales);
- Branded Merchandise: aprons, books, wine glasses, picnic baskets;
- Meet the Winemaker Series;
- Regional Food Workshops;
- Viticulture Workshops;
- Accommodation/Attraction/Tours Bookings;
- Vineyard, Winery and Farm Gate Tours;
- Tailored Packages including transport, accommodation and activities developed with existing tourism operators in conjunction with Fleurieu Peninsula Tourism/SATC and
- Visitor servicing

## 4. Project Objectives

The objectives of this project are incorporated into three stages, these are to:

**Stage 1** Scoping Study to provide written confirmation of;

- The strategic fit of the collaborative partners of FFWIA
- What will they each bring to the project?
- What will they each want as outcomes from the project?
- How are the relationships to be managed, i.e. incorporated body or MOU or other?

**Stage 2** Undertaking of a Feasibility Study to determine the feasibility of the collaborative venture, conceptually develop a business model and test financial viability. Using information gained in the scoping review determine the feasibility of the project and its contribution to the region /state

- Evaluate the future growth prospects and competitive advantages the Centre offers for the region/state.
- Determine any additional areas of collaboration that may be developed to enhance the project.
- Determine gaps and barriers of the project
- Part 1, FFWIA Food and Wine Centre Proposal, (attachment 1)
- Part 2, a commercial model specifying how that would look.
- The operational budget including a P&L statement with 3 and 5 year projections based on the various scenarios. (Council is prepared to consider the provision of a subsidy of up to \$90,000 p.a.)

**Stage 3** Will widen the scope of the project to develop a Business Plan that will enable implementation of the project.

## 5. Project Outcomes

The project outcomes are:

**Stage 1. Scoping Study to;**

Provide a written report reviewing the proposed activities of the Visitor Centre Task Force as to objectives, governance and Memorandum of Understanding between the stakeholders and provide recommendations with risk assessments.

Review feasibility of proposed project against actual performance of existing and past operations and identify areas that would enhance the Centre and determine the optimum layout for the proposed Food & Wine Centre taking into consideration the following;

- Internal layout for the facility. There are to be a number of delineated spaces for specific purposes within the centre. These areas are;
- visitor servicing,
- retail sales incorporating a reception counter allowing for a lateral approach to visitor hosting,
- tasting area,
- store room, toilets, staff room, common area,
- display area,
- food services area,
- interpretive area and
- manager's office area.

In the process of making an assessment of the space required to manage and operate a new food and wine centre whilst delivering visitor servicing it will be important to take into consideration the activities of the proposed new centre. Those activities are outlined in the requirements briefing paper (attachment 5)

## Stage 2. Feasibility Study

- Provide a report detailing the proposed governance model to operate the Centre (i.e. test the FFWIA model for financial viability)
- A detailed report with recommendations and risk assessments to determine the best case/worst case/ most likely case financial scenarios projected over 5 years for the establishment and operation of the Food & Wine Centre.

## Stage 3. Strategic and Business Plan

Subject to satisfactory findings in the Feasibility Study develop a full business plan for the Food and Wine Centre in line with National Tourism Accreditation Program that includes the following;

- SWOT Analysis;
- Key Issues;
- Target markets;
- Aims & Objectives
- Development of a strategic plan with reference to following;
  - Services & Products to be offered
  - Risk Management
  - Operations Manual
  - National Tourism Accreditation Program
  - Statistics and evaluation (Key Performance Indicators) and reporting structure
  - Governance, Management and Staffing
  - Training, industry, staff, volunteers
- Marketing Strategy ;
- Financial plans and budgets with 3, and 5 year projections;
- Action and Implementation Plan
- Communication Plan including consultation with stakeholders and community; and a
- Transition Plan.

## 6. Project expertise

The expertise that this project requires are:

- Business and financial planning skills
- Retailing and point of sale merchandising
- Visitor information and servicing

## 7. Assumptions

The assumptions made in relation to this project are:

That the City of Onkaparinga is the client and that the successful tender would have the necessary expertise or assemble a team to deliver the expertise.

## 8. Officer who prepared this document

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## Project Brief – Part B

### 1. Background

**New Cultural centre is at the centre of high quality professional sustainable and diverse range of arts and cultural enterprises and festivals.**

The proposed site is ideal for the creation of the new cultural centre which would showcase the best that the City of Onkaparinga/ Fleurieu Peninsula can offer in professional and community arts, regional food and wine and tourism.

The centre is ideally located as the following major festivals and events, to name a few, occur within a 15 kilometre radius at present:

- **Fleurieu Peninsula Biennale**- Australia's richest landscape prize
- **Poetry Unhinged** – Biennial poetry festival
- **SA Writers' Festival** Biennial writers Festival celebrating SA Writers and their work (Both events have won in association with the SA Writers' Centre the 2006 Toyota Community State Award presented by the Australian Business and Arts Foundation. Been nominated once again for the 2007 state and national awards.)
- **Winter Music series** presented by City of Onkaparinga music in wineries series of concerts.
- **SALA Festival**
- **Sea and Vines**
- **McLaren Vale Acoustic Festival**
- **Willunga Almond Blossom Festival**
- **Fleurieu Folk Festival**
- **Fiesta**
- **Tour Down Under**
- **Leafy Sea Dragon Festival**

**The new cultural centre would work in coordination and would support the following larger cultural facilities:**

Stand alone cultural centre for the council that is one part of a network of council commercial and private art centres, performance and cultural venues throughout the region.

- The arts centre – Port Noarlunga
- Noarlunga Theatre
- ClubSouth -South Adelaide Football Club
- Waverley Homestead
- The Singing Gallery
- Red Poles
- South Coast Regional Gallery

**The new cultural centre would work with the following arts partners and local governments:**

- Country Arts SA
- Tappa Iri Business centre
- Out of the Square consortium
- Fleurieu Peninsula Biennale
- Alexandrina Council
- District Council of Yankalilla
- Adelaide Hills Council
- City of Victor Harbor

## 2. Requirements

**The feasibility study needs to be undertaken into the viability (financial and spatial) of the art regional cultural centre.**

- Such a study would look at the range of partners and arts centres/galleries and performance options throughout the Fleurieu and how these could work together to ensure that the centre reflects an accurate and positive picture of the extremely healthy arts populace and activities already being undertaken.
- The centre reflects our indigenous and past heritage in the décor, public art and services provided including joint names and cultural ceremonies which as appropriate for the opening of a new cultural centre.

**A feasibility study needs to be undertaken to ensure that there is a strong connection relationship between the arts, retail, food and wine aspects of the centre and that the spaces and personnel are complimentary and supportive.**

- Such a cultural centre need staff that understand all aspects of the arts and engage specialist staff in areas of the visual arts, performance and marketing / publicity.
- There needs to be a cultural centre manager who has overall vision and direction for the facility
- There needs to be a specialist gallery director to work in combination with the cultural centre manager to ensure the best artistic outcomes are achieved.
- To ensure that the cultural centre comprehensively reflects the myriad of art galleries private and commercial throughout the Fleurieu.
- It should also act as the focal point for southern writers, performance artists, musicians, vintners, chefs and artists to be on a Southern cultural register so that their services can be called upon by the community.

**A feasibility study needs to be undertaken to ascertain what is needed in the first instance to ensure that the space provided for the visual arts, workshops and exhibitions can be mounted in real and virtual terms.**

- Will need to consider the ability overall to achieve exhibitions ie both the western wing and tower section which have had in the past the capability of hosting visual arts displays/ exhibitions this need to be maintained. What modest alterations can be made to ensure that best sightlines and small scale exhibitions can still be mounted in the space
  - Provision of picture rails/ hanging facility / lighting
  - Maintenance of open wall space for art work to be seen which compliments the food wine and retail aspects of the Fleurieu and the region.
- The eastern wing of the present centre would be ideal in the first instance for a visual arts gallery/performance space the following modifications or considerations need to be kept in mind:
  - Power provision 3 phase and transformers
  - Wall space ( continuous) needs to be maintained
  - Suitability Flexibility and Lighting of space
  - Air temperature control and humidity regulation
  - Means of Blacking out if only on a temporary basis windows for performance work whilst retaining natural light options for visual arts.

**To determine the feasibility of the centre having a dedicated performance theatre cabaret space in the first instance and what could be provided to ensure that this is a regional centre for artistic and performance excellence.**

The study will need to look at the following:

Space provided in the first instance

- Provision of 3 phase power
- Performance and audience space that has flexibility needs a minimum of 200 preferably 300sq m
- Installation of ceiling lighting grid suitable for stage lighting and patch points
- Small modular stage units which can be easily assembled are strong but light weight and can be bumped into and out of the space on wheels. Units need to have adjustable legs for provision of level surface to be multi purpose. Can be used inside and outside.
- Seating system chairs comfortable yet compact safe

Over a 3-5 year period

- Building of a 250-350 seat venue
- Rollaway/ Flexible retractable seating
- Modular staging which can allow for performance area of at least
- Easy easily tier system where differing levels can be built for performance options or seating options for intimate theatre, preferably of modular construction
- Cabaret space seating and tables
- Installation of lighting grid and ceiling height of at least 5 metres overhead from stage to grid.

**Feasibility Study to consider the cultural centre's cultural links for training especially with the following:**

- Flinders University - Event management courses
- Onkaparinga Institute of TAFE- John Reynell restaurant and Catering school
- Adelaide Centre for the Arts
- Working with various VET programs in southern schools in hospitality retail and arts/technology
- Working with various indigenous training schemes

## STORAGE

**The feasibility study will need to explore the provision of storage facility in close proximity to the visual art/performance space which can cater for the following:**

- In the first instance can this be achieved within the existing structure
- Rental of other adjacent or nearby facilities
- The building of special purpose built storage facility to service the arts centre.
- What would need to be considered would be
  - Secure storage which has delivery entrance and entrance options to the main space within the same area yet can be sectioned off for securing reasons
  - Storage of valuable framed and unframed art works by local, regional, South Australian, Australian and international artists of note.
  - Storage of chairs tables and bleacher style audience seating
  - Storage of technical equipment lights, sound, staging and audio visual
  - Security for such storage and exhibition performance spaces should reflect level of excellence for the centre wants to achieve.

That sufficient space is provided to achieve this aim.

At present there are two major areas:

**That the study examines the feasibility of the provision of a Performance Space which is flexible and programming of activities and events which are inclusive.**

Viable performance space and visual arts gallery in the first instance the following are a minimum requirement.

- 3 Phases Power
- Installation of hanging rails and appropriate lighting system which can double as art lighting.
- Installation of a ceiling grid with patch points which can then cater for theatrical lighting
- Space for a control patch point from which the lighting and sound for performance work can be operated out of the public eye.

## TECHNOLOGY

The feasibility study should also investigate how the visual arts gallery/performance space and visitor entry space can utilise technology to ensure smooth customer relations, ultimate service delivery, reflect the centre's aim of excellence in performance and retail.

The study should consider the following

- **Virtual gallery** – for visual arts sales and exhibitions.
  - Where at the touch of a screen a potential buyer can view the works , glean details regarding the work and artist can cross match or look for works under subject, artist or image enquiry e.g. beach scenes, John Washington or landscapes
- **Wi Fi Po9d cast down** load areas where people can down load information images catalogue or visitor information via their mobile phones at the centre or in the gallery.
- **Plasma screens Multi screen** which can be used to advertise up coming exhibitions, performances, play interviews and marketing publicity information.
- **Interactive white boards:** which are connected to computers which ensures that visitor performers and customer information is instantly accessible. Visitors and patrons can touch the screen 2m x 2m and films shown, arts trails can be accessed and accommodation costs and images sourced. Such units are valued at \$6000 each and used in schools e.g. Port Noarlunga.
  - Ability for people to create their own art works in a virtual world.
- **Regional arts food and wine centre website** has performance options, information data collection and database capability in built,
- **Computer terminal access**
- **Technology can also outline:** art trails, historic/ heritage sites

**Feasibility study will need to explore the organisational structure and relationship with other community, arts, and arts organisations.**

**Feasibility Study will look at the needs of patron parking, deliveries and access**

- Will need to be compliant with Disability Act