



CITY OF SALISBURY TOURISM & VISITOR STRATEGY 2016-2021



MESSAGE FROM THE MAYOR



It gives me great pride to present the City of Salisbury's first Tourism and Visitor Strategy; developed in consultation with the South Australian Government, local community groups and industry. The strategy builds on our existing focus on building City pride and community vibrancy and provides solid foundations to be laid over the next five years. Our aim is to establish strong networks and collaborative partnerships to support tourism and visitor growth and create awareness of all we have to offer.

In developing this strategy, we have identified key themes, precincts and experiences that will, over time, help to create a profile for the City of Salisbury as a visitor destination. One of the themes identified is nature based tourism. With St Kilda as the southern gateway to the Adelaide International Bird Sanctuary and the network of wetlands and nature trails threading throughout the area; we can be a key attractor of nature based visitors. 'Family friendly' is another theme identified, complementing the nature based theme and capitalising on the area being home to South Australia's best adventure playground and a range of military, aeronautical and educational attractions.

The City of Salisbury acknowledges the strength, resilience and enthusiasm of our people and that in building our visitor economy, people are our greatest asset. Our core strengths include:

- > our heritage, history and culture; both Kaurna and multicultural; and our innovative business history;
- > our forward thinking community leaders who have, over time, preserved and protected green space throughout the area and continue to protect our valuable environment;
- > our business owners, both large and small that include iconic brands, major defence, research and education

providers as well as a range of multicultural retail and food businesses;

- > our many dedicated volunteers who look after our unique attractions and preserve, share and celebrate our history; and
- > The members of our community who, through the development of this strategy, we recognise as our core focus for increasing visitors to the area.

To build our visitor economy we need all of our community members, both residents and workers to experience, share and enjoy all that Salisbury has to offer and promote that to their visiting friends and family. This strategy aims to get the word out there to the whole of South Australia that Salisbury is a great place to visit with great attractions, great food and a fascinating story.

I encourage you to be a part of building tourism and visitation to the City of Salisbury by engaging in some of the initiatives in the strategy; or by spending time discovering the area for yourself and importantly, spreading the word.



Gillian Aldridge JP
Mayor of Salisbury

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ACKNOWLEDGEMENT OF COUNTRY

The City of Salisbury acknowledges the traditional country of the Kaurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kaurna people living today.



Interpretive Centre, St Kilda

FOREWORD

Visitors are important to the City of Salisbury; to our businesses and the general community. The definition of ‘visitor’ can be very broad and includes the traditional ‘tourist’ (someone who is visiting for holiday or leisure), people visiting a local business or local residents visiting a part of the area they don’t normally go to. All of these visitors are important to us as they boost our economy and if they have a great experience, they will promote Salisbury to other people.

There are already a lot of businesses in the City of Salisbury that are involved in some way with tourism and what we call ‘the visitor economy’. This ranges from businesses that make and sell caravans and cabins or supply manufactured foods to airlines; to motel operators and restaurants serving visitors directly; and to general service providers such as supermarkets and petrol stations. It also includes local community groups that manage museums and galleries and organise events.

The Northern Economic Plan (<http://www.looknorth.com.au/>) identifies ‘tourism, recreation and culture’ as an important sector for future growth and job creation. As a key partner in delivering on that plan and in line with our City Plan 2030; we have developed this strategy to help guide that future growth. Whilst there are a lot of people currently engaged in tourism and visitor attraction in the area, there is no formal structure in place to bring them together. In developing this strategy, Council aims to bridge that gap and provide initial industry leadership, direction and support whilst ongoing networks and relationships are established.

The City of Salisbury already supports the local visitor economy in a range of areas including:

- > Providing visitor related infrastructure; including community spaces, facilities and services that enhance the visitor experience and the safety of residents and visitors;
- > Investment, management and maintenance of visitor assets including walking trails, wetlands, recreation parks, John Harvey Gallery and St Kilda Adventure Playground;
- > Supporting environmental practices and conservation projects including water management, wetlands and nature trails;
- > Creating and supporting festivals, events and cultural programs;
- > Fostering and building stakeholder partnerships at local, metropolitan Adelaide and state level to support tourism development;
- > By playing a key role in the development of new attractions such as the Adelaide International Bird Sanctuary and the Northern Adelaide Food Park;
- > Providing direct assistance to businesses via The Polaris Business & Innovation Centre;
- > Providing planning frameworks that support visitor attraction; development and planning advice and approval of development applications; and
- > Promoting the benefits of tourism and visitors to industry and the community.

We are very proud of who we are and what we have achieved. We are passionate about preserving our environment; honouring and celebrating our people and cultures; and driving sustainable economic growth. Growing our visitor economy, brings together those aims.



EXECUTIVE SUMMARY

This strategy has been developed in line with our Building City Pride Strategy, City Plan 2030 and the City's economic development goals. The strategy defines the opportunities and enablers for tourism and visitor growth; and outlines the necessary leadership and vision to achieve that growth. An exciting opportunity exists to develop and share 'the Salisbury story' (the story of our people, cultural diversity, history, industries and our natural environment); to create awareness of existing visitor experiences and to develop new experiences.

Currently there is no formal network of tourism and visitor oriented businesses in the area and there is a lack of connectedness between attractions and experiences. Many businesses are not necessarily aware of the benefits to be gained by attracting and engaging visitors. Feedback also indicates that there is a lack of awareness and information available about what the area has to offer, with the area having many 'hidden secrets'.

Now, more than ever, as the broader South Australian economic and employment outlook is challenged, we need to create new, innovative opportunities in industries such as tourism. The closure of the Holden vehicle manufacturing plant will have a profound effect on employment options for the people of Salisbury both directly and indirectly. Creative thinking and collaborative partnerships and initiatives will be key to meeting this challenge.

The Northern Economic Plan identifies tourism, recreation and culture as an 'economic sector of the future' and provides programs and projects to support that growth. Key opportunities include development of a 'live music activation strategy', investment in a Northern Adelaide Food Park at Parafield Airport; and a \$10 million Small Business Development Fund 'to encourage small businesses to grow and create sustainable jobs'. The opportunity exists to capitalise on these initiatives to create investment and job outcomes for our local visitor economy.

Delivering the City of Salisbury Tourism and Visitor Strategy will require commitment, vision, common goals and collaboration from industry, all levels of government and the community. Continuing to build city pride and capturing and marketing our unique points of difference, will be integral to selling the Salisbury story. We have much to celebrate with our rich Kurna and multicultural history and community; proximity to South Australia's premier wine and food region and amazing coastal environment.

In developing this strategy, the City of Salisbury is outlining its commitment to growing the local visitor economy and the leadership role it intends to play over the next five years. In making this commitment, the City of Salisbury acknowledges that long term sustainability of the local visitor economy will also require:

- Achieving recognition from the community and local businesses of our potential as a visitor destination;
- Active engagement by Council, the community and local businesses in visitor attraction;
- Building the capacity and capability of community groups and businesses to deliver visitor experiences, products and services; and
- Achieving collaboration, partnerships and support from neighbouring Councils, relevant South Australian Government agencies and industry associations.

ABOUT THE CITY OF SALISBURY

KAURNA PEOPLE

The Kaurna people were the first people associated with the Salisbury area; with the estuarine waterways along Gulf St Vincent supporting significant communities.

Tidal reaches extending from Barker Inlet right through to Mawson Lakes was a significant communal area for the Kaurna people.

Many occupational and sacred sites still exist around the area, including the Greenfields Wetlands.

SALISBURY TOWNSHIP

The township of Salisbury was established in 1848 by Scottish migrant John Harvey.

By 1881, the recorded population was between 400 and 500 people. The area's main crops were oranges, wheat, hay & dairy produce. The most notable industries were flourmills and the Paternoster Engineering Works, which produced windmills.

RAPID POPULATION GROWTH

In 1940 the addition of a new munitions factory resulted in doubling of the population.

Since World War II the area has expanded dramatically.

In 1933, the population was 2,385. By 1947, it was 4,160 and by 1981 it was 86,451.

At the 2001 Census, the population was recorded as over 110,000.

TODAY

The 2011 Census indicated a total population of 129,108 with a 9% growth rate since the 2006 census.

The population is expected to rise to more than 150,000 by 2036.

The City of Salisbury is now home to people born in over 140 different countries; many of whom retain strong links with their homelands.

The City of Salisbury has a diverse and growing population with a higher than average population of young people and a strong multicultural history and character. As a visitor destination, Salisbury lies perfectly centred between the city of Adelaide; Port Adelaide heritage and waterfront areas; and key tourism regions to the north. Located in Adelaide's northern suburbs (about 25 kilometres from the Adelaide CBD), the City is bounded by the City of Playford in the north, the City of Tea Tree Gully in the east, the City of Port Adelaide Enfield in the south and Gulf St Vincent in the west.

Salisbury is one of Greater Adelaide's largest Local Government areas, covering an area of some 158 km² and incorporating 31 suburbs. With the availability of land for residential and industrial development, an abundance of parks and recreational facilities, university and TAFE campuses, military base, airport and a major bus and train hub in the City centre, the area offers a wealth of opportunities for businesses and an enviable lifestyle for residents.

The City of Salisbury economy is the fourth largest in South Australia and provides ongoing opportunities for local employment and business attraction. It is a recognised national leader in a range of industries including defence, electronics and technology; and in environmental endeavours such as developing wetlands technology. The City is also a centre for manufacturing plants, factories, distribution outlets and warehousing.



St Kilda Playground

HOW THE STRATEGY WAS DEVELOPED

A consultant was engaged to develop the strategy including consultation with key stakeholders (City of Salisbury Elected Members, staff, key State Government agencies, industry and the community); research and analysis. Research included sourcing case studies from other similar metropolitan local government visitor destinations (nationally) and reviewing where the City of Salisbury 'fits' in terms of tourism planning in South Australia.

A review was also undertaken of relevant City of Salisbury, neighbouring Council and South Australian Government plans and strategies to ensure strategic alignment. Consultation included a number of workshops, one-on-one meetings and an online survey of key stakeholders and the business community.

VISION

The City of Salisbury is as an emerging visitor destination with an established tourism identity that is aligned with and celebrates our key strengths and diversity.

Community, businesses and government are working together to increase visitation and spend, to grow the tourism industry and visitor economy and increase investment and jobs.

GOALS

- > Define and establish the visitor economy
- > Increase visitation, length of stay and spend
- > Increase the size and output of the visitor economy
- > Engage local businesses and the community in tourism and visitor attraction
- > Increase investment and the number and range of job opportunities
- > Maximise Council's return on investment in tourism infrastructure and events
- > Drive collaborative industry development
- > Increase City pride and awareness of the City's strengths
- > Maintain a sustainable and healthy natural environment enjoyed by more people



Civic Square

STRATEGIC PILLARS

The following strategic pillars have been identified as the focus areas for development of objectives, strategies and actions.

THEMES

Nature based
Family friendly
Cultural: events, multicultural,
Kaurna tourism, arts, history
Adventure, sport & recreation
Business, industry & education

PRECINCTS

St Kilda
Salisbury Town Centre
Mawson Lakes
Parafield Airport
Greenfields (wetlands)
Dry Creek
Edinburgh

KEY CURRENT ATTRACTIONS

Secret Garden Fringe event
St Kilda Adventure Playground
Cobbler Creek bike trails
Mangrove trails & wetlands
Multicultural retail /food
Recreation Parks
Globe Derby Park SA Harness
Racing Club

KEY POTENTIAL ATTRACTIONS

Adelaide International
Bird Sanctuary
District Outlet Centre
Parafield Airport
Northern Adelaide
Food Park



St Kilda Playground

CURRENT VISITORS

Tourism data for South Australia is presented for each recognised tourism region. At this point in time, all of the Adelaide metropolitan area (including City of Salisbury) is represented as one region.

Whilst specific visitor data is not captured for the City of Salisbury, anecdotal and recent business and community survey data indicates that the majority of visitors are locals, followed by intrastate visitors, with only a minor proportion of visitors coming from interstate or overseas.

The City of Salisbury receives many visitors each year for a range of purposes. A snapshot is presented below based on feedback gained from local businesses and the community during consultation.



> Business / Medical:

Corporate visitors
Conference & function attendee
Retail / dining / markets
Defence, aeronautics
Country people coming to Adelaide for appointments
Visitors of hospital patients

> Arts & culture:

Events
Galleries & exhibitions
Museums
Multicultural experiences

> Independent travellers:

Caravans / Motorhomes / Recreational Vehicles/Backpackers
Daytrippers - other metropolitan areas
People visiting friends & relatives

> Education / Science:

Students
Researchers

> Organised groups:

Community & cultural
Special interest
Tours / programs / delegations

> People visiting attractions / facilities:

Family based activities
Sport & recreation
Nature based

CORE TARGET MARKETS

In determining the core target markets for increasing visitation to the City of Salisbury in the next five years, consideration has been given to what our current strengths are and what markets are most likely to be attracted to those strengths.

In line with the Strategic Pillars identified above, the two core target markets for initial focus are City of Salisbury residents, businesses and workers; and the broader South Australian intrastate market.

It is noted however that for specific attractions such as the Adelaide International Bird Sanctuary, interstate and international markets (particularly the United Kingdom) will be targeted. Opportunities also exist to capitalise on existing sources of international visitors such as people visiting corporate businesses and families of international students.

City of Salisbury residents, businesses and workers

The City of Salisbury population forecast for 2016 is 139,207, and is forecast to grow to 151,538 by 2036.¹ Encouraging local residents to 'discover their own backyard' will increase local knowledge, awareness, appreciation and advocacy for Salisbury as a visitor destination.

Communicating the breadth of experiences available and encouraging visitation by locals and their visiting friends and relatives will also drive visitor spend and increase the visitor economy. Increasing local use of key visitor infrastructure (e.g. St Kilda Adventure Playground) and attending local events will also increase Council's return on its investment.

¹<http://forecast.id.com.au/salisbury>

South Australian Intrastate market

The intrastate visitor market (Adelaide metropolitan areas and regional South Australia) represents 62% of total visits in South Australia and 37% of visitor nights.² This key market, particularly daytrippers, presents a significant opportunity for Salisbury to increase visitation and visitor spend. Increasing awareness amongst South Australians of the visitor experiences available will also assist in creating new perceptions of Salisbury as a visitor destination.

OUR ROLE

The City of Salisbury is a key driver in promoting visitation to the area, helping to build the visitor economy and improving visitor experiences. Council will play a strong leadership role in implementing this strategy over the next five years in recognition of tourism and visitor attraction being a relatively new area of focus for local industry and the community.

Council will fulfill a broad range of roles and functions, which are outlined below and referenced in the supporting strategies. As we implement the strategies, we will be clear about our role, and work collaboratively with the community, Government and industry to achieve the strategic vision.

Council's roles and functions in relation to implementing this strategy include:

■ Leader	Provide leadership and guidance to the community in line with the strategy. Create an environment where visitors are important and valued by the community e.g. by applying a 'visitor lens' to the way we do things.
▲ Advocate	Seek collaboration with other tiers of government and the private sector to deliver initiatives under the strategy.
● Initiator / Facilitator/ Partner	Connect people, businesses and groups to pursue opportunities; and create catalyst opportunities.
◆ Service provider	<p>Direct – Responsible for funding and providing a service (to visitors, to businesses, to the community and groups).</p> <p>Partner – Contribute funds and/or other resources towards a service or initiative that is delivered in partnership with other organisations.</p> <p>Agent – Provide a service funded by or on behalf of others which involves hosting or other use of Council resources to fill particular needs.</p>

Role of the Tourism & Visitor Sub-Committee

Council established a section 41 Committee of Council in June 2016, the Tourism & Visitor Sub-Committee. The Terms of Reference state that the purpose of the Committee is to:

- Promote and facilitate tourism and visitor opportunities for the City of Salisbury;
- Identify and advise Council on tourism opportunities;
- Develop and maintain professional relationships that support the implementation of Council's Tourism & Visitor Strategy; and
- Identify linkages and opportunities to leverage benefit between the Tourism & Visitor Strategy and other state and local government plans and strategies.

Membership of the Sub-Committee comprises representatives from the local commercial tourism industry, local history clubs, the Kaurna people, Salisbury business community, Elected Members and a representative of the South Australian Government nominated by the Minister for Tourism.



Kaurna Park Wetlands

²South Australian Tourism Profile December 2012-2014 – Average Annual Visitors http://www.tourism.sa.gov.au/assets/documents/Research%20and%20Reports/South_Australian.pdf

OBJECTIVES AND STRATEGIES

Please note the following with regards to the timeframes and Council's role outlined below:

Timeframes:

- > **Short term** – in the first twelve months
- > **Medium term** – in two to three years
- > **Long term** – greater than four years

Council's role:

- Leader ▲ Advocate
- Initiator / Facilitator/Partner ◆ Service provider



Balancing Act Mawson Lakes

Objective 1: Create an attractive and welcoming visitor environment; and improve access and availability of visitor information

	Strategies:	Short (S) Medium (M) Long term (L)	Council's Role
1.1	Promote delivery of quality customer service and the welcoming of visitors	S	● ◆
1.2	Capture, collate and develop key visitor information and materials and increase the availability and ease of access to that information (including maximising use of digital technologies)	S/M	● ◆
1.3	Explore options to provide visitor information services throughout the area at key locations	S/M	● ◆
1.4	Improve public transport accessibility and frequency to and between key precincts and visitor attractions	L	▲
1.5	Improve general amenity, vehicle access, traffic flows and parking around each key precinct (as required)	M	● ◆
1.6	Improve visitor infrastructure including signage (wayfinding, informational, interpretive and promotional) and visitor amenities and facilities	M	● ◆

Objective 2: Celebrate who we are; and promote our key attractions, themes and precincts

	Strategies:	Short (S) Medium (M) Long term (L)	Council's Role
2.1	Develop and share the 'Salisbury story'	M	■
2.2	Develop interpretive information that reflects the Kurna, Salisbury, multicultural and industrial history, heritage and culture of the area	M	●
2.3	Develop packages and bundling of products and experiences and associated visitor information and promotional materials	S/M	● ◆
2.4	Develop and deliver a marketing and communications program based around key themes, precincts and attractions; focused towards identified key target markets; and maximising use of digital technologies	S/M	● ▲
2.5	Develop and deliver a marketing and communications program based around key themes, precincts and attractions; focused towards identified key target markets; and maximising use of digital technologies	M	● ▲
2.6	Develop and implement a public relations program	M	● ▲

Objective 3: Create new visitor experiences that address identified gaps, capitalise on key themes, precincts and attractions; and increase visitor spend

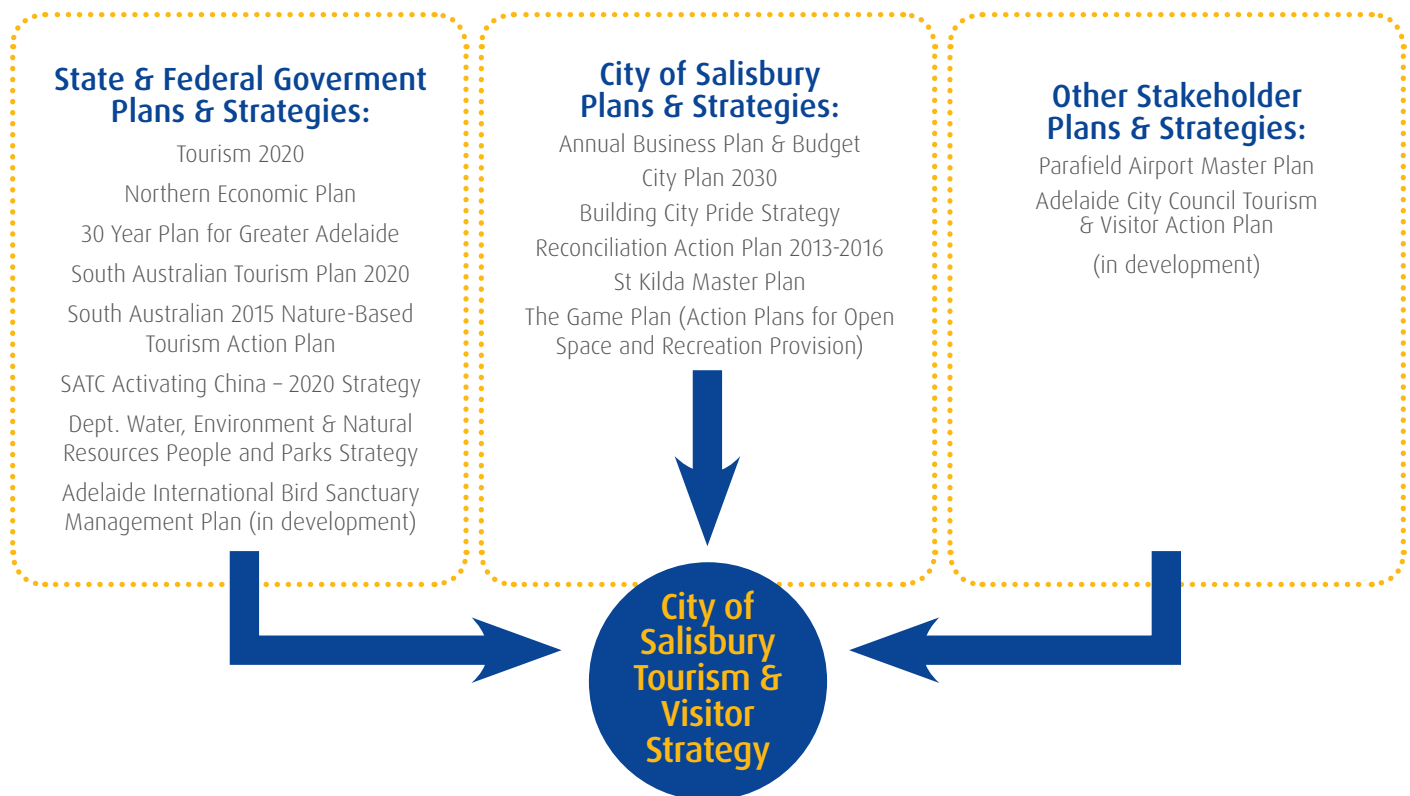
	Strategies:	Short (S) Medium (M) Long term (L)	Council's Role
3.1	Leverage the development of the Northern Adelaide Food Park to create tourism and visitor economic outcomes	M/L	▲
3.2	Develop tourism and visitor economic opportunities that capitalise on and complement the establishment of the Adelaide International Bird Sanctuary	S/M	▲ ●
3.3	Develop opportunities to grow visitation to the St Kilda Adventure Playground and increase overall visitor spend	S/M	● ◆
3.4	Develop and support events and festivals that capitalise on our key strengths and attract both local residents and intrastate visitors	S/M	● ◆
3.5	Develop the 'Meetings, incentives, conferencing and exhibitions' (MICE) visitor market	M/L	▲
3.6	Work with industry, community groups and tourism stakeholders to develop new tourism and visitor attractions, products and experiences. Key areas of focus include: <ul style="list-style-type: none"> > Nature based (wetlands, walking and cycling trails) > Family friendly > Arts and culture > History > Multicultural (arts, culture, retail and food) > Kauria (arts, culture, history and heritage) > Adventure, sport & recreation > Industry (science, technology, defence, food manufacturing) > Defence > Education > Aeronautic (history and capabilities) 	M/L	▲ ●
3.7	Capitalise on opportunities resulting from the Northern Economic Plan and from planned major projects including the Northern Connector and electrification of Gawler to Adelaide rail line	M/L	▲
3.8	Ensure that policy and planning supports tourism development and investment	S/M	■

Objective 4: Create connections

	Strategies:	Short (S) Medium (M) Long term (L)	Council's Role
4.1	Engage with key stakeholders in the South Australian Government in implementing actions under this strategy and develop productive ongoing relationship	S/M	●
4.2	Collaborate with other Metropolitan Councils, the South Australian Tourism Industry Council and the Local Government Association of South Australia in broader development of tourism in 'greater metropolitan Adelaide'	S/M	●
4.3	Engage with and support local community groups to explore opportunities for tourism and visitor attraction and growth	S/M	● ▲
4.4	Establish collaborative promotional partnerships and marketing channels	S/M	● ▲
4.5	Engage with local and state based tour operators to create awareness of available visitor experiences and promote inclusion in tour itineraries	S/M	● ▲
4.6	Develop opportunities for business to business networking, collaboration and co-promotion (including community groups that operate visitor experiences)	S/M	● ▲
4.7	Increase local business engagement, capacity and capability in tourism and visitor attraction	S/M	● ▲

ALIGNMENT WITH STAKEHOLDER STRATEGIES & PLANS

The below diagram sets out the broader planning environment that influences and impacts on the Salisbury visitor economy. As a key step in implementing the Tourism & Visitor Strategy, the strategies contained will be cross checked against these stakeholder strategies and plans. Opportunities to pool resources and work collaboratively to achieve mutual outcomes, will be pursued.



MEASURING PROGRESS & SUCCESS

As already noted, tourism data for South Australia is currently presented for the Adelaide metropolitan area (including City of Salisbury) as one region. Data produced includes the number of visits, length of stay and average spend in key target markets (intrastate, interstate and overseas). These traditional measures of growth are therefore currently not available for City of Salisbury and are unlikely to become available due to the complexity and cost of capturing that information.

Other measures of progress and success for this strategy therefore need to be determined. Specific targets and measures will be considered by the City of Salisbury as part of development of an Implementation Action Plan (please refer below). In addition to achievement of objectives under this strategy, suggested measures may include:

- > The number of businesses registered on the Australian Tourism Data Warehouse
- > Increase in total number of products and experiences available for visitors (using the baseline data gathered in development of this strategy)
- > Number of businesses engaged in the visitor economy (measured via database growth)
- > Number of attendees at events and traffic data for key precincts such as St Kilda
- > Engagement by businesses in annual industry surveys
- > Improvements noted in visitor data reported by individual businesses via annual survey

IMPLEMENTATION ACTION PLAN

Council has played a key leadership role in growing the local visitor economy by developing this inaugural Tourism and Visitor Strategy. In order for the strategy goals and objectives to be achieved over the next five years, engagement and collaboration with the community, local businesses and key stakeholders will be crucial.

For each of the objectives and strategies set out in the strategy, a list of potential implementation actions has been developed. Those actions will be considered by Council in consultation with key stakeholders to develop an Implementation Action Plan. The plan will set out agreed timeframes, roles and responsibilities, alignment to existing projects and programs; and resources to be applied.

As previously highlighted, there currently is no established 'tourism network' for the area and the region is not a recognised state tourism region in its own right. As such there are currently no dedicated resources being applied to tourism and visitor economic development for the area. Council will work in partnership with key stakeholders to align potential actions to existing projects, programs and resources where possible. Following assessment of existing collective resources that can be applied, gaps will be identified to determine any new resources that may be required. From Council's point of view, resources will be determined through a combination of funding for existing projects and programs, recurrent budgets and annual new initiative bids.

Key stakeholders to be engaged in developing the Implementation Action Plan include:

- > Council staff and Elected Members
- > The Polaris Business & Innovation Centre staff
- > Council s41 Tourism & Visitor Sub-Committee
- > Local community groups, industry associations and businesses
- > Other metropolitan Adelaide councils and the Local Government Association of SA
- > South Australian Government agencies
- > South Australian Tourism Industry Council

The process to be undertaken to develop the Implementation Action Plan is proposed as follows:

- > Council will review each of the potential actions against the objectives and strategies and determine its role, agreed priority level (short, medium or long term) and potential outcomes. In undertaking that analysis, Council will aim to identify existing projects, plans, initiatives and resources that actions are aligned to.
- > Council will then engage key stakeholders (outlined above) to determine alignment of actions with existing stakeholder plans, initiatives and resources and potential for collaborative partnerships to be developed.
- > A gap analysis will then be undertaken to determine further resourcing requirements and funding options in order to implement short and medium term priority actions.
- > A draft Implementation Action Plan will be developed by the Council s41 Tourism and Visitor Sub Committee. Consultation on the draft plan will be undertaken with key stakeholders to establish collective commitment to achievement of the plan.
- > The final Implementation Action Plan will be endorsed by the s41 Tourism and Visitor Sub Committee and by Council.



ADDITIONAL INFORMATION AND KEY CONTACTS

If you would like to be a part of building the City of Salisbury visitor economy by engaging with this strategy please contact our Communications and Customer Relations Division on 08 8406 8222.



12 James Street, Salisbury, South Australia 5108
Telephone: 08 8406 8222 TTY: 08 8406 8596 (for people with a hearing impairment)
Email: city@salisbury.sa.gov.au www.salisbury.sa.gov.au