



AGENDA

FOR TOURISM AND VISITOR SUB COMMITTEE MEETING TO BE HELD ON

11 JULY 2016 AT 5.00 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr S Reardon (Chairman)
Mayor G Aldridge (ex officio)
Cr R Zahra
Mr Kevin Collins
Ms Marilyn Collins
Mr Jeffrey Pinney
Mr David Stockbridge

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Community Development, Ms J Trotter
Manager Communications and Customer Relations, Mr M Bennington
PA to General Manager Community Development, Mrs B Hatswell

APOLOGIES

An apology has been received from Mayor G Aldridge.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

REPORTS

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OTHER BUSINESS

CLOSE

ITEM	TVSC1
	TOURISM AND VISITOR SUB COMMITTEE
DATE	11 July 2016
HEADING	Appointment of Deputy Chairman - Tourism and Visitor Sub Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.4 To ensure informed and transparent decision-making that is accountable and legally compliant
SUMMARY	In accordance with the terms of reference of the Tourism and Visitor Sub Committee, this report addresses the requirement for a Deputy Chairman to be appointed.

RECOMMENDATION

1. Cr _____ be appointed as Deputy Chairman of the Tourism and Visitor Sub Committee for a period of 12 months commencing 01/08/2016.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 In March 2016 Council endorsed the terms of reference for the Tourism and Visitor Sub Committee.
- 1.2 A requirement of the terms of reference is that the Sub Committee will appoint a Deputy Chairman for a period of 12 months at their first meeting.

2. REPORT

- 2.1 In March 2016 Council endorsed the terms of reference for the Tourism and Visitor Sub Committee.
- 2.2 Clause 5.2 reads:
 - 2.2.1 The Deputy Chairman will be appointed at the first meeting of the Sub Committee for a period of 12 months, after which time the Sub Committee will make a new 12 month appointment.
- 2.3 The Sub Committee is now required to make an appointment for the position of Deputy Chairman for a period of 12 months.

3. CONCLUSION / PROPOSAL

- 3.1 The Tourism and Visitor Sub Committee is asked to make an appointment for the position of Deputy Chairman.

CO-ORDINATION

Officer:	EXEC GROUP	MG
Date:	05/07/2016	05/07/2016

ITEM	TVSC2
	TOURISM AND VISITOR SUB COMMITTEE
DATE	11 July 2016
HEADING	Wiki Town Resolution 0990/2016
AUTHOR	Pippa Webb, Manager Community Capacity and Learning, Community Development
CITY PLAN LINKS	2.1 Capture economic opportunities arising from sustainable management of natural environmental resources, changing climate, emerging policy direction and consumer demands. 1.3 Have a thriving business sector that supports community wellbeing, is globally oriented and creates job opportunities. 3.1 Be an adaptive community that embraces change and opportunities.
SUMMARY	This report provides information regarding costs, benefits and implications for the City of Salisbury becoming a Wiki Town, as per Council resolution 0990/2016. The report recommends that the information be considered by the Tourism and Visitor Sub-Committee, as a part of actions to implement the Strategy currently under development.

RECOMMENDATION

1. That the information be received.
2. That the Tourism and Visitor Sub-Committee adopt “Option 1 – proceed to Pilot Scale”, as set out in Paragraph 5 of this report (Item No. TVSC2, Tourism and Visitor Sub Committee, 11/07/2016).
3. That a budget of \$25,000 be considered by Council to undertake this work as a part of the 2016/17 First Quarter Budget review process.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Salisbury WikiTown Preliminary Options Report

1. BACKGROUND

- 1.1 On 29/03/2016 Council resolved staff report back on costs, benefits and implications for the City of Salisbury becoming a Wiki Town.

2. CONSULTATION / COMMUNICATION

2.1 External

- 2.1.1 Leonie Boothby – Consultant to the City of Salisbury on the development of the Tourism and Visitor Strategy

3. REPORT

3.1 What is a Wiki Town?

3.1.1 The WikiTown concept has its origins in the successful Wikipedia Town concept implemented in Monmouth, Wales (UK). The aim of this project was to “cover every single notable place, person, artefact, plant, animal and other things in Monmouth in as many languages as possible, but with a special focus on Welsh” (Wikimedia 2016a). The project saw over 1,000 signs integrated throughout the city across both private and civic buildings/sites, and local civic participation generated additional benefits for businesses and community members. The outcomes of the project include but are not limited to the following:

- Media coverage in over 250 newspapers in 30 countries
- Over 550 new articles (in 29 languages)
- 145 improved existing articles
- Over 1,000 new images
- Approx. 400,000 more page views per year of articles relating to Monmouth
- 58 articles on the English Wikipedia main page in “Did You Know?”

3.2 The Australian WikiTown Experience

3.2.1 Toodyapedia (Toodyay, WA) and Freopedia (Fremantle, WA) are projects which are currently active. In each of these cases the project was instigated in collaboration with Wikimedia (the operators of Wikipedia) and harnessed local government resources to facilitate initial content creation, installation of signage featuring QR codes and launch the project to garner ongoing support and contributions from the community and historical societies. In South Australia Gawler Town Council and District Council of Mallala have similar approaches.

3.2.2 Engagement with Wikimedia in the project(s) assisted in establishing the initiative and facilitating a number of community training sessions on contributing to Wikipedia. The project lead to;

- Installation of plaques on significant buildings
- Funding from Lotterywest to bring in a professional historian to assist with content on behalf of Council (Toodyay)
- Cooperation with State Records of Western Australia, including release of materials for use on Wikipedia Commons (Fremantle)
- Public launch events with media coverage
- Positive coverage and acknowledgement by Wikimedia
- Collaboration with local historical societies
- Positive civil participation by the community in contributing to articles

- 3.2.3 These WikiTown models combine Wikipedia content and QR codes to create an interactive encyclopedia of local historical information. This combination of content and accessibility is designed to reflect strong local and community history that can be easily searched and accessed via the internet, supported by the use of QR codes to direct visitors and residents to information relevant to local landmarks through the use of the QRpedia standard.
- 3.2.4 The QRpedia project is designed to facilitate multilingual content access via QR codes to information hosted on Wikipedia within an open-standards framework. In a practical sense, this creates an established standard that eases the creation and management of QR codes to content on Wikipedia and will automatically default users to the content in their language of choice where available. Tapping into this system for a WikiTown project therefore speeds up the process of moving along the experience curve while respecting a diverse local community and visitors to the Council area.

3.3 The benefits of becoming a WikiTown

- 3.3.1 The benefits of becoming a WikiTown include:
- Increased visitation due to improved awareness of cultural, tourism and heritage assets
 - Improved community pride and awareness of cultural and heritage assets
 - Creation of a unique experience by integrating links to audio or video content in the Wikipedia page.
 - Increased media coverage (in Monmouth case over 250 newspapers in 30 countries)
 - Potential for new Wikipedia articles (in multiple languages)
 - Improved existing Wikipedia articles
 - New Wikipedia images
 - Increased Wikipedia page views per year of articles relating to Monmouth
 - Increased English Wikipedia main page articles in “Did You Know?”

4. OPTIONS FOR THE CITY OF SALISBURY

- 4.1 There are three Options presented for discussion which are complementary to the development of actions arising from the Tourism and Visitor Strategy of Council which is currently in development.

5. OPTION 1: PROCEED, PILOT SCALE – COST ESTIMATE \$25,000.00

- 5.1 Estimated project length: 6 months.
- 5.2 Option 1 is the implementation of a pilot project that will target a strategically located geographic area, such as the Salisbury Town Centre and/or a topic such as the International Bird Sanctuary.

5.3 The requirements are:

- Staff resourcing (project management, content creation) (Reasonable)
- Wikimedia engagement
- Identifying 5 sites within the Town Centre and/or International Bird Sanctuary
- Designing signage, including creating QR code, sourcing photographs and writing copy text x5
- Installation of signage x5
- Community consultation and launch (Small)
- Community training (Small)
- Ongoing ad-hoc monitoring of content (Small)

5.4 The benefits of a small scale approach is the investment in terms of staffing and direct funding is more modest and it allows room to grow if need be. Exploration of this option in conjunction with Wikimedia's support would ensure effectively the projects branding and tap into the Wikipedia WikiTown model.

6. OPTION 2: PROCEED, BROADER SCALE – COST ESTIMATE \$150, 320.00

6.1 Estimated project length: 12+ months.

6.2 Option 2 is focused on how a broader scale approach would look across the Salisbury Council LGA to facilitate information and implementation across a variety of iconic areas beyond the Town Centre.

6.3 Requirements are:

- Staff resourcing (project management, content creation) (Significant)
- Wikimedia engagement
- Identifying 20 sites within the LGA
- Designing signage, including creating QR code, sourcing photographs and writing copy text x 20
- Installation of signage x20
- Community consultation and launch (Significant)
- Community training (Significant)
- Ongoing ad-hoc monitoring of content (Reasonable)

6.4 The benefits of a broader scale implementation is that it creates a critical mass of information and participation, can assist indirectly by improving digital literacy in the community through the provision of training and the enthusiasm in the community, should civil participation allow, would create a sustainable approach to curation and expansion.

6.5 The problems with a broader scale implementation are cost and resourcing. The project's scale will necessitate significant commitment and resourcing/funding to manage the project, create initial content, design and install signage across multiple sites, multiple community engagement and training opportunities for the launch, significant availability of digital literacy training across multiple Council sites and more time required on an ongoing basis to manage curation of content on Wikipedia. Documentation from Monmouth suggests projects such as these necessitate a significant investment to manage the project and resource the start-

up and intermediary stages prior to moving to a post-launch rhythm, so this would need to be considered accordingly. In addition, affixing signage on non-Civic buildings will require cooperation with building owners, which in turn will require the resourcing to generate buy-in and ongoing support. Monmouth noted that in their case local businesses embraced the opportunities and expanded on it on their own initiative, but achieving a similar response in Salisbury will require the appropriate skills and resourcing to achieve.

7. OPTION 3: SIGNAGE-ONLY – COST ESTIMATE \$13,916

- 7.1 Estimated project length: 3 months.
- 7.2 Option 3 provides a minimalist approach to achieving the goal of interactive signage by implementing signs with QR codes that manage a URL that points back to the Salisbury website or an existing page on Wikipedia.
- 7.3 The benefit of this solution is that it is a significantly lower cost to implement and maintain compared to other options while still allowing interactivity for community members and visitors. The negative elements of this solution are that it lacks the benefits offered by the pilot by partnering with Wikimedia, the scale is not as ambitious and is less likely to generate increased civil participation in both the launch and ongoing contribution of information that's possible via an official partnership with Wikimedia and QR code requirements may change over time depending on changes to URL structures. Branding and signage cannot carry any elements relating to Wikimedia also.

8. CONCLUSION / PROPOSAL

- 8.1 Drawing on the experience of the United Kingdom and Western Australian Towns involved in Wiki Projects, the real benefit of the WikiTown projects have been in increased visitation, as a result of increased awareness of the Towns cultural and tourism assets.
- 8.2 Given the development of the Tourism and Visitor strategy it may be pre-mature to invest in the development of a Wiki Town concept. However the research contained in the attachments to this report could be included in any actions or to inform the actions and implementation plans relating to the Strategy.
- 8.3 Option 1 would require a budget of \$25,000, Option 3 would be in the vicinity of \$150,000 and Option 3 would cost \$15,000 to implement.
- 8.4 Option 1 is recommended to allow the concept to be tested in the context of the Tourism and Visitation Strategy. This would require council approval of a budget review bid to undertake the work.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 05/07/2016

Salisbury WikiTown: Preliminary discussion and report

Document last updated: 6 May 2016

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Executive summary

It has been requested for the Library to report back on the costs, benefits and implications of becoming a WikiTown following feedback from Cr Reardon on 29 March 2016. The Library has considered a number of approaches to achieve Cr Reardon's vision of combining local history and interactive online technologies and has settled on the WikiTown concept as the best fit for this scenario. Following discussion of the elements and benefits of achieving WikiTown status, the report notes a variety of implementation options with broad indicative costings depending on the scale of investment when considering the potential benefits. The report recommends proceeding to a pilot the concept (Option 1), as this can be scaled up if successful and is relatively low cost.

Introduction

On 29 March 2016, Cr Reardon raised the topic of exploring a WikiTown approach within the City of Salisbury. This was prompted through the combination of Cr Reardon's passion for history and her suggestion for looking at ways to marry local historical information with technology in a way that would be appealing to generations of young people as well as visitors and tourists visiting the Salisbury area. The aim of this document is to explore the options related to achieving such an activity, consider the experiences of other WikiTowns in Australia, the benefits of being a WikiTown, then present options that detail how a sliding scale of investment could achieve a solution and their relative costs.

Report Authors: Sean Boden, Andrea James, Teresa O'Grady, Wendy Abraham

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Salisbury WikiTown: Preliminary discussion and report

WikiTown concept background

The Library has determined that the core of the request from Cr Reardon is to find a way to engage the community's interest in the history of the Salisbury council area through the use of technologies using a WikiTown-like approach to content creation, interaction and curation.

The Library has investigated four ways to achieve this: WikiTown, stand-alone QR codes, dedicated mobile app, and augmented reality. The official Wikimedia/WikiTown solution appears to be the best owing to:

- its emphasis on open-standards,
- the benefits in terms of content curation and customer/technology-friendly content via Wikipedia,
- proven model for sustainable community content creation and,
- the potential for a reasonable cost impact.

There are benefits with custom solutions, but the impact relating to maintaining said systems questions the long-term sustainability of the project.

WikiTown general discussion

The WikiTown model combines Wikipedia content and QR codes to create an interactive encyclopedia of local historical information. This combination of content and accessibility is designed to reflect strong local and community history that can be easily searched and accessed via the internet, supported by the use of QR codes to direct visitors and residents to information relevant to local landmarks through the use of the QRpedia standard.

The QRpedia project is designed to facilitate multilingual content access via QR codes to information hosted on Wikipedia within an open-standards framework. In a practical sense, this project creates an established standard that eases the creation and management of QR codes to content on Wikipedia and will automatically default users to the content in their language of choice where available. Tapping into this system for a WikiTown project therefore speeds up the process of moving along the experience curve while respecting a diverse local community and visitors to the Council area.

The WikiTown concept has its origins in the successful Wikipedia Town concept implemented in Monmouth, Wales (UK). The aim of this project was to "cover every single notable place, person, artefact, plant, animal and other things in Monmouth in as many languages as possible, but with a special focus on Welsh" (Wikimedia 2016a). The project saw over 1,000 signs integrated throughout the city across both private and civic buildings/sites, and local civic participation generated additional benefits for businesses and community members. The outcomes of the project include but are not limited to the following:

- Media coverage in over 250 newspapers in 30 countries
- Over 550 new articles (in 29 languages)
- 145 improved existing articles
- Over 1,000 new images
- Approx. 400,000 more page views per year of articles relating to Monmouth
- 58 articles on the English Wikipedia main page in "Did You Know?"

The WikiTown concept has been investigated in other Australian cities and regional areas. At this stage this includes the Toodyapedia (Toodyay, WA) and Freopedia (Fremantle, WA) projects which are currently active and have attracted positive feedback from the community and press. In each of these cases the project was instigated in collaboration with Wikimedia (the operators of Wikipedia) and harnessed local government resources to facilitate initial content creation, installation of signage featuring QR codes and launch the project to garner ongoing support and contributions from the community and historical societies.

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Toodyay and Fremantle noted the following as part of their projects (Wikimedia 2016b; Wikimedia 2016c; LG Focus 2016; Eberle 2014; Shire of Toodyay 2014, pp. 38-39):

- Engagement with Wikimedia in the project(s) to assist with establishing the initiative and facilitating a number of community training sessions on contributing to Wikipedia
- Installation of plaques on significant buildings
- Funding from Lotterywest to bring in a professional historian to assist with content on behalf of Council (Toodyay)
- Cooperation with State Records of Western Australia, including release of materials for use on Wikipedia Commons (Freemantle)
- Public launch events with media coverage
- Positive coverage and acknowledgement by Wikimedia
- Collaboration with local historical societies
- Positive civil participation by the community in contributing to articles
- Freemantle and Toodyay are the only official Australian WikiTowns on Wikipedia

The benefits of becoming a WikiTown include but are not limited to the following:

- Allows for the addition of useful additional knowledge at key places to add benefit to a heritage visit,
- People like using applications that have been installed on mobile or device so find fun to use,
- Gives the ability to bookmark and save links from QR codes to Tags to look at later,
- QR codes can be added to existing posts or integrated into new, robust signs,
- Links (include detailed website pages, relevant video, audio, pictures and interactive games) will help visitors and community members understand and appreciate more about the heritage location,
- Having a map of heritage locations with QR codes will be convenient for visitors or community members and has the potential to encourage exploring other locations in the LGA,
- There is the capacity to integrate links to audio or video content in the Wikipedia page which would enhance the experience for people using the QR codes as a walking and education trail.

Requirements

The WikiTown project is envisaged to have the following requirements:

- **Wikimedia collaboration**
An official representative from Wikimedia Australia will be engaged to consult and facilitate the start-up of the WikiTown project. This aligns with how the WikiTown projects were developed in WA. The collaboration will be performed in a way that does not create a conflict of interest with the organisation's not-for-profit status.
- **Identification of sites**
Prominent sites within Council will need to be identified to begin the project. The use of existing digitised assets, records and local information will be critical in ensuring content is relevant, accurate and engaging.
- **Signage**
Each location will require signage installed that contains a printed form of the QR code in addition to corporate signage and text to accompany the installation.
- **Community engagement and training**
The success of a WikiTown beyond the initial launch is civil participation. Community members and organisations will need to be engaged as stakeholders to encourage their contribution to the Wikipedia articles and stubs created. There should also be digital literacy training made available to assist community members with engagement. As a Council area with low levels of digital literacy, this is a critical point to consider.

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Options

With the requirements above in mind, Council has a number of options regarding this initiative. These are detailed as follows.

Option 1: Proceed, pilot scale

Estimated project length: 6 months

Option 1 suggests that a pilot project is implemented and will target a strategically located geographic area, such as the Salisbury Town Centre. Requirements are:

- Staff resourcing (project management, content creation) (Reasonable)
- Wikimedia engagement
- Identifying 5 sites within the Town Centre within walking distance of the Town Square
- Designing signage, including creating QR code, sourcing photographs and writing copy text x5
- Installation of signage x5
- Community consultation and launch (Small)
- Community training (Small)
- Ongoing ad-hoc monitoring of content (Small)

The benefits of a small scale approach is the investment in terms of staffing and direct funding is more modest and it allows room to grow if need be.

Option 2: Proceed, broader scale

Estimated project length: 12+ months

Option 2 is focused on how a broader scale approach would look across the Salisbury Council LGA to facilitate information and implementation across a variety of iconic areas beyond the Town Centre. Requirements are:

- Staff resourcing (project management, content creation) (Significant)
- Wikimedia engagement
- Identifying 20 sites within the LGA
- Designing signage, including creating QR code, sourcing photographs and writing copy text x5
- Installation of signage x20
- Community consultation and launch (Significant)
- Community training (Significant)
- Ongoing ad-hoc monitoring of content (Reasonable)

The benefits of a broader scale implementation is that it creates a critical mass of information and participation, can assist indirectly by improving digital literacy in the community through the provision of training and the enthusiasm in the community, should civil participation allow, would create a sustainable approach to curation and expansion.

The problems with a broader scale implementation are cost and resourcing. The project's scale will necessitate significant commitment and resourcing/funding to manage the project, create initial content, design and install signage across multiple sites, multiple community engagement and training opportunities for the launch, significant availability of digital literacy training across multiple Council sites and more time required on an ongoing basis to manage curation of content on Wikipedia. Documentation from Monmouth suggests projects such as these necessitate a significant investment to manage the project and resource the start-up and intermediary stages prior

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to moving to a post-launch rhythm, so this would need to be considered accordingly. In addition, affixing signage on non-Civic building will require cooperation with building owners, which in turn will require the resourcing to generate buy-in and ongoing support. Monmouth noted that in their case local businesses embraced the opportunities and expanded on it on their own initiative, but achieving a similar response in Salisbury will require the appropriate skills and resourcing to achieve.

Option 3: Signage-only

Estimated project length: 3 months

Option 3 looks at providing a minimalist approach to achieving the goal of interactive signage by implementing signs with QR codes that manage a URL that points back to the Salisbury website or an existing page on Wikipedia. The benefits of this solution is that it introduces a significantly lower cost to implement and maintain compared to other options while still allowing interactivity for community members and visitors. The negative elements of this solution are that it lacks the benefits offered by the pilot by partnering with Wikimedia, the scale is not as ambitious and is less likely to generate increased civil participation in both the launch and ongoing contribution of information that's possible via an official partnership with Wikimedia and QR code requirements may change over time depending on changes to URI structures. Branding and signage cannot carry any elements relating to Wikimedia also.

Option 4: Do not proceed

Council also have the option of not proceeding. In this sense the benefits include a lack of impact to already tight staff resourcing and no funding impact to Council's operating budgets, both during implementation and for the long-term commitment to maintain said installations. Community members can still contribute content to Wikipedia as individuals or groups to pages relating to local Salisbury iconic locations relevant to their interests. There also appears to be a lack of quantified data linking WikiTown status to improved tourism.

The drawbacks of failing to engage in this process is the potential impact to civil engagement, reduced capacity for Council to engage young people in the use of technology as a tool to learn about the local history of Salisbury and missing the opportunity to implement an innovative experiment with the community with the potential for national and international acknowledgement.

Proposed locations and site notes

The following is a list of potential locations of interest to begin a WikiTown approach:

Location	Ownership
Hepzibah Cemetery	City of Salisbury
Old St Johns Church	Anglican Church
Salisbury Institute	City of Salisbury
Len Beadell Library	City of Salisbury
Old Salisbury Public school	TAFE
Old Salisbury Police Station	TAFE
Salisbury House	Private (Parabanks)
St Augustine's Church, main buildings	Catholic Church
St Augustine's Church, cemetery	Catholic Church
Salisbury Hotel	Private
Nash's Brewery Wall (Commercial Road)	Unsure
Water Wheel Museum (behind Nash's Brewery)	Unknown, managed by Historical Society

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Location	Ownership
St Kilda Playground	City of Salisbury
St Kilda Hotel (Fooks Road)	Private
Tramway Museum	Private
Little Para River and Orange Groves	City of Salisbury
Chelsea House	Private
Salisbury Railway Station	Transport SA
Cabin Homes	Unsure
Orange Avenue War Memorial	City of Salisbury

Table 1: Locations of interest in the Salisbury LGA

There are also potential indigenous sites, but this may be inappropriate for this project and would require discussion with appropriate community leaders before progressing with such an initiative.

Costs and brief analysis

The following are broad indicative costs related to each of these options, bearing in mind a detailed and accurate cost matrix should be formulated if further investigation is required. Costs for most wages are based on a Level 3 + on-costs staff member, average wages accommodate staff at levels 4 and 5 + on-costs. All costs for staffing is captured in order to reflect the full impact of the project regardless of the project's mix of capital and in-kind funding.

Element	Description	Costs		
		1: Pilot	2: Broader scale	3: Signage-only
Scoping	Scoping a detailed project brief and reporting back with an itemised project scope following additional research.			
	Option 1, Pilot: 10 hours at \$38/hour Option 2, Broader scale: 35 hours at \$38/hour Option 3, Signage-only: 10 hours at \$38/hour	\$380	\$1,330	\$380
Wikimedia engagement	Costs involved with engaging with Wikimedia as part of the project. Includes flights, accommodation and a nominal fee based on 38 hours of initial consultancy at \$50/hour, costs to be confirmed during the Scoping element.	\$4,400	\$4,400	-
Project management	Project management of the project, calculated in hours required per week.			
	Option 1, Pilot: 10 hours x 12 weeks at \$38/hour Option 2, Broader scale: 25 hours x 78 weeks at \$38/hour Option 3, Signage-only: 10 hours x 12 weeks at \$38/hour	\$4,560	\$74,100	\$4,560

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Element	Description	Costs		
		1: Pilot	2: Broader scale	3: Signage-only
Support staff, library	Staff members involved in the project beyond the project manager, e.g. Teresa/Sean/Andrea/Wendy/Medea. Option 1, Pilot: 3 hours x 26 weeks at \$45/hour (average) Option 2, Broader scale: 3 hours x 52 weeks at \$45/hour (average) Option 3, Signage only: 3 hours x 12 weeks at \$45/hour (average)	\$3,510	\$7,020	\$1,620
Content generation	Generation of content for the project across the pilot or full phases of the project, hours per week. Potential to employ an historian in residence to assist with this task. Option 1: Pilot: 5 hours x 26 weeks at \$38/hour Option 2: Broader scale: 7 hours x 52 weeks at \$38/hour Option 3, Signage-only: NA	\$4,940	\$13,832	-
Marketing collateral	Generation of marketing collateral, including printed fliers/documentation, designing templates for signage and creating QR codes. Option 1, Pilot: 15 hours at \$38/hour Option 2, Broader scale: 25 hours at \$38/hour Option 3, Signage-only: 10 hours at \$38/hour	\$570	\$950	\$380
Training	Ongoing cost of digital literacy training. Pilot is based on 4 sessions/week, broader phase is based off 20 sessions/week. Option 1, Pilot: 4 hours x 26 weeks at \$38/hour Option 2, Broader scale: 8 hours x 52 weeks at \$38/hour Option 3, Signage only: NA	\$3,952	\$15,808	-
Manufacturing/installing signage	Costs relating to the manufacturing and installation of signage for each location. Pilot is based off 5 sites, broader scale is based off 20 sites. Option 1, Pilot: \$1,000 x 5 sites Option 2, Broader scale: \$1,000 x 20 sites Option 3, Signage-only: \$1,000 x 5 sites	\$5,000	\$20,000	\$5,000
Community engagement	Costs relating to running community engagement sessions to encourage participation and buy-in from community and other stakeholders. Option 1, Pilot: 5 sessions at \$200/session Option 2, Broader scale: 15 sessions at \$200/session Option 3, Signage-only: NA	\$1,000	\$3,000	-

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Element	Description	Costs		
		1: Pilot	2: Broader scale	3: Signage-only
Ongoing project support	Annual cost relating to the number of hours/week relating to maintaining content on an ongoing basis after launch and the cessation of the project manager role.			
	Option 1, Pilot: 2 hours/week at \$38/hour	\$3,952	\$9,880	\$1,976
	Option 2, Broader scale: 5 hours/week at \$38/hour			
	Option 3, Signage-only: 1 hours/week at \$38/hour			
TOTAL COSTS:		\$22,924	\$150,320	\$13,916

Table 2: Cost breakdown for WikiTown project options

Option	Cost vs option 1	Cost vs Option 2	Cost vs Option 3
Option 1: Pilot	0%	-75%	171%
Option 2: Broader scale	298%	0%	980%
Option 3: Signage-only	-63%	-91%	0%

Table 3: Cost relationship percentage variables between each option

Summary

This brief analysis therefore suggests that a pilot (Option 1) would be best adopted as it provides scope, flexibility to test the concept and scale up if desirable. Option 3's costs very high and the level of risk jumps substantially if comparing Option 3 to Option 2 due to the difference in cost and complexity.

Further reading

Wikimedia:

- Contact website, https://wikimedia.org.au/wiki/Wikimedia_Australia
- Gnanarra, Vice President Wikimedia Australia, <http://www.gossamer-threads.com/lists/wiki/foundation/583544>

Wikipedia town:

- Monmouth, Wales (UK)
 - o Wikipedia entry: <https://en.wikipedia.org/wiki/Monmouthpedia>
 - o Wikipedia Town entry: <https://en.wikipedia.org/wiki/Wikipedia:GLAM/Monmouthpedia>
 - o How To Create a Wikitown: https://en.wikipedia.org/wiki/File:How_to_create_a_Wikipedia_Town._The_story_of_Monmouthpedia.pdf

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WikiTowns (WA):

- Toodyay
 - o Wikipedia entry: https://en.wikipedia.org/wiki/Toodyay,_Western_Australia
 - o WikiTown entry: <https://en.wikipedia.org/wiki/Wikipedia:WikiTown/Toodyaypedia>
- Freemantle
 - o Wikipedia entry: <https://en.wikipedia.org/wiki/Fremantle>
 - o WikiTown entry: <https://en.wikipedia.org/wiki/Wikipedia:WikiTown/Freopedia>

QRpedia:

- Mobile Web based system which uses QR codes to deliver Wikipedia articles to users, in their preferred language.
- General information on QRpedia: <https://en.wikipedia.org/wiki/QRpedia>
- Application of QR codes within a museum: <https://westmidlandsmdo.files.wordpress.com/2012/10/qr-codes-initial-scoping-exercise-anon.pdf>

References

Eberle, M 2014, 'New Toodyaypedia: recording online the way we were', *The Toodyay Herald*, March 2014, p. 9.

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Wikimedia 2016a, 'Wikipedia:GLAM/MonmouthpediA', *Wikipedia*, accessed 4 May 2016 <<https://en.wikipedia.org/wiki/Wikipedia:GLAM/MonmouthpediA>>.

Wikimedia 2016b, 'Freopedia', *Wikipedia*, accessed 3 May 2016 <<https://en.wikipedia.org/wiki/Freopedia>>.

Wikimedia 2016c, 'Wikipedia:WikiTown/Toodyaypedia', *Wikipedia*, accessed 3 May 2016 <<https://en.wikipedia.org/wiki/Wikipedia:WikiTown/Toodyaypedia>>.

-END OF REPORT-

ITEM	TVSC3
	TOURISM AND VISITOR SUB COMMITTEE
DATE	11 July 2016
HEADING	Tourism and Visitor Strategy - for endorsement
AUTHOR	Michael Bennington, Manager Communications & Customer Relations, Community Development
CITY PLAN LINKS	2.2 Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle. 3.2 Have interesting places where people want to be. 3.3 Be a connected city where all people have opportunities to participate.
SUMMARY	In support of the City of Salisbury: Living City Identity and Building City Pride Strategy along with the State Government's move towards nature-based tourism, Council engaged a consultant to develop the Tourism and Visitor Strategy and review where the City of Salisbury 'fits' in terms of tourism planning in South Australia. In developing the 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.

RECOMMENDATION

1. That the information be received.
2. The draft Tourism and Visitor Strategy, as set out in Attachment 1 (Item No. TVSC3, Tourism and Visitor Sub Committee, 11/07/2016) be endorsed.
3. Following endorsement of the Tourism and Visitor Strategy an Implementation Plan be developed and presented to the Tourism and Visitor Subcommittee for discussion and prioritisation.

ATTACHMENTS

This document should be read in conjunction with the following attachments:

1. Draft Tourism and Visitor Strategy

1. BACKGROUND

- 1.1 At the 23 March 2015 Council meeting, it was resolved that staff report further on how the new initiative bid for a St Kilda Promotional Campaign can be changed and utilised to develop a tourism and marketing strategy for the City of Salisbury with a focus on the key attractions.
- 1.2 The relevant New Initiative is *TRN22845 – City of Salisbury: Tourism and Marketing Strategy and Research - \$20,000 (Operating)*

- 1.3 In support of the *City of Salisbury: Living City Identity and Building City Pride Strategy* along with the State Government's recent move towards an integrated approach on nature-based tourism with local councils, businesses and community organisations, it was proposed that a Tourism and Visitor Strategy be developed for the City of Salisbury.
- 1.4 The objective of the Tourism and Visitor Strategy is to capitalize on the significant investment and improvements made to our physical environment which aims to further establish the City of Salisbury as a key tourism and visitor destination.
- 1.5 A consultant was engaged to develop the draft Tourism and Visitor Strategy.
- 1.6 This report and attached draft Tourism and Visitor Strategy outlines Council's commitment to growing the local visitor economy and the leadership role it intends to play over the next five years.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- 2.1.1 All areas of Council have been invited to participate in workshops.

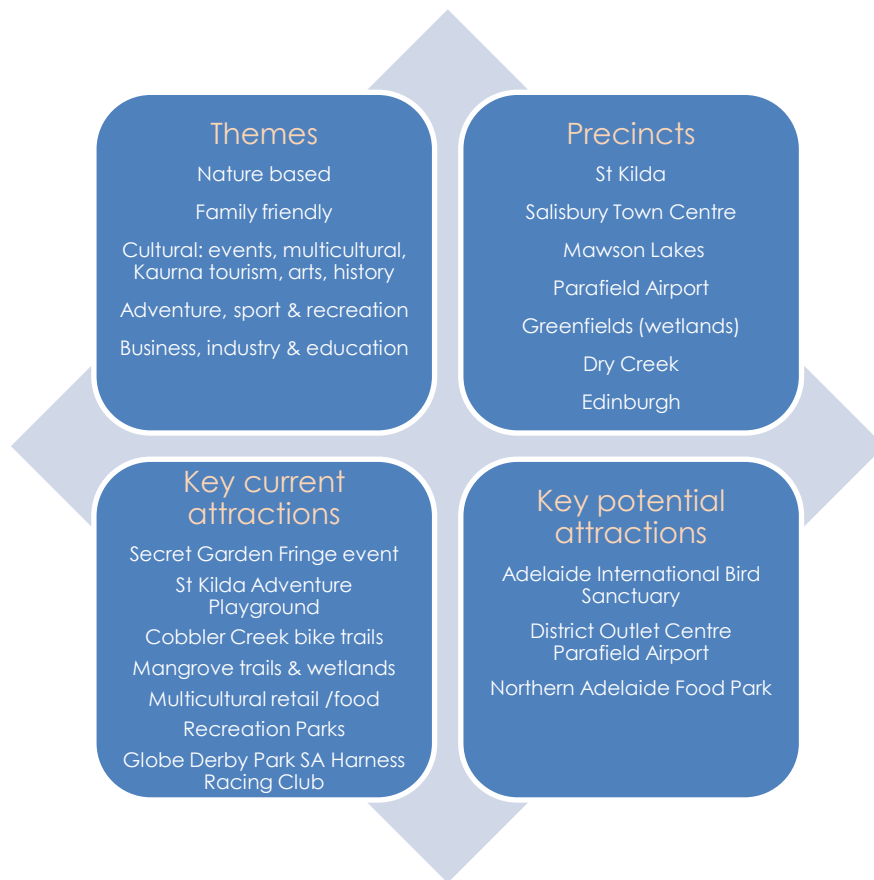
2.2 External

- 2.2.1 Consultation has taken place with the Department of Environment, Water and Natural Resources (DEWNR), South Australian Tourism Commission (SATC), South Australian Tourism Industry Council (SATIC), Local Government Association (LGA), Local Tourism Industry and Community.
- 2.2.2 Consultation and workshops with City of Salisbury Elected Members.

3. REPORT

- 3.1 A consultant was engaged to develop the draft Tourism and Visitor Strategy which included consultation with key stakeholders.
- 3.2 As part of the consultation process research and analysis was conducted. Research included sourcing case studies from other similar metropolitan local government visitor destinations and reviewing where the City of Salisbury 'fits' in terms of tourism planning in South Australia.
- 3.3 A review was also undertaken of relevant City of Salisbury, neighbouring Council and South Australian Government plans and strategies to ensure strategic alignment.
- 3.4 Consultation included a number of workshops, one-on-one meetings and an online survey of key stakeholders and the business community.
- 3.5 Following on from the consultation and research phase the City of Salisbury's first draft Tourism and Visitor Strategy (Attachment 1) was developed.
- 3.6 The strategy builds on our existing focus of building City pride and community vibrancy and provides solid foundations to be laid over the next five years.
- 3.7 The aim of the Strategy is to establish strong networks and collaborative partnerships to support tourism and visitor growth.

- 3.8 In developing the strategy, key themes, precincts and experiences have been identified that will create a profile for the City of Salisbury as a visitor destination.



- 3.9 One of the themes identified is nature based tourism. With St Kilda as the northern 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.
- 3.10 The City of Salisbury acknowledges the strength and resilience 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. 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.
- 3.11 This strategy aims to spread the message to the whole of South Australia that Salisbury is a great place to visit with great attractions, great food and a fascinating story.
- 3.12 The development of the draft Tourism and Visitor Strategy was the initial phase in the development process to outline the high level strategy and gain Tourism and Visitor Sub Committee and Council endorsement.

- 3.13 The next phase in the development of the Tourism and Visitor Strategy is the development of the implementation plan. The process of creating the Implementation Plan will become the main objective and work program for the Tourism and Visitor Sub Committee going forward.
- 3.14 As part of the inaugural Tourism and Visitor Sub Committee meeting on the 11 July a facilitated workshop will take place to confirm that the Strategy aligns to the feedback provided by the Council at the workshops and to review actions identified for delivery of the short term objectives and determine Councils role, agreed priority level and potential outcomes. This analysis, will aim to identify existing projects, plans, initiatives and resources as the framework for the Implementation Plan.
- 3.15 The details of the Implementation Plan will be workshopped with the relevant tourism industry stakeholders to create buy in of the objectives and strategies once endorsed by the Tourism and Visitor Sub Committee and Council.
- 3.16 The plan will also set out the role that council and other stakeholders will have in the delivery of the plan and how it will be achieved through a combination of funding contained within individual projects, recurrent budgets and annual new initiative bids.

4. CONCLUSION / PROPOSAL

- 4.1 The drafting of the Strategy has now been completed and input received during the development and consultation phase of the process.
- 4.2 That the Tourism and Visitor Sub Committee endorses the draft City of Salisbury Tourism and Visitor Strategy.
- 4.3 Following Council endorsement, the next phase is the development of the implementation plan. The process of creating the implementation plan will become the main objective and work program for the Tourism and Visitor Sub Committee going forward.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 05/07/2016

**[PLEASE NOTE: DRAFT CONTENT ONLY
– GRAPHIC DESIGN WORK TO FOLLOW]**

July 2016

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 northern 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.

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.

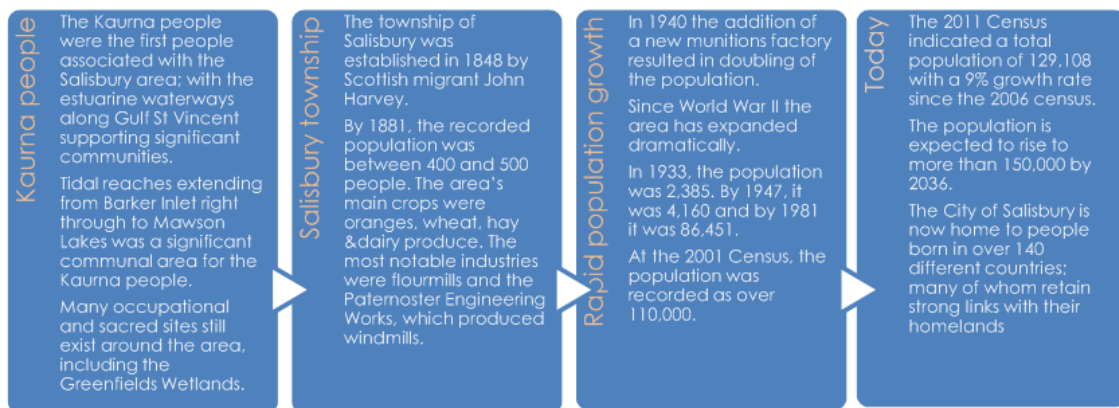
The Northern Economic Plan identifies tourism, recreation and culture as an 'economic sector of the future' and provides programs and projects to support that growth. Key opportunities include development of a 'live music activation strategy', investment in a Northern Adelaide Food Park at Parafield 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



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.

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

STRATEGIC PILLARS

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



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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.



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 nights². 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	Direct – Responsible for funding and providing a service (to visitors, to businesses, to the community and groups). Partner – Contribute funds and/or other resources towards a service or initiative that is delivered in partnership with other organisations. Agent – Provide a service funded by or on behalf of others which involves hosting or other use of Council resources to fill particular needs.

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.

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

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.

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
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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 Kaurna, Salisbury, multicultural and industrial history, heritage and culture of the area	M	●
2.3	Develop core marketing and promotional materials around key themes, precincts and attractions	S/M	● ◆
2.4	Develop packages and bundling of products and experiences and associated visitor information and promotional materials	S/M	● ★
2.5	Develop and deliver a marketing and communications program	M	● ★

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	based around key themes, precincts and attractions; focused towards identified key target markets; and maximising use of digital technologies		
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	M/L	★ ●
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) • Kaurna (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

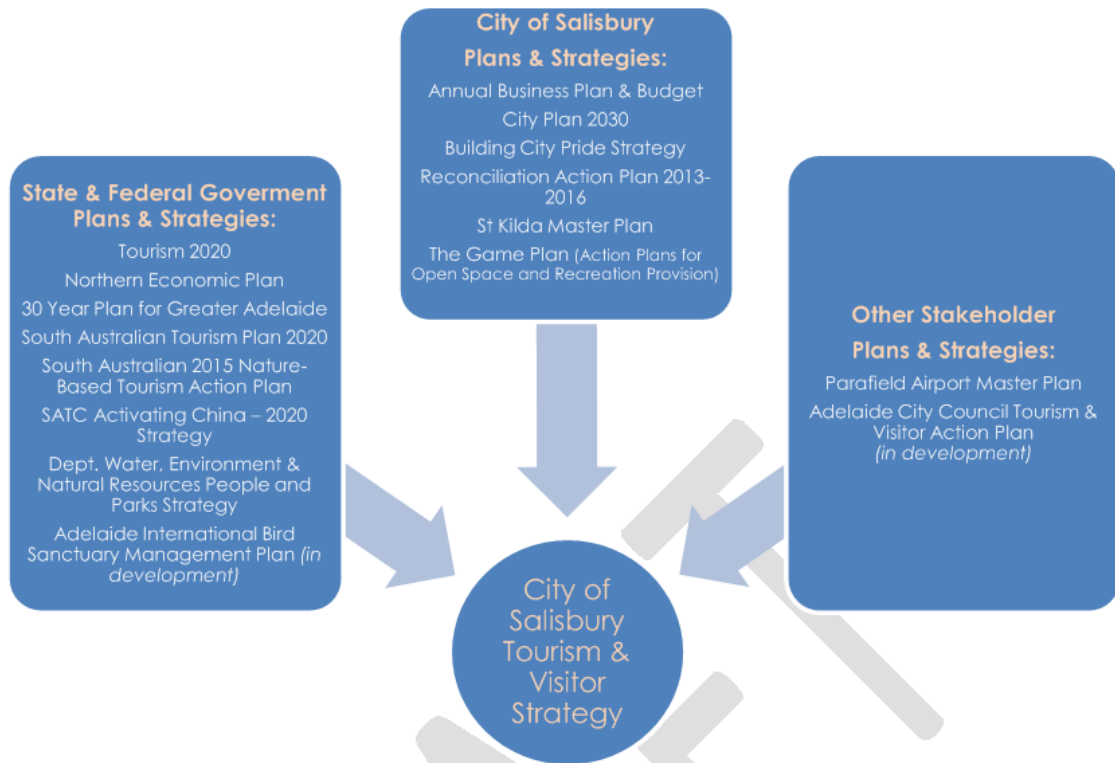
	Strategies:	Short (S) / Medium (M) / Long term (L)	Council's Role
4.1	Engage with key stakeholders in the South Australian Government in implementing actions under this strategy and develop productive ongoing relationships	S/M	●

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	Strategies:	Short (S) / Medium (M)/ Long term (L)	Council's Role
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.