



**Destination
Management Plan
2019-2024**
Community Summary



**CITY OF
PARRAMATTA**

Introduction

Tourism and 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. The effect of the internet, new technology, social media, the share economy and inter-generational travel means people's expectations continue to evolve, and so too, must the tourism industry.

The City of Parramatta Destination Management Plan 2019-2024 (the DMP) is set within this dynamic environment. The DMP takes a local government area-wide view of the City of Parramatta and articulates a five-year aspiration for the destination and its visitor economy through to 2024. With an eye to Parramatta's future as Sydney's "Central City", the DMP provides an overview of the five-year plan, its strategic directions and the high-level actions for implementation over its first three years (2019-2022).

Currently, the City of Parramatta covers an area of 8,375 square kilometres and is home to some 235,000 people. By 2024, the City is expected to host around 300,000 residents.

The DMP recognises the importance of partnerships between government, industry, business and the community. To capitalise on emerging trends and opportunities, 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.

Key challenges over the next three to five years include managing the needs, wants and aspirations of visitors, and delivering quality products and experiences as the city centre and surrounding neighbourhoods undergo significant development. Major projects include the Parramatta Light Rail, Parramatta Quay (a renewed ferry wharf and arrivals precinct), Parramatta Square and a new Western Sydney Stadium. There will also be major improvements to the Newington Armory Wharf and the evolving planning of Sydney Olympic Park.



Objectives of the Destination Management Plan

Industry, community partners and governments work in partnership to contribute to the economic, social and cultural life of the City of Parramatta. We will:

- create a positive climate for sustainable business development, investment and growth
- provide meaningful visitor experiences offering quality and variety
- ensure visitors choose the City of Parramatta as a destination, speak positively about their experiences and advocate for others to visit
- create a sustainable tourism industry, increasing length of stay and visitor expenditure across the city
- change visitor perceptions of the City.

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

- **Travellers are seeking unique experiences.** Individuals prefer to explore the little-known local areas to get a glimpse of daily life. Increasingly, they are spending money on experiences that make a place unique, rather than on products.
- **Share economy.** Being able to live like a local in an Airbnb and be driven around by a local Uber driver adds a touch of authenticity to the local experience.
- **Solo travellers.** From mixed accommodation styles to experiences that suit a single traveller's budget, going solo on adventures is on the rise globally.
- **Inter-generational experiences.** Increasingly, grandparents are seeking out experiences they can share whilst travelling with their grandchildren.
- **Technology on the go.** From navigation and planning experiences, to sharing travel experiences with friends on social media, or uploading a review of accommodation, digital tools are collecting information about the quality of holiday experiences.



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

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

In 2018, the top five international source markets 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.

Preparing Our Plan

The development of unique experiences, products, services, and visitor markets, needs to be based on a consumer-led approach to planning. Research into global trends, including desktop research and investigations into the current products, experiences and services were undertaken in the development of the DMP, along with a series of industry and government consultations and roundtable discussions.

The DMP was also developed in partnership with industry stakeholders and in concert with *Council's Community Strategic Plan 2018 – 2038; the Delivery Program and Operational Plan* as well as other Council plans and strategies including the *Parramatta Bike Plan, Parramatta Ways Walking Strategy* and the *Sydney Olympic Park Master Plan 2030*.

The DMP was also 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 *Region Plan, A Metropolis of Three Cities*, and the NSW Government's *Western Sydney Visitor Economy Strategy 2017/18 – 2020/21*.

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



Our Plan of Action

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



Destination Management Plan for the City's Visitor Economy

Five-Year Aspiration

Three Focus Areas

Eight Strategic Directions

Three-Year Implementation Program



Our Destination Themes

The themes for the DMP were developed throughout consultations with industry and business stakeholders. The five key themes are:

- Authentic & Accessible Food
- Arts & Culture, Events & Entertainment
- Cultural Heritage
- Outdoors
- Sport.

Our Priority Precincts

An analysis of products, services and experiences associated with each of the five destination themes was conducted. They were grouped as either signature/market ready, emerging/developing or niche/specialised.

Based on this analysis of precincts and neighbourhoods across the City, the first three years of the DMP'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)

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

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.

Three-year Implementation Program (2019-2022)

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 DMP's coverage (2019 to 2022). It is built around strong industry engagement and three key focus areas, each with a number of strategic directions and related actions.

Industry Partnerships and Engagement

Our approach to industry engagement will be guided by the principles of Council's Community Engagement Strategy.

As the implementation of this DMP 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. Their tasks will include coordinating information and knowledge sharing and working towards developing an integrated destination experience for visitors.

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

Focus Areas for Action

The following three focus areas in the DMP 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 DMP.



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 visitor 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 DMP. 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>

How Will We Measure Our Success?

The objectives of the DMP will be benchmarked against destination-wide measures. This will include tracking how perceptions of the City are changing over time, and monitoring visitor numbers and spend.

Industry sector and precinct measures will include targets for things such as an expanded range of products and experiences across the City; customer satisfaction levels at selected sites and businesses, and the level of industry participation in product and experience development programs, as well as promotional initiatives.

Jannawi Dance Clan
performing in Parramatta





Contact Information and Links

Have Your Say

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

More information

To read the FULL draft of the Destination Management Plan visit www.oursay.org/cityofparramatta.

To find out more about the City of Parramatta Destination Management Plan or to ask a question, please e-mail:

DestinationParramatta@cityofparramatta.nsw.gov.au

To find out about more about what's happening in City of Parramatta, please visit: [Discover Parramatta \(www.discoverparramatta.com\)](http://www.discoverparramatta.com).





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