

CITY OF SALISBURY TOURISM & VISITOR STRATEGY 2016-2021

- DRAFT IMPLEMENTATION ACTION PLAN

July 2016 – DRAFT – FOR FURTHER DEVELOPMENT – **by priority level**



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 & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
1.1	<p>Promote delivery of quality customer service and the welcoming of visitors:</p> <ul style="list-style-type: none"> • Develop a 'visitor ambassador program' i.e. volunteers providing information to visitors. The sharing of knowledge by local people helps create a reputation as a friendly, welcoming and culturally vibrant city • Encourage participation by businesses in customer service training and development • Promote all stakeholders applying a 'visitor lens' to whatever they do to promote visitation and spend in Salisbury such that it becomes a key part of the community culture • Encourage businesses to consider visitors and their needs in developing business operations and marketing • Improve visitor experiences to increase value (reflected in ticket prices) and value add to product to increase revenue generating ability 	S ● ◆	<p>Currently volunteer tour guides provide information to visitors at the Greenfields wetlands when on community guided tours only. These tours are available upon request.</p> <p>Dot points 2 & 4 can be integrated into Polaris activity</p>	<p>Opportunity: have a regular weekly tour that runs on a certain day/time and people can just turn up?</p> <p>We could also look at what role sporting clubs could play in the ambassador program. This could be done via an information session with the Salisbury Sport and Recreation network.</p>

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
1.2	<p>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):</p> <ul style="list-style-type: none"> • Collate key visitor information, building on information gathered during development of this strategy and including: current tourism and visitor attractions, products and experiences, services available (e.g. amenities, car parking and public transport) and a database of visitor oriented services including restaurants, cafes, retail outlets etc. • Create a mobile friendly website (e.g. as part of Council's website or via use of the 'Discover Salisbury' website http://discoversalisbury.com.au/) that captures the above visitor information • Encourage businesses to register with the Australian Tourism Data Warehouse (http://www.atdw.com.au/) and facilitate training as required • Develop clusters and packaging of products and experiences to provide example itineraries and maps for use by visitors: <ul style="list-style-type: none"> ○ Itineraries and maps to be based around key themes, precincts and attractions. ○ Provide web based and printed versions dependent on need and resourcing. ○ Itineraries could include e.g. "A family friendly day out in Salisbury", "Asian Food in Salisbury" "A Day of Play in Salisbury" "A Day with Nature in Salisbury" 	S/M ● ◆	<p>Some information is gathered at the St Kilda Kiosk for the Mangrove Trail this information could provide useful</p> <p>Dot point 3 can be integrated into Polaris activity.</p>	<p>Opportunity: To utilise the Education Centre at Greenfields wetlands as an information Centre. Could be open on weekends during the warmer months with a volunteer /staff member available to answer questions and hand out information etc.</p>

Strategies & actions		Short (S) / Medium (M) / Long term (L) / Council's Role	Alignment to existing resources	Opportunity
1.3	<p>Explore options to provide visitor information services throughout the area at key locations:</p> <ul style="list-style-type: none"> • Identify strategic locations for providing visitor information (e.g. key precincts and visitor attractions, train stations) • Review various mechanisms for providing visitor information services including face to face services, web based information, interpretive and informational signage and printed materials and develop a framework for delivery • Face to face visitor information services: <ul style="list-style-type: none"> ○ Determine the level of services needed ○ Identify existing customer service areas and locations that may be suitable (Council, community and private sector) and determine potential for delivery of visitor services ○ Review the level of resourcing available via collaborative arrangements and seek volunteer support to supplement delivery of services as required. Provide training and information as required • Consider development of services and experiences such as walking tours (run by volunteers) • Provide pop-up visitor information services at festivals, events and conferences and in key locations during busy periods • Engage neighbouring Visitor Information Centres e.g. Barossa, Yorke Peninsula, Gawler, Port Adelaide and Holdfast Bay. Provide key information, maintain regular communication and conduct familiarisation tours 	<p>S/M</p> <p>● ◆</p>	<p>Salisbury interchange information centre (staffed by volunteers)</p> <p>Create connections to sporting associations who organise events</p>	<p>Could use existing community centres / COS community spaces.</p> <p>Interpretive Centre at St Kilda currently being upgraded. Potentially opportunities as part of St Kilda Master Plan stage 2 & with Adelaide International Bird Sanctuary.</p> <p>Greenfields Wetlands Education Centre could be used as a Visitor Information Centre and Kaurna heritage exhibition site.</p> <p>We can provide for pop up venues to be included at cultural development events (including Matsuri, Salisbury Secret Garden).</p>

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

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
2.3	<p>Develop core marketing and promotional materials around key themes, precincts and attractions:</p> <ul style="list-style-type: none"> • Create key messaging, editorial and promotional materials around key themes, precincts and attractions • Improve stock of visitor experience promotional photos to create an image library (and make available to businesses, stakeholders and media) • Develop a tourist/visitor map that contains information about how to get here, what to do and where to go while you are in the area including key precincts, attractions, retail, arts & cultural sites, walking and cycling trails, dining and accommodation options. • Utilise existing promotional materials for key attractions such as the Adelaide International Bird Sanctuary e.g. short film made by BirdLife Australia https://www.youtube.com/watch?v=1WokMcl2ylw and to previous media articles generated for City of Salisbury festivals, events and attractions. • Develop a sports tourism brochure; promoting Salisbury as a destination for events (facility types, accommodation options etc.) 	<p>S/M</p> <p>● ◆</p>		
2.4	<p>Develop packages and bundling of products and experiences and associated visitor information and promotional materials:</p> <ul style="list-style-type: none"> • Work with industry to define and connect clusters / packages of existing attractions, products and experiences around each theme and for each precinct • Create links to promotional materials for neighbouring attractions and precincts such as the Dolphin sanctuary and historic Port Adelaide. • Collate/ develop visitor information, maps, itineraries and trails • Connect existing revenue generating activities / products / experiences (e.g. dining, retail, tours and transport) to non-revenue generating activities e.g. St Kilda Adventure Playground, walking & cycling trails • Package / bundle products to co-promote attractions and increase length of stay and expenditure 	<p>S/M</p> <p>● ★</p>	<p>Dot point 2 – to be progressed through Northern Economic Plan process.</p> <p>Currently developing a Wetland Information pack including an information brochure on the main wetland sites and additional features e.g. dog park. The pack will feature a map showing locations throughout the COS.</p>	<p>Opportunity: Work with the Watershed Café (and even a local accommodation provider) to create a package centred on the wetlands / nature based experiences and local food.</p>

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

Strategies & actions		Short (S) / Medium (M) / Long term (L) / Council's Role	Alignment to existing resources	Opportunity
3.3	<p>Develop opportunities to grow visitation to the St Kilda Adventure Playground and increase overall visitor spend:</p> <ul style="list-style-type: none"> • Improve signage visibility and promotional appeal on both north and south approach from Port Wakefield Road • Link into to other family friendly activities available in the area such as museums and food offerings and increase awareness in other areas of metropolitan Adelaide • Promote the association /relationship between the playground and the City of Salisbury (when promoting the playground) to increase awareness and assist in building a visitor profile for Salisbury 	<p>S/M</p> <p>● ◆</p>		

DRAFT - Work in Progress

Strategies & actions		Short (S)/ Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
3.4	<p>Develop and support events and festivals that capitalise on our key strengths and attract both local residents and intrastate visitors:</p> <ul style="list-style-type: none"> • Develop and support events and festivals that raise awareness of the City of Salisbury as a visitor destination; that help tell the Salisbury story; and attract visitors whilst also contributing to the quality of life of local residents • Promote and support major cultural and community events that attract both local residents and intrastate visitors; particularly from other areas of metropolitan Adelaide • Look at gaps in the event market and calendar in Adelaide and work with the community and industry to develop opportunities for new events and festivals. Focus on events that attract both locals and people from outside the area; and that are unique. E.g. a multicultural food festival that ties high quality local produce and locally sourced wine with dishes from around the world (could also looking at partnering with a local food celebrity) • Work with education providers, defence and industry around potential for development of business, defence and technology related events and conferences e.g. 'Big ideas' (http://www.abc.net.au/radionational/programs/bigideas/). Investigate potential partnerships to deliver programs e.g. City of Playford, Stretton Centre, The Australian Centre for Social Innovation, Deakin Lectures, TedEx Conference etc. • Promote Salisbury to event organisers as a great location to hold events and festivals • Support local businesses and events through in-kind marketing opportunities e.g. creating space in key public (community) areas for promotional displays, promoting events on the visitor information website and in Council communications e.g. social media, Salisbury Aware newsletter. • Seek funding and collaboration from industry, stakeholder groups and other levels of government towards development of new events and festivals 	<p>S/M</p> <p>● ◆</p>	<p>Multicultural festival proposal (September 2017) presented to Council and endorsed for Salisbury City Centre Association to deliver with Council contribution</p> <p>Salisbury Water Business Unit currently sponsors various COS events to help raise the profile and awareness of the event, COS and Salisbury Water.</p>	<p>Opportunity: To put together a full list of spaces available for hire in the COS including outside and inside locations and the support services that Salisbury can provide e.g. volunteer tour guides, guest speakers etc. Note, day trips/technical tours from conferences in the City are already supported 2 to 3 per year.</p>

Strategies & actions		Short (S)/ Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
3.8	<p>Ensure that policy planning supports tourism development and investment:</p> <ul style="list-style-type: none"> Review land use planning in terms of requirements for designating tourist zones, precincts, sites, land requirements and the need for specific tourism land uses. Look at opportunities to reduce 'red tape' to facilitate development, encourage investment and promote entrepreneurship e.g. opportunities for 'pop-up' tourism and visitor experiences 	<p>S/M</p> <p>■</p>	<p>Dot point 1 - To be undertaken through regular review of planning policy settings. Dot Point 2 – integration into scope of existing review of policies impacting on businesses</p>	

Objective 4: Create connections

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
4.1	<p>Engage with key stakeholders in the South Australian Government in implementing actions under this strategy and develop productive ongoing relationships:</p> <ul style="list-style-type: none"> Engage with key stakeholders in the South Australian Government in implementation of this strategy including SATC, Department of Environment, Water and Natural Resources, Department of State Development, Arts SA, History SA and Multicultural SA. Engage with SATC to have Salisbury and key precincts and attractions included in applicable South Australian self-driving touring routes (http://roadtrips.southaustralia.com/) – website and printed materials 	<p>S/M</p> <p>●</p>		

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
4.2	<p>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':</p> <ul style="list-style-type: none"> Engage with other metropolitan Councils in South Australia, the South Australian Tourism Industry Council and the Local Government Association of South Australia (LGASA) to share information and resources; and develop collaborative initiatives that increase visitation across 'Greater Adelaide'. Utilise links to metropolitan Adelaide LGASA tourism group to develop collaborative projects and initiatives including development of visitor data Leverage opportunities and initiatives developed by Adelaide City Council via its Tourism Action Plan (currently under development at time of writing) 	<p>S/M</p> <ul style="list-style-type: none"> ● 		
4.3	<p>Engage with and support local community groups to explore opportunities for tourism and visitor attraction and growth:</p> <p>Engage with and support local community groups to explore opportunities for tourism and visitor attraction and growth including multicultural, historical, museum, arts, nature based, sport and recreation; and service groups.</p>	<p>S/M</p> <ul style="list-style-type: none"> ● 		
4.4	<p>Establish collaborative promotional partnerships and marketing channels:</p> <ul style="list-style-type: none"> Create partnerships with other local government areas, SA Tourism Commission, SATIC, visitor information centres in other areas of SA (e.g. Barossa, Yorke Peninsula, Gawler and Adelaide CBD) to promote Salisbury visitor experiences. Link with neighbouring Councils to develop trails, cluster groups and co-promotions 	<p>S/M</p> <ul style="list-style-type: none"> ● ★ 		
4.5	<p>Engage with local and state based tour operators to create awareness of available visitor experiences and promote inclusion in tour itineraries:</p> <ul style="list-style-type: none"> Create awareness of Salisbury as a visitor destination and of its key precincts and attractions with tour groups, touring companies and bus companies to be included in regular itineraries. Research and target organisations that are already bringing groups through or near Salisbury on their way to or from Adelaide. Examples include wine tours of the Barossa, outback and Flinders Ranges tours, Yorke Peninsula tour groups etc. Work with industry to package experiences and create partnerships with organised tour operators to develop and trial different tour options. 	<p>S/M</p> <ul style="list-style-type: none"> ● ★ 		

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
4.6	<p>Develop opportunities for business to business networking, collaboration and co-promotion (including community groups that operate visitor experiences):</p> <ul style="list-style-type: none"> Engage with relevant progress and industry associations and industry more broadly, to encourage participation in implementation of the strategy Create opportunities for networking, sharing information, collaboration and linking of products (packaging & bundling) Develop clusters of visitor oriented businesses and groups and facilitate collaboration and industry development. Clusters may include: dining, retail, Kaurua tourism, multicultural businesses, adventure, family-based activity, accommodation, conferences / functions, tours, museums / history, suppliers to tourism businesses , industrial, defence and education tourism Facilitate opening of marketing and communication channels, packaging of products and creating opportunities for collaboration for and between businesses and groups Link businesses to the visitor information website to increase awareness of what's available and encourage packaging and co-promotion get someone to actively work with them in the first instance or it will never happen. Provide training and development on packaging of products Create opportunities for large businesses (non-visitor related) to engage with this strategy 	<p>S/M</p> <p>● ★</p>	<p>Consideration can be given to utilising existing opportunities such as the Northern Business Breakfast, Northern Business Women's' Network, etc.</p>	

Strategies & actions		Short (S) / Medium (M)/ Long term (L) /Council's Role	Alignment to existing resources	Opportunity
4.7	<p>Increase local business engagement, capacity and capability in tourism and visitor attraction:</p> <ul style="list-style-type: none"> • Connect businesses to industry mentoring, training, development and assistance e.g. Polaris Business & Innovation Centre, South Australian Tourism Industry Council, Regional Development Australia Adelaide and SATC • Create opportunities for professional development training around key topics e.g. customer service, online marketing, social media, Australian Tourism Data Warehouse (ATDW) registration; mentoring, business development etc. • Create links to Ambassador program mentioned above • Undertake annual surveys of businesses and the community around the level of engagement in tourism and visitor attraction, current opportunities and barriers to growth and assistance required. Build on the survey undertaken in development of this strategy and gather any visitor data available from respondents. 	<p>S/M</p> <p>● ★</p>		

DRAFT - Working Progress