



Destination Management Plan 2019-2024



**CITY OF
PARRAMATTA**



The City of Parramatta respectfully recognises
the traditional owners of the land and waters
of Parramatta, the Darug Peoples.

NUNANGLANUNGDYU BARAMADA
GULBANGA MAWA NAA BARAMADAGAL
DARUG NGURRAWA BADURA BARAMADA,
DARUG YURA.

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Everyone is Welcome

The narrative of tourism – the visitor economy – is changing. The way we seek, plan, provide and consume travel, business and holiday experiences, is being completely transformed. Tourism is now, more than ever, without boundaries – everyone can be a visitor (traveller) and a tourism operator as well. The effect of the internet, new technology, social media, the share economy and the rise of individualism and inter-generational travel means people's expectations continue to evolve, and so to, must the tourism industry.

This Destination Management Plan (Plan) is set within this dynamic environment, taking a local government area-wide view of the City of Parramatta, with an eye to its future as global Sydney's central city.

Currently the City of Parramatta is home to some 235,000 people and covers an area of 8,375 square kilometres. By 2024, the City is expected to host around 300,000 residents and the Plan articulates a five-year aspiration for the destination and its visitor economy to 2024.

In 2017 the City of Parramatta Council (Council) released its new vision statement for the City of Parramatta:

'Sydney's central city, sustainable, liveable, and productive – inspired by our communities'.

Within this vision, Council supports and values the continuing connection that the local Darug peoples and community have to Country and recognises it as a place of shared and challenging histories. The recently developed City of Parramatta Stretch Reconciliation Action Plan July 2017-July 2020 (RAP) provides the principles and framework to foster engagement and expression of Aboriginal culture and heritage.

This Plan also recognises the important role partnerships between government, industry, business and community play, to capitalise on emerging trends and opportunities. It will contribute to building a world-class city that will be a legacy for future generations.

In 2018, the Greater Sydney Commission released its Central City District Plan, which recognises "the Parramatta CBD's emergence as a powerhouse of new administrative, business services, judicial and educational jobs, with Parramatta Square as its heart and Western Sydney University as its knowledge-producing engine". It also acknowledges "the world-class health and education precinct at Westmead will become a higher density transit-oriented centre for the rapidly expanding population and job base", and has a vision for the Greater Parramatta and Olympic Peninsula (GPOP).

Council is working in partnership with the state government and industry partners to create a city that inspires creativity and enjoyment for both residents and visitors alike. Much needed transport, cultural and social infrastructure is being built and beautiful public places and spaces are being created to manage the city's growth in a sustainable way.



Festival on the Parramatta River Foreshore
Photo: George Wong



Destination Management Plan for the City of Parramatta 2019-2024 provides industry and community partners who contribute to the City of Parramatta's visitor economy, with an overview of the five-year plan, its strategic directions and the high-level actions for implementation over its first three years (2019-2022). It brings together the elements of a growing visitor economy, building on the achievements from Council's previous visitor strategy.



Objectives of the Destination Management Plan

Industry, community partners and governments working in partnership to contribute to the economic, social and cultural life of the City through:

- A positive climate for sustainable business development, investment and growth
- Enhanced quality and meaningful visitor experiences
- A destination of choice with visitor endorsement and advocacy
- Increased sustainable visitation, length-of-stay and visitor expenditure across the City, and
- Changed perceptions of the City.

Our City is Evolving

The Parramatta Visitor Strategy 2011-2016 (Visitor Strategy) set the framework to build and position Parramatta as a sustainable visitor destination and grow advocacy for the City. A report on the implementation of the Visitor Strategy, prepared in 2016, provided a snapshot of the changing face of Parramatta over the five-year period and made recommendations for the future growth of the visitor economy, one of which was the development and delivery of a Destination Management Plan for the City of Parramatta.

In the City of Parramatta, and across Western Sydney, the rapid pace of change and development continues to underscore the growing importance of the visitor economy as positive economic and social drivers for communities and businesses.

Council's Culture and Our City - A Cultural Plan for Parramatta's CBD 2017 – 2022 notes that Parramatta is rich in diversity and an important migration hub that has welcomed generations of people who have a unique historical and ongoing relationship to the area. All of these histories are presently being woven into a new global city where the next generation can prosper and thrive.

Council's Economic Development Plan 2017-2021 sets the framework to grow sustainable business opportunities. Along with the Parramatta Night City Framework, they will help provide a range of vibrant experiences and opportunities for residents, workers and visitors to the City.

Council's Disability Inclusion Action Plan and Sharing the Opportunities of Growth for All - Socially Sustainable Parramatta Framework also help set the direction for growing the many aspects of the visitor economy in a way that can engage with the full range of current and future visitors to the City.

Parramatta Park is the green heart of our City, a link to the past and a playground for the present and our future, a World Heritage-listed asset and our shared backyard. A rejuvenated river corridor, including a revitalised Parramatta River foreshore, is increasingly becoming a focal point of our City, linking the CBD with the Olympic Peninsula, Bicentennial Park and the sporting legacies of Sydney Olympic Park. A new cultural corridor for the Parramatta CBD is in progress and will be the 'Civic Link' pedestrian avenue that connects Parramatta and Centenary Squares to the river.

The new Museum of Applied Arts & Sciences planned for Parramatta, together with an enhanced Riverside Theatres performing arts centre, will become iconic anchors to a wider, international-standard cultural precinct.

The Challenge Ahead

A key challenge over the next three to five years will be managing the needs, wants and aspirations of visitors and delivering quality products and experiences as the city centre and neighbourhoods undergo significant development, both private and public. Major projects include the Parramatta Light Rail, Parramatta Quay (a renewed ferry wharf and arrivals precinct) Parramatta Square, and a new Western Sydney Stadium. Also, improvements to the Newington Armory Wharf infrastructure and the evolving master plan for Sydney Olympic Park will see major changes in those areas.

This Plan sets the foundations for the next phase of the City's growth. It advocates and champions the establishment of world-class experiences and products at our heritage sites and green spaces, along with our unique food offering. It also recognises the associated services and infrastructure that will cement the City's position as one of Australia's key tourism destinations.



The Changing Face of the Visitor Economy

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

Key Global Travel and Tourism Trends

From tourist to travellers:

Visitors are increasingly demanding experiences that allow them to get a glimpse into the day-to-day life of locals. They are happy to explore lesser known places to have those unique experiences.

The number of **Chinese and Indian travellers** to Australia continues to increase. These markets have a growing discretionary spending power and are particularly relevant for the City given its increasingly multicultural population.

The global **growth in solo travel** has meant that experiences and products need to also be tailored for the single traveller. A mix of accommodation styles and budgets is an important consideration here.

The **growth in inter-generational travel** is another phenomenon on the increase. Grandparents are increasingly seeking out experiences in which they can participate with their grandchildren, and they are increasingly travelling with them.

Unique destinations: Moving from products to experiences is another change. Millennials¹, for example, are happy to spend money on enjoying experiences that are unique, in preference to buying luxury products. Unique experiences are also important to other groups/type of visitors as they move from one life stage to the next and contribute to the overall identity and appeal of a destination. People look to locals and local information sources for recommendations and suggestions.

Luxury overseas, value at home: With the desire for value, accommodation costs are seen as a barrier to domestic travel. Another aspect of value is that of trust and having access to first-hand experiences.

The **share economy**, or peer-to-peer economy, has contributed to lowering the overall cost of travel and can also offer visitors a more authentic experience of the destination by being able to live like a local.

Technology on the go: Digital technology is increasingly being used during a holiday to navigate and plan experiences while at the destination. It is also being used to share travel experiences in the moment via social media and post the holiday experience. User (visitor) generated content is increasingly important in the communications mix.

1 Millennials were born between 1981 and 1996.



Our Visitors

The City of Parramatta received some 1.295 million visitors (including day-trippers) in the 12 months ending June 2018, generating an estimated \$864 million in direct visitor expenditure (an increase of 4% on the previous 12-month period).

The following information summarises the key measures of success for overnight visitation, for the LGA² ; including changes from the year ending June 2017 to June 2018.

INTERNATIONAL: Overnight Visitors, Nights and Expenditure			
	Y/E June 2017	Y/E June 2018	% change Y/E June 2017 to Y/E June 2018
Visitors ('000)	136.4	156.4	14.6%
Nights ('000)	4,054.7	3,910.2	-3.6%
Average Length of Stay (nights)	29.7	25.0	-15.9%
Expenditure (\$ million)	471.3	465.2	-1.3%
Average Daily Expenditure	\$ 116.20	\$ 119.00	2.4%

The top five international source markets in 2017 were Korea (30.3%), China (24.0%), India (20.0%), New Zealand (16.6%) and USA (9.1%).

The top three activities undertaken by international visitors were (in order) eat/dine out, go shopping for pleasure and sightseeing/looking around.

² Based on preliminary visitation data published by Destination NSW available until YE June 2018, using the National and International Visitor Surveys for NSW. Includes Sydney Olympic Peninsula.



DOMESTIC: Overnight Visitors, Nights and Expenditure			
	Y/E June 2017	Y/E June 2018	% change Y/E June 2017 to Y/E June 2018
Visitors ('000)	404.1	446.2	10.4%
Nights ('000)	1,080.1	1,150.8	6.6%
Average Length of Stay (nights)	2.7	2.6	-3.5%
Expenditure (\$ million)	275.4	325.7	18.3%
Average Daily Expenditure	\$255.00	\$283.10	11%

The top domestic source markets in the year ending June 2018 were (ranked in order) Regional NSW, Victoria and Sydney.

For domestic overnight visitors, the most popular activities undertaken were (in order) eat/dine out, visit friends and relatives, go shopping for pleasure, sightseeing/looking around, or attend an organised sporting event.

Preparing Our Plan

From the outset, the development of unique experiences, products, services, and visitor markets, based on a consumer-led approach to planning, needed to be acknowledged.

To help frame the preparation of the plan, the following principles were established to help guide the planning process and industry consultations:

- Improve residents' quality of life
- Promote sustainable development of visitor experiences
- Preserve local resources (e.g. people, open spaces etc.)
- Create experiences for specific market segments
- Ensure the quality of the visitor experience
- Gain / maintain competitiveness in the market
- Value and celebrate local cultures and identities.

Building on the Visitor Strategy, the following investigations and inputs were undertaken or reviewed to inform this Plan:


Desktop Research

- Gap and opportunities analysis
- Destination positioning analysis
- Visitor precinct analysis
- Visitor Strategy Report Cards –, including a review of visitor economy performance
- Analysis of macro socio-economic and environmental factors relevant to the visitor economy.

Industry and Community Consultations and Investigations:

- Community consultations as part of the integration into the new City of Parramatta Council LGA
- An analysis of selected competitor and aspirational destinations domestically and globally
- Industry consultations, workshops and meetings
- Product lifecycle analysis and case studies.

A consultation report detailing the key findings and implications from the research and investigations provided a key resource for the Plan's preparation.



Bourke Street
Bakery Tarts

Key Concepts of this Plan

To set the scope of this planning process, the following definitions were applied:

What is a destination?

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

Who is a visitor?

A visitor is anyone who comes to the City 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, that are capable of meeting the needs and expectations of visitors (specific target audiences) and residents alike and to deliver meaningful and quality experiences and interactions between them.

This approach requires collaboration and partnerships between industry stakeholders (both public and private) and emphasises the importance of a customer-focused approach. The three elements of destination management are presented in the following equation.



Our Plan in the Local and Regional Setting

This Plan for the City of Parramatta Council and industry stakeholders has been developed in concert with the delivery of *Council's Community Strategic Plan 2018 – 2038*; the *Delivery Program and Operational Plan* as well as other Council Plans and Strategies outlined earlier; as well as the *Parramatta Bike Plan*, *Parramatta Ways Walking Strategy* and the *Sydney Olympic Park Master Plan 2030*.

It has also been prepared, alongside and in recognition of state and regional plans, in particular; the NSW Visitor Economy Industry Action Plan to 2030, the Greater Sydney Commission's Sydney Region Plan, and the NSW Government's Western Sydney Visitor Economy Strategy 2017/18 – 2020/2021.

Challenges and Opportunities - What we have heard

In light of the changing face of our visitors and our City and the consultations and research with industry partners, the following challenges and opportunities have been identified.

Challenges

- Acknowledge the impact of developments and construction over the next three to five years, especially in the CBD, and develop plans to manage activity in these hot spots.
- Increase the level of private and public investment in visitor economy businesses, services and facilities.
- Plan for and attract a range of accommodation styles and price-points to service a variety of market segments and visitor needs.
- Strengthen customer (visitor) relationships and build future advocates for the city.
- Adapt and apply modern technology to enhance and expand visitor experiences and services.
- Establish a strong research and information foundation for a customer-focused future, including market (target audience) segmentation.

Opportunities

- Develop the business event market.
- Capitalise on opportunities in the visiting friends and relatives (VFR), education and festivals and events segments, to grow the visitor economy.
- Support and build on the existing business and community partnerships (both in and outside the LGA) to grow industry leadership and participation.
- Deliver world-class, quality and engaging visitor experiences, based on the unique assets and stories that position the City as Australia's key cultural heritage tourism destination.
- Grow both domestic and international leisure markets.
- Deliver visitor products and experiences that:
 - suit the needs of different multicultural source markets (including the language of signage and information)
 - can engage visitors from significantly different age groups and
 - capitalise on the opening of the new Museum of Applied Arts & Sciences in Parramatta.



Western Sydney Wanderers fans
Centenary Square Parramatta

Our Plan of Action

We are building a world-class city that will be a legacy for future generations. We are building much needed transport, cultural and social infrastructure, creating beautiful public places, managing the City's growth in a sustainable way, and working in partnership to create a city that inspires creativity and enjoyment for residents, workers and visitors alike.

The Five-Year Aspiration – What do we want to see by 2024?

- The City will be renowned as one with a rich Aboriginal history, as well as a city of contemporary knowledge and practice.
- Our rich stories together with our 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 embedded in our public spaces and activated through a regular program of everyday experiences throughout the region.

Destination Management Plan for the City's Visitor Economy

Five-Year Aspiration

Three Focus Areas

Eight Strategic Directions

Three-Year Implementation Program

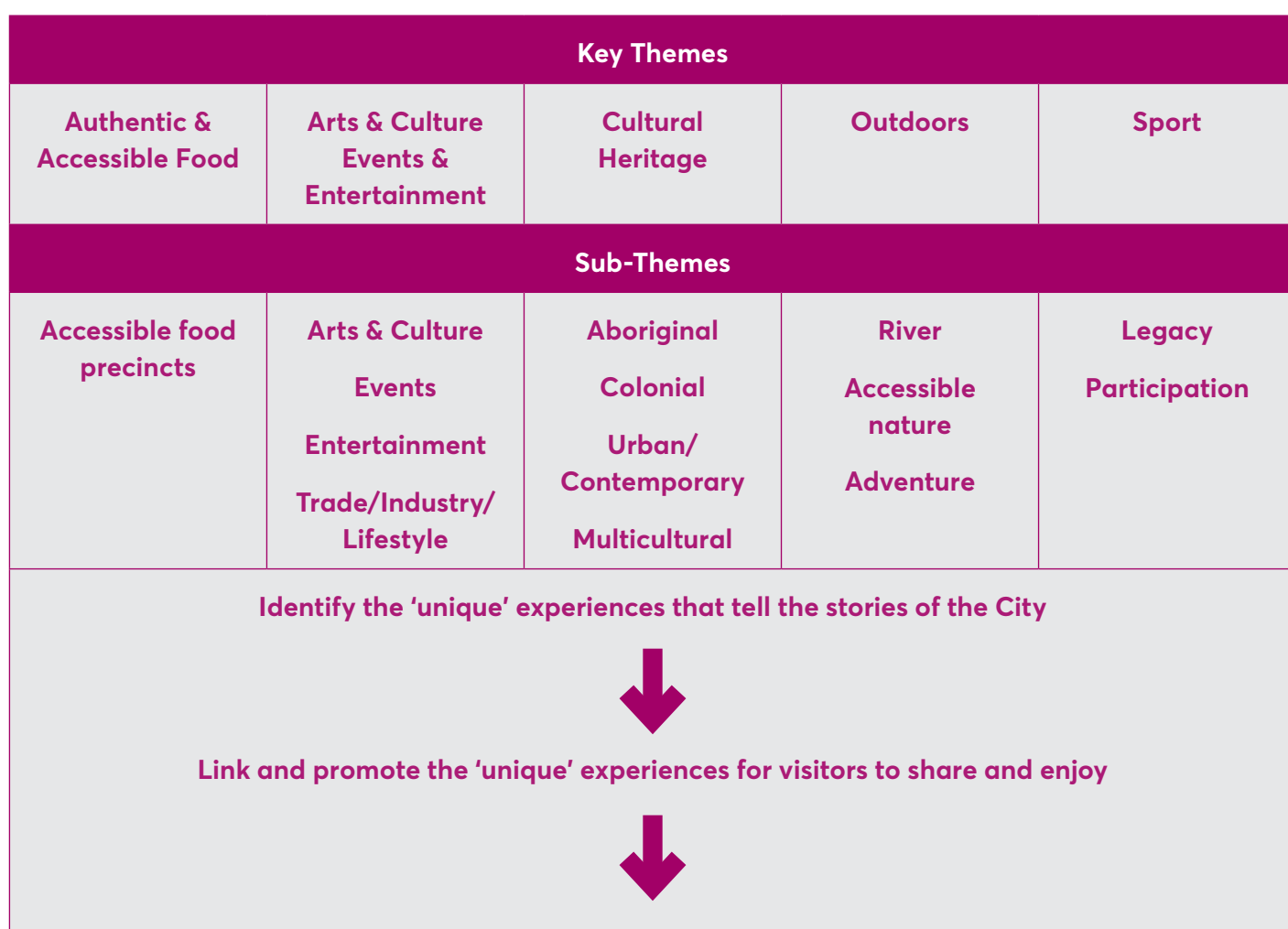
- Parramatta, as the 'cradle of colonial government' in Australia, is a significant cultural heritage tourism destination.
- Our City is a cultural, events, entertainment, food and sporting destination of choice.
- Our parks and open spaces are our shared backyard and provide places to come together and celebrate; are drawcards for visitors, and are activated and alive with seasonal events and recreational and leisure opportunities.
- A safe and vibrant city, by day and by night, energised by a regular program of live music in our small bars, venues, on our streets, and in unexpected places.
- Favourite restaurants, iconic landmarks and architecture attract and welcome locals and visitors to taste, explore and discover Parramatta and are a vital part of our shared experiences within a changing City.
- Our City provides a range of world-class, quality and engaging visitor experiences and accommodation choices to meet the needs of diverse visitor markets.
- Our City supports sustainable business and jobs growth in the visitor economy.

The Conceptual Framework

Ultimately, the City must stand united both administratively and physically. However, the destination is an amalgam of visitor experiences, products and services and a wide range of public amenities (e.g., parks, infrastructure), in different locations, all branded together under the 'City of Parramatta' name.

Our Destination Themes

Throughout the Plan's development and industry and business consultations, the following destination themes were established as the framework within which to develop/enhance, interpret and communicate the unique stories and world-class experiences of the City and its precincts to our target audiences over the next three years.



Linking and communicating the 'unique' experiences and stories of the City will be achieved and delivered by utilising products and services such as:

- Established, self-guided or guided tours, 'encounters', programs or itineraries
- New 'tour' operators and guided or self-guided experiences
- Visitor-generated itineraries and other digital platforms.

Our Priority Precincts

An analysis of precincts¹ and neighbourhoods across the City identified products, services and experiences associated with each of the five destination themes. They were grouped as either Signature/Market Ready, Emerging/Developing or Niche/Specialised.

Based on that analyses, the first three years of the Plan's implementation will focus on the following, visitor precincts:

- City Centre CBD (north to Victoria Rd)
- Parramatta Park (UNESCO World Heritage Area)
- Harris Park – Rosehill – Rydalmere (including the Harris Park National Heritage Area and Town Centre, Rosehill Gardens, and Western Sydney University (WSU) campus)

- Parramatta River corridor (including WSU campus) linking Parramatta Park and Bicentennial Park by way of river and land-side transport options and experiences
- Olympic Peninsula.

The primary focus for these precincts will be to enhance and develop both current and new visitor experiences, as well as products and services to meet future market demand. The precincts also provide a framework to position and promote the destination within a new city-wide marketing strategy and inform regional and state-wide marketing campaigns and initiatives.

In addition to those listed above, the emerging/developing precincts of the Westmead Innovation District and Parramatta North (including the heritage core) will have a communications' focus to position those neighbourhoods as they expand and grow in significance.

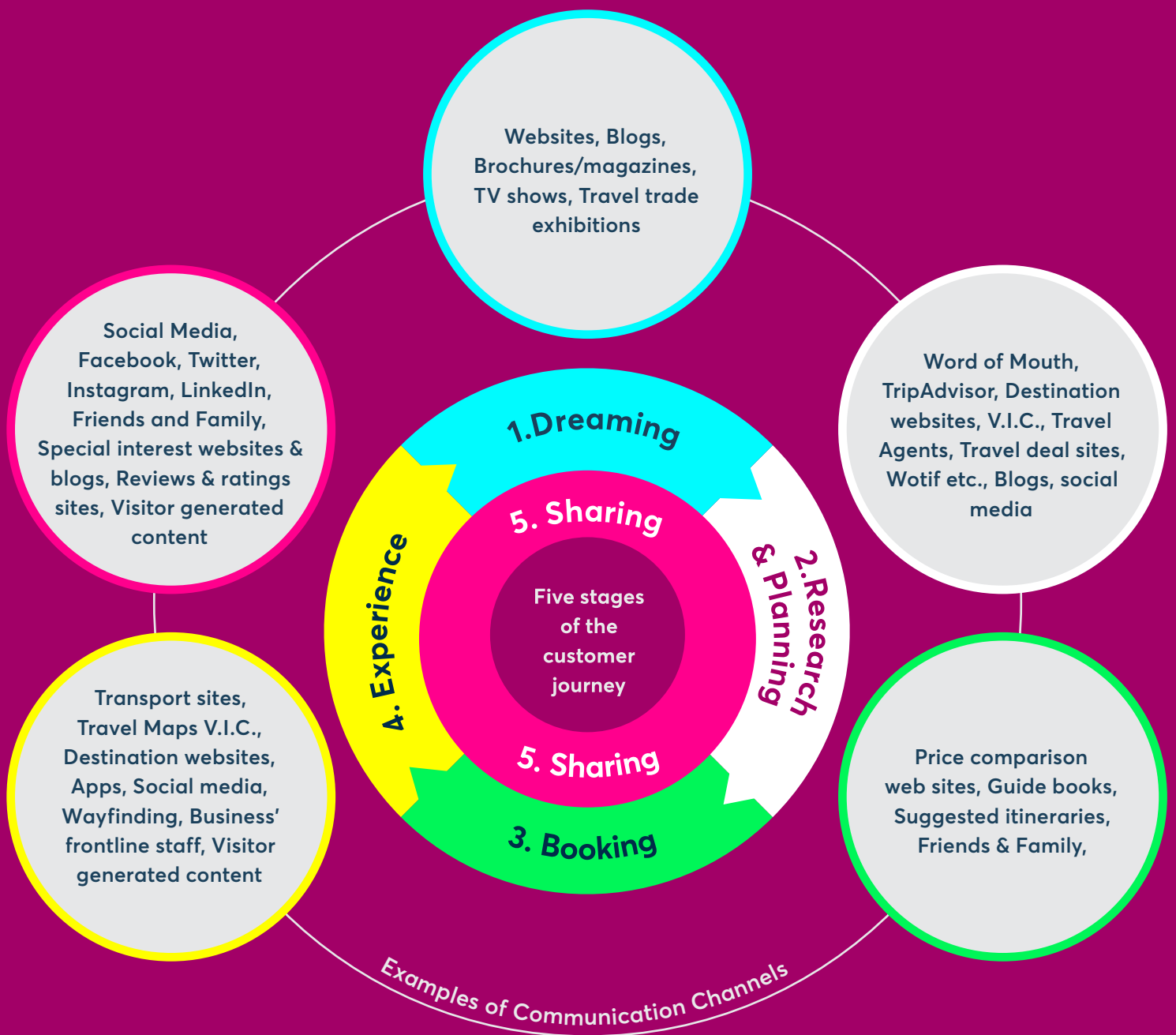
As the City evolves and opportunities for future visitor experiences are identified in neighbours across the destination, these will be considered and planned for as part of the ongoing monitoring of the Plan's implementation program, and in response to the market's supply and demand influences.

Our Visitor Engagement Model

Visitors are becoming increasingly sophisticated, well-travelled and demanding of their destinations and the experiences that are available to them. How we communicate with our visitors (customers) will be a critical part of realising the objectives of this plan. The following diagram presents a framework within which the City will engage with its visitors, at every stage of their 'customer journey', as they experience and share our many places and stories .

¹ An area or district of a city or town designated for specific purpose, or future use (including traffic closures) e.g. a pedestrian precinct, the area known as The Justice Precinct or Sydney Olympic Park, or the Westmead Innovation District.

Visitor Engagement Framework





Tropicfest Film Festival
Photo: George Gittany

The design and delivery of smart communications and marketing activities that engage with the range of travellers and visitors to the City of Parramatta, at all stages of the 'customer journey', will be a critical feature of this Plan's implementation.

Industry Partnerships and Engagement

Our approach to industry engagement will be guided by the principles of Council's Community Engagement Strategy. As a first step towards building city-wide leadership and coordination, an on-line network will be established

(based on a priority sector) to facilitate the collection and sharing of information between operators; to support industry in cross promoting events and experiences across the City and in bidding for business events. This will support a more integrated solution to attracting visitors to the region.

As the implementation of this Plan evolves, it is envisaged that through communities, businesses and governments working better together, new networks and partnerships will develop to support the aspirations of the stakeholders, all working towards the strategic directions and objectives.

Working groups or forums will also be established based on destination themes or identified precincts to coordinate information and knowledge sharing and work towards developing an integrated destination experience for visitors.

Regular, city-wide forums will also enable visitor economy stakeholders to respond to contemporary challenges and opportunities as they arise.

Three-year Implementation Program (2019-2022)

The following three Focus Areas in the Plan are based on the central elements of best-practice destination management. The Strategic Directions aligned with each of these focus areas will direct actions to realise the overarching objectives for the Plan.

Focus Area	Strategic Directions
Destination Experiences	<p>Grow new target market segments based on identified growth opportunities. The business events, education, visiting friends & relatives and sporting sectors, along with key domestic and international markets will be priority sectors.</p> <p>New or enhanced world-class visitor experiences, products and services in key precincts and neighbourhoods. A coordinated and integrated approach to cultural heritage programs and interpretation, along with partnerships for enhanced and new visitor experiences and activities, will contribute to the City's reputation as a vibrant, contemporary and welcoming place.</p> <p>Access and amenity solutions across the local government area. A city-wide, partnership-based approach to information and transport; inclusive access solutions, and new and improved facilities to support growth markets.</p>
Industry Development	<p>A strong leadership, networking and partnership framework to support the delivery of the Plan. Strengthen and expand the role of partnerships with industry and other government organisations to support the enhancement of the identified precincts and growth sectors.</p> <p>Ongoing capacity building and business partnerships. Businesses and individuals working in the visitor economy can take advantage of programs and resources that equip them to meet the needs of their current and future customers.</p>
Destination Positioning & Promotion	<p>Position, promote and communicate the local government area. A city-wide marketing strategy (including leisure and business visitor segments) will support the destination themes, identified precincts and visitor engagement frameworks of the DMP, to position the City of Parramatta as a destination of choice.</p> <p>Smart communications to meet the range of customer/visitor needs. Smart thinking will equip the City and industry stakeholders to meet current and future information and technology challenges and opportunities.</p> <p>Research and industry knowledge informing customer-focused experiences and communications. A sound and informed knowledge base, utilising technology, will assist in the delivery of quality visitor products, services and experiences.</p>



Old Government House
Parramatta Park

In order to deliver on those strategic directions for the visitor economy and the City's host communities, a collaborative approach between all stakeholders is required to realise the range of opportunities and meet the challenges to successfully take Parramatta to its next phase as 'Sydney's Central City.'

The challenge in developing the overall plan has been to set achievable goals and priorities, whilst matching the desires and expectations of visitors, as well as the host communities.

No plan is set in stone. This Implementation Program is designed to guide the direction

of the visitor economy in the City of Parramatta over the first three years of the Plan's coverage (2019/20-21/22). It is built around the key focus areas, each with a number of strategic directions and related actions.

The Plan and its implementation program are founded on strong partnerships across the City (and wider region) to help fulfil the core objectives of the Plan. It contains high-level recommendations, enabling detailed project planning to be undertaken as each initiative is due to be delivered.

Therefore, a key role of Council will be to monitor its implementation in the light of changing global,

regional and local influences, and shifts in consumer behaviour, especially travel and holiday trends.

The following action tables take a City-wide view of opportunities and needs for the first three years, for each of the key focus areas, including details on delivery partnerships and timing of the action's commencement and/or delivery.

The organisations listed first in the column headed Delivery Partners has the lead role and the other organisations are supporting partners in that action.

Abbreviations

Acronym	Description	Acronym	Description
ABS	Australian Bureau of Statistics	LGA	Local Government Area
ATC	Australian Turf Club (Rosehill Gardens)	LGNSW	Local Government NSW
ATSIAC	Aboriginal and Torres Strait Islander Advisory Committee	MAAS	Museum of Applied Arts and Sciences
CCB	Community Capacity Building	ME	Major Events Team
C Econ	City Economy	NRMA	National Roads and Motorists Association
C Engage	City Engagement	NT	National Trust Australia (NSW)
C Exp	City Experience	NVS	National Visitor Survey
CHT	Cultural Heritage and Tourism	OEH	Office of Environment and Heritage
CI	City Identity	PAS	Parramatta Artist Studios
CO	City Operations	PHP	Parramatta Heritage Partners
CoPC	City of Parramatta Council	PPT	Parramatta Park Trust
CP	City Planning	PS	Place Services
C Serv	City Services	RAP	Reconciliation Action Plan
C Strat	City Strategy	SBC-W	Sydney Business Chamber - Western Division
DMP	Destination Management Plan	SD	Strategic Direction
DNSW	Destination NSW	SLM	Sydney Living Museums
DVS	Destination Visitor Survey	SOPA	Sydney Olympic Park Authority
ED	Economic Development Plan	SOPBA	Sydney Olympic Park Business Association
FC	Future City	TASAC	Tourist Attractions Signposting and Assessment Committee
GPOP	Greater Parramatta and Olympic Peninsula	TP	Transport Planning
HR	Human Resources	TRA	Tourism Research Australia
INSW	Industry NSW	UD	Urban Design
IVS	International Visitor Survey	UGNSW	Urban Growth NSW
		VL	Venues Live
		WSBC	Western Sydney Business Connection



Parramatta Lanes Festival
Photo: George Gittany

Destination Experiences

Focus Area: Destination Experiences								
SD No.	Action No.	Action	Delivery Partners	Timing Year			X-Ref	Status
				1	2	3		
1	Grow new target market segments based on identified growth opportunities.							
	1.1	Lead the development of the MICE (Meetings, Incentives, Conferences & Exhibitions, also known as Business Events Tourism) sector, including the most appropriate management and delivery model for the City.	CoPC Industry SOPA, SOPBA, WSBC				X-ref Actions 4.2, 6.8, 6.11, 6.12 Delivers on ED Plan Actions 4.05 & 5.07	Commenced
	1.2	Develop a City of Parramatta Events and Festivals Strategy.	CoPC SOPA, WSBC Industry				Delivers on ED Plan 1.43	Commenced
	1.3	Lead the development of an Inclusive Tourism - 'Accessible Parramatta for All' program for the City.	CoPC Industry LGNSW, SBC-W				Supports ED Plan 3.07	
	1.4	Work with Destination NSW and local operators to establish an 'export-ready' program for international source markets such as China, India and South Korea.	CoPC WSBC				X-Ref Actions 4.2, 6.10, 6.11 Delivers on ED Plan Actions 1.11, 1.26 Supports ED Plan Action 5.07	
2	New or enhanced world-class visitor experiences, products and services in key precincts and neighbourhoods							
	2.1	Work with Aboriginal and Torres Strait Islander communities to identify opportunities to share the stories of the Indigenous culture and heritage of the region.	CoPC ATSIAC, OEH, PPT				X-Ref Actions 2.7, 2.8, 2.13, 2.16, 5.3 Delivers on Cultural Plan Actions 1.1 & 1.3 RAP Actions	Commenced
	2.2	Formulate a directional road signage solution for UNESCO-listed Parramatta Park and Old Government House.	PPT/NT CoPC, TASAC				X-Ref 3.5	
	2.3	Work with State Government agencies to activate and promote key heritage sites and stories in the City.	CoPC PHP				X-Ref 2.8, 2.13 Delivers on ED Plan Action 1.46	Commenced
	2.4	Work with industry partners to identify unique and innovative visitor experiences, activities and opportunities that can help connect key precincts across the LGA.	CoPC SOPA, PPT, ATC, NRMA, Industry				X-Ref Actions 2.19, 4.1, 6.6 Delivers on ED Plan Actions 4.05, 4.10 Supports CP 1.11	
	2.5	Ensure that at least one of the City's significant heritage sites is open on any given day of the week.	PHP CoPC				X-Ref Action 4.1 Delivers on ED Plan Action 1.46	
	2.6	Identify and plan for long-term management and operational issues/opportunities of the new Western Sydney Stadium, including an opening event.	CoPC VenuesLive Sporting Teams/ Clubs				X-Ref Action 6.12 Delivers on ED Plan Action 3.15 & supports 1.43 and Cultural Plan	Commenced
	2.7	Develop an innovative business and service delivery model for Council's programs in the public domain (especially Parramatta Square).	CoPC				X-Ref Actions 2.1, 7.7 Related to Cultural Plan 1.5 - 1.8	Commenced
	2.8	Work with key stakeholders to establish an annual 'heritage open' event that showcases the City's cultural heritage places and stories.	CoPC PHP, SLM, NT, PPT, OEH Industry				X-Ref Actions 2.1, 2.3, 4.1 Delivers on Cultural Plan 1.15	Commenced
	2.9	Support stakeholders to maximise the visitor economy opportunities in the Parramatta North precinct, especially the heritage core.	CoPC PHP, PPT, UGNSW, OEH				Supports Cultural Plan Action 1.14	Commenced
	2.10	Support the establishment of new operators and/or packages to deliver an enhanced range of unique indoor and outdoor experiences across the LGA.	CoPC INSW, SBC-W, NRMA, Harbour City Ferries Industry				X-Ref 5.4 Supports ED Plan Actions 1.13, 1.15, 3.07	
	2.11	Support visitor economy businesses in key precincts to develop or enhance projects identified in the Parramatta Night City Framework.	CoPC Industry				X-Ref Action 6.6 Supports ED Plan Action 1.42	
	2.12	Work with key stakeholders to capitalise on opportunities flowing from the establishment of the new Museum of Applied Arts and Sciences in Parramatta.	CoPC MAAS, Riverside PHP, NT, SLM, Industry					

Destination Experiences

Focus Area: Destination Experiences								
SD No.	Action No.	Action	Delivery Partners	Timing Year			X-Ref	Status
				1	2	3		
	2.13	Identify opportunities to enhance visitor engagement and experiences at key sites, especially through cultural interpretation, and multi-lingual information.	CoPC Industry, OEH, PHP, Developers				X-Ref 2.1, 2.3, 3.7, 5.1	
	2.14	Conduct an audit of existing self-guided tour collateral and identify future delivery methods and partnerships.	CoPC PHP				Supports Cultural Plan Actions 1.2 & 3.31	
	2.15	Investigate opportunities for the shared use of both open spaces and water places, especially the river corridor, for nature-based and cultural experiences for visitors and residents alike.	CoPC OEH				Supports Cultural Plan 1.2 & 3.31 City River Strategy	
	2.16	Support the establishment of Indigenous programs in Parramatta Park.	PPT CoPC, OEH				X-Ref 2.1 Supports Cultural Plan 3.31	Commenced
	2.17	Work with industry to identify opportunities across the LGA for a broader spectrum of accommodation offerings.	CoPC				X-Ref Action 5.4 Supports ED Plan Actions 1.11, 1.13 & 1.26	
	2.18	Explore opportunities to showcase public art in the public domain across the City.	CoPC PAS				X-Ref Actions 2.4, 2.19 Support ED Plan Action 3.07 Supports Cultural Plan 1.2	
	2.19	Explore opportunities to develop interpretative art trails across the City.	CoPC				X-Ref Action 2.4, 2.18 Support ED Plan Action 3.07 Supports CP 1.2	
3 Innovative access and amenity solutions								
	3.1	Work with the Darug community to explore opportunities for the dual naming of places and assets within the public domain.	CoPC				Supports ED Plan Action 3.11	
	3.2	Investigate opportunities for an 'outdoor class room' within suitable locations in the LGA.	CoPC				X-Ref Action 4.4 Supports ED Action 1.34	Commenced
	3.3	Explore a range of solutions to enhance access to and around Parramatta Park and it's attractions.	PPT/NT CoPC					
	3.4	Explore opportunities for new, city-wide digital wayfinding systems.	CoPC					
	3.5	Conduct an audit of Tourist Attractions and Services signage on the state and local road networks.	CoPC TASAC				X-Ref 2.2	
	3.6	Work with industry partners to facilitate improved tourist coach access and parking in and around the CBD.	CoPC Industry				Supports ED Action 1.46	
	3.7	Work with industry and other partners on ways to apply new technologies at their locations and venues as part of enhancing the overall experience of their visitors.	CoPC PHP				X-Ref Action 2.13 Supports Cultural Plan Actions 1.23 to 1.27 and City River Strategy	
	3.8	Work with ferry service and charter vessel operators to delivery enhanced visitor experiences.	CoPC SOPA, NRMA Harbour City Ferries				Supports ED Plan Action 3.07 and City River Strategy	
	3.9	Work with Transport for NSW and other stakeholders to plan for future public transport needs and integration with the new light rail route, in order to spread/link visitation beyond the CBD.	CoPC SOPA, Transport for NSW					
	3.10	Support the establishment of the most efficient transport solutions to connect (a) the City to both of Sydney's airports and (b) attractions and precincts across the LGA.	CoPC SOPA				Supports ED Plan Action 1.26	



Parramatta Lanes Festival
Photo: George Gittany

Industry Development

Focus Area: Industry Development								
SD No.	Action No.	Action	Delivery Partners	Timing Year			X-Ref	Status
				1	2	3		
4 A strong leadership, networking and partnership framework to support the delivery of the Plan.								
	4.1	Strengthen the role of the Parramatta Heritage Partners group as the key representative network cluster for the cultural heritage tourism sector across the City.	PHP CoPC				X-Ref Actions 2.4, 2.5, 2.8, 4.3, 6.2, 6.3	Commenced
	4.2	Establish industry clusters and resources to support the development and enhancement of : - Business events tourism sector (Yr 1) - Visitor experiences and activities in the identified precincts, including the recognition of Aboriginal people, places and values (Yr 1) - Inbound markets (Yr 2).	CoPC SOPA				X-Ref Actions 1.1, 1.4, 6.9, 6.10, 7.4 Supports ED Plan Action 1.26	Commenced
	4.3	Identify future partnership opportunities with peak cultural heritage organisations to enhance the City's positioning as Australia's cultural heritage destination.	CoPC OEH, SLM, NT				X-Ref Actions 4.1, 5.2, 5.3, 6.2, 7.4	Commenced
	4.4	Consider the feasibility of a forum to grow the education sector and contribute to the growth of the visitor economy.	CoPC				X- Ref Action 3.2 Supports ED Plan Action 1.34	
	4.5	Establish a Visitor Economy Industry Forum to identify and address challenges and opportunities for sustainable growth.	CoPC				Delivers ED Plan Action 1.47	
	4.6	Establish relevant research partnerships or working groups with tertiary institutions that will support the directions of the DMP.	CoPC PHP, SOPA Industry				X-Ref Action 8.2	
	4.7	Engage with key stakeholders to collaborate on shared data and historical research initiatives.	CoPC SOPA, OEH, NT					Commenced
5 Ongoing capacity building and businesses partnerships.								
	5.1	Expand the opportunity for visitor economy businesses to participate in City Economy's small business development programs.	CoPC				X-Ref Actions 2.13, 7.1 Supports ED Plan Actions 1.15, 1.19, 1.32, 1.33, 1.36 and 1.37 and RAP Initiatives	
	5.2	Establish a program of industry familiarisations and product showcasing activities to raise industry knowledge and performance.	CoPC PHP, Industry, DNSW				X-Ref Action 6.2	Commenced
	5.3	Identify programs to enhance cross-cultural awareness and understanding amongst industry partners.	CoPC Industry				X-Ref Actions 2.1, 4.3	
	5.4	Work with NSW Dept. of Industry and industry stakeholders to target business and investment opportunities that will support the strategic directions of the DMP.	CoPC SBC-W				X-Ref Actions 2.10, 2.17 Delivers ED Plan Action 1.47 Supports ED Plan Action 1.20	
	5.5	Leverage the concept of a 'Tourism Fest in the West' to showcase the City's visitor economy businesses and grow visitation and expenditure.	CoPC WSBC, SBC-W Industry				X-Ref Action 6.5 Delivers ED Plan Action 1.47	



Elizabeth Farm Parramatta
Photo: Mark Bowyer

Destination Positioning & Promotion

Focus Area: Destination Positioning and Promotions							
SD No.	Action No.	Action	Delivery Partners	Timing Year			Status
				1	2	3	
6 Position, promote and communicate the local government area (LGA).							
6.1		Deliver a city-wide marketing strategy that includes leisure visitor and business segments, in line with the conceptual framework and strategic directions of the DMP.	CoPC			Delivers on ED Plan Actions 1.46, 1.47 Supports ED Plan Action 1.40	Commenced
6.2		Enhance the collective communication of the City's cultural heritage experiences.	PHP, CoPC			X-Ref Actions 4.1, 4.3, 5.2, 7.4 Supports/Delivers ED Plan Actions 1.40, 1.46	Commenced
6.3		Develop a suite of welcoming initiatives, including print and online information, for new residents, students and workers coming to the city.	CoPC Industry			X-Ref 4.1 Delivers on ED Plan Actions 1.21, 6.05 Supports ED Plan 3.07	Commenced
6.4		Utilise existing social media and print communications channels and opportunities to raise the awareness of the neighbourhoods and precincts of the City.	CoPC			X-Ref Action 7.4	Commenced
6.5		Work with the Western Sydney Destination Marketing Panel to ensure the City's opportunities are maximised.	WSBC PHP, Industry, CoPC			X-Ref Actions 5.5, 6.9	Commenced
6.6		Leverage marketing initiatives identified in the Parramatta Night City Framework to distinctively position key food cultures and precincts.	CoPC Industry			X-Ref 2.4, 2.11 Supports ED Plan Action 1.40	Commenced
6.7		Lead the development of visiting friends and relatives programs for local residents, to drive visitation across the LGA, including engagement between students and locals.	CoPC Educational Institutions, Industry SOPA			Delivers on ED Plan Actions 1.21, 6.05 Supports ED Plan Action 3.07 Supports Cultural Plan Actions 1.10, 1.11, 2.13	Commenced
6.8		Partner with industry to implement a sales and communications plan for the business events tourism sector, as identified in year 1 under action 1.1.	CoPC WSBC, Industry, SOPA			X-Ref Actions 1.1, 6.12 Supports ED Plan Actions 4.05, 5.07	
6.9		Work with Destination NSW and other industry stakeholders on co-operative marketing partnerships and campaigns.	CoPC SOPA, WSBC			X-Ref Actions 1.1, 1.4, 2.11, 4.2, 6.5, 6.11, 7.4 Supports ED Plan Action 1.40	
6.10		Investigate the potential to increase international visitation by leveraging the history and Olympic legacy of Sydney Olympic Park.	SOPA Industry Sporting Assoc. CoPC			X-Ref Actions 1.4, 4.2 Delivers on ED Plan Actions 4.05, 4.10	
6.11		Promote venues and attractions in key precincts as national (and international) leisure and business visitor destinations.	CoPC Industry, ATC, SOPA			X-Ref 1.1, 1.4, 2.7, 6.9 Delivers on ED Plan Action 5.07	
6.12		Support marketing initiatives to attract large scale, non-sporting events to the Western Sydney Stadium.	VenuesLive CoPC Parramatta Leagues			X-Ref 1.1, 2.6, 6.8 Delivers on ED Plan Action 3.15	

Destination Positioning & Promotion

Focus Area: Destination Positioning and Promotions							
SD No.	Action No.	Action	Delivery Partners	Timing Year			Status
				1	2	3	
7	Smart communications to meet the range of customer/visitor needs.						
	7.1	Support industry to better understand the delivery of digital and social media platforms and the role of third party distribution systems.	CoPC PHP, Industry				X-Ref Actions 5.1, 7.3 Supports ED Plan Action 1.40 Commenced
	7.2	Investigate the establishment of an open-source image library.	CoPC Industry				Commenced
	7.3	Identify ways to engage with people to share their stories, pictures, videos and experiences (content) that build stronger customer relationships and connections with the City.	CoPC				X-Ref Action 7.1 Commenced
	7.4	Develop and present a 'destination positioning toolkit' to assist industry in preparing and delivering unified brand messaging, images and collateral across the City and its key precincts.	CoPC Industry				X-Ref Actions 4.2, 4.3, 6.2, 6.4, 6.9
	7.5	Investigate the capability for visitor-generated itineraries on destination websites and other platforms.	CoPC SOPA, DNSW				Supports ED Plan Action 4.10
	7.6	Explore the use of mobile and location-based technology to better inform visitors about the history of the Parramatta LGA and its precincts/neighbourhoods.	CoPC Industry				
	7.7	Investigate options to deliver 'information on the go', taking information to where visitors of the future will be.	CoPC				X-Ref Action 2.7
8	Research and industry knowledge informing customer focused experiences and communications.						
	8.1	Conduct primary research (visitor insights) to test existing target markets/audience segmentation and identify the target audience segments for the future.	CoPC				Supports ED Plan Action 1.20
	8.2	Promote and facilitate the membership of or access to research services, tools and networks to industry stakeholders.	CoPC Industry Assoc.				X-Ref 4.6
	8.3	Develop methodologies and tools to evaluate marketing campaigns and activities, and share information amongst stakeholders.	CoPC DNSW				
	8.4	Investigate options to conduct a City of Parramatta destination visitor survey.	CoPC TRA				

How Will We Measure Our Success?

The success of this Plan in meeting its objectives will be benchmarked and measured at what could be described as three 'levels of success':

- Destination-wide measures
- Industry sector and precinct measures
- Action/project specific measures.

Destination-wide Measures

Perceptions

Grow both the level of awareness and interest in the Parramatta region as a visitor destination. By 2022, the:

- Level of awareness of the destination will be 90% of survey respondents, and
- Level of interest in visiting the destination will be 20% of survey respondents.

Visitation and Expenditure

Maintain an annual growth⁴ rate in the:

- Number of domestic overnight visitors at 2% per annum, and
- their length of stay at 1% per annum.
- Number of international overnight visitors at 2% per annum, and
- the average length of stay at 2% per annum.
- Yield from all overnight visitors at 2% per annum.

Industry Sector and Precinct Measures

Targets will be set for the following measures, based on 2017-18 benchmarks:

- Expanded range of products and experiences across the City (non-food & beverage)
- Growth in visitation to heritage sites and tours

- Customer satisfaction levels at selected heritage sites and businesses
- Level of industry participation in experience development and promotional initiatives (locally and regionally)
- Event attendance at selected, non-City of Parramatta Council, events.

Action/project specific measures will also be included in all action plans.

Reporting

An on-line reporting mechanism, including industry contributions will be investigated to facilitate the delivery of an annual Report Card on the destination-wide and precinct measures, with a full report delivered at end of year three, including the sector and precinct specific measures and case studies of successful partnerships and projects.

4

The targets for the first three years of the Destination Management Plan are based on annual movements in Sydney Tourism Region visitor economy results for previous years.



Hambleton Cottage Parramatta
Photo: Mark Bowyer

Our Community Vision

'Sydney's central city, sustainable, liveable, and productive – inspired by our communities.'

The Destination Management Plan will contribute to the City's Vision and Goals in the following ways.

Fair

A vibrant visitor economy will be well-balanced and sustainable. It will provide local communities greater flexibility in their employment and access to services and places for connection.

Accessible

A socially and economically sustainable community has more capacity to pursue common goals, such as becoming Sydney's Central City. Options for access to, in and around the City will seek out collaborative solutions to both visitor and resident needs and opportunities.

Green

The visitor economy values the natural assets of our City and, through the enjoyment of local facilities, it will contribute to the awareness and importance of our green spaces and waterways.

Welcoming

A great quality of life which includes a vibrant visitor economy with world-class attractions, experiences and services across the City will provide greater amenity and make our city more interesting for both residents and visitors alike.

Thriving

A sustainable visitor economy will lead to opportunities for economic growth. More businesses will thrive; communities will have more employment options. As an agent of change, a productive visitor economy will encourage further investment in the City.

Innovative

A framework for the visitor economy will enable the City to reach its potential by supporting business and local communities. Business and community engagement will continue to shape responses to future needs and opportunities.



Artist's Impression
5 Parramatta Square





Contact Information

Have your Say

To provide feedback on the Draft Destination Management Plan, visit Council's engagement portal at www.oursay.org/cityofparramatta.

To find out more about the City of Parramatta Destination Management Plan or ask a question please send an email to DestinationParramatta@cityofparramatta.nsw.gov.au

The City of Parramatta Council acknowledges the contributions of industry and community partners and the consultancy firm, Instinct and Reason, for their contribution towards the development of the City of Parramatta Destination Management Plan (2019 – 2024).





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