Have your say!

On the Visitor Economy across the City of Parramatta

A Strategic Directions Paper
For Industry Discussion
April 2017
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The City of Parramatta Council acknowledges the contribution of the consultancy firm, Instinct and Reason, to this Strategic Directions Paper.
1. Strategic Context

The City of Parramatta is home to some 231,000 people and covers an area of 8,375 square kilometres.

Based on the previous Local Government Area boundaries, Parramatta received an average of 1.25 million visitors annually. Of Parramatta’s total economic output of approximately $47.96 billion, it is estimated that some $866.99 million is generated from the visitor economy.\(^1\)

Add to that the estimated 14 million people who visit Sydney Olympic Park in a year and the visitor economy becomes an even greater contributor to the economic health of the new City of Parramatta.

A key challenge over the next 3 – 5 years will be managing the expectations of visitors and delivering the experiences that they can engage in as the city centre and neighbourhoods undergo so many major developments, both private and public.

Another challenge will be keeping up with the pace of change as we move from the ‘technology revolution’ to an ‘experience revolution’.

In such an environment, what will/should be the role for governments in helping to facilitate visitor engagement and change more generally?

Economic Growth

Based on an analysis of wider trends and developments in and around the City of Parramatta and the wider region, there is the potential to deliver a greater flow of visitors to the City and surrounding areas, for many reasons. This would have the effect of solidifying Parramatta’s position as Sydney’s central city, while at the same time, enhancing the demand for accommodation and services in the area.

Such developments include the following:

- Development of visitor accommodation including a 5-star hotel. \textit{The total number of hotel rooms in the Parramatta CBD alone is set to almost double between December 2015 and 2020.}

- \textbf{Relocation of the Museum of Applied Arts and Sciences} - MAAS (Powerhouse Museum) to Parramatta and the establishment of a cultural precinct.

- A multi-million dollar, \textbf{in-land surf park}, “Urbnsurf Sydney”, is proposed for a 3.2-hectare site at Sydney Olympic Park.

- \textbf{Creation of world-class research and innovation facilities} such as the Westmead Innovation District, and in western Sydney, the Sydney Science Park near Liverpool and the Penrith Health Education Precinct, which will attract foreign researchers and business travellers.

\(^1\) ABS: Tourism Satellite Account 2015-16.
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- **Improvements to infrastructure** including the Parramatta light rail and metro services, the re-development of Parramatta Road and the WestConnex.

- The construction of **Western Sydney Airport** at Badgerys Creek.

- The new **Sydney Zoo** at Bungarribee Super Park, Blacktown.

The region is also undergoing a change in the types of employment, moving from manufacturing towards professional and financial services. Propelling this is the relocation of several large government and private organisations to the Parramatta CBD. These new jobs could contribute to reducing the ‘brain drain’ out of the area, as well as reducing commute times and congestion on main transport links.

The provision of cultural precincts combined with community activation along the river and leisure activities in the area could help reduce resident movement from Parramatta to other areas.

Finally, the development of tourism infrastructure and assets (accommodation, heritage and social attractions and leisure experiences) along with transportation alternatives could result in enhanced visitor flows and expenditure.

**Visitation and Tourism Trends**

Visitors are becoming increasingly sophisticated, well-travelled and demanding of their destinations and the experiences that are available to them. Globally, the tourism marketplace is highly competitive with some 200 countries competing for the visitor dollar.

Some of the key findings on current travel and tourism trends are summarised below.

**From tourist to travellers:** Visitors are increasingly demanding experiences that allow them to get a glimpse into the day to day life of locals, and they are happy to explore lesser known places to have those experiences.

The share of **Chinese and Indian travellers to Australia** continues to grow and these markets have a growing discretionary spending power. These markets are particularly relevant for the City of Parramatta given its multicultural population. However; they require products, experiences and ways of experiencing (including the language of signage and information) to be developed that suit their needs.

The global **growth in solo travel** has meant that experiences and products need to be developed, keeping the lone traveller in mind.

The **growth in inter-generational travel** is another phenomenon that needs to be considered. Grandparents are increasingly seeking out experiences that they can participate in with their grandkids, and they are increasingly travelling with them. Accordingly, services and experiences need to be available that can engage visitors from significantly different age groups.

**Unique destinations:** Millennials, for example, are happy to spend money on having experiences that are unique, over luxury products. Unique experiences contribute to the overall brand and ‘pull’ of a destination.
The share economy, or peer-to-peer economy, has contributed to lowering the overall cost of travel. Services such as ‘Airbnb’ have made accommodation cheaper and also promise visitors a more authentic experience of the destination (by being able to live like a local).

Technology on the go: Technology is increasingly being used during a holiday to navigate and plan experiences while at the destination. Technology is also being used to share travel experiences in the moment via social media and post the holiday experience.

The Planning Context

In early 2017, following extensive community consultations across the new local government area, the City of Parramatta Council released the new Vision and Priorities Statement for the City. The Parramatta Vision and Priorities will inform the review of Parramatta 2038, the Council's Community Strategic Plan.

The vision statement for the new Local Government Area is:

“Sydney’s central city, sustainable, liveable, and productive – inspired by our communities”

The discussions and feedback on this Strategic Directions Paper will inform a Draft Destination Management Plan that will articulate how the visitor economy can contribute to the City’s Vision.

The new Destination Management Plan (DMP) will also be informed by and contribute to the objectives of those key community and council directions, as well as the City Council’s Operational Plan.

At the regional level, the Greater Sydney Commission’s Draft West Central District Plan” (November 2016) places a strong focus on the Greater Parramatta and the Olympic Peninsula corridor as “the heart of the centre of Greater Sydney”. Much of this corridor is within the City of Parramatta AREA and presents exciting visitor related opportunities in the years ahead.

At the state level, the Visitor Economy Industry Action Plan was release by the NSW Government in 2012, with the target of doubling overnight visitor expenditure to NSW by 2020. The new DMP for the City of Parramatta is being developed within the state framework established by Destination NSW, in order to help destinations contribute to that state-wide target.
Why a strategic directions paper?
To be effective, the plan not only needs your input, it must have your support. So, from the outset, your views, your needs, your ideas and suggestions will guide the finalisation of a draft Destination Management Plan for the City.

When reading through the following sections, please think about the opportunities and the constraints facing the City’s tourism future. Simply by sharing your thoughts, knowledge and success stories you can help to develop solutions to particular challenges facing the City over the next 3-5 years.

Think about core visitor / tourism issues such as:
- Why would people come to the City and its destinations?
- What might prevent this happening?
- What type of people are they and do we know enough about them?
- What are the product/experience gaps and opportunities for sustainable visitation growth across the city?
- What are the limitations set by ‘commercial reality’?

Also think about opportunities like:
- New ideas or innovations that are being looked at;
- Things that worked for you and ways of doing things that you know worked in other areas;
- How coordination and communication within and outside the area/region could be improved, and
- Your expectations about the outcomes for the City of Parramatta AREA.

You may also like to identify and rank the opportunities and challenges you believe are crucial to the enhancement of the overall visitor experience across the different areas of the City.

Building on The Parramatta Visitor Strategy 2011-2016, the following investigations and inputs have been undertaking to inform this Strategic Directions Paper:
- A Gap & Opportunities Analysis;
- A Destination Positioning Analysis, including the identification of destination themes and their supporting experiences;
- Input to the other strategies and plans for the City of Parramatta; including the Draft Economic Development Plan and the Cultural Discussion Paper for Parramatta’s CBD, etc.;
- A scan of macro socio-economic and environmental factors and an analysis of selected competitor destinations;
- A review of visitor economy statistics and performance, and
- Industry and community consultations as part of the integration into the new City of Parramatta Council area.
This paper sets out to:

- **Test a five-year aspiration for the Plan, to 2022;**
- **Garner comment and discussion on a number of areas for action for the City’s visitor economy from 2017-2020;**
- **Elicit new ideas and opportunities,** and
- **Help build commitment for the Plan’s implementation.**

### 2. Definitions for Destination Management

#### What is a destination?

For the purposes of this project, the working description of a visitor destination is:

“A collection of services, products and experiences in a place to which people go for an experience or service need, based on a conscious decision.”

#### Who is a visitor?

A visitor is anyone who visits the City of Parramatta; as a leisure or business traveller, a worker, people visiting for personal appointments, shopping or other related activity; whether it is for a few hours, a day or overnight.

#### The Destination Management Equation

**The aim of destination management is to best plan so as to build and communicate successful and sustainable visitor destinations,** capable of meeting the needs and expectations of visitors (specific target audiences) and residents alike and to deliver meaningful and quality interactions between them.

The approach requires cooperation and partnerships amongst different stakeholders and emphasises the importance of measuring, monitoring and interpreting tourism as an economic activity at a destination level.

The three elements of destination management are presented in the following equation.

| Destination Management = Planning (The Destination Management Plan) + Development (Destination Experience & Industry Development) + Marketing (Destination Positioning & Promotion) |
| --- | --- | --- | --- |
| Planning | Development | Marketing |
3. A Destination Management Plan

Why right now?

The Parramatta Visitor Strategy 2011-2016 set the framework to build and position Parramatta as a leisure destination, increase visitation, foster repeat visitation, facilitate greater spend, encourage longer stays, and grow advocates for the city.

A Report Card on the implementation of the Visitor Strategy, prepared as at 31st December 2015, provided a snapshot of the changing face of the City over the four (4) years and provided recommendations for the future development of the visitor economy.

One of those recommendations set the scope for the preparation and delivery of a new destination management plan as follows:

*Develop a “Destination Management Plan” (DMP) for the region, in partnership & collaboration with industry [and community] stakeholders, taking a destination and economy-wide view of future opportunities. The DMP will identify the key destination themes and experiences that will strengthen the positioning of “Australia’s Next Great City” and help drive future growth.*

A final report card as at the end of 2016 will be available at the end of April 2017.

What will the DMP do?

The Destination Management Plan (DMP) will take a city-wide approach for the recently established City of Parramatta.

The Plan will articulate a five-year aspiration for the visitor economy and the destination to 2022 and provide the focus of activity for the first three (3) years (2017-2020). The DMP will continue to:

- Build on the achievements from the Parramatta Visitor Strategy to 2016;
- Encompass a consumer-led (target audiences) approach, and
- Capitalise on emerging opportunities.

It will bring together the elements of planning, development and marketing as represented in the following diagram which shows the intersection point between demand & supply and the scope of information that would be integrated in order to prepare a DMP for the City of Parramatta.
As outlined above, considerable work and discussions have been undertaken over the past 12-18 months to investigate the opportunities and challenges that exist within this intersection point. That work has informed the basis of the ideas and opportunities contained in this Strategic Directions Paper.

**Guiding principles**

The following graphic represents the principles that will guide the thinking and finalisation of the future directions for the visitor economy across the City and the actions and priorities for a DMP.
Now and where we want to be

What do we want to see by 2022?²

The City of Parramatta Council wants to ensure that the city we are building today becomes our legacy for future generations. We are building necessary infrastructure, creating beautiful public domains for people, managing the growth in a sustainable way and working towards becoming an innovative city that inspires creativity and enjoyment for both residents and visitors alike.

- Parramatta is renowned as a City with a rich Aboriginal history, as well as a City of contemporary knowledge and practice.
- Our rich stories and built and natural heritage are known throughout the world, accessible and activated every day, and are leading contributors to the cultural experience of our City.
- Our stories are accessible and embedded in our public spaces and activated through a regular program of everyday experiences throughout the region.
- Parramatta is a cultural destination of choice.
- Our parks and open spaces provide a place to come together as a community, are drawcards for visitors, and are activated and alive with seasonal events.
- A safe and vibrant City, energised by a regular program of live music in our small bars, venues, on our streets and in unexpected places.
- Loved restaurants and iconic landmarks are a welcome place to come together and are a vital part of our shared culture within a changing City.
- A digital environment that brings a rich life, imagination and information to our City.

What does this mean for the visitor economy in the coming years?

The higher-order outcomes being sought from the preparation of a new DMP can be summarised as follows:

- Quality visitor experiences
- Changed perceptions of the City
- Increased, sustainable visitation & expenditure.

The following table summarises some information, ideas and questions to stimulate your thoughts and discussion on information presented in the following sections of this strategic directions paper.

² City of Parramatta, Cultural Discussion Paper extracts, 2016
### Destination Themes

<table>
<thead>
<tr>
<th>Now</th>
<th>2020-22?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authentic &amp; Affordable Food</td>
<td>Urban Architecture</td>
</tr>
<tr>
<td>Cultural Heritage</td>
<td>Creative &amp; ‘smart’ experiences</td>
</tr>
<tr>
<td>Arts, Culture, Events &amp; Entertainment</td>
<td>Inclusive Places</td>
</tr>
<tr>
<td>Outdoors</td>
<td>Urban adventures with the locals</td>
</tr>
</tbody>
</table>

### Perceptions

2010 Benchmark Study:
- Parramatta had a relatively high level of awareness (85%) but ³ 
- Low level of interest in visiting the destination (18%).

### Competitor Destinations (lifecycle stage) – Now?
- Blue Mountains
- Canberra
- Wollongong
- Hamilton in New Zealand

What strategies need to be in place to grow both the level of awareness and interest in Parramatta as a visitor destination?

Set a Target for 2020?

The aspiration of the DMP?

The following, DRAFT wording is presented for discussion:

“The City of Parramatta will be appreciated as a suite of vibrant destinations offering a fusion of activities by day and night for those who live, work and visit.”

Aspirational Destinations to look to?
- Boston – Chicago – Dubai

### Visitation & Engagement

<table>
<thead>
<tr>
<th>Destination Visitation (Year end Dec 2016)</th>
<th>2020-22?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Overnight Visits - 2.81 million nights (up 9.5% since 2011)</td>
<td>What would sustainable growth look like by 2022?</td>
</tr>
<tr>
<td>Domestic Day Trip Visitors - 614,000 (up 20% since 2011)</td>
<td>How will we measure success?</td>
</tr>
<tr>
<td>Total Direct Expenditure in 2015 - $444 million (up 38% since 2011)</td>
<td>What should be the targets along the way?</td>
</tr>
</tbody>
</table>

**Visitor Services**
- Total number of visitors engage with - 86,357 – up 30% since 2014

**Events**
- An estimated 265,000 people attended the nine (9) major City of Parramatta Council managed and partner events in 2016, up 170% since 2012.
- $17.6 million in economic benefit to the City in 2016, up 164.1% over the same period.
- Overall satisfaction level across all nine (9) City of Parramatta managed major events was 7.9 out of a possible 10.

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³ Tourism NSW: Consumer Awareness & Perceptions Study of Sydney’s key tourism precincts.
4. Areas for Action

What might be the future directions for the Visitor Economy?

To help gather the thoughts, comments, ideas and suggestions of the industry, the following sections present a range of opportunities and challenges that could be incorporated into a draft DMP; that would be embraced by all stakeholders and help take the destination to its next phase as “Australia’s Next Great City”.

We would like to know your thoughts on these and other matters as discussed earlier in this paper. Based on the feedback and comments during this consultation phase, a draft plan will be prepared, including recommended priorities for implementation during first three (3) years of the plan’s coverage.

To help facilitate discussion, the following three (3) Focus Areas set out proposed strategic directions and possible initiatives that have been identified to-date:

- Destination Positioning & Promotion
- Destination Experiences
- Industry Development.

1. Destination Positioning & Promotion

For the first 3 years of the plan’s implementation phase, the City as a whole will experience an unprecedented level of both public and private sector development. The challenge in developing the plan will be to set achievable goals and priorities whilst matching the destination’s goals with the goals and expectations of visitors.

1.1 Enhance and Deliver on the Key Destination Themes and Experiences

Your thoughts and comments are sought on the following framework within which we can interpret and communicate the ‘unique’ stories of the City and its precincts/neighborhoods to our target audiences.

The current Destination Positioning Themes are set out below.
Which theme/s resonates with you as the strengths of the City as a visitor destination - now?

Where should the focus be over the next 3 years?

Into the future, what might become additional themes that could add depth to the positioning and promotion of the City?

1.2 Establish a Holistic Visitor Engagement Strategy

How can we build on the relationship with visitors during their pre-visit, visit and post-visit stages? Discussion points might include the following topics/questions.

- How can industry and government collaborate to instigate and contribute to the following concepts and initiatives?
  - Enhance the content that is already available.
  - Identify third-party stories, pictures, videos and experiences (content) and sharing them more widely through the right technology and media channels.
  - Identify people who want to have a relationship with the City and engaging with them in a more sophisticated way to develop new customer relationships and build stronger connections between visitors and destinations.
How can we collectively develop and implement strategies and actions based on the stages of “The Customer Journey” model in order to communicate and engage with visitors (potential, actual and past) at all stages of the planning and decision making process. Those stages of the ‘customer journey model are:

- Dreaming - Planning (passive & active) – Booking - Post Booking Anticipation – Experiencing - Sharing.
- What should be the roles of the industry and government?

1.3 Develop and Deliver Smart Communications
Discussion topics for your consideration include (but are not limited to) the following.
- Digital & social media platforms and the role of third party social media players and distribution systems and platforms.
- Websites need to be both mobile-ready and mobile-responsive.
- Develop the capability for visitor-generated itineraries.
- Delivering “Information on the GO”, taking the information to where the visitors are:
  - Story-vending machines
  - Information vans
  - What else?
- Delivering an integrated way-finding system across the City.
- Adaptation or the application of new technologies such as aerial drones, robotics, 3D video and glasses, virtual reality, ‘Go Pro’ cameras, etc., as part of the overall visitor experience.

1.4 Changing Perceptions of the City
A recent study found that Parramatta is still seen to be an ‘unsafe’ area. Some of the factors that are contributing to this perception are media stories of violence and word of mouth stories heard through friends. However, 35% (more than 1 in 3) of respondents indicated that their attitude toward Parramatta has changed in a positive way over the last year.

Below are some questions and ideas that have been raised thus far.
- Events have played a key role in changing perceptions. What can the visitor economy businesses do to:
  - Support the growth and satisfaction in local and regional events, and
  - Extend the length-of-stay of event visitors?
- How can the City work more closely with surrounding areas and Destination NSW to enhance the region’s presence on Sydney.com website and in associated campaigns and publications?
- What are the challenges to and opportunities of positioning the destination as the “centre of a new greater Western Sydney film industry”?

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4 Cradle Coast Destination Management Plan, 2014.
5 (McCrindell Longitudinal Research Study, 2016).
1.5 Enhance Research and Industry Knowledge across the Sector

Topics for consideration and discussion include the following.

- Test the existing target markets/audiences segmentation – are they still relevant?
- Conduct new primary research to identify the target audience segments for the future; both domestic and international opportunities.
- What does the visitor economy need to know and do to become ‘export ready’?
- Promote membership of or access to research services and networks.
- The use of Wi-Fi hot spot technology as a source of information on visitor origin and flows.

2. Destination Experiences

The following possible strategic directions and initiatives for the visitor economy across the City have been identified based on the range of inputs and research outlined in earlier sections of this Paper.

Over the next 3 years, what do you consider to be the priority opportunities?

2.1 Grow New Markets

A) Business Events Tourism (Meetings, Incentives, Conferences & Exhibitions).
   Questions to consider are:
   - In what ways could the City of Parramatta stand out as a meeting, conference & exhibition destination? What are the City’s competitive advantages?
   - What are the City’s assets, as a destination, to draw ‘business events’, association meetings and conferences to the area?

B) Visiting Friends & Relatives
   - How can the City enhance the experiences of people visiting family members in the LOCAL GOVERNMENT AREA, increase the length-of-stay and grow their expenditure?
   - How can we best engage with the growing student population so that they become advocates of the City?
   - How can the sector connect with the different cultural communities and the predicated growth in ‘inter-generational travel’?

C) Inclusive Tourism - “Parramatta for All”
   - How can the City enhance the experiences of people visiting the City who have particular access and information needs?
   - How can we raise/build awareness of this market segment as a source of untapped visitation?
   - What types of initiatives can be implemented by industry to capitalise on this market?
D) Education (schools) Programs

- What is the City’s unique selling proposition for this market segment, given its location in western Sydney (e.g. cultural heritage, urban nature, etc.)?
- How best can the City and its stakeholders identify gaps and develop opportunities that can grow opportunities through industry collaboration and partnerships?

2.2 Deliver Enhanced Visitor Experiences - Expanding Existing Markets

What is your assessment of the opportunities and what others should be considered? Initiatives to consider and investigate could include the following:

- Product ‘bundling’ and packaging:
  - Joint ticketing with Harbour City Ferries.
  - A Heritage Pass or Passport concept, ‘iVenture Card’. What potential partners already exist?
  - Identify opportunities for promotional and bundling partnerships between interested operators across the city.

- Support the establishment of new operators to deliver a stronger range of outdoor experiences across the City.
  - One opportunity might be the ‘licencing’ of tours and encounters developed by the City of Parramatta to private providers, as business opportunities.

- Continue to enhance the overall dining/eating and night-time experiences and opportunities.

- What needs to be in place to ensure quality experiences, that will continue to emerge as part of the ‘share economy’, are delivered to the visitors of the future?

- Good interpretation creates meaningful connections where Parramatta’s stories are interpreted through guided walks, talks, displays, signs, brochures, art and electronic media. Can we do more?
  - Provide orientation to locals and visitors through interpretation of the stories of people and places, and the connections between them through time.
  - Promote exploration through the use of engaging interpretation of significant places.
  - Embody the character of Parramatta through our Host and Guide led activities as a welcoming, diverse and interesting place to visit.
  - Apply new technologies to enhance the visitor experience and/or fill market gaps.

- Conduct an audit of self-guided walking tours – the experience, collateral, gaps and identify potential ‘delivery partnerships’.
2.3 Identify and Establish New Visitor Experiences, Products & Services - Broaden the Experience Offering

What is your assessment of the opportunities and what others could be considered? Initiatives to consider and investigate could include the following.

What do you consider to be the priority areas?

- What are the challenges to, and opportunities of, having the Museum of Applied Arts and Sciences (MAAS) in Parramatta? An estimated 1 million visitors a year will come to Parramatta to visit the museum.
  - What does the city, businesses, attractions, accommodation providers and others in the visitor economy need to do to embrace such an influx of visitors?
  - What opportunities will this present for new businesses to enter the destination?
  - What is needed to support new business ventures?
  - What international opportunity does this present for the city?
  - What does this opportunity mean for service delivery across all aspects of the visitor economy?

- Aboriginal culture is an ongoing, vibrant and important part of the City.
  - How can we work to ensure relevant, pre-contact, post-contact and contemporary Aboriginal life is well represented in the story of Parramatta?
  - How would an Aboriginal Story trail through the CBD enhance visitation?
  - How can the City best represent the rich Aboriginal Stories within the new Parramatta Square opportunities?

- Establish an ‘Open House’ event that showcases the City’s new and old architectural styles and stories.
- Can we encourage interpretive and ephemeral street art in Parramatta’s lanes and other areas of the City? A new event of festival perhaps?
- What are the visitor economy opportunities of an annual interpretive public art trail/competition throughout the City? For example; a Sculpture by the River or a Floating Art Show?
- Would Public Open Days at archaeological dig sites on new development sites attract interested visitors?
- How could a new Aquatic Centre in the City contribute to an enhanced visitor experience and increased visitation?
- What are the visitor economy opportunities that may flow from the redevelopment of the North Parramatta Precincts & associated heritage & medical sites; the new Western Sydney Stadium?
- What are the opportunities for the sympathetic, adaptive re-use Heritage buildings to deliver new experiences and drive visitor spending? For example:
  - Affordable accommodation (to match with the “Accessible and Affordable Food” theme.
  - Specialised, themed events and functions.
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- Should we have ‘Blue Plaques’, for our significant heritage building and sites? And trails to link them up?
- What are the visitor economy opportunities that may flow from the possible establishment of an art gallery in the City?
- What are the opportunities to further enhance the experiences within the Sydney Olympic Park precinct?
- How can we best link the experiences and opportunities between Sydney Olympic Park and other areas of the City?
- Would a ‘Western Sydney Pass’ be a suitable means of growing visitation and/or length-of-stay in the region?

2.4 Enhance Visitor Experiences in Key Precincts and Neighbourhoods

Initiatives to consider and investigate include the following.

- Initial precincts to consider might be the Sydney Olympic Peninsula, the Westmead Innovation District, the Justice Precinct, the river corridor – Riverside Theatres, MASS and a ‘cultural precinct’?
  - What would be the best timeframe in which to address opportunities?
  - What other precincts would you consider to be key opportunity areas and in what timeframe?
- Identify locations for caravan and camping opportunities within sections of the Greater Parramatta Olympic Park corridor, as the urban renewal plans unfold?
- Do you think that the concept of a ‘Live Local” or “Know Your Own Backyard” style campaign would help drive visitation to the different neighbourhoods across the City?
- Utilise open space corridors and places for recreational opportunities such as:
  - Longer walking and cycling trails (both guided and self-guided)
  - Adventure experiences such as ‘tree top walks’
  - Experiences as part of the world-wide Nature Play movement.
- What are the opportunities for ‘affordable’ or backpacker-style accommodation?

What opportunities do you see to be available in the various locations?
2.5 Access and Amenity

Topics and questions to consider might include the following.

- Conduct an audit of Tourist Attractions and Services signage on the State Road Network, in order to improve awareness of and access to key visitor attractions and services.

- How can the Light Rail best integrate or connect the identified precincts?

- Would the concept of a ‘Skybus’ service from Sydney Airport to Parramatta (as in Melbourne) and the new Western Sydney Airport help increase visitation to the City?

- What should be the future of the Route 900 Shuttle service and its integration with the:
  - universities in the short-term, and
  - the new light-rail route in the medium-term
  - in order to spread visitation beyond the current visitor ‘hot spots’?

- What do you consider to be the:
  - Current visitor ‘hot spots’?
  - Future visitor ‘hot spots’?

- How to best link/enhance the experiences through way-finding initiatives, directions, and other opportunities?

- How to best encourage improvements to street frontages and the general urban streetscape?
3. Industry Development

3.1 Strong Leadership & Governance

Initiatives to consider and investigate could include the following.

- What networks might best support the implementation of the new DMP? What would you consider to be the best model to follow – sector based, precinct based, local government area wide structure?

- Do you consider the concept of quarterly forums of value in:
  - Building stakeholder collaboration?
  - Addressing challenges and opportunities?
  - Supporting the sector’s capacity for sustainable growth?

What other successful models of engagement are you aware of that would be of benefit to the visitor economy businesses across the City?

The City of Parramatta is only one of two local government areas in Western Sydney providing a Level 1 accredited Visitor Information Service, the other being the Hawkesbury Regional VIC.

- What wider regional opportunities and challenges do you see in the preparation of a DMP for the City?

- How would you see the City of Parramatta participating in Western Sydney initiatives and opportunities and contribute to the overall growth of visitation to the wider region?

3.2 Capacity/Capability Building

Initiatives to consider and investigate could include the following.

- Establish strategic partnership/s to deliver an ongoing “Experience Development Program”, based on industry needs and the overall direction to a more sophisticated on-line marketing presence.
  - What might those partnerships look like and who would be involved?

- Strengthen and expand the role of the Parramatta Heritage Partners reference group as the key representative network for the Cultural Heritage Sector across the City, through things such as a membership-base group and a continuous improvement agenda for members.

- The concept of a ‘Tourism Fest in the West’ to showcase businesses, grow visitation and visitor expenditure and support industry professional development?

- Consider what is the role for industry familiarisations and product showcase activities in raising industry knowledge and performance, and improving the visitor experience?
3.3 Partnerships & Alliances
The City of Parramatta Council recognises the strategic value that collaborative working relationships offer to the City from an economic, social & cultural perspective. Over the past several years, it has established strategic agreements with the following organisations.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Partner</th>
<th>Organisation</th>
</tr>
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<tbody>
<tr>
<td>Australian Turf Club</td>
<td>Greater Western Sydney Giants</td>
<td>Parramatta Eels</td>
</tr>
<tr>
<td>Parramatta Park Trust</td>
<td>Parramasala</td>
<td>Sydney Festival</td>
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<tr>
<td>Sydney Olympic Park Authority</td>
<td>Sydney Writer Festival</td>
<td>University of New England (UNE)</td>
</tr>
<tr>
<td>Western Sydney University (WSU)</td>
<td>Western Sydney Wanderers</td>
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</table>

With the potential directions for the City in mind, who would you consider to be important alliances to foster as the City moves into the next phase of sustainable growth for its visitor economy?

3.4 A skilled and Talented Workforce
As the city’s visitor economy grows and more quality experiences and services come online over the next 3-5 years, there will be a growing demand for skilled and talented people to fill the jobs of the future. Partnerships and initiatives may involve:

- Group Apprenticeships/Cadetships
- Opportunities for Aboriginal peoples
- Professional placements through Western Sydney University (WSU), TAFE NSW
- Western Sydney Business Connect
- The ‘Parra Skills Exchange’.

3.5 An Inward Investment Agenda
Once the key opportunities have been identified and priorities set, how can industry and government drive investment into the development and ongoing enhancement of visitor products, services and experiences?

- What would be your suggestions and/or assessment of previous initiatives?
- What new ideas are being considered?
- What initiatives are you aware of that have worked in your field of operations or what may have worked in other areas?
Implementation

Once the measures of success have been identified and benchmarks set, how can stakeholders and partners contribute to the measurement of and reporting on successes? The following could be considered:

- What do you consider to be the top-level or higher order outcomes for the Destination Management Plan?
- Are the necessary measures readily available?
- How often should a ‘report card’ be delivered?
- What are the role of case studies and success stories in encouraging continuous improvement?
- What tools are needed to establish and track reliable benchmarks, trends and forecasts?
- Would an online reporting portal for industry and government stakeholders be of value?

5. Consultation Process

Who is preparing the plan?

An internal Working Group, led by the Cultural Heritage and Tourism Team at the City of Parramatta Council is working with the external consultancy group, Instinct and Reason, to:

- review what is already known about the wider consumer, social and visitor trends, and;
- understand the future directions and challenges of the City and the wider Western Sydney Region

From that work, emerging opportunities and challenges have been identified to inform the proposed directions that have been outlined above.

When will the plan be available?

A Draft Destination Management Plan to 2022 will be released for public exhibition in July 2017 and finalised following community input.

Having your say

As outlined above, the strategic directions that are proposed here have been developed from a range of inputs and are presented as ‘thought starters’ to stimulate debate and discussion, test ideas, promote feedback and help garner collaboration and support for the final Plan’s implementation.

To the extent possible some of that information will be gathered first-hand. Other methods of engagement will include and on-line forum and industry workshops in various location.
If you belong to an organisation or community network, a business group or an industry association, please make sure your colleagues know about the directions paper. You may like to consider a combined response.

**Want more information?**
The following websites contain information and data which may help/be of interest to you:
- Discover Parramatta
- City of Parramatta Council
- Invest in Parramatta

**Where and how to send your response**
A Response Form has been prepared to help you provide your comments and suggestions to the planning team.

To comment on-line, simply follow the link below to the website:

Alternatively, you could fill in the form attached and send it to the following address:

Instinct and Reason
Level 1, 420 Elizabeth Street
Surry Hills, NSW 2010

**Or email it to:**
survey@instinctandreason.com

**CLOSING DATE TO HAVE YOUR SAY**

1st of May, 2017