



AGENDA

FOR TOURISM AND VISITOR SUB COMMITTEE MEETING TO BE HELD ON

12 JUNE 2018 AT 4:30 PM

IN COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY

MEMBERS

Cr S Reardon (Chairman)
Mayor G Aldridge (ex officio)
Mr Jack Buckskin
Mr Kevin Collins
Ms Marilyn Collins
Cr R Cook
Ms Janine Kraehenbuehl
Mr Jeffrey Pinney
Mr David Waylen (Deputy Chairman)
Cr J Woodman
Cr R Zahra

REQUIRED STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
Manager Communications and Customer Relations, Mr M Bennington
Administrative Coordinator - Business Excellence, Mrs M Potter

APOLOGIES

An apology has been received from Cr J Woodman.

LEAVE OF ABSENCE

PRESENTATION OF MINUTES

Presentation of the Minutes of the Tourism and Visitor Sub Committee Meeting held on 14 March 2018.

REPORTS

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OTHER BUSINESS

CLOSE



**MINUTES OF TOURISM AND VISITOR SUB COMMITTEE MEETING HELD IN
COMMITTEE ROOMS, 12 JAMES STREET, SALISBURY ON**

14 MARCH 2018

MEMBERS PRESENT

Cr S Reardon (Chairman)
Mr Kevin Collins
Ms Marilyn Collins
Mr Jeffrey Pinney
Mr David Waylen
Cr J Woodman
Cr R Zahra

OBSERVERS

Cr L Caruso (6.02 pm)

STAFF

Chief Executive Officer, Mr J Harry
General Manager Business Excellence, Mr C Mansueto
General Manager City Development, Mr T Sutcliffe
General Manager City Infrastructure, Mr M van der Pennen
Manager Communications and Customer Relations, Mr M Bennington
Manager Economic Development & Urban Policy, Mr G Ratsch
Coordinator Urban Policy, Mr C Watchman
Manager Governance, Mr M Petrovski (*from 5:12 pm*)
Administrative Coordinator - Business Excellence, Mrs M Potter

The meeting commenced at 4:37 pm.

The Chairman welcomed the members, staff and the gallery to the meeting.

APOLOGIES

Apologies have been received from Mayor G Aldridge and Cr R Cook.

LEAVE OF ABSENCE

Nil

PRESENTATION OF MINUTES

Moved Cr R Zahra
Seconded Cr J Woodman

The Minutes of the Tourism and Visitor Sub Committee Meeting held on 12 February 2018, be taken and read as confirmed.

CARRIED

REPORTS

TVSC1 Appointment of Deputy Chairman - Tourism and Visitor Sub Committee

Moved Cr J Woodman
Seconded Mr K Collins

1. Mr David Waylen be appointed as Deputy Chairman of the Tourism and Visitor Sub Committee for the remainder of the current Council term.

CARRIED

Mr K Collins declared a material conflict of interest on Item TVSC2 and left the meeting at 4:50 pm. Mr K Collins returned to the meeting at 4:57 pm pending further information regarding the conflict of interest.

The Chair sought leave of the meeting to bring forward Item TVSC3 to this point in the Agenda and leave was granted.

TVSC3 Draft Adelaide International Bird Sanctuary Management Plan

Moved Mr D Waylen

Seconded Cr J Woodman

1. The City of Salisbury supports the formation of the Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara and the related Draft Management Plan for the proposed National Park.
2. The response to the call for comment on the Draft Management Plan from the Department of Environment, Water and Natural Resources include:
 - a. Council’s Tourism and Visitor Strategy (2016- 2021);
 - b. Council’s St Kilda Stage 2 Master Plan;
 - c. The summary sheet of comments provided as Attachment 6 to Item TVSC3 of the Tourism and Visitor Sub-committee agenda dated 14 March 2018; and
 - d. A request for the Department of Environment, Water and Natural Resources to engage with the City of Salisbury in the future development of operational plans and actions of the Adelaide International Bird Sanctuary National Park – Winaityinaityi Pangkara Management Plan.

CARRIED

The Chair sought leave to suspend the meeting to enable the Manager Governance to discuss Conflict of Interest with Mr K Collins and Ms M Collins and leave was granted. The meeting was adjourned at 5.12 pm.

The meeting resumed at 5.25pm

TVSC2 Recreational Vehicle (RV) Park Assessment for Pioneer Park

Mr K Collins declared a material Conflict of Interest due to his involvement with the Caravan and Motorhome Club of Australia and left the meeting at 5.26 pm.

Ms M Collins declared a perceived Conflict of Interest through her association with Mr K Collins. Ms M Collins managed the conflict by remaining in the meeting and voting on the item.

Moved Cr R Zahra

Seconded Cr J Woodman

1. That the report be noted.
2. That a detailed feasibility assessment and design works be undertaken prior to Council making a decision on whether to proceed to public consultation on establishing an RV Park at Pioneer Park or Happy Home Reserve, with the feasibility assessment and design work to consider, but not be limited to, the following issues:
 - 2.1. Preparation of a concept design for a "Basic" level RV Park for Pioneer Park or Happy Home Reserve, Salisbury.
 - 2.2 Further validation and refinement of preliminary engineering and cost assessment of the concept design in terms of construction feasibility and estimated costs.
 - 2.3 An assessment of options for funding, procurement and delivery of an RV Park in Pioneer Park or Happy Home Reserve.
 - 2.4 An indicative project time line taking into account statutory processes and requirements under the Local Government Act 1999 and Development Act 1993.
 - 2.5 A consultation Plan.
3. That consultants be engaged to undertake the preparation of a concept design for a "Basic" level RV Park on Pioneer Park or Happy Home Reserve, and for costing of the concept design.
4. That a further report on the feasibility assessment be brought back to Council for further consideration by June 2018 or earlier if available.

**CARRIED
UNANIMOUSLY**

Mr K Collins returned to the meeting at 6.25 pm

OTHER BUSINESS

The Chair advised that the resignation of Mr David Stockbridge from the Tourism and Visitor Sub Committee was endorsed by Council at its meeting held on 26 February 2018. A copy of Mr Stockbridge’s letter of resignation was tabled at the meeting.

The Chair also advised the appointment of Mr David Waylen as the Business Community Representative to the Tourism and Visitor Sub Committee was endorsed by Council at its meeting held on 26 February 2018.

TVSC-OB1 Meeting Attendance

Moved Cr R Zahra
Seconded Cr J Woodman

That Members Jack Buckskin and Janine Kraehenbuehl be contacted regarding non attendance at meetings and report to Council on their membership status.

CARRIED

TVSC-OB2 Secret Garden

Moved Mr D Waylen
Seconded Mr J Pinney

That the City of Salisbury be congratulated on the success of the Secret Garden and receiving the Bank SA Best Event Award for week three of the Adelaide Fringe.

CARRIED

CLOSE

The meeting closed at 6.42 pm.

CHAIRMAN.....

DATE.....

ITEM	TVSC1
	TOURISM AND VISITOR SUB COMMITTEE
DATE	12 June 2018
HEADING	Future Reports for the Tourism and Visitor Sub Committee
AUTHOR	Michelle Woods, Projects Officer Governance, CEO and Governance
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making.
SUMMARY	This item details reports to be presented to the Tourism and Visitor Sub Committee as a result of a previous Council resolution. If reports have been deferred to a subsequent month, this will be indicated, along with a reason for the deferral.

RECOMMENDATION

1. The information be received.

ATTACHMENTS

There are no attachments to this report.

1. BACKGROUND

- 1.1 Historically, a list of resolutions requiring a future report to Council has been presented to each standing committee for noting.
- 1.2 The reports to standing committees also capture reports that are required to be presented to sub committees that fall within the responsibility of that standing committee.
- 1.3 The administration will now separate these and present a report indicating items that, as a result of a Council resolution, will be presented to each sub committee.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Report authors and General Managers.
- 2.2 External
 - 2.2.1 Nil.

3. REPORT

3.1 At the time of preparing this report, there are currently no resolutions of Council requiring a further report to be presented to the Tourism and Visitor Sub Committee.

4. CONCLUSION / PROPOSAL

4.1 Future reports for the Tourism and Visitor Sub Committee have been reviewed and there are none that require a report to be presented at this point in time.

CO-ORDINATION

Officer: Exec Group

Date: 05/06/2018

ITEM	TVSC2		
	TOURISM AND VISITOR SUB COMMITTEE		
DATE	12 June 2018		
PREV REFS	TVSC Council	TVSC1 Policy and Planning Committee Meeting - Committee reports	04/12/2017 18 Dec 2017 6:30 pm

HEADING Historical Way Finding Signage

AUTHOR Craig Johansen, Team Leader Landscape Design, City Infrastructure

CITY PLAN LINKS 3.2 Have interesting places where people want to be.
2.2 Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle.
3.3 Be a connected city where all people have opportunities to participate.

SUMMARY This report details the list of sites identified for consideration in the Historical Signage Program presented and recommends that staff continue to liaise with the Department of Planning, Transport and Infrastructure (DPTI) in regards to formalising wayfinding signage for particular sites.

RECOMMENDATION

1. The information within the report be received.
2. Council staff continue to liaise with DPTI to confirm suitable locations for wayfinding signage as contained in Attachment 1 to this report (Item No. TVSC2 Tourism and Visitor Sub-Committee, 12/06/2018).
3. A program of works be developed and included for consideration by Council as a New Initiative Bid in 2019/20.

ATTACHMENTS

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

1. Heritage Places Database Search

1. BACKGROUND

- 1.1 Staff presented a report to Council in December 2017 in relation to Historical Wayfinding Signage, with the intent that staff investigate locations and engage with DPTI regarding their guidelines for road signs for visitors.

- 1.2 As per Resolution No. 2221/2017, staff held a workshop with the Tourism and Visitor Sub-Committee to *develop a list of sites to be investigated and considered for signage installation.*
- 1.3 Currently two signs are installed per year as part of the Capital Works Information Signage Program.

2. CONSULTATION / COMMUNICATION

- 2.1 Internal
 - 2.1.1 Communications & Customer Relations
- 2.2 External
 - 2.2.1 DPTI

3. REPORT

- 3.1 Historical signage across the City has been delivered within the numerous open space areas that are found along the Little Para River and Dry Creek corridors. These corridors are highly visited sites and tie in well with the access that exists currently along these corridors and increased access that will occur as part of the City Wide Trail implementation.
- 3.2 Staff held a workshop with the Tourism and Visitor Sub-Committee on 16 April 2018 to discuss various sites that could be considered for future programs, as well as sites proposed to be presented to DPTI for consideration.
- 3.3 The sites originally presented were as follows:
 - 3.3.1 Salisbury City Centre – James Street. Methodist Cemetery and various Council managed infrastructure such as Pioneer Park and pump system.
 - 3.3.2 First Flight Memorial – Shepherdson Road. 1910 at Bolivar before Harry Houdini’s flight several days later.
 - 3.3.3 Little Para River – oranges at Jenkins’ place Carisbrooke Park and / or Salisbury CBD in Pitman Park (large signs for both).
 - 3.3.4 Parafield Airport – either on the Main North Road or near the main entrance on Kings Road. Early aviators and at one time main airport for Adelaide.
 - 3.3.5 Levels Homestead – Mawson Lakes. Breeder of prize bulls etc. and a historic farm in its own right.
 - 3.3.6 Parafield Aviation Museum – housing various historical memorabilia.
 - 3.3.7 National Military Vehicle Museum - the society is one of many military vehicle clubs across Australia and throughout the world. Members are dedicated to the preservation of vehicles that are of military origin.
 - 3.3.8 McIntyre House – Bridge Road, Para Hills. One of the homes of the McIntyre family and was used in the early development of Para Hills as a doctors surgery, shops etc.
 - 3.3.9 Gepps Cross Abattoirs – prominent in the meat industry since 1913 and had its own railway line.

- 3.3.10 Bird in Hand Hotel - corner of Main North & Montague Roads. A major stopping point along Main North Road for travelers and bullock drays etc.
 - 3.3.11 Angas Home – Shepherdson Road, Parafield Gardens. A prominent farm and home for deaf and mute people. The Cox family worked at the Angas Home for several generations with over 100 years of service to the Deaf Society of South Australia.
 - 3.3.12 Old Spot Hotel – Main North Road. A hotel occupied the location since the early 1850’s under several names. Salisbury founder John Harvey was at one time a licensee of the hotel.
 - 3.3.13 Penfield Suburb – a farming suburb of the Salisbury area. It was a small “village” with shops and homes. World War II saw the building of the Munitions Factory and Long Range Weapons (later became DSTO). The land was acquired by the Federal Government under a compulsive purchase order. The town and farms ceased to exist from then on.
 - 3.3.14 Burton Cemetery – Bolivar Road. The church was built in 1858 and was also used as a schoolroom. A larger church was built on Burton Road in 1915 and closed in 1950. There are 143 recorded burials at Burton.
 - 3.3.15 St Kilda Hotel – St Kilda. The hotel was built by Mathias Lucas around 1895. John Harvey laid the foundation stone for the hotel. The hotel became one of the main focal points for the town. It gained its licence in 1898. When the St Kilda Post Office was opened in 1924 and to stop confusion with St Kilda in Victoria, the name chosen was Moilong (Aboriginal word meaning “tide coming in”). Later the name of the town was changed back to St Kilda.
 - 3.3.16 Bull Ring – Walkley Heights, on the site of the RM Williams Homestead, Port Adelaide Enfield side of Dry Creek, but managed by Salisbury.
- 3.4 The workshop identified additional sites to those outlined above (as per TVSC1 December 2017) as follows:
- 3.5 These include:
- 3.5.1 Bridgestone Reserve and buildings
 - 3.5.2 City Centre History
 - 3.5.3 Magazines, Dry Creek
 - 3.5.4 Tram Museum, St Kilda
 - 3.5.5 Salt Pans, Dry Creek
 - 3.5.6 Edinburgh/ Defence history
 - 3.5.7 Other old homesteads across the City, such as Pine Lakes House
- 3.6 The workshop discussed all of these sites and suggested that DPTI be presented with all sites to consider which ones would be supported, to proceed further to an application.

- 3.7 Further to this information staff investigated heritage places within the City of Salisbury as per the State Government database. Staff discovered that Council has 23 sites listed on the Heritage Places database from Dry Creek to Edinburgh, from private properties to public facilities as per Attachment 1.
- 3.8 Of the list, only seven are accessible to the public, with the balance being residences or business buildings, or buildings within DSTO.
- 3.9 DPTI have indicated their support for the installation of signage, but did raise that the guidelines make comment to each site having some sort of information plaque or interpretive material as well as being listed as a place in the property location browser.
- 3.10 If signs are proposed on council roads then Council doesn't need DPTI approval however, if Council would like the installation of a sign on a DPTI road prior to the turnoff to the side road that leads to it, it will need to be discussed further.

4. CONCLUSION / PROPOSAL

- 4.1 With the addition of the above sites to investigate further, it is recommended to develop a program of works to be considered by Council as a New Initiative Bid in 2019/20.
- 4.2 Staff will continue to liaise with DPTI in relation to formalising the establishment of wayfinding signage for the sites above, as budget allows within the signage program. As this signage is installed, costs will be identified and the budget bid for historical signage adjusted for the 2019/20 financial year. This will allow a better understanding of how many sites can be completed in a financial year.

CO-ORDINATION

Officer:

Date:

HERITAGE PLACES DATABASE SEARCH						
Search by Location		Search by ID	Search by Keywords		Extract by Development Plan	About Heritage Places
HERITAGE PLACES						
Search By Location -						
Suburb: ALL LGA: Salisbury Class: ALL						
Heritage Places						
Click Heritage No for Details	Address	LGA	Details	Class	State Heritage Place No	Council Reference
13625	Magazine Road DRY CREEK	Salisbury	Dry Creek Explosive Magazines and Earth Mounds	State	14521	
21953	Explosives Road (Off) EDINBURG H	Salisbury	DSTO (former Salisbury Explosives Factory) Site - Portion of the Industrial Explosives area (Former Bomb Filling Section) - Buildings 5, 7, 9, 11, 20 & 37 and associated bunding and lightning arresters	State	26027	
21955	10 Sturton Road EDINBURG H	Salisbury	DSTO (former Salisbury Explosives Factory) Site - Portion of the Base Repair Facility (Former TNT Section) - Buildings 1,6,7,8,10 and 14	State	26029	
21954	Taranaki Road EDINBURG H	Salisbury	DSTO (former Salisbury Explosives Factory) Site - Portion of the Contractor's Area (Former Shell filling Section) - Buildings 25, 26, 27, 30, 31, 32, 33, 36, 37, 51, 285 with associated bunding	State	26028	
21956	The Crescent EDINBURG H	Salisbury	DSTO (former Salisbury Explosives Factory) Site - Portion of the Headquarters Area (Former Administration Section) - Buildings 1, 2, 3, 11, 12, 13, 14, 15, 27 and 28	State	26030	
21957	6-30 Woomera Avenue EDINBURG H	Salisbury	DSTO (former Salisbury Explosives Factory) Site - Portion of the Headquarters Area (Former Administration Section) - Buildings 5, 6, 7 and 10	State	26031	
13614	27 Prunus Avenue ELIZABETH VALE	Salisbury	Dwelling ('Grove Crescent')	State	14518	
21022	15 Park Way MAWSON LAKES	Salisbury	Former Levels Homestead Stables	State	25051	
13621	Lot 951 The Mews MAWSON LAKES	Salisbury	Former 'The Levels' Homestead	State	10953	
13615	92 Shepherdson Road PARAFIELD GARDENS	Salisbury	Garden College (former Angus Home), including Residential Wings, Kitchen, Manager's Residence and Florence Thomson Memorial	State	10650	
13628	8 Settlers Court PARALOWIE	Salisbury	Dwelling	State	14513	
13616	94 Waterloo Corner Road PARALOWIE	Salisbury	UnitingCare Wesley Youth Services (North) ('Paralowie House') and Gardens	State	10600	
13622	3 Ann Street SALISBURY	Salisbury	Former Salisbury Police Station, Courthouse & Stables	State	10587	
13617	47 Burton Road SALISBURY	Salisbury	Douglas Park Farm	State	14512	
13623	Mary Street SALISBURY	Salisbury	First and Second St John's Anglican Churches & Graveyard	State	10580	
13631	2 22 Mary Street SALISBURY	Salisbury	Former Salisbury Primary School	State	14509	
13629	7 Robert Street SALISBURY	Salisbury	Dwelling ('Shirley Hall', previously 'Chelsea'), Separate Kitchen, Outbuilding & Fence	State	14511	
13624	Wiltshire Street SALISBURY	Salisbury	Salisbury Institute	State	10626	
13618	1955 Main North Road SALISBURY HEIGHTS	Salisbury	Old Spot Hotel	State	14524	
13627	1 Terama Court SALISBURY HEIGHTS	Salisbury	Dwelling ('Portview')	State	14517	
13619	17 Riversdale Drive SALISBURY PARK	Salisbury	Dwelling ('Sans Souci')	State	14514	
13620	2 Saints Road SALISBURY PARK	Salisbury	Dwelling ('Fendon Grove')	State	14523	
13630	Dry Creek Reserve WALKLEY HEIGHTS	Salisbury	Former Warden's Tower Post No 1, Yatala Labour Prison	State	10717	
13626	Dry Creek Reserve WALKLEY HEIGHTS	Salisbury	Former Powder Magazine, Yatala Labour Prison	State	10578	

DISCLAIMER

While due care has been taken to ensure that the Heritage Places Database accurately reflects the South Australian Heritage Register and listings of Local Heritage Places in Development Plans, the State of South Australia does not accept liability for the use of the Heritage Database for any purpose. Users should consult the [Department of Environment, Water and Natural Resources - State Heritage Branch](#) to confirm the listing of State Heritage Places and the relevant [Development Plan](#) for Local Heritage Places/Contributory Items.

ITEM	TVSC3
	TOURISM AND VISITOR SUB COMMITTEE
DATE	12 June 2018
HEADING	Tourism and Visitor Strategy - Actions Status and Project focus for 2018/19
AUTHOR	Michael Bennington, Manager Communications & Customer Relations, Business Excellence
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 have developed a Tourism and Visitor Strategy. 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. That the following actions from the Tourism and Visitor Strategy Implementation Plan be progressed;
 - 2.1 Explore options to provide visitor information services throughout the area at key locations - Project: Develop a visitor information plan that identifies locations and delivery.
 - 2.2 Develop and implement a public relations program - Project: Develop a visitor and tourism specific public relations campaign.

ATTACHMENTS

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

1. Tourism and Visitor Strategy
2. Tourism and Visitor Strategy Implementation Action Plan

1. BACKGROUND

- 1.1 The City of Salisbury Tourism and Visitor Strategy (as attached) has been endorsed by the Tourism and Visitor Sub Committee and Council.

- 1.2 An Implementation Action Plan has been developed and endorsed by the Tourism and Visitor Sub-Committee.
- 1.3 The Implementation Action Plan sets out example actions for each objective within the strategy and sets out the work program for the Tourism and Visitor Sub Committee going forward.
- 1.4 The Tourism and Visitor Sub Committee and Council endorsed the initial projects for staff to further develop as the first program of works within the strategy with the priority actions being:
 - 1.4.1 *Project: Tourism and Visitor information is consolidated and made available on the internet*
 - 1.4.2 *Project: Develop core tourism and visitor marketing and promotional materials*
- 1.5 The budget bids for the endorsed projects were endorsed by Council as part of the 2017/18 Annual Plan in June 2017
- 1.6 The above projects have now been completed and successfully launched as the brand for tourism and visitor experiences within our City.
- 1.7 This report is seeking consideration of the next priority projects that the subcommittee would like to progress in 2018/19.

2. CITY PLAN CRITICAL ACTION

- 2.1 Promote a positive image of Salisbury to attract investment, visitors and tourists, and increase community pride.

3. CONSULTATION / COMMUNICATION

- 3.1 Internal
 - 3.1.1 Relevant Council Officers

4. REPORT

- 4.1 The Tourism and Visitor Strategy Implementation Action Plan sets out actions for each objective within the strategy. The Implementation Action Plan sets the work program for the Tourism and Visitor Sub Committee going forward.
- 4.2 As a starting point for discussion by the Tourism and Visitor Sub-Committee, nine actions have been identified for initial consideration and are provided in the attached report.
- 4.3 In determining the work program for the 2018/19 Financial Year, the Tourism and Visitor Sub-Committee can review the status of actions in the Implementation Action Plan for further consideration on next priority actions to be development by staff.
- 4.4 Of those nine actions, staff have made a recommendation of the possible top two priority actions.
- 4.5 In determining the next top two actions, staff considered potential roles and responsibilities of Council and stakeholders, available resources and likely outcomes from those actions. E.g. higher priority has been given to actions that

can easily be delivered in the short term with existing resources; actions that are interconnected or actions that will achieve the most significant outcomes.

- 4.6 The potential priority actions (as outlined in the attached) are:
- 4.6.1 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) – **Completed**
 - 4.6.2 Explore options to provide visitor information services throughout the area at key locations
 - 4.6.3 Improve general amenity, vehicle access, traffic flows and parking around each key precinct – **Ongoing**
 - 4.6.4 Improve visitor infrastructure including signage (wayfinding, informational, interpretive and promotional) and visitor amenities and facilities – **Ongoing**
 - 4.6.5 Develop and share the ‘Salisbury story’
 - 4.6.6 Develop core marketing and promotional materials around key themes, precincts and attractions – **Completed**
 - 4.6.7 Develop and implement a public relations program
 - 4.6.8 Develop and support events and festivals that capitalise on our key strengths and attract both local residents and intrastate visitors – **Ongoing**
 - 4.6.9 Work with industry, community groups and tourism stakeholders to develop new tourism and visitor attractions, products and experiences
- 4.7 Of the potential actions staff are recommending the below two actions be progressed as the next program of works by the Tourism and Visitor Sub Committee under the direction of the strategy:

STRATEGY ACTION	Explore options to provide visitor information services throughout the area at key locations
POSSIBLE PROJECT	Develop a visitor information plan that identifies locations and delivery:
	<p>Review various mechanisms for providing visitor information services including face to face services and web based information, informational signage and printed materials. Considerations include:</p> <ul style="list-style-type: none"> ○ Existing areas and locations that may be suitable (council, community and private sector) for delivery of visitor services ○ Level of services needed ○ Level of resourcing available via collaborative arrangements and potential volunteer support to supplement delivery of services

STRATEGY ACTION	Develop and implement a public relations program
POSSIBLE PROJECT	Develop a visitor and tourism specific public relations campaign
	<p>Develop positive public relations stories promoting the reasons to visit our city</p> <ul style="list-style-type: none"> ○ Develop a calendar of public relations initiatives to share those stories with the local community and other key intrastate markets ○ As part of the public relations program outlined above the - <i>develop and share the 'Salisbury story'</i> action could also be included as part of the program.

4.8 These two priorities have been selected as they are interconnected with each other with the collection of information, development of materials and making the materials available on the web, social media and key locations.

4.9 Funding of \$30k has been allocated in the 2018/19 budget to allow the subcommittee to continue to deliver on the strategy and action plan.

5. CONCLUSION / PROPOSAL

5.1 That the Tourism & Visitor Sub-Committee consider the two next actions from the Tourism and Visitor Strategy Implementation Action Plan for implementation over the next 6-12 months.

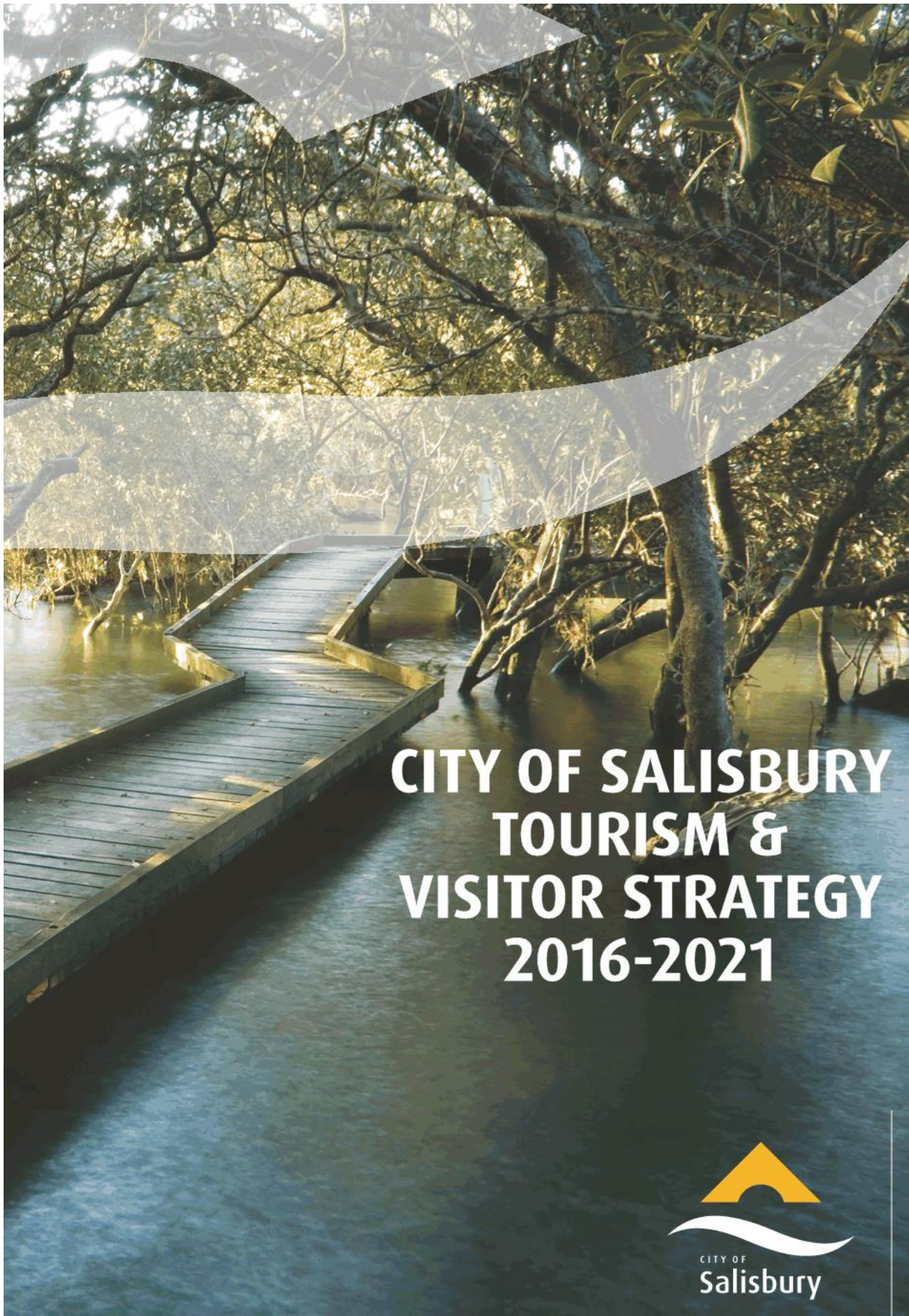
5.2 For each of the two actions identified, further details for the delivery of the actions will be scoped with internal and external stakeholders to determine roles and responsibilities, potential outcomes and resourcing requirements assessed.

5.3 Following the completion of the next round of actions a review will be undertaken on the other existing priority actions with an assessment of options for delivery and recommendations to the Sub Committee and Council.

CO-ORDINATION

Officer:

Date:



MESSAGE FROM THE MAYOR



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

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

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

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

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

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

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

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

Gillian Aldridge JP
Mayor of Salisbury

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ACKNOWLEDGEMENT OF COUNTRY

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



FOREWORD

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

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

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

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

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

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



EXECUTIVE SUMMARY

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

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

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

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

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

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

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

ABOUT THE CITY OF SALISBURY

KAURNA PEOPLE

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

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

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

SALISBURY TOWNSHIP

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

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

RAPID POPULATION GROWTH

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

Since World War II the area has expanded dramatically.

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

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

TODAY

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

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

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

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

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

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



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.

THEMES	PRECINCTS	KEY CURRENT ATTRACTIONS	KEY POTENTIAL ATTRACTIONS
Nature based Family friendly Cultural: events, multicultural, Kauma tourism, arts, history Adventure, sport & recreation Business, industry & education	St Kilda Salisbury Town Centre Mawson Lakes Parafield Airport Greenfields (wetlands) Dry Creek Edinburgh	Secret Garden Fringe event St Kilda Adventure Playground Cobbler Creek bike trails Mangrove trails & wetlands Multicultural retail /food Recreation Parks Globe Derby Park SA Harness Racing Club	Adelaide International Bird Sanctuary District Outlet Centre Parafield Airport Northern Adelaide Food Park



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.



<p>> Business / Medical: Corporate visitors Conference & function attendee Retail / dining / markets Defence, aeronautics Country people coming to Adelaide for appointments Visitors of hospital patients</p>	<p>> Arts & culture: Events Galleries & exhibitions Museums Multicultural experiences</p>	<p>> Independent travellers: Caravans / Motorhomes / Recreational Vehicles/Backpackers Daytrippers - other metropolitan areas People visiting friends & relatives</p>
<p>> Education / Science: Students Researchers</p>	<p>> Organised groups: Community & cultural Special interest Tours / programs / delegations</p>	<p>> People visiting attractions / facilities: Family based activities Sport & recreation Nature based</p>

CORE TARGET MARKETS

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

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

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

City of Salisbury residents, businesses and workers

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

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

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

South Australian Intrastate market

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

OUR ROLE

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

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

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

- **Leader**

Provide leadership and guidance to the community in line with the strategy. Create an environment where visitors are important and valued by the community e.g. by applying a ‘visitor lens’ to the way we do things.
- ▲ **Advocate**

Seek collaboration with other tiers of government and the private sector to deliver initiatives under the strategy.
- **Initiator / Facilitator/ Partner**

Connect people, businesses and groups to pursue opportunities; and create catalyst opportunities.
- ◆ **Service provider**
 - 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.

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



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

OBJECTIVES AND STRATEGIES

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

Timeframes:

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

Council's role:

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



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 packages and bundling of products and experiences and associated visitor information and promotional materials	S/M	● ◆
2.4	Develop and deliver a marketing and communications program based around key themes, precincts and attractions; focused towards identified key target markets; and maximising use of digital technologies	S/M	● ▲
2.5	Develop and deliver a marketing and communications program based around key themes, precincts and attractions; focused towards identified key target markets; and maximising use of digital technologies	M	● ▲
2.6	Develop and implement a public relations program	M	● ▲

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

	Strategies:	Short (S) Medium (M) Long term (L)	Council's Role
3.1	Leverage the development of the Northern Adelaide Food Park to create tourism and visitor economic outcomes	M/L	▲
3.2	Develop tourism and visitor economic opportunities that capitalise on and complement the establishment of the Adelaide International Bird Sanctuary	S/M	▲ ●
3.3	Develop opportunities to grow visitation to the St Kilda Adventure Playground and increase overall visitor spend	S/M	● ◆
3.4	Develop and support events and festivals that capitalise on our key strengths and attract both local residents and intrastate visitors	S/M	● ◆
3.5	Develop the 'Meetings, incentives, conferencing and exhibitions' (MICE) visitor market	M/L	▲
3.6	Work with industry, community groups and tourism stakeholders to develop new tourism and visitor attractions, products and experiences. Key areas of focus include: > 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	■

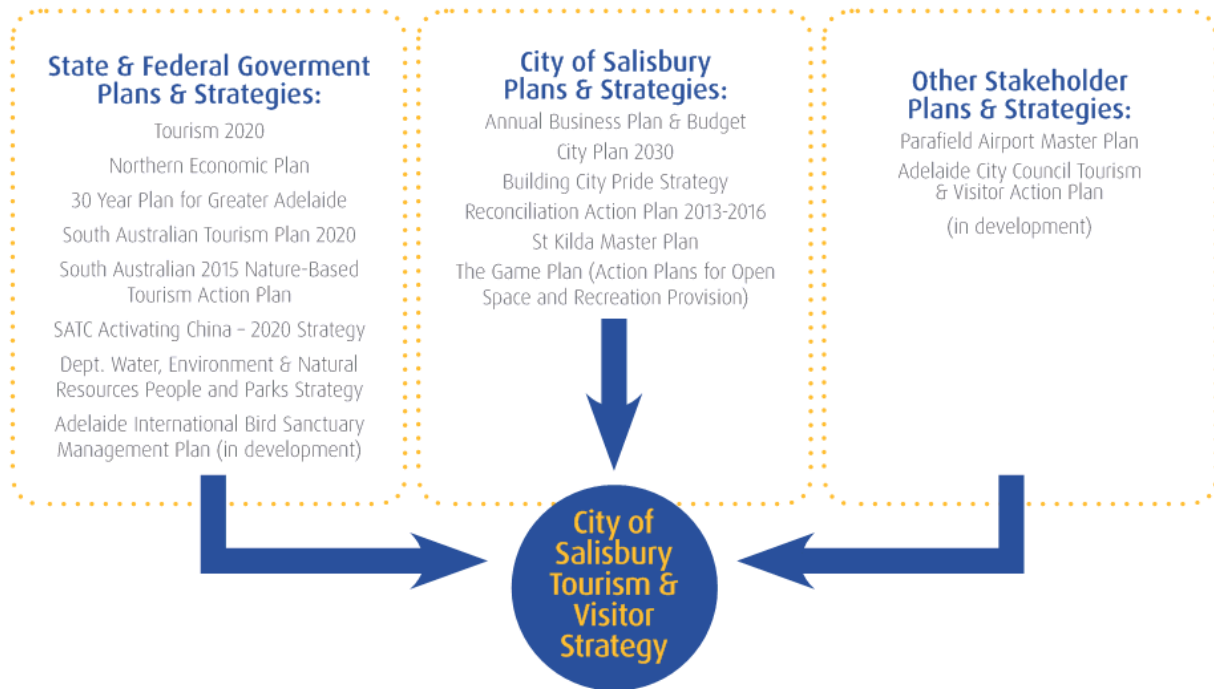
Objective 4: Create connections

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



ALIGNMENT WITH STAKEHOLDER STRATEGIES & PLANS

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



MEASURING PROGRESS & SUCCESS

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

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

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

IMPLEMENTATION ACTION PLAN

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

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

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

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

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

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

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



ADDITIONAL INFORMATION AND KEY CONTACTS

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



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

CITY OF SALISBURY TOURISM & VISITOR STRATEGY 2016-2021

IMPLEMENTATION ACTION PLAN – ACTIONS STATUS



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

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>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)</p>	<p>Existing Information: Key visitor information on current attractions, products and experiences or services (e.g. amenities, car parking and public transport) and visitor oriented services including restaurants, cafes, retail outlets etc are currently available on the website or within several brochures/flyers. This information needs to be consolidated into one area on the web and as general tourism and visitor brochures.</p> <p>Opportunity: Council currently holds the domain for the website http://discoversalisbury.com.au/ this website can be used to capture tourism and visitor information in one central location.</p>	<p>Tourism and Visitor information is consolidated and made available on the internet:</p> <ul style="list-style-type: none"> • Short Term – Information consolidated into one area within Council's existing website. • Medium Term – Create a 'Discover Salisbury' website http://discoversalisbury.com.au/ that captures all the relevant tourism and visitor information in one location. 	<p>Completed in December 2017 with the launch of the Discover Salisbury website http://discoversalisbury.com.au/.</p>

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>1.3 Explore options to provide visitor information services throughout the area at key locations</p>	<p>Existing Program: Interpretive Centre at St Kilda currently being considered for better use. The potential opportunities are currently being investigated as part of St Kilda Master Plan stage 2 and by the Department of Environment, Water and Natural Resources as part of the planning for the Adelaide International Bird Sanctuary.</p> <p>Opportunity: To utilise the Education Centre at Greenfields wetlands as an information Centre. <i>(Links to Strategy 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)</i></p> <p>Opportunity: To utilise key St Kilda locations as information points <i>(Links to Strategy 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)</i></p> <p>Opportunity: To utilise key Community Centres / COS community spaces as information points <i>(Links to Strategy 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)</i></p>	<p>Develop a visitor information plan that identifies locations and delivery:</p> <p>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 plan for delivery. Considerations include:</p> <ul style="list-style-type: none"> • Strategic locations for providing visitor information (e.g. key precincts and visitor attractions, train stations) • Level of services needed • Existing customer service areas and locations that may be suitable (Council, community and private sector) and potential for delivery of visitor services • Level of resourcing available via collaborative arrangements and potential volunteer support to supplement delivery of services 	<p>Possible action for 2018/19 focus pending endorsement June 2018</p>

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>1.5 Improve general amenity, vehicle access, traffic flows and parking around each key precinct (as required).</p>	<p>Existing Program: St Kilda stage 1 master plan has been developed and implemented to support visitation to the Adventure play space.</p> <p>St Kilda Stage 2 masterplan has begun looking at the opportunities for the area and how to improve general amenity, vehicle access, traffic flows and parking. The creation of the RV Friendly area will also be looked at as part of the stage 2 master plan.</p> <p>Budget implications will be included in the master plan.</p> <p>The resources required for the implementation of these programs will be developed as part of that process.</p>	<p>Ensure Tourism and Visitor elements are included in the St Kilda Stage 2 masterplan:</p> <ul style="list-style-type: none"> • Master Plan Stage 2: Consider tourism opportunities in finalisation of concept plan; particularly to support visitation to the Adventure Playground and the Adelaide International Bird Sanctuary • Work with The Collective to determine opportunities for collaborative funding of base visitor infrastructure to support the Adelaide International Bird Sanctuary 	<p>Ongoing as part of the St Kilda Stage 2 Masterplan</p>
<p>1.6 Improve visitor infrastructure including signage (wayfinding, informational, interpretive and promotional) and visitor amenities and facilities</p>	<p>Existing Program: Historical Wayfinding Signage: A workshop was held with the Tourism and Visitor Sub-committee in early April, at which important Local Heritage Sites were identified for consideration in the Historical Signage Program.</p>	<p>Historical Wayfinding Signage Project</p> <p>Staff will develop a program of works to be considered by Council as a New Initiative Bid in 2019/20.</p>	<p>Ongoing as part of the Historical Wayfinding Signage project as presented to the Committee in the June 2018 report</p>

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

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>2.1 Develop and share the 'Salisbury story'</p>	<p>Existing Information: Salisbury’s Kaurna history and culture; the multicultural community; industrial, defence and aeronautical history; innovation and iconic businesses; and the natural environment information is currently available on the website or within several documents. This information needs to be consolidated and used to promote and share our Story. Local ‘Salisbury Stories’ are currently promoted/shared via Council’s Salisbury Aware quarterly newsletter and social media.</p> <p>Opportunity (stakeholder): Holden is working with the National Library on documenting history that can be promoted/shared.</p>	<p>Share the ‘Salisbury story’ promotional campaign:</p> <ul style="list-style-type: none"> • Identify and engage local champions (current and previous residents), well-known local business people and historical figures and develop a 'people of Salisbury' story about visitor experiences to increase awareness • Create local advocates for promoting visitation 	<p>Possible action for 2018/19 focus pending endorsement June 2018</p>

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>2.3 Develop core marketing and promotional materials around key themes, precincts and attractions</p>	<p>Existing Information: Key tourism and visitor marketing materials are currently available on our website or within several brochures/flyers. This information needs to be consolidated into one general tourism and visitor brochure and refreshed.</p> <p>Opportunity: Current City of Salisbury key tourism and visitor marketing materials be consolidated into one general tourism and visitor brochure and refreshed.</p> <p>Opportunity: Utilise existing promotional materials for key attractions such as the Adelaide International Bird Sanctuary e.g. short film made by BirdLife Australia and other South Australian Tourism Commission promotional materials</p> <p>Opportunity: Utilise existing City of Salisbury promotional video that highlights key attractions within the City</p>	<p>Develop core tourism and visitor marketing and promotional materials:</p> <ul style="list-style-type: none"> • Develop a tourist/visitor map (brochure) 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 • Improve stock of visitor experience promotional photos to create an image library 	<p>Completed in December 2017 with the launch of the Discover Salisbury brand and associated materials.</p> <p>Ongoing promotion through the discover website and the ongoing Discover Salisbury lift out in Aware.</p>

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
2.6 Develop and implement a public relations program	Existing program: Council currently delivers positive public relations campaigns - promoting the City, key attractions, services, events and community regularly on a range of topics. Council has an existing relationship with Channel Nine who assists in promoting our City and Events	Develop a visitor and tourism specific public relations campaign: <ul style="list-style-type: none"> • Develop positive public relations stories promoting the reasons to visit our City • Develop a calendar of public relations initiatives to share those stories with the local community and other key intrastate markets 	Possible action for 2018/19 focus pending endorsement June 2018

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

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
3.4 Develop and support events and festivals that capitalise on our key strengths and attract both local residents and intrastate visitors:	Existing program: Council currently delivers a full calendar of events and festivals with high visitation numbers. Opportunity: 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	Identify unique events that are not happening in South Australia to attract visitors and tourist: <ul style="list-style-type: none"> • Identify gaps in the event market and work with the community and industry to develop opportunities • Focus on events that attract both locals and people from outside the area; and that are unique <p>Promotion/development of new event concepts/attracting events to Salisbury would need to be resourced</p>	Council report in March 2018 with the Events Strategy outlining the endorsed calendar of events that support place curation and tourism. Ongoing promotion through the discover website and the ongoing Discover Salisbury lift out in Aware.

Strategies	Existing Programs/Opportunities	Possible Projects	Action Status
<p>3.6 Work with industry, community groups and tourism stakeholders to develop new tourism and visitor attractions, products and experiences.</p>	<p>Existing program: Council currently offering guided and self-guided tours at the Greenfields wetlands. Schools book self-guided tours only at Greenfields through the NRM staff. Scout groups are often interested in evening events/tours at the wetlands.</p> <p>Opportunity: To expand and offer tours at other wetland /nature based locations throughout the City of Salisbury</p> <p>Opportunity: To offer a package to schools – day learning tour throughout the COS</p> <p>Opportunity: To work with education providers and NRM to further develop a nature based learning experience</p> <p>Opportunity: To work with the DEWNR to offer opportunities for tours at the Adelaide International Bird Sanctuary</p> <p>Opportunity: To work with the University of SA at Mawson Lakes and offer their Tech Trail as part of a guided tour package demonstrating water sustainability practices</p> <p>Opportunity: To engage with local Kaurna groups around opportunities to promote local Kaurna history and culture and create visitor experiences</p>	<p>Identify unique educational and cultural experiences for partners to deliver in our City:</p> <ul style="list-style-type: none"> Identify partners to deliver experiences and support them in the establishment 	<p>Action to be identified in future works program</p>

ITEM	TVSC4
	TOURISM AND VISITOR SUB COMMITTEE
DATE	12 June 2018
HEADING	Review of Tourism and Visitor Sub Committee Meeting Attendance
AUTHOR	Michael Bennington, Manager Communications & Customer Relations, Business Excellence
CITY PLAN LINKS	4.3 Have robust processes that support consistent service delivery and informed decision making. 3.2 Have interesting places where people want to be.
SUMMARY	This report provides information with respect to the review of the Tourism and Visitor Sub Committee meeting attendance.

RECOMMENDATION

1. Information be received.
2. That the current representatives from Kaurua and State Government are no longer members of the Tourism and Visitor Sub Committee.
3. That the positions remain vacant for the remainder of the term of the subcommittee and staff consult on relevant projects with the RAP working group and State Government as required.

ATTACHMENTS

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

1. Tourism and Visitor Sub Committee Terms of Reference

1. BACKGROUND

1.1 Council at its meeting on 29 March 2016 resolved:

NOM3 Tourism and Visitor Sub Committee Establishment

1. *The Tourism and Visitor Sub Committee Terms of Reference, as set out in Attachment 1, Policy and Planning Committee Item No. 1.9.1, 21/03/2016, be endorsed.*
2. *Membership of the Tourism and Visitor Sub Committee comprise:*
 - *One representative from the local commercial tourism industry*
 - *One representative from a local history club*
 - *One Kurna representative*
 - *Two representatives from the business community connected with the City of Salisbury*
 - *A representative of the South Australian Government nominated by the Minister for Tourism*
 - *Two Elected members*
 - *The Mayor (ex-officio)*
3. *The two Elected Members to be appointed to the Tourism and Visitor Sub Committee for the current term of Council be Cr S Reardon and Cr R Zahra.*
4. *Staff be authorised to commence processes to fill the necessary positions on the Tourism and Visitor Sub Committee, and to report back to Council with persons recommended for appointment to the Sub Committee.*
5. *Cr S Reardon be appointed as Chairman of the Tourism and Visitor Sub Committee for a 12 month term concluding 31 March 2017.*
6. *The Tourism and Visitor Sub Committee be reviewed after 12 months.*

***CARRIED
0943/2016***

1.2 The membership of the Sub-Committee comprises:

- 1.2.1 One representative from the local commercial tourism industry.
- 1.2.2 One Representative from a local history club.
- 1.2.3 One Kurna Representative.
- 1.2.4 Two Representatives from the business community connected with the City of Salisbury.
- 1.2.5 A Representative of the South Australian Government nominated by the Minister for Tourism.
- 1.2.6 Four Elected Members (Cr Woodman as of 4/12/17, Cr Cook as of 25/07/16, Cr S Reardon and Cr R Zahra)
- 1.2.7 The Mayor (ex-officio)

1.3 This report will provide an update on the committee meeting attendance as requested by the Sub-Committee.

2. REPORT

2.1 The Tourism and Visitor Sub Committee was formed under section 41 of the Local Government Act 1999 by the Policy and Planning Committee and Council endorsed its Terms of Reference at the meeting on 29 March 2016.

2.2 The Tourism and Visitor Sub Committee requested at its last meeting that the meeting attendance and membership be reviewed:

TVSC-OB1 Meeting Attendance

That Members Jack Buckskin and Janine Kraehenbuehl be contacted regarding nonattendance at meetings and report to Council on their membership status.

2.3 The current membership of the Tourism & Visitor Sub-Committee consists of:

Elected Member Representative

2.3.1 Cr S Reardon as Chairman of the Tourism and Visitor Sub Committee

2.3.2 Cr R Zahra, Cr R Cook and Cr J Woodman as members of the Tourism and Visitor Sub Committee

Local Commercial Tourism Representative

2.3.3 Mr Kevin Collins was appointed as the Local Commercial Tourism Representative

Local History Club Representative

2.3.4 Mr Jeffery Robert Pinney was appointed as the Local History Club Representative

Business Community Connected with the City of Salisbury Representative

2.3.5 Mr David Waylen was appointed from the business community connected with the City of Salisbury and Deputy Chairman of the Tourism and Visitor Sub Committee

2.3.6 Mrs Marilyn Collins was appointed from the business community connected with the City of Salisbury

Kurna Representative

2.3.7 Mr Jack Buckskin was appointed as the Kurna Representative

South Australian Government Representative

2.3.8 Mrs Janine Kraehenbuehl appointed as the local NRM Board representative

2.4 The current active membership provides a good representation of the Tourism and Visitor sector, with members providing knowledge and advice of the opportunities and barriers within the industry.

2.5 Participation from the Kurna Representative and the South Australian Government Representative has not been as active as other members of the Sub Committee with both members not having attended a meeting since the establishment of the Sub Committee.

2.6 Both members have been contacted regarding nonattendance at meetings and their membership status and interest in being a part of the committee with no reply.

- 2.7 The members were also advised that the sub committee will be considering their membership at the next meeting.
- 2.8 It is proposed that no change is made to the Terms of Reference in regards to membership but these representatives no longer be members of the sub committee and staff consult on relevant projects with the RAP working group and State Government as required.
- 2.9 The balance of the current membership provides a good range of expertise to the Committee and has effectively contributed to the progression of the Tourism and Visitor Strategy and associated Action Projects.

3. CONCLUSION / PROPOSAL

- 3.1 The committee has been progressing various projects with involvement of existing members attending meetings.
- 3.2 Ongoing input can be sought through the RAP working group and State Government as required.
- 3.3 Consideration be given to maintaining the existing membership as outlined in the Terms of Reference but the Kurna and State Government membership remains vacant.

CO-ORDINATION

Officer: Executive Group
Date: 05/06/2018



Tourism and Visitor Sub Committee

- Terms of Reference -

Endorsed by Council: 29 March 2016

Review Date: November 2018

1. Purpose

- 1.1 The Tourism and Visitor Sub Committee has been established 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 Councils Tourism and Visitor Strategy.
 - Identify linkages and opportunities to leverage benefit between the Tourism and Visitor Strategy and other state and local government plans and strategies.
- 1.3 The Sub Committee will adopt a risk management focus in its considerations, delivery and recommendations to Council. The advice to Council will reflect both the risk and opportunities of the issue to enable Council to act as an informed and responsible decision maker representing the interests of the community.

2. Status and Term of the Committee

- 2.1 The Sub Committee is formed under section 41 of the *Local Government Act 1999* as an advisory committee to the Policy and Planning Committee for the purpose of providing advice to Council in regard to the areas listed in section 1 above.
- 2.2 This Sub Committee will exist for the term of the Council.

3. Meeting Details

- 3.1 The Sub Committee meets as required, but no less than 3 times per year.
- 3.2 Meetings of the Sub Committee will be held in the Committee Rooms, City of Salisbury, 12 James Street Salisbury.
- 3.3 In accordance with Section 87 of the *Local Government Act*, a minimum of three clear days' notice of an ordinary meeting will be provided to members of the Sub Committee.



Tourism and Visitor Sub Committee

- Terms of Reference -

Endorsed by Council: 29 March 2016

Review Date: November 2018

- 3.4 Public notice of meetings will be given through publication of the annual meeting schedule on the City of Salisbury website. A copy of the Notice of Meeting and Sub Committee Agenda will also be displayed at 12 James Street Salisbury.
- 3.5 Members of the public are able to attend all meetings of the Sub Committee, unless prohibited by resolution of the Sub Committee under the confidentiality provisions of section 90 of the *Local Government Act*.

4. Membership

- 4.1 The membership of the Sub Committee comprises:
- One Representative from the local commercial tourism industry.
 - One Representative from a local history club.
 - One Kurna Representative.
 - Two Representatives from the business community connected with the City of Salisbury.
 - A representative of the South Australian Government nominated by the Minister for Tourism.
 - Four (*as of 25/9/17*) Elected Members (Cr R Cook *as of 25/7/16*, Cr S Reardon, Cr J Woodman *as of 25/9/17*) and Cr R Zahra).
 - The Mayor (ex-officio).

The Sub Committee will from time to time call in expertise to assist the Sub Committee with its deliberations.

- 4.2 All members must attend meetings and where unable to do so, must provide an apology prior to the meeting.
- 4.3 Members of the Sub Committee must comply with the conduct and conflict of interest provisions of the *Local Government Act*. In particular, Sections 62 (general duties), 63 (code of conduct) and 73-74 (conflict of interest, members to disclose interests) must be adhered to.

5. Chairman and Deputy Chairman

- 5.1 The Chairman is appointed by the Policy and Planning Committee for a period of 12 months.



Tourism and Visitor Sub Committee - Terms of Reference -

Endorsed by Council: 29 March 2016

Review Date: November 2018

- 5.2 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.

6. Voting Rights

- 6.1 All voting members have equal voting rights. A question arising for a decision will be decided by a majority of votes cast by all members present.
- 6.2 Each voting member must vote on a question arising for a decision.
- 6.3 The Chairman has a deliberative vote, but does not, in the event of an equality of votes have a casting vote.
- 6.4 In the event of an equality of votes, the matter must be referred to the Policy and Planning Committee for decision.

7. Meeting Procedures, Minutes and Documents

- 7.1 All meetings of the Sub Committee will be held in accordance with the *Local Government Act 1999* (and relevant Regulations), the City of Salisbury Code of Practice for Meeting Procedures and the City of Salisbury Code of Practice for Access to Meetings and Documents.
- 7.2 Minutes will be kept of the proceedings at each Sub Committee meeting. Members of Council will be provided with a copy of all minutes of the proceedings of this Sub Committee within five days after a meeting.
- 7.3 Members of the public have access to all documents relating to the Sub Committee unless prohibited by resolution of the Committee under the confidentiality provisions of section 91 of the *Local Government Act*.

8. Quorum

- 8.1 A quorum shall be determined by dividing the total number of voting members of the committee by two (ignoring any fractions) and adding one. For a committee comprising 7 voting members, the quorum is 4 (that is, 7 divided by 2 = 3.5 (ignoring any fractions) = 3 + 1).



Tourism and Visitor Sub Committee

- Terms of Reference -

Endorsed by Council: 29 March 2016

Review Date: November 2018

- 8.2 When the Mayor, as an ex officio member, is in attendance at a Sub Committee meeting, the quorum requirement is 5 (that is, 8 divided by 2 = 4 (ignoring any fractions) = 4 +1).

9. Reporting Requirements

- 9.1 This Sub Committee reports to the Policy and Planning Committee.
- 9.2 The Sub Committee shall make whatever recommendations to the Council it deems appropriate on any area within its Terms of Reference where in its view action or improvement is needed.
- 9.3 Recommendations made by the Sub Committee will be referred to the next Policy and Planning Committee meeting, through presentation of minutes, for final resolution.

ITEM	TVSC5		
	TOURISM AND VISITOR SUB COMMITTEE		
DATE	12 June 2018		
PREV REFS	TVSC	TVSC2	11/07/2017
	Council	NOM7	23/10/2017
	TVSC	TVSC2	14/03/2018
HEADING	RV Park at Pioneer Park		
AUTHOR	Clint Watchman, Coordinator Urban Policy, City Development		
CITY PLAN LINKS	<p>2.2 Have a community that is knowledgeable about our natural environment and embraces a sustainable lifestyle.</p> <p>2.4 Have urban and natural spaces that are adaptive to future changes in climate.</p>		
SUMMARY	<p>In response to Council’s resolution of March 2018 (2355/2018), the Campervan and Motorhome Club of Australia (CMCA) has provided a proposal for the establishment of an RV Park in Pioneer Park (see attachment 2 response from CMCA – 2018). The CMCA proposal involves the park being developed at no cost to Council, a nominal lease for the land being negotiated, a maximum of 50 sites and a CMCA volunteer providing oversight at the park.</p> <p>In addition as a response to a further Council resolution in March 2018 (2420/2018) staff have prepared a costs estimate to install and manage an independent dump point adjacent to the Pioneer Park toilets.</p> <p>The CMCA have indicated that financial support of \$1,800 could be provided for supply of a dump point unit as part installation of a dump point adjacent to the Pioneer Park toilets. Installation of a stand-alone RV dump point in this location is estimated to cost in the vicinity of \$50,000 to establish plus \$1,600 per annum for maintenance. This may fluctuate however in response to unknown usage.</p> <p>Free to use RV dump points are currently available at OTR on Port Wakefield Rd, and the council facility at St Kilda, and a new RV dump point at OTR on Waterloo corner Rd may be established (subject council approval and development timelines) within two years.</p> <p>An RV Park at Pioneer Park has the potential to bring some financial benefit to the Salisbury City Centre with tourists spending money at the local shops and services. However this is not able to be quantified and there are risks associated with the proposal which</p>		

Council should consider outlined in this report which, on balance, have led to a recommendation to not proceed further with these proposals, including but not limited to costs uncertainty, commercial impacts, and statutory and consultation processes and time frames.

RECOMMENDATION

1. That the use of Pioneer Park for a RV Park or Non-commercial caravan park not be pursued further.
2. That the investigation of other sites for the use of an RV Park or Non-commercial caravan park not proceed, having consideration to existing and proposed Council RV facilities available at St Kilda, and commercial RV park and caravan park facilities available within the Council area.
3. That the CMCA be thanked for their proposal and advised of Council's decision.
4. A further report be brought back to council if the Caravan Park and Motorhome industry undertake detailed investigation and feasibility studies that identifies suitable alternative sites and operations models within northern Adelaide that may facilitate the development of a non-commercial RV/caravan park.

ATTACHMENTS

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

1. Letter to CMCA - April 2018
2. Response from CMCA - April 2018
3. Potential Location RV Dump Point
4. RV Dump Point Options A & B

1. BACKGROUND

1.1 In early 2017, the Salisbury Business Association requested, as part of a number of projects and initiatives it wished to pursue with Council, for Council to consider locating an RV Park in Pioneer Park.

1.2 At its meeting on 27 March 2017, Council resolved:

1.2.1 *That a report be brought back outlining possible Recreational Vehicle sites in the City of Salisbury with a focus on the CBD*

[Resolution Number 1656/2017]

1.3 At its meeting on 11 July 2017, the Sub-Committee considered a report that evaluated five site options, namely Happy Home Reserve (West), Happy Home Reserve (East), Pioneer Park (West), Woodman Green and Salisbury Oval. The Sub-Committee recommended a preference for an alternative site in Pioneer Park (other than Pioneer Park West) and resolved:

- 1.3.1 *That Pioneer Park is endorsed for further investigation as a location for a Recreational Vehicle (RV) site in proximity to the Salisbury City Centre.*
- 1.3.2 *That investigations be undertaken to identify the cost of installing and maintaining signage and infrastructure to comply with the requirements of the RV Friendly Destination program, a more robust understanding of the impact on the St Kilda facility and commercial operators, and ongoing management and maintenance requirements, compared with the benefits of and demand for such a facility in Salisbury City Centre.*
- 1.3.3 *That a further report be brought back to Council detailing the outcome of those further investigations.*

[Resolution Number 1900/2017]

- 1.4 At its meeting on 25 September 2017 Council received a deputation from the operator of Highway One Caravan Park concerned about the impact of the proposal on his business along with queries regarding costs and planning matters. Council resolved:

- 1.4.1 *A report be brought back addressing the issues raised during the deputation by Mr Schammell and Mr Hutchinson, in particular site location, scope of works, cost details and planning advice.*

[Resolution Number 2029/2017]

- 1.5 At its meeting on 23 October 2017, Council resolved:

- 1.5.1 *That the report regarding the Recreational Vehicle Site in the Salisbury City Centre, as requested by a decision of Council on the 25 September 2017, be provided prior or at the meeting of Council in February 2018.*

[Resolution Number 2086/2017]

- 1.1 That report requested by Council arising from the above resolutions, which outlined legal advice from Norman Waterhouse lawyers regarding an appropriate process to enable the site to be used as an RV Park as well as revised costings, was provided to the February 2018 meeting of the Tourism and Visitor Sub-Committee, however it was not considered due to the Sub-committee being inquorate. As such consideration of the report was deferred to the 14 March 2018 meeting of the Sub-Committee. At that meeting the Sub-Committee resolved:

1. *That the report be noted.*
2. *That a detailed feasibility assessment and design works be undertaken prior to Council making a decision on whether to proceed to public consultation on establishing an RV Park at Pioneer Park or Happy Home Reserve, with the feasibility assessment and design work to consider, but not be limited to, the following issues:*
 - 2.1. *Preparation of a concept design for a “Basic” level RV Park for Pioneer Park or Happy Home Reserve, Salisbury.*
 - 2.2. *Further validation and refinement of preliminary engineering and cost assessment of the concept design in terms of construction feasibility and estimated costs.*

- 2.3. *An assessment of options for funding, procurement and delivery of an RV Park in Pioneer Park or Happy Home Reserve.*
 - 2.4. *An indicative project time line taking into account statutory processes and requirements under the Local Government Act 1999 and Development Act 1993.*
 - 2.5. *A consultation Plan.*
 3. *That consultants be engaged to undertake the preparation of a concept design for a "Basic" level RV Park on Pioneer Park or Happy Home Reserve, and for costing of the concept design.*
 4. *That a further report on the feasibility assessment be brought back to Council for further consideration by June 2018 or earlier if available.*
- 1.2 At the 26 March 2018 meeting, Council, when considering the Sub-Committee's recommendation, resolved:
1. *That the report be noted.*
 2. *That until such time as formal correspondence has been received from the CMCA for the establishment of an RV park in the city centre precinct and environs, that the matter be deferred.*
- [Resolution Number 2355/2018]
- 1.3 At the same meeting, Council further resolved that:
1. *That staff report back on providing an RV dump point at the Pioneer Park toilets for inclusion in the budget for 2018/2019 (resolution 2419/2018).*
 2. *That Council write to CMCA seeking their interest in contributing financially for the dump point.*
- [Resolution Number 2420/2018]
- 1.4 A letter has been sent to the CMCA on both matters arising from the March 2018 Council meeting and a response has been received (provided as Attachment 1 Letter to CMCA April 2018 and Attachment 2 Response From CMCA – April 2018).
- 1.5 Both of the resolutions from Council's 26 March 2018 meeting are addressed in this report.

2. CONSULTATION / COMMUNICATION

2.1 Internal

- Team Leader and Manager Infrastructure Delivery
- Coordinator Facilities Management
- Senior Environmental Health Officer
- Coordinator Property
- Team Leader – Planning, City Development

2.2 External

- Campervan and Motorhome Club of Australia Limited (CMCA)
- Peregrine Corporation (OTR Port Wakefield Road)

3. REPORT

- 3.1 The RV sector is a growing part of the tourism market in Australia with over 650,000 registered vehicles in the country. Both the Salisbury Business Association and the Campervan Motorhome Club of Australia (CMCA) have expressed a desire to establish an RV park adjacent to the Salisbury City Centre.
- 3.2 The establishment of an RV park adjacent to the Salisbury City Centre would create a point of difference for the precinct, being the first non-commercial RV parking area to be established in metropolitan Adelaide. It is claimed that this point of difference would make it a destination for RV owners and there would be an economic benefit for the Salisbury City Centre as a result of the spending that would occur as a result of the increased visitation. It should be noted that these claims are based upon observed experience with RV parks in other locations around Australia. No research or analysis exist specifically in relation to Salisbury City Centre, which, as noted above, is different to other locations in that it is a city centre location in an area that is not in its own right a tourist destination. Accordingly the economic benefits at this stage have not been able to be quantified.
- 3.3 In response to Council's resolution, the CMCA has provided a proposal for the establishment of an RV Park in Pioneer Park. The CMCA proposal involves the park being developed at no cost to Council, a nominal lease for the land being negotiated, a maximum of 50 sites, and a CMCA volunteer providing oversight at the park. The CMCA have provided a generic cost estimate of \$80,000 to establish an RV Park, and \$25-30,000 per annum operating costs
- 3.4 The CMCA's proposal states that the full business case and design of the park will not proceed without at least the "in-principle" support of the City of Salisbury and an indication that development consent is possible on the land. The RV Park would include timber post and rail fence, entrance gate, concrete pad for the custodian, shelter, and landscaping. In addition electrical supply could be sourced from the power pole and transformer installed if necessary. In terms of risk management, vehicles can be moved at short notice and the RV Park closed leading up to or during any flood events.
- 3.5 The CMCA has indicated that although Pioneer Park is the preferred location other locations would be considered if they provided superior outcomes when compared to Pioneer Park.
- 3.6 The State Government and the Local Government Association of Tasmania (LGAT) jointly prepared a directions paper in May 2012 that reviewed the pricing methodology for council recreation vehicle overnight camping services as a response to a council request due to complaints from private caravan site owners.
- 3.7 Previous reports on this matter have extensively canvassed the site characteristics and approval process to utilise the identified portion of Pioneer Park as an RV Park. The following paragraphs briefly summarise these matters.
- 3.7.1 *The site is located on the eastern side of Commercial Road within Salisbury City Centre. The land is zoned Open Space within the Little Para River open space corridor.*

- 3.7.2 *The site is owned by the Minister for Sustainability Environment and Conservation and is under Council's care and control. Council would be required to seek the Minister's approval for the use of the land as an RV Park. It is unknown at this stage if the Minister would consider this as an appropriate use and what limitations or requirements there may be if it was.*
- 3.7.3 *An RV Park would need to meet minimum engineering and safety requirements which would be assessed in detail during development assessment and include but not limited to access to the site and circulation within in it, an appropriate sewerage dump point, electrical and potable water connections and fencing to delineate the site.*
- 3.7.4 *Council may also wish to undertake site suitability investigations such as a contamination audit to minimise the risk to council.*
- 3.7.5 *A cost estimate has been prepared by staff and is estimated to be in the order of \$600k to develop the site to meet appropriate engineering and safety requirements. These breakdown of costs are estimated to be:*

Item	Cost (\$)
Dump Point	\$25-50k
Dump Point Water Connection	\$5k
Fencing	\$20k
Access Ramp (7m wide Asphalt + Grade Correction and entry modifications)	\$105k
Internal Gravel Driveway (250mx6mx\$250/m2)	\$375k
Signage	\$5k
Rainwater Tank Removal	\$10k
Service Connections (Water to Site, Sewer and Electrical TBD)	\$50k

- 3.7.6 *If an internal gravel driveway was not required the costs of establishment could be significantly lower. These cost estimates however have been based on a qualified contractor building a gravel track to an appropriate standard for RV useage.*
- 3.7.7 *While CMCA has indicated that their experience suggests that the development costs for an RV Park are approximately \$80k it is difficult to determine if these are like for like examples with equivalent constraints and infrastructure requirements. The above also considers additional costs the CMCA would not be expected to fund including removal of old rain water tank, installation of footpath on South Terrace, and removal of gravel mound.*
- 3.7.8 *An RV Park would require planning approval. "Caravan parks" and "tourist accommodation" are considered non-complying with the Open Space Zone. An RV Park is not clearly defined as either but could be considered a form of "tourist accommodation" depending on the level of infrastructure proposed and therefore it would also be considered non-complying.*

- 3.7.9 *Council could choose to consider the application as “merit” however this may be challenged by a third party and Council may be advised to reprocess the application as non-complying.*
- 3.7.10 *The proposal would require Category 3 public notification which allows for representation in support or against the proposal and the right to appeal a decision. This is a potential risk given Council received a deputation from the operator of Highway One Caravan Park at its 25 September 2017 meeting.*
- 3.7.11 *If Council provide in principle use of Pioneer Park for an RV Park the next steps, from a process an approvals perspective include:*
- *Write to the minister Minister for Sustainability, Environment and Conservation requesting the site be used for the establishment of an RV Park.*
 - *Amend CLMP (if the Council wishes to minimise associated risk) – requires public consultation.*
 - *Approach to market seeking expressions of interest (should Council opt not to pursue or enter into exclusive dealings with the CMCA).*
 - *Public consultation in relation to proposed lease.*
 - *Decision to grant lease/permit under sections 200 and 202 and by-law 3.*
 - *Development application.*
- It is estimated that this process may take 18-24 months including caretaker period if all proceeds smoothly.*
- 3.8 There is a significant difference between Council costs estimates and CMCA costs estimates, which is potentially a product of the difference in standard and quality of engineering and infrastructure provision under the two costings.
- 3.9 In progressing the matter Council essentially has potentially three decisions to make. Firstly whether it wishes to progress with the development an RV Park at all. Secondly, if it chooses to progress with the concept whether it is best located at Pioneer Park or at an alternative location. Finally, if it chooses to progress with the concept whether it enters into exclusive dealing with the CMCA or undertakes an open market approach (noting there is likely to be a very limited field of organisations willing to develop and manage a non-commercial facility of this nature).
- 3.10 The decision on whether to proceed rests on an acceptance that there are insufficient facilities for RV tourists in the immediate area, the economic benefits are sufficiently large and impact on existing facilities.
- 3.10.1 There are a number of commercially operated caravans parks within 20km of the Salisbury City Centre including Windsor Gardens Caravan Park, Highway 1 Caravan and Tourist Park and Adelaide Caravan Park. In addition Council provides an RV parking area at St Kilda with \$235K allocated to relocating this as part of the Stage 2 St Kilda masterplan and there is anecdotal evidence of informal RV parking arrangements at other facilities in addition. The CMCA proposal states that RV Parks such as the one proposed provide a solution to a gap in the market place while the deputation from Highway One Caravan and Tourist Park claimed that the development of an RV Park would divert trade from that facility.

- 3.10.2 While it is generally accepted that there is an economic gain from increasing visitation to an area, the data on expenditure by RV tourists is contested. At the lower end of the scale, research by BDO for the Caravan, RV and Accommodation Industry of Australia in 2013 found that commercial campers spend, on average, \$576 per location (excluding accommodation cost) compare to \$213 by non-commercial campers. The average daily spend for commercial campers is \$73, versus \$53 for non-commercial campers. The CMCA's data is more bullish claiming its members spend an average of \$770.00 per week (or \$110 per day) when travelling on the road.
- 3.10.3 It is difficult to make a robust economic assessment based on the conflicting data, uncertainty over what the impact of an RV Park in Pioneer Park would have in attracting new visitors to the area, the average length of stay in Salisbury, the extent to which daily expenditure is spent in Salisbury or further afield, and the level of diversion of clients away from existing facilities (both commercial and non-commercial). That being said if we take the CMCA's view that the average occupancy at the RV parking area will be 25 vans, if we use the figures generated by BDO and the CMCA, the economic spend is potentially between \$483,625 and \$1,003,750 per annum, noting not all of this will be captured locally.
- 3.10.4 Among the matters raised in the deputation by Highway One Caravan Park, one of the larger tourism industry operators in Salisbury, was the potential to divert users of that facility to the new facility. The development of non-commercial, low cost or free campgrounds within the vicinity of existing commercial caravan parks has been identified as an issue of serious concern to the caravan park industry as documented within SA Parks Policy Paper - A Guide for Management of Camping Area in South Australia (March 2014). The policy paper advocates in its policy number 2 that the provision of free low cost camping should only be established at a distance of more than 20km from existing commercial facilities. While this is not an "official" policy document it is worth Council considering that the industry has done some work in this area and there could be a risk in progressing an RV Park at Pioneer Park and further representation it may receive.
- 3.11 Should Council proceed with providing in-principle support to an RV Park, a determination would need to be made whether Pioneer Park is the best site. This matter was canvassed in the report provided to the Tourism and Visitor Sub-Committee in July 2017. It should be noted that the CMCA proposal leaves open an option to consider alternative locations should they provide "*superior outcomes when compared to this proposal.*"
- 3.12 In earlier reports on the RV Park, the role of the CMCA as a potential operator of the RV Park operators was not highlighted as no decision had been made on whether to enter into an exclusive arrangement with them or some other operator or to approach the market more broadly. The resolution of Council and the subsequent response from the CMCA necessitates a decision to be made as to whether Council seeks to exclusively engage with the CMCA to progress that proposal, or test the market.

- 3.13 The benefits of directly engaging with CMCA would be that CMCA have proactively engaged with council through the TVSC, that an approach to market would not be needed which would save time, and that CMCA have extensive and proven experience in managing low cost facilities throughout Australia.
- 3.14 The risks associated with exclusively engaging with CMCA would include potential legal representations from commercial caravan park operators in relation to sole negotiations or competitive neutrality and that council may not secure optimal value and lease conditions due to CMCA's low cost model.
- 3.15 An over-arching consideration is whether there is likely to be any market interest in the operation of an RV Park in Salisbury City Centre beyond the interest expressed by the CMCA. This is also relevant to the commentary in paragraph 3.2 of this report highlighting the absence of reliable data relating to economic impact of such a proposal in this location.

Commercial Road Dump Point

- 3.16 Council has also resolved that staff report back on providing an RV dump point at the Pioneer Park toilets for inclusion in the budget for 2018/2019 and that Council write to CMCA seeking their interest in contributing financially to the dump point. It is inferred that the intention of this motion was to enable the exploration of an alternative option for attracting RV travelers to Salisbury City Centre should the proposal for an RV Park in Pioneer Park not proceed.
- 3.17 The Pioneer Park toilets are located near Commercial Road in Salisbury City Centre near the Water Wheel Museum. The location includes a pull-over area off Commercial Road that accommodates small and large vehicles. This area is currently used as a lay-by for public buses. See Attachment 3 - potential location RV pump point.
- 3.18 Site constraints and opportunities include:

Constraints

- 3.18.1 No viable existing main sewer adjacent the location noting the limitations of the existing public toilet sewer connection outlined below. The closest connection point is near OTR south of the site uphill on Commercial Road.
- 3.18.2 The site does not cater for a gravity sewer system due to the levels and would require a pump and sewer connection or holding tank and collection. A traditional septic system using soakage and/or irrigation is not a viable option in this location due to the proximity of the site to the Little Para River.
- 3.18.3 The closest pumping chamber is located at the nearby toilet block.
- 3.18.4 The nearby toilet block pumping chamber and associated infrastructure will not accommodate additional usage and would require upgrading.
- 3.18.5 Locating the RV dump point immediately next to the toilets would be impractical as there is limited vehicle access and turnaround area.
- 3.18.6 A dump point in close proximity to the pedestrian access track to the Waterwheel Museum could be considered unsightly, and impact adversely on the amenity of the linear park and walking trail.

Opportunities

- 3.18.7 Vehicle access and short term layover for use of a dump point is acceptable based on low usage volumes. However if the RV dump point became a high usage facility a further traffic assessment may be required.
- 3.18.8 The site is located next to Salisbury City Centre providing ready access for RV users to the facilities and services available in the Centre, and the provision of a dump point may attract RV users into the centre (noting however that demand is unable to be demonstrated or quantified at this time). The proposed site is also located close to the Little Para River and the parkland setting it provides.
- 3.19 The cost to connect a dump point with pump to the closest existing sewer main at the top of Commercial Road is estimated to be in excess of \$450,000 and therefore this option has not been investigated any further.
- 3.20 The current toilet block is serviced by a collection chamber, pump and electrical connection, Sewage is pumped from this location periodically to a mains sewer connection uphill on Commercial Road. To utilise this system for an RV dump point the collection chamber, pump and electrical board would require upgrading to cater for additional loads. Contents of the RV dump point would also require pumping up to this location due to grades from the proposed location alongside the Commercial Road access road (See Option B Attachment 4 RV dump point options A & B). This option (Option B) would cost in the order of \$95,000 to establish and approximately \$5,000 per annum for quarterly inspections and pump electrical charges.
- 3.21 Initial investigations indicate that the most cost effective way to deliver a dump point at Pioneer Park is to establish a stand-alone system that is serviced by a holding tank. This would require manual emptying and ongoing inspections at an estimated ongoing cost of \$1,600 per annum. See Option A, Attachment 4 RV dump point options A & B.
- 3.22 Option A would require infrastructure including a dump point unit, holding tank (holding tank requires regular pumping into a collection vehicle and inspections), potable water tap and hose for cleaning the outside of the unit, concrete slab, bollards and signage and an alarm and notification system.
- 3.23 A waste water engineer would be required to design the system and prepare a report to ensure the requirements of the On-Site Waste Water System Code as prescribed under the Public Health Act are met, and approval can be granted by an Environmental Health Officer.
- 3.24 The estimated cost for Option A would be \$50,000 plus the ongoing maintenance estimated at \$1,600 per annum.
- 3.25 It is difficult to determine the usage of the system and therefore the maintenance costs could fluctuate.
- 3.26 CMCA has responded to Council advising they would provide a dump point unit valued at \$1,800. This is the unit cost only and all other costs to install and service the unit would be borne by Council.
- 3.27 OTR on Port Wakefield Rd currently provide a free-to-use dump point which is within 15 minutes drive from Pioneer Park and Salisbury City Centre.

- 3.28 An application for an OTR on the Corner of Waterloo Corner Road and Port Wakefield Road is currently being considered. OTR has indicated the new service station will include a free to use RV dump point. This location is a 10 minute drive from Salisbury City Centre.
- 3.29 OTR has indicated they would be unlikely to pursue an RV dump point at the Commercial Road service station given it is not a major transit style station. In addition they have indicated their current approach is to install them in major new stations where appropriate access, movement and sewage design can be considered during the planning and design stage of the service station.
- 3.30 OTR has experienced inappropriate use of their unlocked free to use dump point on Port Wakefield Road such as the dumping of paint. Inappropriate dumping is a risk Council may face with a new RV dump point at Pioneer Park which would require review of the access and monitoring if issues arose.
- 3.31 In addition, Council currently provides a free to use RV dump point at St Kilda. Access to this dump point is controlled with key access required.
- 3.32 Council may choose to not proceed with providing an RV dump point at Pioneer Park, upon consideration of the information in this report, for the following reasons:
- 3.32.1 The costs of establishing an RV dump point at Pioneer Park are estimated to be \$50,000.
 - 3.32.2 The dump point would require ongoing monitoring and maintenance estimated at \$1,600 per annum. This may fluctuate however in response to unknown usage.
 - 3.32.3 It is difficult to determine how much usage the dump point would attract as a stand-alone RV service facility (ie separate from a RV Park) given its distance from major arterial roads, tourist attractions, or camping sites and RV parks.
 - 3.32.4 Free to use RV dump points are currently available at an OTR service station on Port Wakefield Rd, and the Council facility at St Kilda (with controlled access via a key access system). In addition a new RV dump point at an approved OTR service station on Waterloo Corner Rd/Port Wakefield Road may be established (subject to development timelines) within two years.
 - 3.32.5 The cost estimate has been based on a system that does not require a key or permit to access. If vandalism or inappropriate dumping occurred Council would be required to resolve the issues which may include additional costs for monitoring and surveillance systems and/or a lock and permit system requiring additional administration.
 - 3.32.6 If an RV Park was to proceed a dump point would be provided within the new RV Park. A separate system at the Pioneer Park toilets would not be required.
 - 3.32.7 If an RV Park was not to proceed a stand-alone RV dump point is not recommended due to establishment and ongoing costs, potential ongoing risks, and the relatively close distance of existing free-to-use dump points along Port Wakefield Road as a major transit route.

4. CONCLUSION / PROPOSAL

- 4.1 An RV Park at Pioneer Park would potentially bring some financial benefit to the Salisbury City Centre with tourists spending money at the local shops and services. However this is not able to be quantified.
- 4.2 Pioneer Park is owned by the Minister for Sustainability Environment and Conservation. It is unknown whether the proposal would be supported by the Minister.
- 4.3 Installation of a stand-alone RV dump point at Pioneer Park near the toilets would cost in the vicinity of \$50,000 to establish plus \$1,600 per annum for maintenance. The CMCA have indicated an ability to provide \$1,800 towards the costs.
- 4.4 This option would not be required if Council choose to proceed with an RV Park at Pioneer Park. If council choose not proceed further with an RV Park at Pioneer Park this option is available, however it is not recommended for reasons outlined in this report.
- 4.5 The process to establish and operate a RV Park at Pioneer Park includes some risks that may ultimately mean the project does not proceed and that Council need to consider in making a decision on this proposal:
- 4.5.1 There is a significant variation in cost between CMCA's costs estimates and Council's, noting however that the CMCA proposal in its current form proposes that there be no costs to Council in the establishment and operation of the proposed RV Park, based upon a generic cost estimate by CMCA of \$80,000 to establish an RV Park, and \$25-30,000 per annum operating costs.
 - 4.5.2 A low cost "non-commercial" RV Park within Salisbury City Centre would be within close proximity to existing commercial operations. The industry has not undertaken any demand assessment to determine if a low cost facility is required and where such an offering may be best located, or at what time it may be opened to cater for identified demand.
 - 4.5.3 Council will undertake its Green Infrastructure Strategy over the next 18 months which may identify a community use for the Pioneer Park land.
 - 4.5.4 The process to establish an RV Park at Pioneer Park would take 18-24 months and would potentially require significant Council resources including financial and administrative.
 - 4.5.5 Council has received a representation opposing the development of an RV Park at Pioneer Park in the initial stages which suggests there may be ongoing opposition from parties with a commercial interest.

CO-ORDINATION

Officer: EXECUTIVE GROUP
Date: 05.06.18



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5 April 2018

Mr Richard Barwick
Chief Executive Officer
Campervan & Motorhome Club of Australia
49 The Avenue
WICKHAM NSW 2000

Dear Mr Barwick,

Over the past twelve months the City of Salisbury has been considering the potential to establish an RV park adjacent to the Salisbury City Centre. The CMCA's State Representative for South Australia, Mr Kevin Collins, has contributed positively to those discussions and has been generous in the sharing of his expertise.

Council has previously been provided with the CMCA's RV parks fact sheet that provides an overview of the organisation and outlines in broad terms the CMCA's willingness to work with local government to establish RV parks. Whilst Council's consideration of an RV park in Salisbury City Centre has been influenced by the CMCA model, we are conscious that Council does not at this time have a formal proposal from the CMCA relating to this location to consider.

At its meeting on 26 March 2018, Council resolved:

That until such time as formal correspondence has been received from the CMCA for the establishment of an RV park in the city centre precinct and environs, that the matter be deferred.

The receipt of a formal proposal from the CMCA outlining its requirements and potential contribution to establishing and operating an RV park in Salisbury will enable Council to progress consideration of the matter.

Later in the same meeting, Council further resolved:

That staff report back on providing an RV dump point at the Pioneer Park toilets for inclusion in the budget for 2018/2019.

That Council write to CMCA seeking their interest in contributing financially for the dump point.

We would appreciate your advice on this matter. As context, please also find attached a map denoting the Pioneer Park site referred to above.

Should you have any queries, or wish to discuss Council's request further, please contact me via the details below.

Yours sincerely



Greg Ratsch
Manager Economic Development & Urban Policy
Phone: 08 8406 8251
Email: gratsch@salisbury.sa.gov.au



16 April 2018

Greg Ratsch
Manager Economic Development & Urban Policy
City of Salisbury
PO Box 8
SALISBURY SA 5108

Dear Greg

CMCA RV Park and Dump Point

The Campervan & Motorhome Club of Australia (CMCA) is the largest recreational vehicle member organisation in Australia representing over 70,000 members. As an organisation, our goal is to provide a range of benefits to our member base and to increase the positive experience for the road-based traveller across Australia.

A new initiative of CMCA is the creation of a network of CMCA RV Parks across Australia. Our goal is to develop at least 20 of these parks in strategic locations by 2020.

Mr Kevin Collins, CMCA SA State Representative, has provided information to Council's Tourism and Visitor Sub Committee in relation to the possible establishment of an RV Park in Salisbury and that committee has considered this initial information and deferred any decision until a formal request has been made by the CMCA.

Please find enclosed a proposal for the establishment of an RV Park in Salisbury, specifically a portion of Happy Home Reserve, which is considered appropriate for the development of a low-cost park in your city.

Council is also considering a budget item for the 2018/19 budget for the installation of an RV dump point at Pioneer Park. CMCA would provide the Dump Ezy unit (valued at \$1,800 including delivery) at no cost to City of Salisbury with the installation and ongoing maintenance costs to be borne by Council.

Your consideration of both proposals would be appreciated.

If you require any further information please contact Sean Constable, Business Development Officer seanconstable@cmca.net.au or Emily Smith, Member Services Officer on 0249788788.

Yours sincerely



Richard Barwick
CEO



CMCA RV PARK

SALISBURY SA

PROPOSAL

April 2018

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BACKGROUND

The Campervan & Motorhome Club of Australia (CMCA), as a not-for-profit national representative member organisation aims to provide a broad range of services to its 70,000 members. This includes a monthly magazine *The Wanderer*, digital platforms including CMCA website, Geowiki, online forums and a members' market and programs such as RV Friendly Towns and RV Friendly Districts.

The RV Friendly program provides locations across Australia for road-based travellers to rest, replenish supplies and dispose of waste responsibly. Low cost overnight camping for these travellers is also important because research shows that commercial caravan parks are not the first preference for CMCA members. CMCA is also working with commercial parks to expand the offering of low cost alternatives within existing parks under the Dollar Wise and RV Friendly Van Park programs.

CMCA RV Parks are the latest in a suite of accommodation options to be provided to the road-based tourist, and CMCA members specifically. RV Parks provide a low-cost option for members in towns on known touring routes. The parks provide a basic camping area for RVs to park for up to 5 nights, a dump point nearby, potable water supply to top up tanks and proximity to a retail centre to replenish supplies. The short-term goal of CMCA is to have 20 RV Parks operational by the end of 2020.

CMCA has already established and opened RV Parks in Ingham QLD, Railton TAS and Euston NSW. Construction of another park in Bundaberg is currently nearing completion for opening in May 2018 and council consent has been gained for a park in Penola SA.

CMCA continues to identify possible locations for further RV Parks and works closely with local councils to achieve the best outcome for both its members and the local communities involved.

ISSUES

Road-based tourism is a growing visitor economy segment with over 650,000 registered vehicles in Australia at present. This number is growing each year and the proportion of self-contained vehicles is increasing over time. As the number of self-contained vehicles increases, so does the need for lower cost (and lower serviced) parks. Those who invest substantial capital into these vehicles do not seek out high cost caravan parks but rather look for low cost alternatives in regions where they have an experience.

Traditional caravan parks are morphing into parks that provide more on-site accommodation to meet the needs of the travelling families, who have less time to stay but desire a higher standard of accommodation.

CMCA RV Parks provide a solution to a gap in the market place, the parks are low cost with minimal improvements, are located on strategic touring routes and provide an opportunity for the road-based traveller to experience the local community as well as mixing with other like-minded people.

The non-commercial RV Parks are operated on a low-cost basis for users, with any operational shortfalls met from CMCA member funds. A CMCA trained volunteer caretaker (custodian) provides oversight at the park, manages access and ensures that the park rules are adhered to.

The parks are installed at no cost to the host Council. A nominal lease for the land is negotiated, rates (if applicable) are paid by CMCA and all maintenance is undertaken at CMCA cost.

Income for the park is generated from overnight fees. Currently most parks operate with a \$3.00 per person per night fee, with a maximum of 5 nights stay at one park in any 21 day period. With a maximum of 50 sites and an assumption of 50% occupancy, the parks generate insufficient income to cover all operational costs.

PROPOSAL

CMCA SA State Representative, Kevin Collins, has identified a parcel of land within the City of Salisbury which meets the essential and desirable criteria for the establishment of a CMCA RV Park. The parcel of land, located within the Happy Home Reserve off South Terrace, provides an area of land that is close to the retail precinct, has reasonable street access, is relatively level and has service connections nearby.

CMCA wishes to further develop the proposal to establish the site as a CMCA RV Park. The full business case and design of the park will not proceed without at least the “in-principle” support of the City of Salisbury.

Site Location

The Salisbury site location is provided below in diagram 1.



Diagram 1 – Salisbury site location

Site Layout

The detailed design for the site would not be undertaken until such time as Council provides its support for the development of the site and indicates that development consent is possible on the land.

Diagram 2 provides an indicative site layout based on already established CMCA RV Parks. This layout will be further refined and costed if the project receives Council support and is likely to proceed through the development consent process. Site characteristics and constraints will determine the final layout of infrastructure.

The site includes a timber post and rail fence to delineate the park, entrance gate approximately 15m from the kerb, custodian concrete pad and hard stand area, shelter and landscaping including strategic tree planting.



Diagram 2 – Site Layout



Diagram 3 – entrance showing timber fencing and gateway

The gated entrance will be located to facilitate the access for large articulated vehicles.

Access to the laneway would be retained. Electricity supply could be accessed from the existing pole with a transformer if required. The location of the dump point will be determined by the location of the council sewer main and access point.

Site Constraints

The site is within a flood plain and as such may be subject to periodic or infrequent inundation. CMCA has developed a Flood Management Plan for sites that are subject to flooding. Vehicles can be moved at short notice and the park can be closed as required.

High voltage overhead power lines transect the northern end of the site in an east-west direction. No structures or trees would be placed within the easement area once identified. The ability to allow RV parking within the easement is yet to be determined.

Although this site has been identified as the preferred location for an RV Park by the CMCA SA State Representative, alternative locations that may be proposed by Council could be considered if they provide superior outcomes when compared to this proposal.

CMCA Financial Commitment

CMCA does not seek any financial contributions from the host Council. All council fees, development costs and ongoing management costs of the park once established are borne by CMCA. As a not for profit member organisation it is hoped that the Council will consider non-commercial lease arrangements for the land.

Experience suggests that the development costs for an RV Park are approximately \$80,000. Ongoing operational costs are estimated at \$25,000 to \$30,000 per year, including lease, electricity, water and sewer charges, maintenance and rubbish removal. With site fees on average \$3.00 per person per night it is not expected that the parks will generate surplus income.

