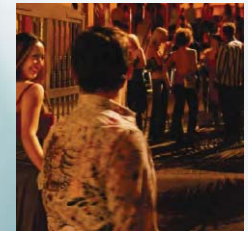
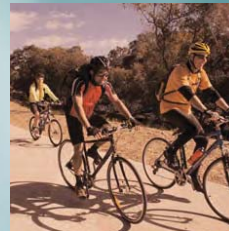
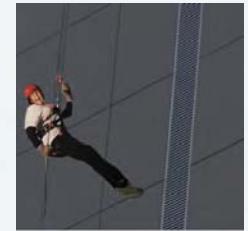
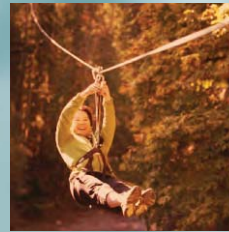


# VISITOR STRATEGY



for **PARRAMATTA**  
**2011–2016**

# Visitor Strategy for Parramatta

2011-2016



PARRA  
MATTA

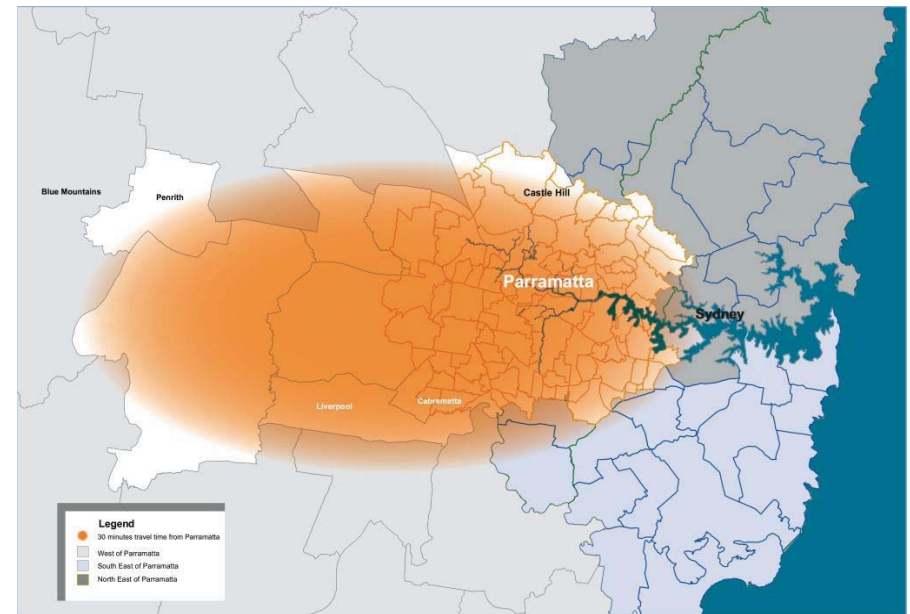
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## A CITY IN TRANSFORMATION

The City of Parramatta is located along the Parramatta River at the head of Sydney Harbour about 24 kilometres west of the Sydney CBD. Parramatta has always been a regional centre, with the river at its core, the surrounding lands provided a place for the aboriginal Burramatta people, of the Darug nation for thousands of years. It was one of the earliest European settlements and farming communities in Australia and retains many historic buildings from this era. Parramatta contains a World Heritage listed site and many places of national, state and local significance.

Today, Parramatta is a growing city considered to be the economic capital of Greater Sydney, which is also the geographical regional centre that is home to an expanding culturally diverse community. It is an important administrative, legal, financial, industrial, commercial and retail centre and contains several large health and educational institutions. Over 88,846 people work in Parramatta City, most of whom (72,830 in 2006) live outside of the City of Parramatta area. Westfield Parramatta estimate they receive over 30 million visits per year. This growing and busy business city is on a path to expand and ensure it is a liveable, smart, prosperous and connected place where people are drawn to 'live, work, build and play'.



## 1.1 Purpose of the Visitor Strategy

**This Visitor Strategy provides a framework to build and position Parramatta as a leisure destination, to increase visitation, foster repeat visitation, facilitate greater spend, encourage longer stays, and grow advocates for the city.**

**To achieve this we must begin to understand, inspire and attract key markets – a pool of over 1 million people** - including those in the community, workers, people from across Greater Sydney, and domestic and international visitors.

**They wish to see Parramatta transformed into a more enlivened place which projects a ‘vibe and buzz’.** A greater range of ‘things to do’ is required to entice them to visit and have a great experience. This will evolve from a fusion of activities both day and night, that involves an enhancement of current attractions and diversifying the range of leisure activities and events to activate places and spaces (River Foreshore, Parramatta Park, heritage museums etc). Parramatta’s identity and distinctiveness, its culture, heritage, contemporary make-up, and down to earth nature, and its people are attributes that people recognise. Together with the central location, services and transport facilities, these characteristics provide a foundation to define and position Parramatta.

This Vision Strategy document sets out the vision, objectives and actions to work towards over the next five years. Planning and development of visitor opportunities in Parramatta will occur within the wider context of City planning with a series of major projects, such as the City centre revitalisation strategy (2009), redevelopment of Civic Place and precinct development of the River Foreshore.

Delivery of several actions of the strategy are underway while major infrastructure is being planned. Investigation into product development options, trialling new product, and advances in major events and other projects, have commenced thanks to the support and contribution of many stakeholders. Such work is taking effect as research suggests people are noticing some change in the city.

By working in partnership we can achieve much more. The Visitor Strategy provides a refined list of actions that considers the range of individual initiatives raised by stakeholders and combines them to deliver greater benefit for all and strengthen the city as a destination.

Through the support of Industry and Investment NSW, the governance industry cluster group will be established in 2011 to oversee implementation of the strategy and participate in delivering the actions. Parramatta City Council has taken a leadership role but it will require the continued support and enthusiasm of the industry to provide an outcome for all.

We welcome stakeholders on this journey.



## 1.2 Process of developing the Strategy

The Visitor Strategy was initiated by Council in response to broad industry interest in growing Parramatta as a leisure destination for workers, locals, Sydney residents as well as international and domestic visitors.

The visitor strategy was developed over a period of eighteen months through research, analysis and development with a series of professionals including:

- tourism destination planners (Planning for People);
- market researchers (Environmetrics and Fresh Projects);
- brand and communication experts (Moon communications); and
- tourism business development professionals (AEC)

It has also involved extensive consultation with stakeholders, a range of 160 business and community members through the Tourism Reference Group. Further inspiration has been drawn from over 2,300 current and potential visitors. The Federal Government provided financial support for several research projects that have culminated to form this strategy.



The planning process involved the following tasks:

- Experience Audit of the visitor offer (2008). Refer to page 20.
- SWOT workshop with 50 participants of the Tourism Reference Group (August 2009). Refer to page 23.
- Blue Skies workshop with 15 external specialists and local industry leaders (September 2009). The workshop identified some of the key opportunities in tourism management, events, engaging the community and bringing the river to life.
- Draft Strategy was developed by destination planners, *Planning for People*.
- Feedback was received on the draft strategy (March and April 2010).
- Qualitative and quantitative market research was conducted through surveys and focus groups with 2,300 people (2009 and 2010).
- Feasibility of several product ideas were investigated (2010).
- Final Visitor Strategy was refined with additional market intelligence, brand research and feedback from stakeholders (2010).
- The Strategy was presented to the industry and Council in 2011

# APPROACH FOR THE FUTURE 2

Now



In five years



## 2.1 Vision for Parramatta

Parramatta will be appreciated as a vibrant city offering a fusion of activities by day and night for those who live, work and visit.

## Key Messages of the Strategy

It's all about **great experiences**

Strive for quality and offer a **range of things that people want to do**

Develop Parramatta as a **place where great events are held**

**Create precincts** for people to naturally think of Parramatta as a place to go to on a weekend

**Be smart** with how we communicate

Promote access and make it **easy to get around**

Listen to and **understand visitors**, many of whom live across Greater Sydney and in Parramatta

Engage **target markets to advocate** to their peers

Draw on and **reinforce the distinctiveness and identity that underpins Parramatta** as a positive, down to earth, welcoming, diverse, historically significant and multicultural place

Challenge perceptions and **create incentives**

Seek **opportunities for investment** in attraction, product development, services sector, accommodation, and infrastructure

Come on a journey, **partner with us and benefit from the change/possibilities**



## 2.2 Key Deliverables and Implementation

To achieve the vision over the next five years Parramatta must:

There are 4 main categories of the strategy to advance over the next five years.

Section 6 of the Strategy outlines the detail and range of actions and the 18 high priorities which need to be implemented first and in order.

The Implementation Program

2011-2012 will focus on:

- Market-led approach
- Growing Product and Experiences
- Strong Governance



### Market-Led Approach

Focus on and consider the needs of target visitor markets (including advocates for Parramatta) to ensure they have an enjoyable experience and have a desire to revisit and recommend Parramatta to their peers.

### Strong Governance and Resources

Create and sustain effective governance to assist in visitor planning and coordination, and linking through partnerships of mutual benefit that support the regional development of Parramatta in Greater Sydney.

### Grow Product and Experiences

Enhance services and expand the range of product and experiences, including establishing regular programs of events and activities that appeal to, attract and engage target markets.

### Quality Infrastructure, Access and Amenity

Integrate the needs of visitors into planning and improve the amenity and experience of the city through design which is smart, creative and reinforces the distinctiveness and identity of Parramatta. Activate key city spaces, such as the City Centre and River Foreshore to be multipurpose venues that host a range of events and activities.

### Smart Communications and Marketing

With more product develop communications that encourage people to think of Parramatta as a place to 'play' showing and connecting the many things to do. This will include the engagement of advocates to recommend Parramatta to their peers, friends and family.

## 2.3 Principles

Developing Parramatta as a recognised visitor destination is a goal that is shared by many of the stakeholders. The destination planner has outlined a series of important principles which will be considered in the implementation of the Visitor Strategy.

1. It is critical that the community takes pride in Parramatta as a place and that they become the advocates for Parramatta. Their visiting friends and relatives can provide the growth for the future.
2. There is a need for strong leadership and champions with a long-term commitment to the strategy and actions to grow Parramatta as a place people will want to visit.
3. Parramatta needs to be considered in the landscape – it is en route to the Blue Mountains; it is close to Sydney; it is part of Greater Sydney. It is important to work with other partners and to cooperate with them and leverage off their visitors.
4. It is essential to be realistic about the potential for growth in visitors and to work with the opportunities that exist.
5. The greatest growth in visitors may well come from the local community and the people who work in the city, so it is important to know the market.
6. It is critical to get the brand and the image of Parramatta right and to work on the experiences that deliver on that brand.

(Planning for People, 2009)

*“Leisure gives me a sense of fulfilment and enjoyment. I relax and recharge”.*

### 3.1 Great Experiences

With increasing competition in the tourism industry and changing lifestyle patterns, Parramatta must focus on targeting markets that will offer a return and assist the growth of visitation to the city.

In order to attract visitors one must understand the importance of leisure time to people’s lives. Leisure is the salve for today’s busy life. People are increasingly time poor. They tend to select places to visit that are familiar, nearby and will satisfy their interests and needs. There is a strong trend for leisure to be seen as a means for relaxation, rejuvenation and personal satisfaction. It is all about delivering a great experience.



The market-led approach adopted in this strategy focuses on understanding and responding to the needs, interests, drivers and barriers of the target markets which have been identified for Parramatta.

### 3.2 Target market segments and their value to Parramatta

Extensive market research, using both qualitative and quantitative methods, has identified several key market segments for Parramatta.

The research process included people who had visited and had not visited Parramatta. This includes domestic, international, and people from across Greater Sydney.

The market segments discussed in this section have been identified as the most viable, desirable, valuable and realistic to deliver return and grow visitation to Parramatta.



**This includes a group of over 1 million**

By responding to the segments Parramatta will target people who:

- live in the local community;
- work in Parramatta;
- live across Greater Sydney;
- are international and domestic (regional NSW and Interstate; South East Queensland and regional Victoria) travellers;
- are visiting friends and relatives (VFR); and
- travel for business.

## Meet the Market Segments

*'We like to go to places where there is a buzz and a lot happening'*

(Friendly Adventurer, female)



**Friendly Adventurer**

'I like meeting people and going places with the company of family and friends'

'I enjoy a **variety of leisure experiences**, active, outdoor as well as cultural and historical'

'I like to **get away from the norm**, the usual everyday environment'

'If I've got young children I'm a bit more conservative'

'I'll travel distances for unique or unusual things or **to discover something new**'

'I want to **explore different cultures** and places'

'I won't visit a place unless it **gives me a good reason too**'



**Practical Organiser**

'I'm very active and **love to go out every weekend**'

'I love **hands on experiences and keeping the mind active** - walks, sensory experiences, festivals etc'

'**I like to plan ahead**. The journey is as important as the destination'

'**Value for money is important, but I'm not price led**'

'I like **relaxed sightseeing**, sitting at a café and watching people go by'

'I like the **sense of exploring new destinations** that are different to home, and I like to know all about the places before I go'

'Heritage sites are liked but **not visited often**'

'If I have older kids or teens I'll look for **activities that we can all enjoy**'

'**I don't like places** which have lots of crime, dark or poor lighting, or **if it feels drab** or unclean'

'I am not a fan of places that are **crowded** or if there is little or hard to get parking'



**Young Parramatta Worker**

'I like places which I can **relax and unwind, meet my friends** and go out to socialise'

'Places to **hang out, for lunch and dinner** are really important for me'

'**I love to be active**, go for bushwalks, cycle, swim and get outdoors'

'If I or my friends have young kids we are more conservative with the places we take them'

'I like to try things that are different to the everyday and **things that interest me**'




'**I don't want to be reminded of work**'




'I don't usually play where I work'

'If it is a hassle to get to I **probably won't go**'

'I don't always read the local papers so I might **not know what's on**'

## More insights and market segments

Market Segment	Description	Size
<b>Friendly Adventurer</b> 	<p>Represented in all ages</p> <p>Most work full time, often in managerial or professional occupations</p> <p>60% have children (from babies to adults)</p> <p>Have strong functional connections to Parramatta (work, study, live or have lived nearby)</p> <p>Live across Sydney Metropolitan. Active throughout Sydney area</p> <p>Median household income of \$90,000</p>	<p>13% of Sydney adult population - <b>300,000 people</b></p> <p>Segment includes 40% of domestic and 60% of international Parramatta visitors</p>
<b>Practical Organiser</b> 	<p>Represented in all ages</p> <p>Most employed, many conduct domestic duties or are retired.</p> <p>Many live within 30 minutes travel to Parramatta, with strong functional connections to the area</p> <p>Median household income of \$70,000</p>	<p>13% of Sydney adult population - <b>300,000 people</b></p> <p>Segment includes 20%-30% of domestic and international Parramatta visitors</p>
<b>Younger Parramatta Workers</b> 	<p>In their teens, 20s and 30s</p> <p>Work either full time or part time in a range of occupations</p> <p>Some have children</p> <p>Connections to Parramatta are primarily for work</p> <p>Live across Sydney Metropolitan</p>	<p><b>34,003 people</b> (ABS 2006)</p>

Market Segment	Description	Size
<b>Older Parramatta Workers</b> 	<p>In their 40s, 50s and 60s</p> <p>Many have children (particularly teens or adults)</p> <p>Leisure time is a juggling act in between work and family commitments</p> <p>Like places they are familiar with and easy to get to / like a range of activities and offers in one location / Don't like crowds</p> <p>Many live within 30 minutes travel to Parramatta, with strong functional connections to the area</p>	<b>31,896 people</b> (ABS 2006)
<b>Already There</b> 	<p>Gregarious, fun loving under 30s. Many are students.</p> <p>Interested in new trends, fashion and having a good time with friends</p> <p>Interested in shopping, free events, evening activities</p> <p>Regular visitors with strong functional connections</p> <p>See Parramatta as their local but aspire to other destinations for leisure. Good knowledge of Parramatta activities</p> <p>Live throughout Sydney Metropolitan</p> <p>Median household income \$70,000</p>	7% of Sydney adult population - <b>160,000 people</b>
<b>Out and About</b> 	<p>Outward looking, sociable and friendly, over 30s</p> <p>Most work full time, often in managerial or professional occupations</p> <p>Ambitious, like to meet new people, keep up with new trends, places and events</p> <p>No functional connections with Parramatta, but have a positive image of the offer</p> <p>Tend to live further than 30 mins travel from Parramatta and around the eastern seaboard</p> <p>Median household income of \$90,000</p>	13% of Sydney adult population - <b>300,000 people</b>

### Business Travellers and the MICE market

The destination planner has also indicated that the Meetings Incentives Conferences and Events (MICE) sector may have potential to grow in the future. Parramatta is currently a local and regional conference destination, with conference and meeting facilities, several 4-star hotels, central transport facilities and price advantages compared to Sydney.

## Why are these segments valuable?

They contain **large numbers of people**



### A growing city

Residential and worker population are projected to rise considerably in the next decade with an increase of 30,000 more workers and 20,000 residents in the city centre.

These segments **view Parramatta positively**



They are more **likely to be advocates of Parramatta and spread good word of mouth to friends and family**



These segments are **more likely to be repeat visitors**



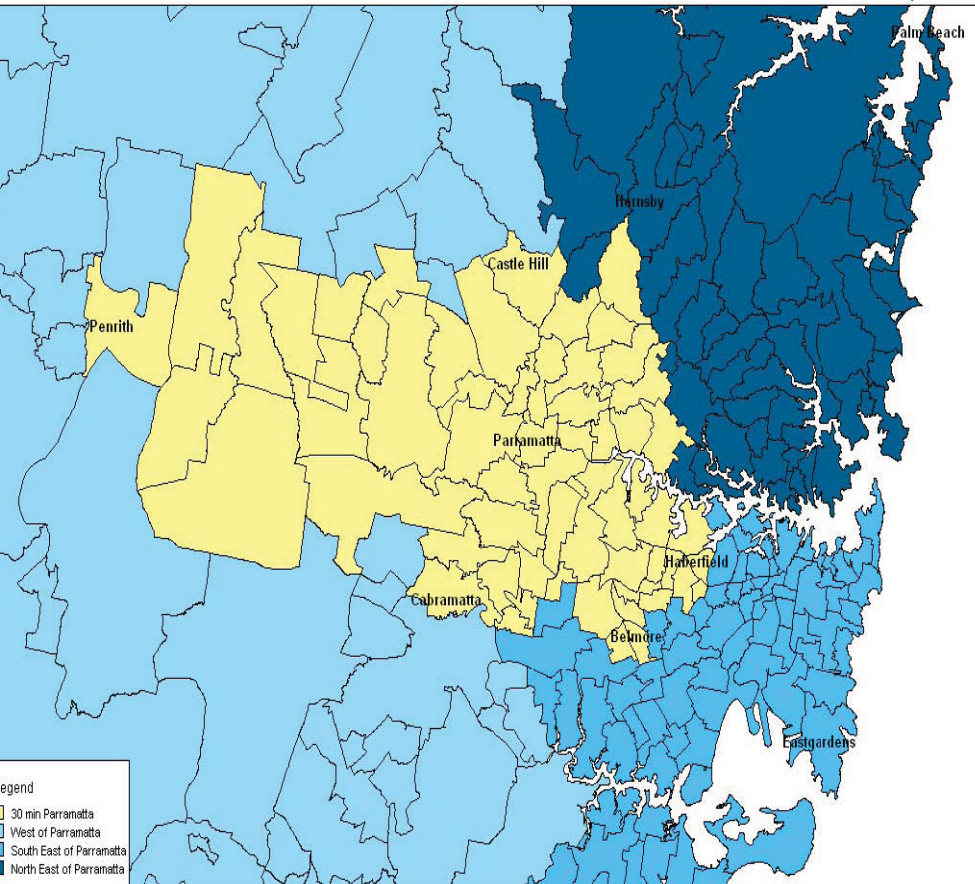
### A busy and frequently visited city

A proportion of these segments are already repeat visitors to Parramatta. Over 90,000 workers frequent the city, most of whom live outside of the LGA. Shoppers at Westfield are also likely to be repeat visitors given they receive over 30 million visits annually.



## Where do they live?

The majority of the segments live in the Greater Sydney Metropolitan area



**International visitors** are from across Europe, UK, Asia, and the Pacific. A large proportion visit friends and family who live in the region. They wish to visit and get a sense of the city.



**Domestic visitors** tend to be from regional NSW, South East Queensland or regional Victoria. They have a strong connection to Parramatta having lived nearby or their friends and family live in the region. They frequent the shopping areas, heritage sites and dining offer.



Tourism professionals believe that *'given the increasing competition within the tourism industry both domestic and international markets Parramatta is currently best suited to local and Sydney-sider markets.* Refer to Appendix B for the overview of tourism trends.

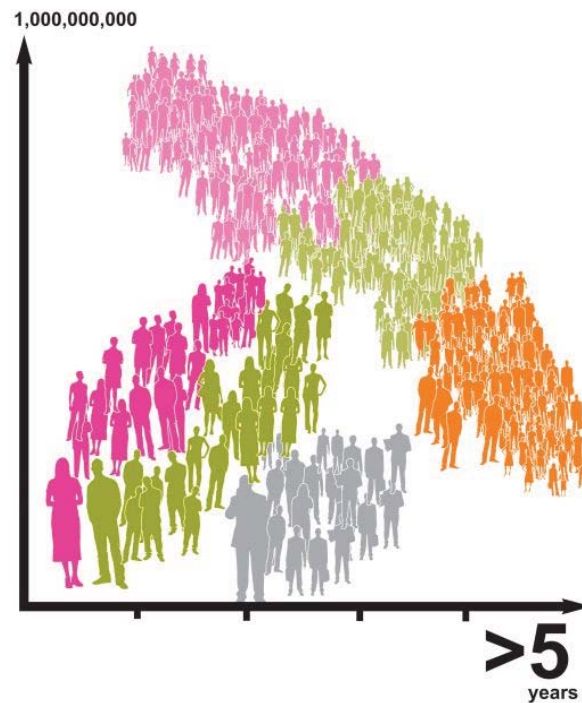
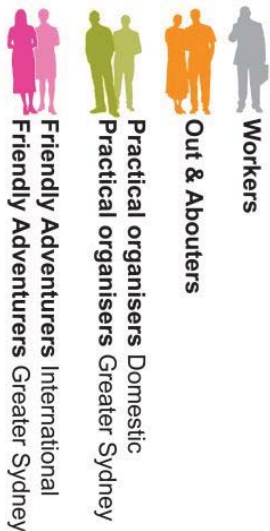
## Pioneer markets to grow visitation



### Who to focus on first and why

In the short-medium term growth will come from the *Friendly Adventurer*, *Practical Organiser* and *Worker* segments. They are considered to be the pioneer markets for the next few years, which have the greatest potential to increase visitor numbers and attract other markets in the future.

Pioneer markets are those who are the most likely to prepare the way for others to follow.



### Visiting Friends and Relatives (VFR) Market

By attracting the *Friendly Adventurer* and *Practical Organiser* we are accessing a large pool of people who are more accustomed to Parramatta, and are more likely to recommend Parramatta to their visiting friends and relatives (VFR). A high proportion of Parramatta's current domestic and international market segments are VFR who have the characteristics of a *Friendly Adventurer* and *Practical Organiser*.

By attracting and growing the *Friendly Adventurer* segment across Greater Sydney, Parramatta is likely to increase the number of domestic/international visitors over a period of time (refer to the diagram). There is also the possibility of wooing the 'more difficult to attract' *Out and About* market share located in Sydney.

In the case of the heritage sites, whose primary market are currently heritage made up of enthusiast niche, school education market and fit and independent travellers (international and domestic) there is potential to increase visitor numbers by broadening the offer to attract the pioneer market segments. This ensures that existing markets can be serviced as well as engaging with broader market segments.

### 4.3 Key Insights: What do people think of Parramatta?

## Seen as a place for leisure?



The research found Parramatta is generally viewed as a business district and people tend to visit Parramatta for particular functional and pragmatic reasons, such as work, study, shopping, medical or personal business. Currently Parramatta is not broadly considered a place for leisure, or top of mind, compared to other places across Sydney, NSW or interstate.

## Key Insights cont...

## Reasons to visit?

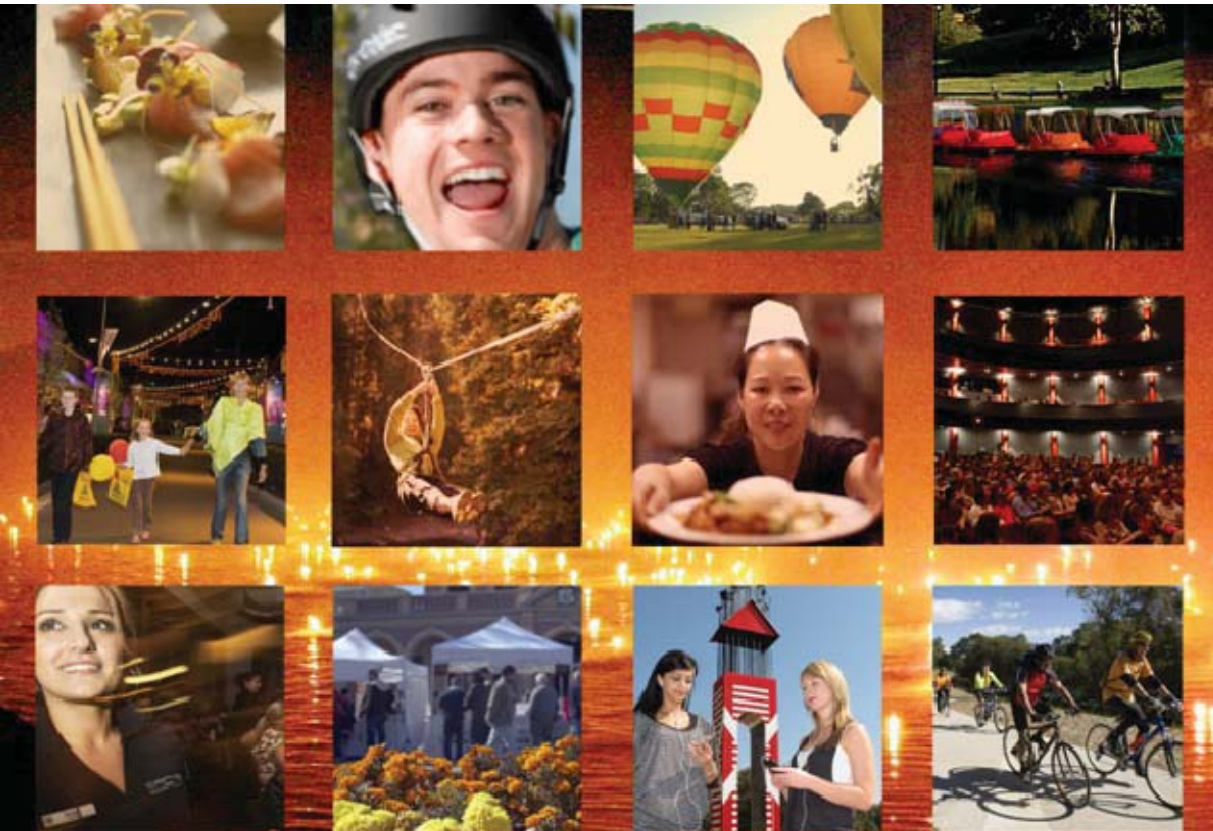
All market segments have a high level of awareness of the offer in Parramatta. They recommend that **Parramatta needs to offer a 'greater variety of new and different things to do and project a vibe'** that encourages a sense of excitement to woo them to Parramatta regularly. In order to draw them away from their regular haunts the offer must be of interest and appeal to the segments and satisfy their needs.

***"Give me a reason to go, tell me what's on, make it unique to Parramatta... make me re-evaluate Parramatta"***

(Out and About, female)

Those who live further away require events and activities that cannot be satisfied by their local areas. This highlights the role of major events such as the Parramasala: South Asian Festival which is unique to Parramatta.

**The market segments have given numerous examples of activities and events that they find interesting and would increase their desire to visit Parramatta (refer to section 5.2).**



## Key Insights cont...

# Evolve Perceptions: the key to unlock the potential

Research also found the way people viewed or perceived Parramatta overall is an important factor affecting people's decision to visit or not to visit.

Market research identified a series of advocates within the *Friendly Adventurer*, *Practical Organiser* and *Older Parramatta Worker* segments who could play a central role in repositioning Parramatta as a leisure destination. They have a positive disposition toward Parramatta, travel to Parramatta regularly and have noticed a few positive changes and transformation over the past few years.

They describe Parramatta as;

- down to earth;
- unpretentious and friendly;
- Multicultural;
- vibrant, eclectic;
- forward looking; and
- changing and evolving

Many of them want Parramatta to retain these attributes which reflect the city's identity and what they like about it.

**“Parramatta needs to stay real, don't turn it into a sterile version of accessible culture”**

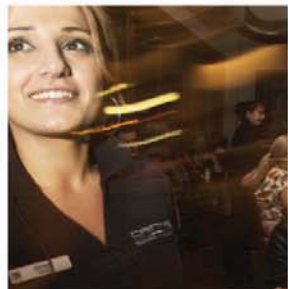
**(Friendly Adventurer, female)**

In contrast, there are many people who **view Parramatta as not contemporary or funky, reflections of negative stereotypes and need to address perceptions of safety**. For these people there was a mental and physical distance between them and Parramatta. Any negative perceptions whether real or not are affecting the city in the eyes of the wider public.

## Repositioning and Reflecting Parramatta

The brand research process undertaken in 2010 was an important piece of work recommended by destination planners in 2009 to identify the core attributes that make-up Parramatta. The research revealed that the city is 'multifaceted, diverse, and made up of many attributes' which reflect its identity and strengths.

It is going to take time and effort to influence the negative perceptions which are often hard wired or deeply engrained. All market segments wished to see improvements to amenity. Physical change and resolution around the undesirable elements experienced on the streets, and offering more appealing events and activities are the first steps to improving their feelings towards Parramatta.



### An audit of visitor experiences in Parramatta

conducted by Planning for People in 2008 concluded that the best Parramatta visitor experiences suited to domestic and local markets were considered to be:

- accessing Parramatta by the Rivercat, and walking along the river to the Heritage and Visitor Information Centre for orientation and information before visiting places of interest;
- the Parramatta Riverside Theatres performances and dining; and
- major festivals and events (particularly Riverbeats and Festival of the Olive) which focus on heritage, contemporary culture and offer a variety of experiences to different audiences.



## 4.1 Parramatta's Current Visitor Offer

The destination planning consultant's summary of the current visitor offer undertaken in 2009 is shown below.

The visitor attractions and activities currently offered by the City of Parramatta are oriented around its significant colonial heritage sites and buildings, the performing arts, its multicultural community, diverse dining opportunities, shopping, and a number of festivals.

**Key attractions include:**

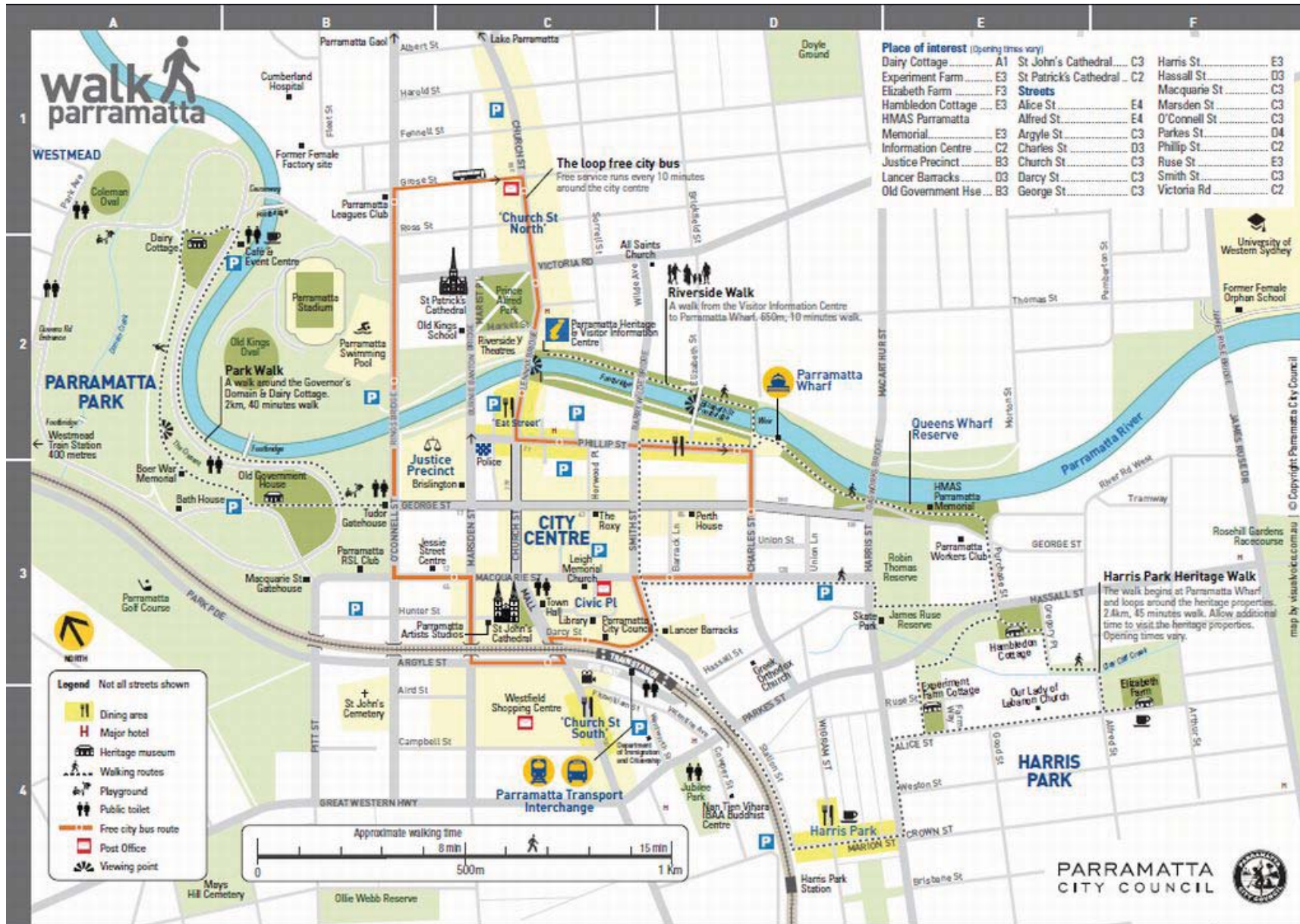
- the Rivercat journey to the City via Sydney Harbour and the Parramatta River; food and dining experiences, especially
  - at 'Eat Street' (part of Church Street in the city centre);
  - diverse cultural cuisines and food outlets in Harris Park;
  - biannual Festival of the Olive at Elizabeth Farm;
- Westfield Shoppingtown;
- the Parramatta Riverside Theatres, the major centre for performing arts in Western Sydney, which hosts over 700 live performances each year;
- heritage buildings, locations and museums, especially those related to the early colonial period of European settlement of Sydney, including
  - the suite of significant colonial sites and buildings (Elizabeth Farm, Hambledon Cottage and Experiment Farm Cottage) linked by the Harris Park Heritage Walk from the Rivercat Terminal on the Parramatta River foreshore;
  - Old Government House and Government Domain historic precinct in Parramatta Park (now a World Heritage Listed site);
  - St John's Cathedral and Cemetery, the latter dating from 1790;
- interpretative public artworks, including the recent four sculptures in Life Along the Riverbank and mp3 podcasts that reveal the stories and lives of people living on the riverbank in the early 1800s; and
- several major festivals and events, particularly
  - Riverbeats (a signature event recognised by Events NSW);
  - Australia Day in Parramatta Park, which attracts over 70,000 people;
  - subprograms of the Sydney Festival;
  - Parramasala: South Asian Festival (since 2010)

Current major outdoor venues for visitor activities in the centre of Parramatta include Parramatta Park, Prince Alfred Park and Parramatta Foreshore Reserve. The City also has several major sporting facilities (Parramatta Stadium, Rosehill Gardens Racecourse, Parramatta City Raceway) which host sporting and other events attracting large numbers of visitors.

A further description of Parramatta's visitor offer is provided in the Appendix A



## 4.2 City Map



### 4.3 SWOT Analysis of the Visitor Offer

Prior to the market research studies a swot analysis of Parramatta's offer was undertaken in 2009 by the destination planner and tourism reference group stakeholders. It revealed many strengths, weaknesses, possible threats and numerous opportunities (refer to the table on the following page).

The destination planner's summary of the SWOT included the following comments:

Currently, Parramatta's visitor offer is a collection of individual attractions.

It is not developed, promoted or perceived as a destination in its own right with a defined character that is distinctly different from Sydney and other nearby visitor destinations. Parramatta is a third tier destination within the Sydney metropolitan area and receives little promotion as a visitor destination.

For NSW, interstate and international visitors and for many Sydneysiders, Parramatta is competing with the well known and actively promoted attractions and events in central Sydney.

Parramatta's leisure visitors are mainly local and Sydney residents, especially people who have work, business, personal or other connections with the area.

Negative perceptions of the City's amenity and ease of access affect Parramatta visitation among other Sydney residents.

Parramatta offers a range of visitor attractions, activities and events which include appealing river foreshores and parkland, significant and interesting colonial heritage buildings sites, cultural activities and dining which reflect the City's multi-cultural population, high quality live performance, several diverse festivals and major shopping facilities.

While these attractions provide a strong base on which to develop future visitor opportunities, they require enhancement and integration to meet contemporary visitor expectations such as engaging quality experiences to draw them away from other places.

The major threats to the visitor offer were perceived to be:

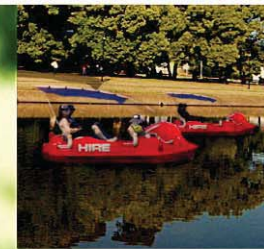
- a lack of leadership, management and coordination of the visitor offer within Parramatta;
- competition from other places;
- negative media messages;
- low community participation and lack of community pride; and
- possible closure of the ferry service.

## SWOT analysis undertaken by destination planners and industry stakeholders

	Strengths	Weaknesses	Opportunities
<b>Access</b>	<ul style="list-style-type: none"> <li>• Range of access options</li> <li>• Rivercat experience as access</li> <li>• LOOP bus</li> <li>• Easy place to walk</li> <li>• Proximity to Sydney</li> <li>• En route to Blue Mountains</li> </ul>	<ul style="list-style-type: none"> <li>• Timetabling and reliability of river access</li> <li>• Safety perceptions re train access</li> <li>• Access between heritage properties</li> <li>• Spread out nature of Parramatta attractions</li> <li>• Inadequate parking for coaches and visitors</li> <li>• Difficult vehicular circulation and excessive vehicles</li> </ul>	<ul style="list-style-type: none"> <li>• Unique methods of linking precincts such as enviro-transport etc</li> <li>• Riverside links to SOP</li> <li>• Ferry as significant experience accessing Parramatta with stops along the way</li> <li>• Cycleway and walkways including connections with the ferry</li> <li>• Parramatta Pass linking ferry to attractions</li> <li>• Joint ticketing between attractions and activities</li> </ul>
<b>Attractions</b>	<ul style="list-style-type: none"> <li>• Heritage properties</li> <li>• Parramatta Park</li> <li>• Riverbeats and Festival of the Olive events</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage properties not offering different experiences and lack a contemporary approach</li> <li>• Parramatta Park amenity and experiences could be significantly improved</li> <li>• Inconsistent approaches between heritage properties including opening hours, marketing, points of difference</li> </ul>	<ul style="list-style-type: none"> <li>• Range of additional events potentially focusing on ethnic diversity and arts and culture</li> <li>• Master planning for Parramatta Park total experience</li> <li>• Joint business planning for heritage properties</li> <li>• A fusion between a range of activities and experiences</li> </ul>
<b>Amenity</b>	<ul style="list-style-type: none"> <li>• Great eating areas</li> <li>• Riverside amenity, art and pathways</li> <li>• Heritage Centre location and offering</li> </ul>	<ul style="list-style-type: none"> <li>• Perceptions of Parramatta re security, safety and not a place for visitors</li> <li>• Lack of way-finding signage</li> <li>• Flooding of riverside facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Capitalise on the use of the river for activities and events</li> <li>• Day time program of events to attract workers to appreciate riverside amenity and other opportunities</li> <li>• Additional riverside facilities such as BBQs</li> <li>• Links and opportunities at Lake Parramatta</li> </ul>
<b>Accommodation</b>	<ul style="list-style-type: none"> <li>• Range of accommodation price points suited to business and families</li> <li>• Reasonably priced accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of diversity in accommodation</li> <li>• No backpacker</li> <li>• No unique accommodation</li> </ul>	<ul style="list-style-type: none"> <li>• Heritage accommodation in one or more of the properties</li> <li>• Broader range of accommodation</li> </ul>
<b>Activities</b>	<ul style="list-style-type: none"> <li>• Cultural diversity</li> <li>• Range of venues including stadium, SOP etc close by for events and activities</li> <li>• Westfield shoppingtown</li> <li>• Riverside Theatre</li> </ul>	<ul style="list-style-type: none"> <li>• High level of workers leave after work</li> <li>• Nowhere to hire bicycles</li> <li>• Legislative barriers to pleasure craft on river</li> <li>• Lack of activities on weekend</li> </ul>	<ul style="list-style-type: none"> <li>• Indigenous interpretation</li> <li>• Activities targeted at families</li> <li>• Cross cultural activities and events</li> <li>• A fusion between a range of activities and experiences</li> <li>• Lunchtime sporting events</li> <li>• Lunchtime and after work activities/events and functions</li> </ul>

Source: Minutes of Stakeholder Workshop with Planning for People, August 2009

# RECOMMENDATIONS 5



## 5.1 Creating the Buzz

This section provides an overview of the key areas to address which have been informed by various pieces of research and a series of gaps identified by the destination planner.

## 5.2 A Myriad of Activities, Attractions & Experiences

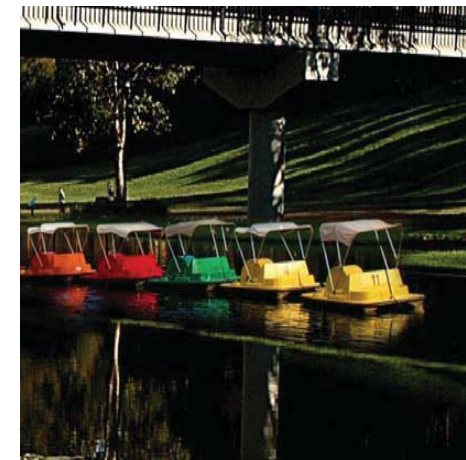
Building the collection of ‘things to do’ that are desirable enough to attract key markets to Parramatta’s key city spaces is central to the vision and creating the buzz and vibe. If the visitors have a positive experience through the activities, the key sites are more likely to become a regular haunt where people want to spend their leisure time and recommend it to friends and family. Over time those spaces and places may become known as a leisure destination.

### Expand the offer and attractions

The current range of activities available to visitors on a day-to-day basis is generally limited to self-guided walks, guided walks or tours, shopping, dining or watching a show at the theatre or movies. It is only during entertainment or sporting events that the variety of attractions expands. A few major events held annually are not enough to sustain regular repeat visitation. There are very few active, outdoor, sensory stimulating activities, such as riding a bike or paddling a boat, available for casual visitors.

It is particularly important to expand the leisure services to cater for the worker population, growing local and diverse community and the influx of 30,000 professionals (particularly young professionals) and 20,000 residents that are expected in the future.

As the destination planner found ‘*There is no one activity or attraction that will be the panacea for Parramatta*’. **Parramatta requires several anchor experiences/attractions and major events backed up by a regular program of various activities** (cultural, recreation, arts and heritage) that cater for a variety of markets.



### Further investigation of product development

All market segments have given numerous examples of activities and attractions that they would find interesting, for example, outdoor cinema, bike hire, boat hire, food and wine events etc.

One of the highest priorities and challenges lies in identifying the right mix of complementary attractions and activities which will resonate with the key market segments and make it worthwhile for them to visit Parramatta and stay longer. A good understanding of the market’s behaviours, patterns and needs is required. Start by targeting the *Friendly Adventurer*, *Young Parramatta Worker* and *Practical Organiser* segments, particularly those who live and work in the city.

Preliminary feasibility and market viability studies have begun investigating bike hire, water craft experiences, outdoor cinema, and a cultural bazaar marketplace. Further consideration must be given to location, costs, operating hours and synergies with other existing offers and services.

There is also a need for further investigation to determine options to attract and build several major attractions in Parramatta. This strategy advocates for expressions of interest and encouraging investment in trialling, seeding and establishing new attractions and activities. They might be provided by new or existing businesses/organisations either public or private.

## Welcome to Parramatta: maintain a high standard of service

The positive attributes of Parramatta being perceived as down to earth, unpretentious and culturally diverse should be reinforced and grown by facilitating opportunities to engage with the local community, and through customer service and guiding staff who draw on these characteristics and present Parramatta as warm, friendly and down to earth.

Dining opportunities are of high appeal to all Parramatta's target markets. The destination planner recommends that *the opening hours of restaurants, bars and cafes and attractions will need to reflect demand and high levels of customer service will need to be provided.*

## Establish a range of things to do and new reasons to visit!

It will take time to craft, trial and establish a regular program of activities at key sites. One must ensure that the program has a level of consistency and frequency where it becomes predictable and understood by visitors. Only then, Parramatta would start to develop a reputation that 'there is always something happening' and there are 'multiple things to do'.

***'Introduce new offers but make sure it is consistent so you know that they will always be on, not one-offs'***

(Out and About, male)

All the market segments would be inclined to visit Parramatta if they see there are 'new reasons', such as activities and events which they can participate in and be engaged. Consider options for seasonal programs or refresh the offer by supplementing different activities.

Consideration should also be given to expanding and maintaining a wide range of retail, food and beverage and cultural and recreational offers that are complementary, service a need and can be found throughout the city and at key city sites, such as fresh fruit vendors, ice cream vendors in the summer etc.



Images courtesy of Parramatta City Council

## Enhance links and create fusion

Once people arrive in Parramatta there is a need to motivate them to stay longer than a few hours, for a half-day, full day or possibly a weekend.

The vision has developed around the concept of creating *'a fusion between a range of activities and experiences'* as it has the greatest potential to appeal to a range of markets and encourage visitor growth. Current offers are viewed as isolated attractions.

Once the range expands, make it easier for people to see the myriad of activities and experiences that are available through product packaging. Pay attention to the proximity of attractions and form links between them. **Remember to provide options for visitors to choose and build their own half or full day experience which are based on their interests and needs.** The markets are likely to spend more money when they have a great experience that they see delivers value for their money.

The destination planner recommended that *'Parramatta concentrate on improving its strongest attractions, such as those linked to theatre and dining experiences through packaging.* There is also an opportunity to leverage major events and consider cross promotion with dining and other activities.



Images courtesy of Parramatta City Council



## 5.3 Major Events, Entertainment and Venues

Major events are central to the growth of visitor numbers to Parramatta and play a role in raising the profile of the city. Parramatta seeks to establish itself as an events city. To achieve this Parramatta needs to improve events infrastructure, events processes and expand/diversify the range of events with the aim of attracting and hosting one major event each month of the year.

### A diverse and regular events program

A range of popular, unusual, sporting, entertainment and cultural events are being investigated, such as film fests, triathlons, and cycling, to establish a more regular program of events throughout the year. Further information regarding visitor patterns, behaviours and considerations to make it easier and more desirable to attend would benefit the design of events.

To achieve its goals Parramatta must seed, establish and sustain a calendar of events for the market to realise when and where major events are held. It may take several years for annual events to grow and reach their desired visitor numbers and Parramatta should foster a culture of attending events and promote attendance by key markets and the community.

Major events can also be an effective means to jog people's memory of a place that might not be top of mind however, **to establish Parramatta as a place 'where there is always something happening', major events must be supported by a range of regular activities to stimulate regular repeat visitation.**

The destination planners recommend that Parramatta *expand existing festivals, new events and festivals, including showcasing Parramatta's culturally diverse community, and leveraging high profile Sydney and regional events such as the Golden Slipper at Rosehill Racecourse, the Sydney Festival and the Sydney Easter Show.*

Parramatta has built up several major events, some which have long standing partnerships with Sydney-based organisations, such as

Sydney Festival, Sydney Symphony and Australia Day. Small scale events can be delivered through partnerships and financial and in-kind support. Major events require considerable financial support. A high priority of this visitor strategy involves strategic business partnership processes to continue to secure resources, establish partnerships and grow sponsorship to establish, grow and sustain a range of major and minor events in Parramatta.

**JOIN THE PARTY**

FROM PARRAMATTA'S SIGNATURE EVENTS LIKE PARRAMASALA TO THE GREAT LINE UP AS PART OF THE SYDNEY FESTIVAL, THE CITY'S REPUTATION AS A HOST OF UNIQUE AND EXCITING EVENTS CONTINUES TO GROW.

**PARRAMASALA**  
A bold and exciting celebration of SouthAsian art culture immerses Parramatta in the sounds, tastes and colours of this diverse region. From street markets and free large scale concerts to intimate cultural celebrations, Parramasala transforms Parramatta every November.

**LOY KRATHONG**  
The Thai celebration of Loy Krathong includes the beautiful floating of candles and flower offerings on the Parramatta River in November.

**EAT STREET SUNDAY**  
Crave, the Sydney International Food Festival, comes to Parramatta with a celebration of food and culture on Parramatta's streets during October. Adding colour to the Flavour will be the Chalk Urban Art Festival, with some of the best chalk artists showcasing their work.

For more information on these, or other great events, pop into the Parramatta Visitor Information Centre or call on 8839 3311. Visit [www.discoverparramatta.com](http://www.discoverparramatta.com) to view our events calendar.



## Unique experiences

Major events such as Festival of the Olive, Riverbeats and Parramasala were considered by the destination planners as one of the strongest offers in Parramatta as they reflect the identity, heritage and contemporary culture of Parramatta and offered an experience that cannot be found elsewhere (refer to section 5.4).

Parramasala, the South Asian arts and cultural event, was introduced to Parramatta in 2010 with significant support from Events NSW, Parramatta City Council and a range of partners. It received significant media coverage and healthy crowds from local and regional areas. Attendance is projected to grow in following years drawing people from across Greater Sydney and beyond. Such events are likely to be of interest to *Out and About* and *Friendly Adventurer* segments.

**The unique or unusual element of an event is often a drawcard which makes it more desirable for many market segments,** particularly for those who would only travel to Parramatta if it was something they could not experience elsewhere. Those who live further away are more likely to take the journey if it is for something that excites and is not available at places close to their home.

The destination planner recommended that Parramatta investigate and develop a signature event that has potential to grow and is aligned with the Parramatta brand. This might be a festival held over one month and incorporating a series of linked and brand related events and experiences (eg. culture, food and wine, history, music).



Images from left to right: Parramasala 2010, ParraMac festival 2010, Loy Krathong 2009, Parramasala 2010.

## Creating multipurpose venues and attracting new events

Parramatta currently hosts a range of major and minor events at various venues (Rosehill Race Course and Grand Pavilion, Parramatta Stadium, Parramatta Leagues Club, Parramatta RSL, Parramatta Park, River foreshore, Riverside Theatres, University of Western Sydney Parramatta Campus, major hotels such as, Parkroyal, Sebel, Rydges, Mecure, Courtyard Marriot etc).

For major events and entertainment Parramatta has the advantage of good and regular public transport, a variety of venues ranging from small to medium and large carrying capacity, a great range of dining and accommodation and is centrally located amongst a large and diverse population of Greater Sydney.

To become an events city Parramatta requires improvements to policy, processes and infrastructure at key locations to make it easier and less expensive to hold more events. It will also make it easier and more attractive for Parramatta entertainment and event brokers and productions to consider Parramatta for their next event. For details about the river foreshore refer to section 5.7.

Further investigation is required to identify gaps in services, facilities and market demand across the city for various events and functions, such as sporting, wedding, conferences, exhibitions, concerts and popular entertainment. Prioritising upgrades and updating the amenity of existing facilities will require consideration and exploring options for investment.

Parramatta has several conference venues, including hotels that can cater for up to 200 people and the University of Western Sydney which has an auditorium catering for 1000 people. The new facilities of the Grand Pavilion, Rosehill Racecourse provides increased capacity to host larger events and conferences. In the conference industry, Parramatta is considered to be most suitable for local and regional conferences rather than international conferences as Sydney CBD and Darling Harbour have more facilities and tourism and cultural infrastructure.

The neighbouring precinct of Sydney Olympic Park hosts a range of major and premier events, such as the Royal Easter Show, various international sporting events, international performers etc. Further discussion is required with Olympic Park to explore partnership opportunities to cross promote and deliver benefits to Olympic Park and Parramatta (refer to section 5.7).

This strategy recognises the desire of many local and regional stakeholders to develop new partnerships between attractions, accommodation, food and beverage services and transport, and advocate for improved facilities and services.



Image above; Riverbeats Live 2007

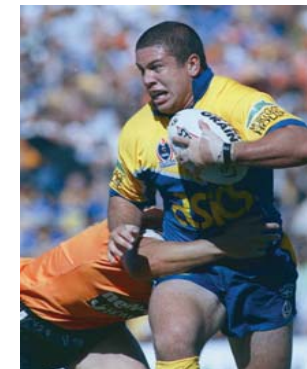
## 5.4 Parramatta's Identity and Distinctiveness: culture, heritage, sport

People often visit a place to experience the culture and meet the locals, to get a sense of the place and how it came to be, or perhaps they are really driven to experience something that is not offered elsewhere. This is true of many people who visit Parramatta.

**Providing ways for people to share and experience Parramatta's identity and culture is a priority.** It is a strength and is viewed by the market segments positively and they wish to see these attributes reinforced and embraced.

Programs that support the interpretation and expression of culture and engagement with the local community, and sharing the stories of the people and place will provide a sense of place and distinctiveness that sets Parramatta apart from other places. It also provides a means for artists, historians, the community and visitors to explore and connect with Parramatta. This is assisted through Council's Interpreting Parramatta Strategy, Arts and Cultural Framework, and revitalisation of the Parramatta Heritage and Visitor Information Centre.

The cultural diversity of the local community is central to the identity of Parramatta which also underpins some of Parramatta's strong offers, such as dining and major events such as Festival of the Olive and Parramasala. Parramatta is also recognised for its colonial heritage and the Eels rugby league team.



Parramatta's identity, culture and heritage also provide a means for inspiring new events and activities, such as Parramasala: South Asian cultural festival and ParraMac 2010: Commemorating the Bicentenary of Governor Macquarie. Further work will continue on a series of new activities, such as cultural foodie programs, architecture and river tours.

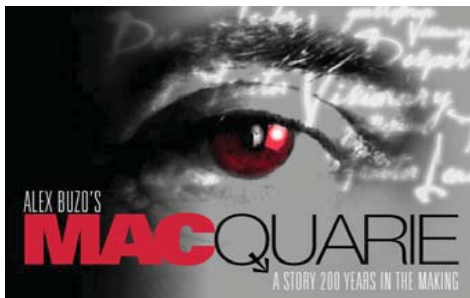
Some events turn into traditions for the community and major drawcards for domestic and international visitors, for example the Tamworth Country Music Festival and the Running of the Bulls in Pamplona, Spain.

The destination planner has recommended a one-day (or evening) Parramatta experience, possibly on the river foreshore to interpret the *culture and history of Parramatta in a way that has the potential to attract markets and satisfy the passer-by market*. Examples include the light show at Warnambool, Victoria; the Sarah Island theatrical story in Strahan, Tasmania; and the Sovereign Hill laser and light show in Ballarat, Victoria.

The **culture and heritage of Aboriginal people of Parramatta** is central to the story and identity of Parramatta, the land and the river, and is of national significance. There are currently few opportunities in Parramatta for the community and visitors to learn about Aboriginal culture and history of Parramatta. Further discussion is required with the Aboriginal community to explore the options of Aboriginal people sharing their stories.

Council's **various arts, cultural and interpretation initiatives** such as the public art program and interpretation strategy seek to reinforce the stories, heritage and contemporary culture which makes-up Parramatta by revealing it as people walk through the streets. For example, the *Life Along the Riverbank* installations provide an insight to the stories of loss, love, grief and survival during the early 1800s and the new themed trails provide the tools and new experiences for visitors in the public domain.

Creative practitioners and artisans often produce works that are different to the everyday retail offer and could provide a point of difference for Parramatta. Council's creative hubs project supports **creative industry development** by seeking out and encouraging alternative uses of spaces, such as shop fronts etc by a range of artists and arts practitioners



Images courtesy of Parramatta City Council

## 5.5 Heritage Museums: Improving the visitor experience

Parramatta has numerous buildings and places of local, state, national and world heritage significance, particularly those relating to the early colonial era and the early to mid nineteenth century. The city and surrounding areas include some of Australia's oldest buildings, Australia's first successful farm, and significant places of worship as well Aboriginal culture, heritage and stories.

Managed as museums by various heritage organisations, the destination planners found *Parramatta's heritage properties are currently primarily of interest to school groups and the niche heritage enthusiast market*. Market research suggests that potential exists to make the current properties attractive to a greater portion of the *Practical Organiser and Friendly Adventurer* segments. *Destination planners advocate that this can be achieved with 'new approaches that will bring Parramatta's heritage sites to life through contemporary and engaging interpretation, interactive experiences, on-site activities (such as lunchtime and other events) which are linked to points of difference and packaging*.

To increase the market share between the heritage properties there are a few key issues which require attention. To reduce people confusing the museums organisations must reinforce the distinctiveness of each site; differentiate the offer; and improve linkages between sites via promotion, on-selling, easier access, and coordination of opening hours. The heritage organisations recognise that this will require a significant planning and coordination exercise and injection of resources and expertise to achieve this goal, and have resolved to discuss options.

### Progress by heritage museums

There have been several improvements since the original review of the heritage museums in 2008 and 2009. Programs that engage the culturally diverse community of Greater Sydney are being considered which also contributes to the heritage sectors broader goals of 'sustaining and promoting heritage'. Elizabeth Farm has embarked on this with Festival of the Olive and Verandah, an artist's program exploring colonial Indian and British connections and Indian cultural heritage.



**SHAPING AUSTRALIA**

**PARRAMATTA'S HOUSE MUSEUMS**

**OLD GOVERNMENT HOUSE (1788 - 1810)**  
Experience the story of an iconic British House who shaped the first capital and discover about the fascinating history of NSW State House. See the elegant house built by Governor John Hunter, furnished with 18th century furniture.  
9 Place St near, Harris Park  
Open: Tuesday to Friday  
10.00am - 2.00pm  
Weekends 11.00am - 2.00pm  
Last hour at 1pm!  
Admission fees apply  
Phone 8625 6626

**ELIZABETH FARM (1788)**  
Make yourself at home and enjoy the historical 1820s garden and shady veranda. Call on the family. Enjoy the family kitchen or stroll freely through the private garden museum as the home of history and passion come to life.  
711 Macleay Street  
Open: Monday to Sunday  
10.00am - 4.00pm  
Free public parking  
Free entry to the garden  
10am - 4pm  
Admission fees apply  
Phone 8625 6626  
Web: www.museum.nsw.gov.au

**BANDLIZION COTTAGE (1874)**  
Learn about domestic life in early 20th Century Parramatta while viewing the exceptional collection of early 20th century architecture and landscaping.  
23 Havelock Street (Bridgway) Parramatta  
Open: 11.00am - 4.00pm  
Free public parking and public restrooms  
Admission fees apply  
Phone 8625 6626

**ELIZABETH FARM (1788 - 1810)**  
Come and experience the lives of our early colonial governors - including Bennelong and Mrs Macquarie - and view the nation's most important collection of early colonial architecture.  
Parramatta Park, 8th St, Parramatta  
Open: Tuesday to Friday  
10.00am - 4.00pm  
Weekends 10.00am - 4.00pm  
Last hour at 1pm!  
Admission fees apply  
Phone 8625 6626



Images from left to right – Old Government House (National Trust NSW), Brislington, Elizabeth Farm (Historic Houses Trust, Humbledon Cottage (Parramatta and Districts Historical Society), Experiment Farm Cottage (National Trust NSW), Festival of the Olive (Historic Houses Trust).

Since 2009 there have been infrastructure improvements to Old Government House and Parramatta Park, as well as the installation of new interpretative landscape features and signage for people to read about the colonial heritage of the park. In 2010 the Governor's Domain including Old Government House and Parramatta Park was awarded world heritage listing, demonstrating the significance of the site. The destination planner concluded that *the listing has the potential to focus more tourism attention on Parramatta, providing the sites are developed in tune with the visitor's expectations of a World Heritage site.*



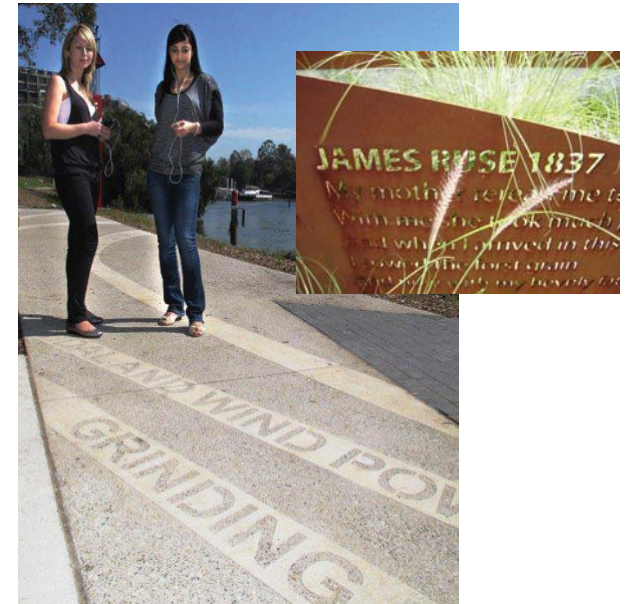
Images on left: Interpretation of first government farm and Dairy Cottage, Parramatta Park.

### New interpretation

Council's Interpreting Parramatta Strategy provides a framework for future projects to connect people to place. It identifies various sites across the city for a range of installations, programs, events, digital technologies etc, to attract and stimulate the curiosity of target markets. While the Strategy focuses on the PCC public domain it includes a series of tools and principles that heritage organisations can consider for their own sites. It also provides protocols and principles when working with Aboriginal and non-Aboriginal cultural heritage.

### Reinvigorating the Parramatta Heritage and Visitor Information Centre

Improvements to the current facilities and services will result in the creation of the new visitor focused 'Discovery Centre'. This will include orientation, new interpretation and tools for visitors to explore the city. Using a market led approach, the centre will develop new and engaging experiences in the public domain for a variety of markets.



Images above courtesy of Parramatta City Council

## 5.6 Improve Amenity and Perception

Enhancement of the overall amenity of Parramatta including the cityscape, river foreshore and urban areas, particularly around Darcy St and Church Street mall, will play a major role in reducing the negative perceptions and overall undesirable elements that affects leisure visitation and the overall view of Parramatta by all market segments.

Planning is already in place to achieve a more attractive urban centre, including the major Civic Place redevelopment, and some planning for the foreshore has occurred. Interim improvements may have to be considered if the long term redevelopment will not occur for several years.

It is recognised that quality architectural and design features play a role in future refurbishments of public places and building developments through their ability to improve the city landscape. Parramatta has the potential to reinforce its character and identity through the revitalisation of the public domain and produce an attractive and engaging environment. Council's Laneways Strategy and Interpretation Strategy advocate for innovative and creative ways to improve the pedestrian's experience of the city streets.

### City Centre Revitalisation

The Regional Cities Taskforce planning documents (2007) forecasts the redevelopment of the Parramatta city centre and surrounding areas over 25 years. It aims to create a vibrant mixed use commercial, cultural and residential centre', catering for 30,000 more jobs and 20,000 new residents.

### Building Civic Place

The redevelopment of Civic Place (through a Public Private Partnership) is proposed to create a new 'urban heart' to the City that will include a new library, interpretation and public art, additional visitor information services, open space with pedestrian links to the Transport Interchange, and entertainment, shopping and restaurants.



## 5.7 Create Leisure Precincts and Connect Sites

### Parramatta River Foreshore

The Destination Planner concluded that *the river and its landscape can become a key attraction which appeals to all target market segments.*

*The foreshore should be seen and experienced as a precinct and a playground for adults and children. A special place where people can relax, hangout, be inspired, enjoy food and beverage, have fun and participate, reflect on the natural environment and the river and its wildlife, and gain an understanding of its story which is central to Parramatta, both past and present.*

### A reason to visit: Things to do

There is a strong desire to begin the task of activating the foreshore, however, there is a need to provide people with appealing reasons to visit. Section 5 part 1 provides details regarding activities, events and product investigations. Acting on this is a high priority in the short-medium term which will, over time, reposition the foreshore as a place to visit regularly on a weekday, weekend or at night.

The destination planner recommends *that activity should focus on the river near between the Ferry Terminal and the Weir at Marsden Street. These might include:*

- riding bikes or walking along the river;
- activities by the river;
- activities on the river;
- the Rivercat ferry as a high quality experience;
- cafes by the river;
- food/wine and nightlife suited to the range of markets; and/or
- high quality scenic amenity, including art and interpretation.

### Reinforce the river's identity and sense of place

The river is central to the story of Parramatta and a defining symbol of Parramatta's identity. Coordinated and creative interpretation will instil a sense of place, improve the visitor experience and articulate the importance of the river from many perspectives, Aboriginal culture, European heritage, the changes of use and the quest to improve the health of the river (refer to section 5.4). It also provides a means to strengthen people's awareness of the precinct and formalise it as a destination.

### Creating a Leisure Precinct

*Activating the river also requires holistic planning and development of a number of areas within the foreshore suited to cafes, events, outdoor activities, attractions and general recreation. This will support the attraction of the river as a major gateway to Parramatta for visitors via the Rivercat.*





## Build anchor attractions and increase links

There is potential to; establish a series of anchor attractions along the foreshore; build existing strong offers - Riverside Theatres, dining in 'Eat Street', new Discovery Centre (evolving from the current Heritage Centre), and the Rivercat journey; and form connections between the offers so they are viewed as part of a larger precinct along the river rather than isolated attractions.

A range of sites along the foreshore should explore options for more complementary uses and synergies that would result in attracting a variety of markets and reinforcing the river as a vibrant destination. These sites might include by are not limited too; Lennox St car park; dining St in Church and Phillip St; Parramatta Park; recreation precinct (Parramatta Stadium, Parramatta Leagues Club, swimming pool), David Frater Reserve; etc. Currently there are several major facilities along the river which could benefit from upgrading, including Riverside Theatres and Parramatta Stadium. Old King's school site in North Parramatta has been recently identified for refurbishment for an arts and cultural venue next to Riverside Theatres.



## Multipurpose spaces: infrastructure

A core component of activating the river foreshore in the long-term will involve the provision of infrastructure and amenity to create multipurpose spaces within the broader foreshore precinct. For the river this should include provision of adequate power, appropriate lighting, water taps, stage platforms and setting etc, to support a range of activities and events. There is also a need for shelter at various locations and seating, such as a flexible amphitheatre style set-up. Accessible and well maintained toilets at various locations are also required. A booking system will also provide a means to hire the spaces for suitable activities and events. These improvements will make it easier and more desirable to visit and spend time in the outdoor environment.

## Quality, access and environmental sustainability

The destination planner recommends Parramatta *pursue the development of the river as a vibrant visitor setting with appropriate development facing the water*. The revitalisation of the public and commercial space along the river will need to consider a range of factors to improve the space to meet the vision for the river as a leisure precinct.

The carrying capacity of the foreshore and its ability to deliver a safe and enjoyable experience is important, particularly with major events of up to 10,000 + people in physical spaces which are not very large and are close to water. There are a series of special considerations given the high rates of flooding along the river foreshore. Similar to other attractions in Parramatta there is a need to make it easy for people to understand access to the river and nearby parking and transport options. Council is undertaking various projects to improve the quality of the natural environment, aquatic and terrestrial wildlife and overall health of the river. Further information regarding development constraints is found in Appendix C.

## Connecting sites

Creating links with other destinations (locally and regionally), particularly along the river and harbour will be important in the future. This could involve working on events, activities or programs through partnership (refer to section 5.2).

**Cycling** - After ten years of building the cycleway along the river foreshore Council is close to completing this leg of the regional bike network. This will open a new recreational corridor for locals and visitors. It will provide opportunities for bike hire operations to increase the range of things to do in Parramatta that appeal to *Workers, Friendly Adventurers, Young Parramatta Worker, Already There, and Out and About* market segments. With more facilities including bike racks, parking, signage and greater access there will be significant potential for cycling events and increased visitation by linking to other activities and attractions across the city and along the river and to locations such as Sydney Olympic Park.

Council is currently working with a range of stakeholders such as Parramatta Park Trust, Sydney Olympic Park and the RTA NSW to design and implement a best practice cycling wayfinding system that will connect Parramatta City Centre with Sydney Olympic Park (refer to map below).



Pick up a copy of *River Cycle Ride - Sydney Olympic Park to Parramatta*



Images courtesy of Parramatta City Council

## Former Female Factory site in the Cumberland Hospital

The Cumberland Hospital precinct is a significant and multilayered heritage site. It is a place of continuous institutional care since the early colonial period. Initially the site was one of Australia's first female factories. Over time the site was an orphanage, an industrial school, a detention centre and today it is an active site occupied by Western Area Health Services. It shows great potential to be a mixed use precinct incorporating residential/commercial and heritage interpretation and cultural facilities in the future.

## Lake Parramatta

Lake Parramatta is a stunning scenic lake and bushland setting which should be considered in the future as it has potential for activities that respect its small carrying capacity, natural environment and Aboriginal and European heritage.

## Parramatta Park: Enhance the leisure precinct

Parramatta Park is a large and significant open space containing a World Heritage Listed site with the potential to provide attractive settings for a wide range of activities and interpretation of Parramatta's heritage, with scope to appeal to the target markets. Currently, the park is a well used local community recreation resource for walking, cycling and outdoor leisure activities, as well as being the setting for Old Government House, a café and events centre and several major events.

Parramatta Park Trust has been undertaking a range of capital works projects in the past few years to improve access, pathways, drainage, bush regeneration and interpretation. There is a need to make it easier for people to find their way to various spaces and places in the park with a wayfinding system.

The annual Australia Day event caters for over 70,000 attendees thus demonstrating the considerable capacity of the parkland to host major events. The A.H Rahman concert a signature event for Sydney Festival in 2010 and Parramasala concerts also attracted significantly large visitor numbers. Improvements to the infrastructure of the parkland, similar to consideration for the river foreshore, would improve the visitor

and vendors experience of such events while sustaining the heritage and ecological values of the park.

There is also potential for the range of events and activities to expand to appeal to target markets while balancing the range of user groups. There are also options to expand sensory experience of the park and sense of place in the park through interpretation and creating new visitor experiences.



Images courtesy of Parramatta City Council and Parramatta Park Trust

## 5.8 Communications and Advocates

### Talking to the markets in a language *they* understand

The market segments need to receive the information and communication in ways that reach them and make sense to them. Communication professionals have advised that the target markets vary considerably in age and interest and for several reasons (explained in section 3) a one size fits all approach is not likely to be effective.

### Smart communications: Discovery

When product is developed and ready, customised communication will be required to reach the various markets (local, domestic or international), marketed to foster curiosity about the product and Parramatta, showcasing the variety of things to do and making it easy and desirable to visit. This will be crafted with tourism expertise through marketing and communications plans which will support the development of a new brand for the city. At this point efforts that help the markets 'join the dots' showing the myriad of experiences will help promote a 'sense of exploration' and push visitation through the broader precincts of Parramatta. This has begun with success through the themed trail brochures and DigiMacq mobile application.

### Keeping it real, natural and down to earth

It will take some time to evolve perceptions of the city and it is important to understand their perceptions whether they are real or not. Market professionals advocate that people are likely to respond when they notice improvements in the city's amenity and more appealing product offers. It is important to sustain the attribute of being down to earth and ensure we do not over promise and under deliver. Providing adequate motivation and incentive will be a key consideration.

### Start with Advocates

Market experts recommend that the *Friendly Adventurer* and *Practical Organiser* are 'advocates' for Parramatta and should be engaged first to give an insider's view of Parramatta and promote the experiences to their like markets. They view Parramatta positively and are more likely to respond. Work has begun on initiatives that seek to understand and engage these markets and refine communications accordingly.



### Smart Information and Technology

Information needs to be contemporary and of a high standard. Council recently introduced the leisure/tourism website [discoverparramatta.com](http://discoverparramatta.com) which includes a range of information on accommodation, transport, attractions, events etc. New marketing and communications plans will outline improvements to the website, such as a new 'look and feel', targeted segment communications and itineraries, increased interactivity and regular refreshed news.

Further investigation is underway to explore optimum information delivery and push marketing (via visitor information staff, print and digital systems) at various sites across the city. Work is being undertaken into digital information (mobile and kiosks) at major gateways and congregation points including Civic Place and the Rivercat terminal.

### A Welcoming City

Visitor information is currently delivered through quality service at the accredited Visitor Information Centre as part of the heritage centre on Church Street next to the river foreshore. The visitor experience, service and communications are a key component in the revitalisation and creation of the Discover Centre where the experience with staff and interpretation will equip visitors with tools to go out and explore the city and its attractions. Refer to section 5.5.

## 5.9 Easy Access and Transport

The destination planner revealed that visitors find *Parramatta is easy to access via train, bus, car or ferry although congestion, service schedules and perceptions of safety make some options less attractive. Within the City, however, circulation and access between places is difficult and congested and parking is considered by many as difficult.*

*Improved inner city transportation and pedestrian access is a feature of the proposed CBD redevelopment and the needs of visitors should be considered when these developments are carried out.*

### Cycle Hire and Taxis

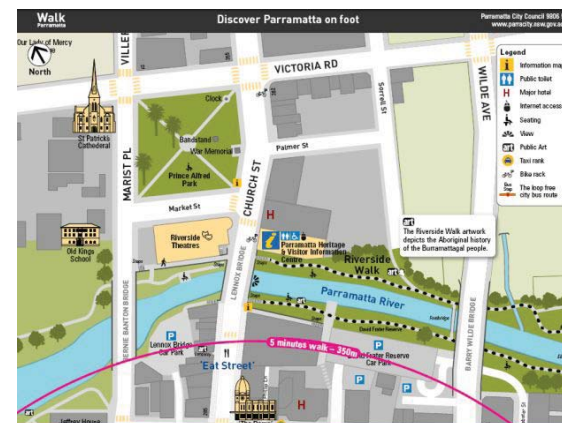
With the improvement and expansion of cycling facilities (noted in section 5.7), options to accommodate cycle hire and cycle taxis will be considered to provide alternative means of transport to sites for single, couple or small travel groups to reduce trip times between precincts and provide a better visitor experience.



### Making it feel easier to access the city

The destination planner states that *'improved visitor information and links between visitor precincts are required to improve access and create a fusion between activities and sites'*. Building our knowledge of visitor patterns and behaviours will identify how this can be delivered through the design and improvement of the public domain and various communications.

Since the installation of the Walk Parramatta wayfinding system in 2009 visitors and locals have found it easier to navigate the city and explore further with best practice mapping and signs. Council is currently exploring options to expand the system to other areas and digital information systems in the future to make it easier to access information and wayfinding that visitors require. There is opportunity for promotion and smart communications that enhance trip planning such as car parking and promoting nearby complementary attractions and offers. For example this might involve promoting cheap or free car parking options on weekends, especially Sunday, to boost leisure visitation.



Images courtesy of Parramatta City Council and Pedapod

## Shuttle Buses

For the past 2 years the free shuttle bus (previously titled 'The Loop') has transported residents, workers and visitors around the city centre and North Parramatta. A high proportion of the customers are commuters and those accessing the north and southern stops. The recent expansion of the Sunday service will assist visitors, particularly those who are less mobile. Additional buses that service other precincts, such as Westmead, UWS Parramatta campus and Harris Park, may be desirable, but are subject to feasibility and cost benefit analysis considering a range of factors.

The destination planner recommends that *Improved coach parking facilities at key attractions (such as heritage sites) will assist in attracting coach tours (given that Parramatta is en route to the Blue Mountains) and in facilitating excursions by MICE visitors.* This is subject to further investigation with consideration of the Parramatta Integrated Transport Plan, the current road network in Parramatta and discussion with operators to determine the interest in utilising coach amenity.

## Rivercat Service

The destination planner concludes that *the ideal access to Parramatta for visitors is the river, with the Rivercat ferry providing a superb and scenic entry that could potentially be packaged with other experiences (such as events, dining and theatre).* **It is important to ensure development of the Rivercat ferry service to provide extended services more attuned to visitor activities, and to improve its reliability at times of low river flows through extension of the connecting bus service.** Improved promotion to develop awareness of the ferry service among Parramatta visitor markets will be required.

Further discussion with stakeholders is required with Sydney Ferries and other organisations along the river/harbour to explore options for new programs and ferry stops.

For further information regarding transport refer to Appendix C.



## 5.10 Diverse Accommodation

The destination planner concluded that *Parramatta has adequate accommodation capacity for current markets and is attractive for visitors to surrounding areas due to more economical pricing than central Sydney.*

There is limited diversity in the accommodation offer, particularly those that are up to 3 star and backpacker. A broader range of accommodation may attract different markets and requires further investigation.

There may be an opportunity to combine accommodation with a range of activities to add another dimension and point of difference to the experience, for example roar and snore at Taronga Zoo, or overnight ghost sleepovers at Q-Station Manly.

The destination planner suggests that *'with growth in the MICE market and potential large events, additional accommodation capacity may be required in the medium to long term'.*



## 5.11 Management of Tourism, Governance and Partnerships

Within the City of Parramatta, coordination, planning and management of Parramatta as a visitor destination has previously had limited resources.

Parramatta City Council operates the Parramatta Heritage and Visitor Information Centre and has produced tourism marketing initiatives including the Discover Parramatta brochure; a destination website ([www.discoverparramatta.com](http://www.discoverparramatta.com)), and a Parramatta Dining Guide. Council's recent initiatives in planning and product development include; several major events; the new strategy to Interpret Parramatta; new self-guided walking brochures; preliminary feasibility; and liaison with attractions and stakeholders.

There are a series of actions, events and programs that have been developed by individual organisations and businesses that contribute to Parramatta.

### Partnerships

Over the years a number of organisations have worked collaboratively on projects that have brought great benefit to the city, the community and its many businesses. There is gratitude and recognition for the value of partnerships continues with Parramatta Park Trust, Events NSW, Parramatta Stadium, Sydney Olympic Park, Rail Corp etc. We look forward to developing new partnerships with a range of stakeholders, such as, Greater Sydney Partnerships, and demonstrating the strength of a united industry with its ability to advance opportunities that deliver mutual benefit.

**Growth in visitation will occur as a result of various stakeholders working together in partnership to deliver the actions.**

### Governance in the future

It is recommended that an industry cluster be established to strengthen and sustain effective governance, coordination and support of the implementation of the Visitor Strategy. To begin this process Parramatta City Council has received funding in 2011 from Industry and Investment NSW.

*The cluster should involve members of the current Tourism Industry Reference Group who were involved in the process of developing the strategy and be expanded to ensure representation across the spectrum of visitor and tourism stakeholders.*

*It will be coordinated by a core group (of honorary members) with appropriate representation from a range of sectors and an appropriate mix of skills for implementing the Visitor Strategy (eg. accounting, business, entrepreneurship, finance, governance, legal, planning, marketing). It is anticipated that stakeholders in the broader cluster group will come together in sub-groups to work on particular issues, priorities and opportunities as they arise.*

In the initial stages during 2011, the cluster should:

- focus on high priority actions of the strategy and visitor planning, advocacy for Parramatta and support opportunities for product development;
- develop an appropriate structure (membership, association or otherwise) to guide and improve tourism and foster effective leadership in working towards the vision; and
- consider and propose appropriate systems, funding and resources to support key actions in the Visitor Strategy

While the cluster group is seeded and established, Parramatta City Council will continue to take a lead role in coordinating implementation of the Visitor Strategy



This section contains the 49 actions of the Visitor Strategy presented under four key result areas (shown below).



## Delivering the Vision

The actions are practical, realistic, and progress and results driven. Over the next five years they will be undertaken by a range of stakeholders in the industry, either individually or in partnership.

A yearly report card will be completed monitoring the progress and performance on the actions. Key performance indicators will be designed to show progress on the vision of the strategy and understanding the impact on visitation and perception of Parramatta as a leisure destination. It is expected that visitation will grow over time with the enhancement of product and further revitalisation and development of city spaces, such as the River Foreshore and City Centre.

The Implementation Program of actions are divided into high, medium and low priorities. The high priorities will be the focus for 2011 and 2012. The medium and low priorities will be actioned in 2013 - 2015 or earlier where opportunities arise.

## 6.1 Implementation Program 2011 and 2012

While there are a number of actions and existing projects, the list of high priority actions define those which need to be focused on first and in order. In 2011 and 2012 the majority of actions will advance the necessary work on product development. This work will be arranged under two programs which will contain a collection of projects (shown below).

- **Discovery Program** – Focusing on visitors and experiences
- **Incentives and Opportunities Program** – Focusing on stakeholder/business engagement and growth

This work will involve understanding pioneer target markets (*Friendly Adventurers, Practical Organisers and Workers*) and investigating, trialling and growing the range of activities, attractions and events, establishing communication systems, and planning, improving and activating key city sites.

Council's City Culture, Tourism and Recreation Unit will work with the Cluster group to oversee the progress of the actions and seek further funding and support for the delivery of the high priority actions. Council is currently reviewing financial and staff resources.

## 6.2 High Priority Actions and Resources: Implementation Program 2011-2012

	Action	Discovery program	Incentives and opportunities program	Time	Current project supporting the action and the resources required
1)	<b>Establish a visitor industry cluster (round table/cooperative/not for profit association)</b> for Parramatta to advocate for the delivery of the Visitor Strategy and its actions.	√	√	1yr to seed and develop	<ul style="list-style-type: none"> <li>Begin in 2011 - financially resourced</li> </ul>
2)	<b>Continue market research</b> to trace 1) numbers and movement at key city sites, events and attractions, and 2) perceptions and experiences of pioneer and VFR markets 3) evaluation and progress.  Focus on Friendly Adventurer, Practical Organiser and Worker segments.	√		1-3yrs	<ul style="list-style-type: none"> <li>Worker Research – pending resources</li> <li>Applying knowledge to planning – under resourced</li> </ul>
3)	Continue to investigate the development of <b>new and regular activities</b> (lunchtime, weekend and evening) designed to attract specific market segments and focus on quality, engagement and delivery along the river foreshore and in key city spaces (eg, expand discovery program with cultural bites, clue trails, My Parramatta local guides, and Amazing Race).  Promote existing discovery projects, and investigate synergies between various recreation, cultural and leisure public programs.	√	√	1-2yrs	<ul style="list-style-type: none"> <li>Investigate activation of river foreshore 2011</li> <li>Develop and grow a foreshore program – requires resources 2/3 yrs</li> <li>Interpretation Strategy drafted – requires resources</li> <li>Program/Product Audit 2011 - resourced</li> </ul>
4)	Encourage opportunities for EOI proposals and investigate incentives to <b>attract leisure/cultural businesses and attractions</b> to set up in Parramatta, which appeal to and meet the needs of market segments, diversify the offer that is regularly available and deliver on the Parramatta brand.	√	√	2-3yrs	<ul style="list-style-type: none"> <li>Further development of feasibility on product concepts, such as, bike hire, cultural marketplace, attracting events, boat hire, filming, outdoor cinema – under resourced</li> <li>Identify incentives and opportunities for business development – under resourced</li> </ul>
5)	Develop policy and streamline processes to make it easier for events and activities that demonstrate significant visitation benefits to be held in Parramatta City.			1yr	<ul style="list-style-type: none"> <li>Continue to improve processes - resourced</li> <li>Identify incentives and opportunities for business development – under resourced</li> </ul>

6)	Continue to establish and <b>sustain a regular events program (summer, autumn, winter, spring)</b> that is linked to the Parramatta brand showcasing the city values and catering for the local community and different visitor markets. Consider the development of events that are unique to, or reflective of, Parramatta. For example, Parramasala.	√		1-2yrs	<ul style="list-style-type: none"> <li>• Parramasala year 2 &amp; 3 - requires additional resourced</li> <li>• Develop and secure resources to attract new and strategic major events</li> </ul>
7)	<p><b>Develop a marketing plan and deliver a new look and feel projecting Parramatta as a place with a range of things to do.</b></p> <p>The concept of 'Discovery' will be incorporated as product is built (eg. DigiMacq and Themed Trails) making it easier and more desirable to visit. Include measures and evaluation.</p> <p>With improvements to product develop a curiosity campaign/communications in Spring to showcase the strong assets and spark interest and help people by 'joining the dots' linking various leisure offers.</p>			2-3yrs	<ul style="list-style-type: none"> <li>• Beginning in 2011 – resourced</li> <li>• Review of product Marketing and communications – resourced</li> <li>• Subsequent implementation and evaluation of marketing and communication tools (online, print etc) from 2011 – requires additional resources</li> </ul>
8)	<p><b>Develop communications channels (print, digital) for each target market</b> and associated products and key messages. Including <i>Friendly Adventurers, Practical Organisers, Already There, VFR</i> and <i>Workers</i>. Particular consideration will be given to those who are regulars to Parramatta.</p> <p>Test and monitor the channels to ensure promotions reach the target markets and contain relevant and appealing content. Revise existing networks and communication tools for leisure, recreation and tourism programs and products.</p> <p>Continue to grow Parramatta as a welcoming city with communications skilling and training.</p>	√		1yr	<ul style="list-style-type: none"> <li>• Review underway in 2011 – resourced</li> <li>• Communication plan to be developed in 2012</li> <li>• Worker research communications developed and tested – pending resources</li> <li>• Communications skilling and training for front line staff – under resourced</li> </ul>
9)	<b>Review, enhance and maintain discoverparramatta.com</b> as a high standard website that matches the needs of target markets. Investigate options to develop online booking facilities and push marketing to support pre-planning and on-selling.	√		1yr	<ul style="list-style-type: none"> <li>• Review planned for 2011 – long-term resources are required</li> </ul>

10)	Develop a <b>marketing and communications plan for an annual and seasonal events calendar</b> that is publicised to the local community and reaches specific market segments (link to action 3 and 23).	√		1-2yrs	<ul style="list-style-type: none"> <li>• Pending resources</li> </ul>
11)	<p><b>Enhance the city gateway around Darcy Street to improve the experience and reduce negative perceptions of Parramatta.</b></p> <p>Continue streetscape improvements and investigate orientation, information and promotional opportunities around the train station, Darcy Street and Argyle Street.</p> <p>Explore options to activate retail/business spaces with a variety of complementary uses that creates an attractive and safe environment for a variety of people.</p>			2-4yrs	<ul style="list-style-type: none"> <li>• Preliminary discussions have begun in 2011</li> <li>• Identify strategic opportunities and secure funding</li> </ul>
12)	<p><b>Investigate and develop projects that strategically activate the River Foreshore to become a leisure, recreation culture/arts, heritage and entertainment precinct for residents, visitors and workers.</b></p> <p>Scope and pursue a range of <b>complementary attractors to locate on the foreshore.</b></p> <p><b>Strengthen connections between major venues and nearby offers along the foreshore, across Parramatta and Greater Sydney.</b></p> <p><b>Scope, plan and build amenities and facilities</b> (such as toilets, stages and power) <b>at key sites and major venues</b> to support multipurpose use and improved access along the River Foreshore.</p>	√	√	5 yrs	<ul style="list-style-type: none"> <li>• Investigate options to activate the river foreshore 2011</li> <li>• Develop and grow a foreshore program – requires resources 2/3 yrs</li> <li>• Interpretation Strategy drafted – resources identified</li> <li>• Develop a multipurpose space plan and events infrastructure</li> <li>• Ideas competition for the riverbank site and Lennox St car park site undertaken in 2011</li> <li>• Investigate opportunities for synergies and incentives for business development along the foreshore – under resourced</li> <li>• Further development of feasibility on product concepts (bike hire, cultural marketplace, attracting events, boat hire, filming, outdoor cinema) – under resourced</li> </ul>
13)	Continue to build and improve <b>cycle routes into the city centre and to Sydney Olympic Park.</b> Pursue opportunities for optimal signage, wayfinding, and access for inexperienced cyclists and visitors. Consider interpretation options at various sites along the way. Build the relationship and partnership with Sydney Olympic Park	√	√	2-3yrs	<ul style="list-style-type: none"> <li>• Continue to build the missing cycleway links to Morton St etc – pending resources</li> <li>• Investigate opportunities to improve access on both sides of the Lennox Bridge</li> <li>• Implement the wayfinding signage along the</li> </ul>

	and consider options for promotions and events (Link to no.11).				<p>route in 2011 – resourced</p> <ul style="list-style-type: none"> <li>Promotional plan is ready for Spring 2011</li> <li>Improve the infrastructure along the route – under resourced</li> </ul>
14)	Continue implementation of Parramatta Park’s master plan to realise improvements to activate <b>Parramatta Park</b> as a major leisure and recreation parkland for locals and visitors to meet, relax and enjoy. Consider opportunities for new appealing visitor experiences that increase awareness and engagement with the parks heritage and promotion of the Governor’s Domain World Heritage status.	√	√	1-2yrs	<ul style="list-style-type: none"> <li>Investigation and planning for new visitor experiences and connections with heritage organisations and museums – requires resources for implementation</li> <li>Continue to build missing cycleway links and implement wayfinding</li> </ul>
15)	<p><b>The new development at Civic Place</b> will include the design of meeting places and amenity upgrades to support multipurpose use. Include the development of a beacon information kiosk, wayfinding and public art and interpretation that references the culture and heritage of the Civic Place area.</p> <p><b>In the meantime continue improvements to Church St Mall.</b></p>	√		5 yrs	<ul style="list-style-type: none"> <li>Preliminary discussions have begun in 2011</li> <li>Identify strategic opportunities for the Mall and secure funding</li> <li>Review of Church St Mall cultural and recreation programs are planned for 2011</li> <li>Continue the design of information systems for Civic Place</li> </ul>
16)	<p>Focus on improving the visitor experience at heritage sites and deliver a range of experiences and interpretation that attracts and engages target markets. Investigate:</p> <ul style="list-style-type: none"> <li>development of a Heritage Museum Strategy;</li> <li>collaboration between sites;</li> <li>programming and promotions to support World Heritage inscription;</li> <li>guide training and skilling;</li> <li>community engagement and public programs;</li> <li>appropriate scaled popular programming; and</li> <li>focus on friendly adventurers and practical organisers</li> </ul>	√	√	1-2yrs	<ul style="list-style-type: none"> <li>Investigation and planning for new visitor experiences and connections with heritage organisations and museums – requires resources for implementation</li> <li>Interpretation Strategy drafted – resources identified</li> </ul>
17)	<b>Staged roll out of Brand Parramatta.</b> Develop marketing and communication plans for the four pillars of live, work, play, and invest according to target markets and alignment	√	√	2-3yrs	<ul style="list-style-type: none"> <li>Continue to develop the brand and its delivery in strategic programs, events and marketing initiatives that focus on the</li> </ul>

	<p>with products that deliver on the values of the brand. Include measures, evaluation and education of the brand.</p> <p>Begin with a series of targeted media and clear messages that directly address and challenge perceptions (provocative, humour, bold and true) at various times to chip away at the mental barriers. This could be via print, online or through various tools at specific locations that reach target markets.</p> <p>Stage the delivery of the brand with aligned products. Brand should be emphasised when major developments occur (eg. Parramasala, Civic Place).</p>			12m As necessary	<p>pioneers markets - ongoing resources are required</p> <ul style="list-style-type: none"> <li>• With advances in product consider the option of developing a Spring campaign targeting pioneers markets – under resourced</li> </ul>
18)	<p><b>Tactical public relations</b> – draw on advocates to evolve perceptions and reposition Parramatta as a place for leisure.</p> <p><b>Harness the advocates</b> - engage target markets to share their insights and tips on exploring Parramatta and promoting it to family, friends and like markets.</p> <p><b>Develop a ‘My Parramatta’ project</b> to encourage locals and workers to share their stories and experiences of Parramatta reinforcing the identity and supporting their connection to place</p> <p>Explore options for <b>movie premiers, major fashion and sporting events with associated celebrities</b> to be held at major venues in Parramatta</p> <p>Liaise with <b>Sydney press and opinion makers</b> to promote the positive changes in the city.</p>	√	√	1-3yrs	<ul style="list-style-type: none"> <li>• Develop and deliver the Advocates and My Parramatta projects – under resourced</li> <li>• Worker research communications developed and tested – under resourced</li> </ul>

## 6.3 Medium to Low Priority Actions

These actions are scheduled for consideration and action in 2013 – 2015 or earlier as opportunities arise.

### 6.3.1 Growing Product and Experiences

	Action	Priority	Time
19)	Continue and grow programs in Parramatta that link with <b>major Sydney events</b> (Crave, Sydney Festival, Vivid etc) to establish Parramatta as an events city. Focus on forward planning, media, business and government partnerships and sponsorships.	Med	2-3yrs
20)	When infrastructure and policy is in place, <b>develop pitches for large scale entertainment and concerts with major venues</b> (STC, Parramatta Stadium, and Parramatta Park).	Med	2-3 yrs
21)	<b>Implement the Interpreting Parramatta Strategy</b> which involves interpretive installations and programs across the public domain, that are designed to attract and engage various markets and reflect Parramatta's many stories and layers of culture and heritage (linked to action 3 and 18).	Med	Ongoing as opportunities arise
22)	Work with restaurants, small business and attractions to <b>continue a high standard of service and operating hours</b> to encourage longer stays and repeat visitation, particularly during major events.	Med	2-3yrs
23)	When appropriate infrastructure is in place <b>support the establishment of bike hire in Parramatta City that offers exchanges in cooperation with other destinations</b> along the river, such as Sydney Olympic Park.	Med	2yrs
24)	Scope and <b>explore options for the use of small water craft on the river</b> (canoes, paddle boats etc) as part of the overall riverside experience.	Med	1yr
25)	Continue to investigate and trial programs, events etc that <b>engage people in the diverse dining and food offer across Parramatta</b> , particularly the city centre and Harris Park (eg, Eat Street Sunday, food production tours etc).	Med	1-2yrs
26)	Seek to attract <b>major fashion festivals and major sporting events</b> with associated celebrities that have significant media coverage.	Med	2yrs
27)	Investigate the development of a <b>corporate sports team program for Parramatta</b> city centre, parks, open spaces and recreation centres.	Med	2yrs
28)	<b>Investigate the opportunity to establish a cultural bazaar or market</b> including cultural craft, food and performance that reinforces the cultural diversity of the community and appeals to the interests of target markets.	Med	2-3yrs
29)	<b>Work with the Aboriginal community and relevant professionals to identify and investigate options for new programs/experiences</b> that are of high quality and introduce people to Aboriginal cultural and heritage.	Med	2-4yrs
30)	Investigate options for <b>new merchandise</b> for Parramatta.	Med	1-2yrs



### 6.3.2 Quality Infrastructure, Access and Amenity

	Action	Priority	Time
31)	Investigate options to improve the <b>visitor information systems in Parramatta and deliver targeted promotion of major seasonal events and programs/products across the city</b> . Identify appropriate locations and infrastructure (touch screens, digital systems and applications, promotional billboards, or staffed pop-up booths). Consider the content development, labour and maintenance that will be required. All promotions should meet the needs of the users and various target markets. Be mindful of future directions for customised information through mobile personal devices and ensure information can be efficiently repurposed as technologies advance.	Med	1yr  Proposal development 2-5yrs
32)	<b>Approach Sydney Ferries regarding:</b> <ul style="list-style-type: none"> <li>- A long-term agreement on improved commuter and visitor services</li> <li>- Promotion at Circular Quay for Sydneysider, domestic and inbound markets</li> <li>- Interpretation and experience options on the Rivercat</li> <li>- Infrastructure improvements to Charles Street wharf (including toilets)</li> </ul>	Med	1-2yrs
33)	Continue to develop <b>public art and interpretation</b> to activate key city spaces, particularly along the river, streets and laneways, and reinforce the identity and culture of Parramatta and its diverse community	Med	Ongoing
34)	Pursue options to develop <b>creative industry hubs</b> and arts/cultural multipurpose production spaces, such as the Old King's School and places across the city centre.	Med	
35)	Promote sustainable and public transport options and enhance wayfinding communications to <b>make it feel easier to access the city centre, river foreshore and major events</b> . There is a need to consider the behaviour and patterns of movement of visitors through the city.	Med	1yr
36)	Scope and undertake a feasibility/market study to determine <b>sustainable transport options</b> (bus, bicycle, velotaxi etc) to service key attractions in the city centre and surrounds.	Med	2-3yrs
37)	<b>Revitalise the Parramatta Heritage and Visitor Information Centre</b> <ul style="list-style-type: none"> <li>- Staged capital improvements to the VIC and HC</li> <li>- Develop an interpretation centre and range of interactive and engaging experiences to attract new markets</li> <li>- Consider options to rebrand the centre as the Parramatta Discovery Centre</li> </ul>	Med	2-3yrs
38)	<b>Investigate gaps in coach/bus parking</b> for main attractions in the city centre and surrounds.	Med	2-3yrs
39)	<b>Streetscape improvements along George Street</b> including amenity upgrades and policy to support events and interpretation along the street, reinforcing its importance as a key main street leading up to Old Government House from Queens Wharf reserve.	Med	5 years -
40)	Investigate options for <b>low cost, backpacker or schools market accommodation</b> to set-up in Parramatta. Where possible combine an activity that offers a point of difference (eg, convict camping). Consider options for adaptive reuse of heritage sites as boutique accommodation.	Low	5yrs

### 6.3.3 Smart Communications and Marketing

	Action	Priority	Time
41)	Engage photographers and visitors to Parramatta (including locals) annually to develop an <b>image library</b> that expresses the values of the brand, and is designed to express the great experiences of Parramatta in order to attract various market groups.	Med	1-2yrs
42)	<b>Sydney Ferries campaign</b> (for advocates, Sydney-siders and VFR markets) located in Sydney weekend press, at Circular Quay and regional newspapers with a full day/weekend promotion.	Med	2yrs
43)	Work with accommodation, dining, attractions and venue managers to develop and promote <b>conference packages</b> (including meal and spouse or team building activities) as a basis for development of the MICE market.	Med	
44)	Consider cooperative marketing campaigns with TNSW that target pioneer and VFR markets. Pursue cross promotional options with attractions and major stakeholders in the Greater Sydney Region to target particular markets (e.g. school education, Friendly Adventurer and Practical Organiser, Sydney-based or domestic).	Med	2yrs
45)	Enhance the application process for filming and promote <b>filming locations</b> to various production companies to encourage exposure of Parramatta through media promotion, and improve local revenue generation	Med	1yr
46)	Introduce a series of famils for businesses and members of the local community to experience and develop an understanding of the offer in Parramatta in order to increase the VFR market share.	Low	

### 6.3.4 Strong Governance and Resources

	Action	Priority	Time
47)	<b>Establish a major venues stakeholder group or events working group</b> to work on projects that improve policy and systems for events and initiatives to attract, leverage, market Parramatta as a place of choice for events, concerts, conferences etc (link to action 6)	Med	1-2yrs
48)	<b>Capacity building of the industry.</b> Organise regular communication, forums and networking opportunities for stakeholders to enable presentation of new ideas and learning about trends and initiatives that might impact on Parramatta. Promote professional development opportunities to the stakeholders and explore options to develop a tourism leadership program that fosters continued leadership for the strategy and the industry.	Med	2-3yrs
49)	<b>Explore opportunities to advance with Greater Sydney Partnership</b>	Med	1-2yrs

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## APPENDIX A

### PARRAMATTA ATTRACTIONS REVIEW BY DESTINATION PLANNER 2009

ATTRACTION	COMMENTS/ASSOCIATED ACTIVITIES
<b>SCENIC TOURING</b>	
RiverCat Ferry	Scenic ferry ride along Sydney Harbour and the Parramatta River including stops at several harbour and river destinations. The RiverCat Terminal is situated on the Parramatta River foreshores at the start of the Harris Park Heritage Walk (see below).
<b>HERITAGE</b>	
Parramatta Heritage and Visitor Information Centre	Parramatta: People & Place exhibition traces the history of Parramatta through the experiences of Aboriginal people, colonial personalities and families of diverse cultural backgrounds.
Parramatta Park	Cultural landscape containing evidence of Parramatta's pre-European and early colonial history, including Aboriginal scarred trees and artefacts, remnants of native woodland and the colonial heritage buildings of the Old Government House and Government Domain (including Old Government House, the Dairy Precinct, Governors Bathhouse and park Gatehouses). Includes the Park Walk around the Government Domain. Managed by the Parramatta Park Trust under the Parramatta Park Trust Act 2001.
Old Government House	The oldest surviving public building on the Australian mainland, furnished in style of the early 19 <sup>th</sup> century. It is open daily and with regular tours generally provided. Also contains Lachlan's Restaurant. Owned and managed by the NSW National Trust.
Lennox Bridge	Convict built bridge on Church Street, near the Parramatta Heritage and Visitor Information Centre and the start of the Riverside Walk along the Parramatta River.
Harris Park Heritage Walk	A 2.4 km interpreted walk from the RiverCat Terminal around the heritage properties of Harris Park, including Elizabeth Farm, Hambledon Cottage and Experiment Farm Cottage.
Elizabeth Farm	Built by Australia's noted early pastoralists, John and Elizabeth Macarthur, the Farm contains part of the original 1793 building. It is an innovative museum that allows a 'hand on' experience. Mainly oriented to tour and school groups, with more limited opening for casual visitors. On the Harris Park Heritage Walk. Run by the NSW Historic Houses Trust and staffed by professional staff and volunteers. Site includes tea rooms and is used for the Festival of the Olive (see below).
Hambledon Cottage	An 1842 cottage museum furnished in the style of 1830-1850. Guided tours are provided on a few days a week. On the Harris Park Heritage Walk. Owned by Parramatta City Council. Museum is managed and staffed by the Parramatta Historical Society on a voluntary basis.
Experiment Farm Cottage	An 1830s bungalow built by Surgeon John Harris on the site of the first land grant in Australia (to ex-convict James Ruse), furnished with early colonial furniture and standing in grounds landscaped and planted to recreate that period. Provides guided and educational tours and available for occasional special events. Managed by the NSW National Trust.
St John's Cathedral	The site of the first church in the NSW colony, the present cathedral includes twin towers dating from 1819. Open for sightseeing 4 days a week and guided tours 2 days a week.
St John's Cemetery	Australia's oldest colonial cemetery dating from 1790 and containing First Fleet graves from members of the First Fleet and

ATTRACTION	COMMENTS/ASSOCIATED ACTIVITIES
	a convict built wall. Open daily. Day and night tours held occasionally.
Brislington*	Museum of the medical and nursing history of Parramatta situated in an 1821 Georgian building in the grounds of the Parramatta Hospital in George Street. Open about twice a month.
Burnside Heritage Centre*	1911 Burnside Homes for children housing a museum showing life of children in the institution. In North Parramatta. Open by appointment.
NSW Lancers Memorial Museum*	In building dating from 1818, the museum traces the history of Australia's oldest Regiment. Limited opening.
Old School House Museum*	Museum recreating a school room of the early 20 <sup>th</sup> century, situated in an 1875 building on the grounds of Arthur Phillip High School, Macquarie Street. Open occasionally and by appointment.
HMAS Parramatta Memorial	Located in Queens Wharf Reserve on the route of the Harris Park Heritage Walk.
<b>ARTS &amp; CULTURE</b>	
Parramatta Riverside Theatres	The theatres provide 3 live performance venues and host over 700 performances a year, including theatre, dance, opera. One of the venues for the Sydney Festival. Located near the Parramatta River and Church Street dining precinct ('Eat Street'), the theatres offer pre-show dining packages.
Parramatta Artists Studios	Gallery and studios for contemporary artists in Hunter Street in the city centre.
Public Artworks	Recently completed Life Along the Riverbank installations with podcast interpretation of life in the 1800s situated at the start of the Harris Park Heritage Walk. Aboriginal artworks in Riverside Park.
Cultural events	Various cultural events reflecting the diverse Parramatta population, including an Arab Film Festival, Luna New Year.
<b>DINING</b>	
'Eat Street'	Range of eating establishments along Church Street in the city centre offering day and evening dining.
Other dining precincts	Several clusters throughout the City highlighted in Parramatta City Council's Dining Guide. Eclectic mix of restaurants, cafes, small eating houses and retail food stores in Harris Park, reflecting the diverse cultural groups in the suburb.
Festival of the Olive	Biannual festival held at Elizabeth Farm (around Australia's oldest olive tree), it incorporates food and performances associated with Mediterranean cultures.
<b>FESTIVALS &amp; EVENTS</b>	
Riverbeats	Annual festival focussed on the Parramatta River and featuring music, performance, culture and food.
Other Sydney festivals	Parramatta venues are used to host sub programs of the Sydney Festival, Sydney Writer's Festival and the Sydney International Food Festival.
New Years Eve	Concert and other entertainment.
Australia Day in Parramatta Park	Major concert and other entertainment attracting over 70,000 people.
Westfield Shoppingtown	One of the largest shopping centres in NSW, estimated to receive over 30 million visitors a year.

\*Minor attractions with limited opening hours.

## APPENDIX B Tourism Trends

The development of visitor attractions in Parramatta is occurring in an increasingly competitive environment due to the declining trend in both domestic and international tourism travel in Australia since the early 2000s.

### Domestic tourism

The Tourism Forecasting Committee (TFC) estimates that overnight domestic travel in Australia will continue at a lower level over the next decade and does not expect it to regain 2008 levels until 2018 (TFC 2009).

Economic factors have had a significant influence on the decline in domestic tourism, exacerbated by the 2008 world economic crisis. While relatively cheap overseas airfares have attracted more Australians to take overseas holidays in preference to staying in Australia, there has also been a shift in holiday patterns. High levels of consumer debt and a shift in consumer spending preferences is seeing many Australians (especially young adults and families with children) spending their discretionary income on savings, servicing debt and purchasing consumer items in preference to extensive travel. A lessening of employment security has created a tendency to postpone holidays or take shorter breaks.

The TFC estimates that in 2009 the average Australian travelled for around 16 nights a year, a fall of about 3 nights a year (or 16%) since 2002 (TFC 2009). In the short term, it is expected that economic uncertainty will lead to a switch from extended trips towards short term (weekend) trip and day trips.

There may also be a trend to the cheaper option of staying in a friend's or relative's property. In 2009, 37% of Australian domestic overnight visitors stayed in a friend's or relative's property, compared with 27% who stayed in a hotel, motel or resort. This level is higher at expensive capital city locations, being 51.5% for Sydney (Tourism NSW 2009). In this climate, there may be potential for Parramatta to develop experiences and direct some marketing efforts to attract:

- local residents and Sydneysiders seeking shorter visits and lifestyle experiences;
- the VFR market, either people staying locally or with friends or relatives in the greater Sydney area.

### International tourism

As a long haul destination, international visitation to Australia is affected by economic and other international 'shocks', such as the events of September 11 2001, the 2003 SARS outbreak, and the 2008 global economic crisis. Assessments of the outlook in the wake of the 2008 global economic crisis have varied. The TFC now forecasts a rebound in international visitor arrivals in Australia in 2010-11 and an average annual growth of 4% until 2018, due to predicted relatively low values for the Australian dollar and increases in aviation capacity (TFC 2009). In the period to 2018, the largest growth in international visitors is expected to come from China, India, the United Kingdom and New Zealand.

Although international visitors comprise, and are likely to remain, a small component of Parramatta visitation, more buoyant international visitation may provide opportunities to attract longer stay Sydney international visitors to visit Parramatta.

### Cultural and heritage tourism

Cultural and heritage attractions and activities (which include theatre, concerts and other performing arts; festivals, fairs and events; visits to heritage buildings and sites; visits to museums, galleries and workshops; and visiting Aboriginal sites or cultural displays) form part of Parramatta's visitor offer. Trends in cultural and heritage tourism should be considered in assessing the potential of such attractions and activities within the Parramatta visitor offer.

This has been a growth area in both domestic and international tourism since 2000. Domestic cultural and heritage tourism experienced annual average increases of 3% and 1% for overnight and day visitors respectively between 2000 and 2008 (TRA 2009b). The number of international visitors participating in cultural or heritage tourism also increased at an average of 3% annually for the same period.

## APPENDIX C

### Development constraints

Developments along and near the foreshore are subject to foreshore building and flood risk planning conditions as set out in Parramatta's planning instruments (Local Environment Plans and the Sydney Regional Environmental Plan No 28—Parramatta and Development Control Plans) and the City of Parramatta Local Floodplain Risk Management Policy (PCC 2006b).

In general, within a foreshore building line about 30 metres from the river, development is limited to waterway access facilities such as wharves and jetties and recreational facilities such as cycleways, walking trails and picnic facilities. Approval of changes to existing buildings or the erection of new buildings in this area requires that (in summary) the proposal not cause adverse impacts on public access and use, environmental quality and scenic and heritage values.

In high flood risk areas (defined as areas below the 100 year flood level which are subject to a high hydraulic hazard or have significant evacuation difficulties), residential, commercial and tourist related developments are deemed unsuitable. Open space and non-urban uses (such as jetties, recreational facilities and minor structures like toilet blocks, kiosks and stalls) would be permitted and there is provision for concessional developments (such as modification of existing buildings). Residential, commercial and tourism developments in areas of lesser flood risk are subject to controls on design, siting and access requirements.

### Transport

Current train and road access to Parramatta for visitors can detract from the visitor experience. The train station is in a highly urbanised area and parking for car based visitors can be difficult due to lack of signage and congested roads. The recent installation of new way finding signage should make visitor access easier. Negative perceptions also exist about safety and ease of parking in the city centre (Environmetrics 2009).

The Rivercat ferry offers a superb scenic journey to Parramatta. However, its use as a major visitor experience is inhibited by limited service hours (including lack of evening operations) and service interruptions due to shallow river depths.

The Parramatta ferry service had 1.473 million passengers in 2008-09 financial year, although the majority of these would be commuter passengers (Sydney Ferries 2009). Recent counts of ferry passengers at Parramatta Wharf in December 2008 and March 2009 provide some indication of visitor use of the service.

*Numbers of ferry passengers at Parramatta Wharf (Source: Sydney Ferries 2009)*

Day	Date	Times	Boarding passengers	Disembarking passengers
Weekdays	Average 1-5 Dec 2008 and 23-27 March 2009)	10:00 AM - 7:30 PM	277	264
Saturday	6 Dec 2008	9:00 AM - 7:00 PM	605	387
	28 March 2009	9:00 AM - 7:00 PM	418	291
Sunday	7 Dec 2008	9:00 AM - 7:00 PM	435	466
	8 Dec 2009	9:00 AM - 7:00 PM	873	739

