

# TOURISM STRATEGY AND ACTION PLAN 2020



# CONTENTS

EXECUTIVE SUMMARY .....4

CITY PLAN 2030.....6

2020 STRATEGIC OUTCOMES AND ACTIONS .....8

    Snapshot of Key experiences and Hero products..... 12

TOURISM ACTION PLAN ..... 14

    Measurement of Key Performance Indicators..... 24

# WELCOME

## MESSAGE FROM THE MAYOR

**The City of Port Adelaide Enfield has some of the most unique tourism offerings in South Australia, which we are proud to showcase to the world.**

We also have a strong awareness and recognition of local Aboriginal "Kurna" Culture.

We have everything from the natural beauty of our pristine beaches, Linear Park, our world famous Port River dolphins, through to the historic museum precinct and buildings of Port Adelaide.

We are also becoming a destination for "foodies" with Prospect Road in the eastern side of the Council region, Semaphore Road and Commercial Road North in Port Adelaide all becoming "must visit" destinations.

Australia's tourism market will see sustained growth over the next few years, and this Tourism Strategy looks at ways of further increasing the growth of both domestic and international visitors to our region.

This Strategy is a road map for Council to work with tourist operators and wider industry to make sure that our region capitalises the benefits from South Australia's growing tourism market. The increasing number of cruise ships that visit Outer Harbor each year is just one example of where we can work alongside local businesses to benefit from this growth.

The City of Port Adelaide Enfield is committed to promoting our region and looking to work in partnership with industry to ensure we provide the best possible visitor experience for tourists across the Council region. Whilst many of the tourist offerings are around the Port Adelaide and Semaphore area, Council will look at ways of working with businesses across the entire Council region to capitalise on future tourism opportunities.



*Gary Johanson - Mayor, City of Port Adelaide Enfield*

# EXECUTIVE SUMMARY

There are many reasons to visit the City of PAE; to learn, to play, to celebrate, to remember, to indulge or to relax. Whatever the reason for visiting the City of PAE, we offer top quality, diverse and enjoyable experiences that are unique within South Australia.

Tourism contributes greatly to the City of PAE's economy and is a major driver of our unique brand. The 2020 Tourism Strategy and Action Plan has been developed to provide a road map to growing tourism across the City of PAE region.

The City of PAE has some of the most unique tourism offerings in South Australia, including Aboriginal "Kurna" cultural sites. This Strategy aims to assist collaboration between businesses, tourism providers, City of PAE and peak bodies. A collaborative approach to the promotion and high level coordination of the regional tourism offering has the potential to significantly increase the jobs associated with tourism and the total economic value of tourism in the City of PAE region.

In 2014/15, total tourism and hospitality sales in the City of PAE was \$284.8million. The sector employed 2,000 people and supported 4,421 businesses (These figures include direct tourism providers as well as indirect hospitality and retail numbers).

The City of PAE offers some of the State's finest historical buildings, museums, maritime assets, tall ships and landmarks, together with a wealth of parks, cultural facilities, beaches, restaurants and recreational areas. With a busy working port, major transport corridors and a diverse retail trade, the region is steeped in tradition and evolving towards a bright future.

To ensure the growth of the tourism sector within the City of PAE, the strategy has been developed based on four strategic priority areas, which include;

- **Priority Area 1: Driving Demand:** to increase the desirability of the City of PAE region as a travel destination, inspiring more people to visit, stay longer and spend more.
- **Priority Area 2: Working collaboratively** – to effectively work together with and build collaboration amongst our stakeholders to grow tourism in the region.
- **Priority Area 3: Supporting our tourism industry** to enhance the visitor experience – every visitor has a positive, memorable experience by building the experience base in the City of PAE.
- **Priority Area 4: Using events to drive visitation** – to make visiting the City of PAE a year-round proposition for leisure travellers.

Sitting under these priority areas are a number of actions that will ensure the strategy becomes a reality.

The tourism industry has been identified as a key growth market for the South Australian economy. The City of PAE is well positioned to be at the forefront of the local tourism industry.

As the gateway for all Adelaide cruise ships, the City of PAE region has a strategic advantage in capturing this market and building a point of difference from other South Australian regions.

It is an exciting time for tourism in the City of PAE, and this strategy will aim to facilitate the connections between businesses, the tourism industry, state and local government, so the tourism offering in the region is coordinated, effective and becomes a must see destination for local, domestic and international visitors alike.





*Flotilla for kids, Port River*

# CITY PLAN 2030

## What is the role of our Tourism Strategy?

Tourism is a Key Sector in supporting City of PAE City Plan through supporting our tourism businesses, attracting people to the region and creating a vibrant place where people want to be. Tourism is a key driver to growing our local economy and showcasing all our region has to offer.

The City of PAE recognises the importance of tourism within our planning frameworks, and this Destination Plan articulates the vision and links to the State and Commonwealth plans for growing the visitor economy.

The identification of Tourism as a growth sector in the City of PAE has prompted the development of a Tourism Strategy, which identifies key priority areas and actions geared to increase tourism expenditure and employment in the region.

The development of this DP included a thorough consultative process (see Acknowledgments) with Government and Industry stakeholders. This Plan reflects the key actions from the Western Adelaide Tourism Destination Action Plan (WATDAP) and is closely aligned to the South Australian Tourism Plan 2020, which is the blueprint for the industry in South Australia.

Additionally, this Plan also references other relevant strategies throughout, making it a robust, evidence based strategy, with the result being a clear and definitive direction for tourism in the City of PAE toward 2020.

This document sets the short, medium and long-term strategy for the City of PAE, with actions to be undertaken internally, with consultation and input from external organisations and agencies.

### ECONOMY *A City of opportunity*

- Creates diversity of employment opportunities.
- Contributes significantly to economic growth of the region through the visitor economy.
- Encourages investment to the region.
- Showcases the region as a destination to visit, work and live.
- Provides a diversity of business opportunities.



### COMMUNITY *A City that supports community wellbeing*

- Contributes to social capital, bringing people together and providing opportunities for social interaction.
- Tourism drives a sense of pride to the region.
- Provides opportunities for cultural interaction.
- Enables a number of volunteering opportunities.



### ENVIRONMENT *A City which cares for its natural environment and heritage*

- Promotion of nature based tourism opportunities.
- Maximise the potential of underutilized natural resources of the region.
- Provides a vehicle for environmental awareness of the region.
- Promotes the natural assets in the region and tells the story of the area.



### PLACEMAKING *A City where people love to be*

- Creates a strong sense of community.
- Utilisation of spaces and areas that are currently underutilised.
- Brings people and cultures together.
- Provides a sense of belonging, bringing people together from business and the community.



### LEADERSHIP *A City confident in its leaders*

- Empower and facilitate the local tourism sector.
- Advocates and promote the region to State and Federal Governments and key agencies.
- Creates new skills and opportunities for people looking to be involved in the tourism sector.
- Creates tourism leaders and champions







*St Jerome's Laneway Festival, Port Adelaide*

# 2020 STRATEGIC OUTCOMES AND ACTIONS

## Vision

To develop a flourishing, competitive business and tourism environment that adds value to community life for residents and visitors to the City of PAE.

## Strategic Goal

To grow the City's visitor economy through increased visitor numbers, expenditure, length of stay and dispersal, to positively influence the number of sustainable jobs within the City of PAE.

## Key Performance Indicators

Below are the key performance indicators for this Plan.

To see the measurement and evaluation strategy for these indicators, please see page 36.

## Macro

- Reach \$4.5 billion tourism expenditure potential in Adelaide by 2020

## Industry

- Improve participation and engagement with the City of PAE Plan
- Increase the number of full time equivalent employees in the region's tourism industry
- Increase the number of tourism businesses based in the City of PAE

## Micro

- Increase the total number of visitors (domestic + international)
- Increase the total number of visitor nights (domestic + international)
- Increase the average length of stay of domestic overnight visitors
- Increase the average length of stay of international visitors

## Customers

- Improve customer sentiment / perception of the City of PAE Tourism Brand
- Increase consideration of the City of PAE as a place/travel destination





*Stockade Park, Northfield*



## Strategic Priority Areas

Four Strategic Priority Areas provide a framework for achieving the Strategic Goal and Key Performance Indicators. Key Initiatives and subsequent Actions are identified in the Action Plan (page 48) for each Priority Area, and the Measurement Strategy identifies the measurements of success for each priority area.

### Priority Area 1: Driving demand

**Strategic Intent: Increase the desirability of Port Adelaide as a travel destination, inspiring more people to visit, stay longer and spend more.**

It is essential that the City of PAE supports the communication of the right local stories and brand messages to the right visitors on the right platforms at the right time by the right people.

City of PAE customers are reflective of the greater South Australian trends and as a result, the messaging used in marketing activities shall reflect that which is used by SATC in their domestic campaigns. Aligning customer trends will allow us to leverage the SATC investments for the benefit of the local visitor economies.

It is well established that visitors respond most strongly to messages with an experiential, storytelling focus, particularly around South Australia's competitive advantages of nature and wildlife encounters, food and wine and accessible urban experiences.

To build visitation and spend in the City of PAE, we must focus on those experiences where we have the competitive advantage and better tell the story around these experiences.

### Priority Area 2: Working collaboratively together

**Strategic Intent: Effectively collaborate with or build collaboration amongst the City of PAE's stakeholders to grow tourism in the region.**

The direct role tourism plays in Adelaide's economy is substantial providing \$2.85 billion in expenditure (in 2013)<sup>23</sup>. As outlined in the City of PAE Economic Development Strategy 2020, the tourism sector is a strong performer in the local economy across available economic indicators, including directly and indirectly employs 2000 people in the City, which is a growth of 59% between 2009-2010 to 2014-2015<sup>24</sup>.

Sharing messages around the growth and significance of visitor expenditure in the City of PAE will help others understand and help facilitate the actions identified in this plan and the closely aligned City of PAE Economic Development Strategy 2020. The shared understanding will improve decision making around topics such as policy making, place making, public infrastructure, parks, transport and community festivals. Appreciation of the role tourism plays at the local economy level also helps individuals and communities take a more ambassadorial role in welcoming and showcasing their communities and places to visitors.

To fulfill our growth potential we need a collaborative industry, empowered by leadership from across Government, business and industry. Industry mobilisation across all stakeholders will allow the City of PAE to better pool their resources and insights, agree on shared priorities and leverage the opportunities for driving growth. It is also important to coordinate with stakeholders outside of the tourism industry.

### Priority Area 3: Supporting our tourism industry to enhance the visitor experience

**Strategic Intent: Every visitor has a positive, memorable experience by building the experience base in City of PAE.**

To drive quality demand, we must understand the current state of the visitor experience at key visitor locations. Gaps need to be identified in areas such as product, infrastructure, signage, parking, planning policy and service delivery to improve the visitor experience for the target markets, especially those that drive conversation and entice visitors to come.

### Priority Area 4: Using events to drive visitation

**Strategic Intent: To make visiting the City of PAE a year-round proposition for leisure travellers.**

High profile events and festivals help grow awareness of destinations as a diverse and attractive places to visit, and as a result, can directly drive visitation to the City of PAE, giving potential visitors a reason to visit. South Australia is well known for its active events and festivals calendar. Many visitors already plan their holidays to South Australia specifically around the State's iconic events. City of PAE is well positioned to leverage off this established reputation.

Utilising events and festivals to create reasons to visit the City of PAE across the whole year and strengthen the quieter seasons in our area is a core aim. It should be noted that events and festivals have a role across all of the previously outlined Priority Action Areas and should be treated in a coordinated way. While growing the size and number of events, the challenge is to encourage visitors to stay longer and add more touring options, which ultimately leads to greater visitor expenditure in the region, and to create repeat visitation.

23 South Australian Tourism Plan 2020, p7

24 City of PAE Economic Development Strategy 2020





*Valleyview Golf Club*



## Aquatic and Coastal

The Port River and Beaches along the region's coastline are a water lover's paradise, and is home to some of South Australia's most unique aquatic and coastal activities.

- Beaches (Semaphore, Largs Bay)
- Swimming
- Dolphin cruises
- Standup paddleboarding
- Scuba diving
- Sailing
- Kayaking (self-guided, hire, ships graveyard tour)
- Kiteboarding
- Water Skiing
- Jetskiing
- Fishing (beach, jetty, boat, Port River)
- Kite boarding school

## Adventure

Whether it is in the water, air or on land, there is an adventure waiting for all ages, and levels of excitement and ability

- Cycling/Walking Trails – (Coast Park Path, Semaphore-Port Loop Path, Linear Park East)
- Free Bike Hire (Semaphore, Outer Harbor, Port Adelaide VIC, Windsor Gardens Caravan Park)
- Laser skirmish
- Go carting
- Indoor rock climbing
- Standup paddleboarding
- Scuba diving
- Sailing
- Kayaking (self-guided, hire, ships graveyard tour)
- Kiteboarding
- Water skiing
- Jetskiing
- Kite boarding school

## Nature, Landscapes and Wildlife

The region is home to stunning natural environs. Eight kilometers of clean beach sands, coupled with two river systems each boasting their own unique flora and fauna.

- Adelaide Dolphin Sanctuary
- Adelaide International Bird Sanctuary (gateway)
- Parks (Coastal Park, Torrens Linear Park, Stockade Park + suburban parks)
- Sunsets
- Beaches
- Jetties (Largs Bay + Semaphore)
- Sand dunes
- Port River, Inner Harbor, Outer Harbor
- Biodiversity Park

## Sport

Home to a collection of South Australia's key sporting venue assets, the region is well patronised by locals and visiting athletes.

- Alberton Oval and Port Adelaide Football Club
- Adelaide Superdome + State Sports Park
- Greyhound Racing Angle Park
- Golf Clubs, including Regency Park, Valley View, Glanville, North Haven
- Yacht Clubs
- Beach sporting events e.g. beach netball



# Experiences & Hero Products

An overview of the key Hero Product & Themes for each of the Experiences in the City.

## Art, Heritage and Culture

The region has a solid history-based tourism industry, with Port Adelaide home to some of South Australia's most notable heritage transport and marine assets. The region has also been home to artists and artisans.

- State Heritage Area
- Museums (SA Maritime, National Railway & SA Aviation, Austbuilt Maritime Museum)
- Lighthouse (Museum)
- Visitor Information Centre
- Port Adelaide Heritage Walking Trail
- Hart's Mill event precinct
- Historic Pubs
- Art Galleries
- Waterside Workers Hall + Vitalstatistix Theatre Company
- Arts and cultural events
- Maritime Heritage Boats (City of Adelaide Clipper Ship, One and All, Yelta, Falie)
- Semaphore Palais
- Studio Potters SA, Klemzig
- Historic Buildings in Port Adelaide, Semaphore & Largs Bay
- Sunnybrae Farm
- Various artists and performing arts organisations
- Various guided tours
- Coopers Brewery
- Fontanelle

## Australia's Indigenous Culture

Aboriginal people have lived in the Port Adelaide Enfield area for 60,000 years and the city is filled with landscapes and places that are of importance to our local Kaurna community.

- Mudlangga to Yertabulti (M2Y) Track
- Better World Arts
- Tauondi College
- Kurruru Youth Performing Arts
- Self-guided interpretive trails
- Aboriginal public art

## Food, Dining and Retail

The region is a multicultural melting pot of dining experiences for all occasions and traveler predispositions. The unique retail offerings also draw locals and visitors alike.

- Largs Pier Hotel
- Port Adelaide Heritage Pubs
- Op shops
- Pop-up and boutique retail in Port Adelaide
- Semaphore Road
- Semaphore Palais
- Lipson Street, Port Adelaide
- Fisherman's Wharf Markets
- Port Adelaide Art Galleries - i.e. Jackalope, Better World Art and Mixed Creative
- Port Mall Shopping Centre
- Prospect Road restaurants/ shopping
- Hanson Road Asian Restaurants
- Commercial Road North
- Jetty Road Largs Bay Precinct



# TOURISM ACTION PLAN

The majority of Actions within this Plan will be undertaken using staff time and delivered within existing budgets.

## Priority Area I: Driving Demand

Strategic Intent: Increase the desirability of Port Adelaide as a travel destination, inspiring more people to visit, stay longer and spend more.

Key Initiatives	#	Actions	Responsible Partners	Time frame	Action Measure
Identify Most Profitable Prospects and Visitor Journeys	I.1	Develop Customer Experience and Touchpoint/Journey Map for each Target customer & Niche Market	VIC/Marketing Team	Short-Medium	Customer Experience & Touchpoint Maps Completed
Prioritise communications to effectively reach Customer Personas and Niche Markets. Arts and Culture	I.2	Undertake Independent Research Study to obtain benchmark data as it relates to Customer Sentiment and Latent Demand.	VIC/Marketing Team	Immediate	Research is undertaken, and Insights are applied to relevant TAP actions. Research to be conducted on a regular basis (minimum yearly) to identify trends.
	I.3	Undertake a product audit of all Tourism Assets across City of PAE, which also identifies potential new investment opportunities within the region.  In addition to the traditional tourism experiences, identify the local businesses and creatives who provide a unique experience in retail, food, beverages, markets, art, events and music, which align with the region's Customers Personas.	VIC/SATC	Short term	Audit Complete and Insights shared among PAE Council.  Insights to be reviewed to inform/influence policy, planning, infrastructure and investment strategies.
	I.4	Review current City of PAE Communication Channels, utilising customer benchmark data for alignment with Consumer Personas and Niche Markets.	Marketing Team	Immediate	Communication channels are aligned with Consumer Personas and Niche Markets. Content sharing is realigned on relevant channels.
	I.5	Continue to promote and support local Aboriginal Culture and encourage involvement in Actions within this Strategy.	Council/SATC/ Industry/ Tauondi College	Ongoing	Local Aboriginal people engaged in the local tourism industry
	I.6	Redevelop current Port Adelaide Tourism Website so it is mobile responsive, visible in search engine results, and better tells the story of City of PAE Tourism Experiences.	VIC/Marketing Team	Short-Medium	New consumer website is developed. Growth in key Google Analytic website engagement + conversion metrics.
	I.7	Improve photo and video assets of key regional experiences for use by City of PAE, local operators and SATC	Marketing Team	Short term	Audit is complete, and contact is made with SATC.  New photo/video content created.

Encourage more people to become destination advocates	I.8	Engage relevant community members with 'influencer' profile such as locals celebrities to become ambassadors for the City of PAE.	SATC/Tourism Operators/ Business Associations	Short term	Contact is made, and opportunities leveraged
	I.9	Create and promote relevant destination specific hashtags (eg. #visitportadelaide, #visitsemaphore #visitlargsbay) on all online (social media and consumer website) and offline touchpoints (visible in all marketing collateral, and relevant tourism signage across the destination). Encourage this amongst locals and industry.	VIC/Marketing Team	Immediate	Hashtags are promoted on relevant touchpoints  Growth in hashtag use.
	I.10	Monitor hashtag use, and engage with users on relevant social media platforms, or on social aggregator (eg. Hootsuite)	Marketing Team	Immediate	Hashtags are monitored, consumers are engaged.
	I.11	Support industry to optimise TripAdvisor listings for City of PAE owned and managed tourism assets and reviews on TripAdvisor.	VIC	Short-Medium	Tripadvisor listings are optimised.
	I.12	Encourage reviews on all PAE owned and managed listings on TripAdvisor via online (consumer website) and offline (VIC signage, marketing collateral) touchpoints.	VIC	Immediate	Relevant online and offline touchpoints promote relevant TripAdvisor listings to increase # of reviews.
	I.13	Provide managerial responses to TripAdvisor Reviews on all City of PAE owned and managed tourism assets, and relevant TripAdvisor Forum discussions.	VIC	Ongoing	Managerial responses are published on listings and engaged on relevant TA forums.
	I.14	Map out and implement a famil schedule (eg. Quarterly for relevant industry stakeholders including VIC Staff, Cruise Ship Volunteers, Quest Concierge Staff, taxi/uber drivers, AirBnB Hosts, SATC staff, other accommodation, tourism operators, relevant frontline service staff and cruise volunteers) to keep their knowledge and enthusiasm up for PAE Tourism Experiences.	VIC/Marketing Team	Short-medium	Famil schedule is published and implemented.  # of famil participants and positive sentiment from famils.
Leverage and grow existing iconic arts and cultural tourism experiences across the city to support ongoing visitation.	I.15	Work with History SA & Port of Adelaide National Trust Branch to promote the built heritage of Port Adelaide including a review of historic street signage and interpretive building plaques.	City of PAE Placemaking/ RSA/History SA/POANT	Ongoing	Increased visitation of arts, cultural, and heritage destinations.
	I.16	Identify opportunities to highlight Port Adelaide's built, social, and arts heritage through the development and promotion of: <ul style="list-style-type: none"> <li>walking trails;</li> <li>tours;</li> <li>Aps;</li> <li>Kaurna culture; and</li> <li>other opportunities.</li> </ul>	City of PAE Placemaking/ RSA	Ongoing	Increased visitation of arts, cultural, and heritage destinations.



Leverage and grow existing iconic arts and cultural tourism experiences across the city to support ongoing visitation.	I.17	Support the delivery of the Wonderwalls Street Art Festival on a biannual basis, and on the ongoing activation of the walls in the period between festivals.	City of PAE/ RSA	Ongoing	A biannual Wonder walls event.
Grow cruise ship visitors and cruise ship staff visitor.	I.18	Liaise with SATC to confirm consumer insights for upcoming Cruise Seasons to align product and visitor information to the right customer groups.	Adelaide City Council/SATC/ City of PAE Staff/VIC	Ongoing	Contact is made, and insights are garnered and used to inform visitor information content.
	I.19	Work with existing local tourism businesses to identify and reduce any barriers to attracting independent cruise visitors (such as transport access)	SATC	Immediate	Barriers identified and liaise with relevant operators to remove barriers.
	I.20	Support the hop on hop off bus for both Cruise Visitors and Cruise Staff to connect key Tourism Attractions and Precincts in the Port Adelaide & Semaphore Areas	North West Business Alliance	Immediate	Business case for loop bus developed, and if feasible, implanted for relevant cruise visits.
	I.21	Monitor new or existing tourism businesses that are inbound friendly for inclusion in cruise shore excursions (ref action I.9)	VIC/Eco Dev	Ongoing	Liaison is made with relevant stakeholders. # of businesses identified.
	I.22	Visitor information provided to independent cruise travellers on arrival at the Outer Harbour Passenger Terminal and via print collateral and Cruise Volunteers.		Ongoing	Visitor information provided. # visitor collateral provided. Use of promoted destination #hashtags during cruise visits (ref. Act I.9)
Grow market share of high yielding niche segments of Business Events, International Students and high yielding international FIT visitors.	I.23	Identify products in the region who can work with the Travel Distribution system – both domestically and internationally – with a key focus on Major Event travel packages and China ready product, and be the conduit for sharing opportunities and linking them to SATC and SATIC.	SATC	Ongoing	Products identified, are educated on the travel distribution system, and are connected with SATC distribution staff.
	I.24	Liaise with Adelaide Convention Bureau to identify opportunities for business event hosting, and pre and post touring activities in the region. Include relevant Adelaide Convention Bureau staff famils and industry networking hosting opportunities.	ACB/ Marketing Team	Ongoing	ACB is engaged, and opportunities identified and actioned as applicable.
	I.25	Liaise with Education Adelaide to identify opportunities to increase visitation in City of PAE of international students and their visiting friends and relatives. Include relevant Education Adelaide staff famils and industry networking hosting opportunities (ref Act #I.13)	Education Adelaide/ Flinders University/ University of Adelaide/Uni SA	Ongoing	EA is engaged, and opportunities identified and actioned as applicable.



	I.26	Set up Social listening (such as using social media aggregator Hootsuite) for brand mentions and location tagging of tourism assets, and provide local visitor information through relevant social media channels messaging platforms such as Facebook Messenger, and Twitter Direct Messages.	City of PAE Marketing Team/VIC	Short Term	Social listening tools are set up and active listening and engagement with users is managed
	I.27	Optimise visitor information on key council owned and third party websites such as <a href="http://www.southaustralia.com">www.southaustralia.com</a>	City of PAE Marketing Team	Immediate	Consumer information on key online assets are optimised
	I.28	Optimise and re-produce collateral based on: <ul style="list-style-type: none"> <li>• Key visitor experiences and visitor services (transport, car parking, bike hire, public toilets, cycle trails, parks and playgrounds).</li> <li>• Website call to action to track online engagement (eg. brochure downloads, live views).</li> <li>• Visitor advocacy signposts (such as relevant hashtags, action I.9) are included in all collateral.</li> </ul>	City of PAE Marketing Team/VIC	Short - Medium	Visitor Collateral aligned to Ideal Customers and optimised for visitor advocacy and conversion tracking
Leverage Stakeholder Marketing Initiatives that align with PAE Strategic Priorities	I.29	Actively liaise with SATC key campaigns / famils / projects / PR activities initiated by SATC where relevant	City of PAE Marketing Team/VIC	Ongoing	Opportunities identified and implemented.
	I.30	Promote the Australian Tourism Data Warehouse to tourism operators in the region to ensure they have a listing on <a href="http://www.southaustralia.com">www.southaustralia.com</a> and other key websites.	Local Government (VIC)/Tourism Industry Associations/ Tourism Operators	Ongoing	Number of ATDW listings are increased for the City of PAE

## Priority Area 2: Working Collaboratively

Strategic Intent: Effectively collaborate with the City of Port Adelaide Enfield's stakeholders to grow tourism in the region.

Key Initiatives	#	Actions	Potential Partners (where applicable)	Timeframe	Action Measure
Participate in Western Adelaide Tourism Destination Action Planning	2.1	Contribute resources to the implementation of the Western Adelaide Tourism Destination Action Plan (WTDAP).	Tourism Operators/ Business Associations/ City of PAE/VIC Staff  City of PAE Economic Development & Marketing Staff	Immediate	City of PAE Western Adelaide TDAP resourcing confirmed and implementation commences
Establish and encourage a united, informed and collaborative Tourism Industry	2.2	Develop and actively maintain a database of all tourism operators in PAE. Include all tourism products plus key precincts and business associations.	Northwest Business Alliance/Adelaide Business Hub/Port Guide	Immediate	Database developed and maintained for City of PAE industry engagement
	2.3	Facilitate regular industry networking hosted at key Tourism Precincts with a focus on networking, education and regional product familiarisation	Tourism Operators/ Business Associations	Immediate	Industry Event Schedule developed and implemented
	2.4	Maintain regular communication with industry to distribute all marketing and development opportunities, and share news and events in region.	Marketing Team/VIC/ Northwest Business Alliance/Adelaide Business Hub/Port Guides	Ongoing	Industry communication strategy developed and implemented. Engagement by industry in communicated opportunities.
	2.5	Encourage local operators to review their marketing collateral and communications activities and consider opportunities for alignment with key customer personas and niche markets (where relevant).	Local operators /SATC/ VIC	Ongoing	Opportunities identified for aligned/targeted marketing activities
	2.6	Identify and promote joint/ collaborative marketing and communications activities.	Local operators /SATC/ VIC	Ongoing	Shared marketing opportunities leveraged

<b>Build collaboration between government, state and regional industry groups and tourism operators and arts and cultural destinations.</b>	2.7	Maintain active liaison with SATC regarding the development of new experiences, infrastructure and investment projects.	Marketing Team/ VIC	Ongoing	Relevant SATC staff engaged and communication lines established.
	2.8	Engage with local operators on City of PAE's Tourism Strategy and actively promote opportunities for operators and arts and cultural destinations to align their activities with the Plan.	Local operators	Ongoing	Improved awareness of the Strategy and increased tourism opportunities.
	2.9	Actively support cooperative projects/networks between local operators and arts and cultural destinations to foster interdependence, cohesion and information sharing.	Local operators	Ongoing	Improved information sharing between operators
	2.10	Collaborate with local arts and cultural destinations on the development of targeted promotional tools for a range of potential visitors to Port Adelaide	City of PAE Placemaking/ RSA	Ongoing	Promotional material developed
	2.11	Enhance cultural destinations and information to tourist providers on the significance of the local Aboriginal Kurna Culture	Local operators/ City of PAE	Ongoing	Local Aboriginal Kurna culture embedded into the tourism offering and the importance promoted.

## Priority Area 3: Creating a great Visitor Experience

Strategic Intent: Every visitor has a positive, memorable experience by building the experience base in City of Port Adelaide Enfield

Key Initiatives	#	Actions	Potential Partners (where applicable)	Timeframe	KPI/Measure
<b>Improve cross region transport connecting</b>  <b>Enhance and continually improve existing tourism experiences and support the development of new experiences that support visitors to the City of PAE</b>	3.1	Advocate for a dedicated bus service between Glenelg and Port Adelaide, with stops at key visitor sites of Adelaide Shores, Harbourtown, Henley Square, Grange and Semaphore Foreshore and Semaphore Road.	DPTI	Short term	New transport service implemented
	3.2	Advocate for the Port LINK Light Rail Corridor.	DPTI	Immediate	New LRT services implemented
	3.3	Advocate for two-way bike hire on Adelaide City Free Bikes between key coastal tourist hubs.	Bike SA/ Adelaide City Council/ Local Government/ Local Businesses	Short term	Two way hire implemented
	3.4	Development of the City of PAE Placemaking Framework	City of PAE Staff	Short Term	Actions implemented
	3.5	Identify opportunities for new government and private investment in the City of PAE for upgrading or developing new product experiences.	SATC/ DSD/ Renewal SA	Medium Term	Initiatives identified and SATC advised. Opportunities presented to DSD. Experience improvement via customer sentiment research.
	3.6	Support new businesses in City of PAE that support the Visitor Economy, through positive council planning and policy (cut unnecessary red-tape).	City of PAE Economic Development/ Adelaide Business Hub	Ongoing	Review conducted and feedback collected from new business operators in the area. New and redeveloped tourism product is developed efficiently.
	3.7	Identify City of PAE managed assets to enhance the visitor experience. Example: Using stakeholder and visitor feedback, identify opportunities to improve visitor experience in key council managed tourism precincts and assets in areas of car parking, signage, public toilets, playgrounds, parks, events, trails, beaches and jetties.	City of PAE Staff	Ongoing	Opportunities identified and improvements made.
	3.8	Support the implementation of the South Australian Nature Based Strategy 2020 Action Plan to activate nature based opportunities across City of PAE where appropriate to further enhance the significant historical natural assets with responsible ecotourism & environmental management practices.	City of PAE Staff/ DEWNR/ SATC/ SATIC,/ LGA	Ongoing	Strategy supported and relevant nature based products activated in the region.



	3.9	Implementation of a Port River activation strategy to increase recreational river use and river based visitation to Port Adelaide	City of PAE/ Placemaking/ RSA	Ongoing	Number of river based recreational activities
	3.10	Advocate for improvement of visitor experience at the Port Adelaide Train Station, Port Dock Station and Port Adelaide Bus Interchange	City of PAE	Immediate	Improved sense of welcome at the Port Adelaide Train Station, Port Dock Station and Port Adelaide Bus Interchange
	3.11	Identify signage issues at key visitor hubs and transport corridors, and advocate for required improvements.	Marketing Team/VIC/ DPTI	Immediate	New signage is created/updated to reflect requirements in the Audit.
	3.12	Advocate for better internet connectivity for the City of PAE, including NBN, fibre to the premise and free public WIFI in key precincts of the City of PAE to encourage sharing of visitor and local experiences within the region.	City of PAE	Immediate	Free public WIFI is available in key tourism precincts
	3.13	In conjunction with the Environment Strategy, promote nature based assets in City of PAE region	City of PAE	Ongoing	Promotional Schedule of nature based assets developed
	3.14	Continue to develop the cultural precinct through the activation of City of PAE and laneways owned and managed buildings.	Fontanelle/ Mixed Creative/ City of PAE Placemaking	Ongoing	Visitation levels and small event numbers in the cultural precinct
	3.15	Promote the City of Port Adelaide Enfield as a destination for cycling, promoting paths and rides throughout the Council region.	Marketing Team/ Recreation Planner	Ongoing	Increased number of bicycle riders visiting the region.
	3.16	Promote and support the stage one start of the Tour Down Under at Port Adelaide in January 2018. Actively promote future TDU stage bids.	Marketing/ Events Teams	January 2018	Successful hosting of Stage one of the 2018 TDU
	3.17	Actively promote free bicycle hire and look at ways to extend hire points across the Council region.	City of PAE Staff/VIC	Ongoing	Increased bicycle hire and usage across Council region.
	3.18	Investigate tourism signage across the region, including promotion of organisations that provide a tourism service to the Council area, including links to apps	Marketing Team/VIC	December 2018	Enhanced tourism signage
	3.19	Increase collaborative marketing of the SA Maritime, National Railway & SA Aviation museums and their activities.	Marketing Team/VIC	Ongoing	Increased visitation to Port Adelaide Museums and maritime precinct.

## Priority Area 4: Using Events to Drive Visitation

Strategic Intent: To make visiting the City of Port Adelaide Enfield a year-round proposition for leisure travelers.

Key Initiatives	#	Actions	Potential Partners (where applicable)	Timeframe	Action Measure
Alignment of relevant actions in the City of PAE Event and Festival Strategy to the Tourism Plan 2020's Visitor Insights, key Customer Personas and Niche Segments	4.1	Liaise with SATC and event organisers to identify Adelaide's major events which align with the City of PAE's Customer Personas and leverage pre and post touring to the region around the event. Where relevant, work with travel trade to package the region's tourism products.	Event Staff/RSA/VIC	Ongoing	Events identified. Events included as part of the Priority Area 1 Driving Demand actions.
	4.2	Support the attraction of new or regeneration of existing events and festivals that leverage on the assets in the region and provide a point of difference.	Event Staff/Recreation Officer/RSA/VIC	Ongoing	Number of events supported via messaging to relevant customer personas in the Communication and Strategy.
	4.3	Actively encourage event managers (council and non-council) to list their events on the ATDW to get increased exposure of regional events online.	SATC, Local Government/ Tourism Related Industry Association/Specific Event Organisers	Ongoing	Increase in the number of City of PAE event listings on the ATDW
	4.4	Take Visitor Insights, Key Customer Personas and Niche Segments into consideration with the development of the next PAE Event and Festival Strategy	Event Staff	Short - Medium	New Festival and Event Plan includes relevant Visitor Insights.
Actively promote City of PAE as a key location to host sporting events in Adelaide	4.5	Contribute to the development of the Western Adelaide Tourism Destination Action Plan Sports Tourism Strategy.	SATC Events Department/ Department of Rec and Sport/ Specific Event Organisers	Short Term	Strategy Developed and Implemented

Actively promote pre and post touring options, and sister events to support Adelaide's major events and festivals.	4.6	Liaise with SATC and event organisers to identify Adelaide's major events which align with the PAE's Customer Persona's and leverage pre and post touring to the region around the event. Where relevant, work with travel trade to package the region's tourism products.	City of PAE event staff	Immediate	Events identified and Western Adelaide touring options promoted and packaged.
	4.7	Undertake research and analysis to determine competitive strengths and opportunities for the region to attract sports, arts and cultural events	Local operators/Sports Marketing Australia	Immediate	Identify opportunities to attract new events to the City of PAE that will generate growth and visitation
Maintain a program of iconic, high profile arts and cultural events across the city.	4.8	Support the delivery of the Wonderwalls Street Art Festival on a biannual basis.	City of PAE/RSA	Ongoing	A bi-annual Wonder walls event.
	4.9	Support the delivery of the St Jerome's Laneway Festival in Port Adelaide	City of PAE/RSA	Ongoing	Annual Laneway festival
	4.10	Deliver targeted local sister events to support and share visitation with Adelaide's major cultural festivals	City of PAE events	Ongoing	Number of sister events
	4.11	Explore opportunities for significant arts and cultural events in City locations other than Port Adelaide	City of PAE events	Ongoing	Event opportunities identified
	4.12	Work with key community and industry stakeholders on the development and delivery a major winter/ arts and cultural activation within the Port.	City of PAE events	Short term	Major winter activation delivered
	4.13	Advocate for the delivery of Winterfest in Port Adelaide on annual basis.	City of PAE/RSA	Ongoing	Annual Winterfest event

# MEASUREMENT OF KEY PERFORMANCE INDICATORS

The City of PAE Tourism Plan cannot be managed if it cannot be measured. As such, 10 Major Key Performance Indicators (KPIs) have been identified, and will be used to monitor and measure the progress of this Plan. Additionally, it highlights which Strategic Priority Areas (and their Initiatives + Actions) will assist to achieve each of the KPIs

	Major Metric	Specific Metric	Baseline	2020 Potential	Priority Area
Macro Perspective	Adelaide Region Expenditure	Reach \$4.5b Tourism expenditure potential in Adelaide by 2020	\$3.0b achieved (December 2015)	\$4.5b	All Action Areas
Industry Perspective	Industry Engagement	Individual Action KPIs are met.	Positive Collaboration & Participation	Positive Collaboration & Participation	Working Better Together
	Jobs	Number of people directly and indirectly employed in tourism in City of PAE	2000 (City of PAE Economic Development Strategy 2020)	2155	Driving Demand, Supporting What We Have, Using Events
	Tourism Businesses	Number of tourism related businesses in City of Port Adelaide Enfield	442	467 (estimate @1.4%)	Driving Demand, Supporting What We Have
Micro Perspective	Visits	Total visits (domestic + international)	140,000	157,000 (Conservative 3%)	Driving Demand, Using Events
	Nights	Total nights (domestic + international visitors)	914,000	1,119,300	Driving Demand, Using Events
	Average length of stay	Average length of stay of domestic overnight visitors	2.6 (Holiday) 3.4 (VFR) 2.0 (Business)	2.7 (Holiday) 3.5 (VFR) 2.1 (Business) (Conservative 3%)	Driving Demand, Using Events
	Average length of stay	Average length of stay of international overnight visitors	13.9 (Holiday) 46.5 (VFR) 5.2 (Business)	42.5 (Conservative 3%)	Driving Demand, Using Events
Customer Perspective	Customer Sentiment	Net Promoter Score	Port Adelaide (-13) Semaphore (23) Largs Bay (-9) (September 2016)	Port Adelaide (10) Semaphore (25) Largs Bay (20)	Driving Demand + Supporting What We Have
	Latent Demand	Consideration of City of PAE as a travel destination	16% (September 2016)	25%	Driving Demand + Supporting What We Have



Below is a snapshot of the Evaluation method for each of the 10 Key Performance Indicators for this Plan. However it is recognised that new measures may need to be developed and for some aspects quantitative measures are not easily obtainable and alternative tools to review progress may need to be used. An annual review of this Plan will be undertaken, and a report will be made available to key stakeholders in the Plan.

Perspective	#	Major Key Performance Indicator	Data Collection Method
Macro	1	Reach \$4.5 billion Tourism expenditure potential in Adelaide by 2020	Base data available from SATC via regular reports from the Tourism Satellite Account. The State expenditure will be reviewed annually, of which the Adelaide percentage will be delineated.
Industry	2	Industry participation and engagement with the PAE Tourism Plan	Industry participation will be quantified via individual KPIs set for each individual action.
	3	Number of full time equivalent (FTE) employees in the region's tourism industry	Base data taken from City of PAE Economic Development Plan 2020 and City of PAE Regional Tourism Profile 2012 - 2016. Ongoing data to be sourced from ABS and Economy. ID to measure this KPI. Core tourism operator numbers are also monitored via the City of PAE VIC
	4	Number of tourism businesses based in the City of PAE	
Micro	5	Total Number of Visitors (Domestic + International)	Base data taken from City of PAE Regional Tourism Profile 2012-2016. Ongoing data to be sourced from ABS and NVS to measure this KPI.  Event specific visitor metrics reports may also need to be invested in.
	6	Total Number of Nights (Domestic + International)	
	7	Average length of stay of Domestic Overnight Visitors	
	8	Average length of stay of International Visitors	
Customers	9	Customer Sentiment/Perception of the City of Port Adelaide Enfield sub-brands	Base data available from September 2016 Primary Research Project. This research will be used as a benchmark, and will require repetition to form long term insights and analysis into customer perception, sentiment and latent demand.  TripAdvisor listing analysis of the region and review of the Region's sub-branded social media accounts may be used to support research findings as it relates to perception.
	10	Consideration of City of Port Adelaide Enfield as a Travel Destination	



CITY OF  
Port Adelaide Enfield

