

WESTERN SYDNEY VISITOR ECONOMY STRATEGY

2017/18 – 2020/21



CONTENTS

Executive Summary	3 – 4
Introduction	5 – 8
Strategic Directions	9 – 18

Appendices

Organisations represented at stakeholder roundtables	19
Visitation Trends 2011 – 2016	20
SWOT Analysis	23

EXECUTIVE SUMMARY

Western Sydney is a key contributor to the NSW Visitor Economy. It is a part of the State that has experienced significant population, industry and tourism growth over the past decade. It currently delivers \$4.2 billion in visitor expenditure and has the potential to continue to grow in the future, given a unique combination of social and economic factors.

Western Sydney benefits from a strong calendar of major events, particularly centred on the Sydney Olympic Park precinct, and has a range of existing tourism infrastructure that ranges from the Wet n Wild theme park to heritage and cultural venues such as Powerhouse Casula and Elizabeth Farm. The region boasts 3,600 square kilometres of national parks, including the Greater Blue Mountains World Heritage Area. Three new medical precincts at Westmead, Penrith and Liverpool present multiple opportunities in terms of health education students, study tours, sports medicine, business events and medical tourism. Moreover, the Australian Government has confirmed it will build a new airport in Western Sydney that will be operational by 2026, creating up to 20,000 jobs by the early 2030s.

Driving continued growth in the Western Sydney visitor economy will be key in meeting the NSW Government's goal of doubling overnight visitor expenditure by 2020.

At present, Destination NSW spends approximately \$38 million p.a. on event acquisition and retention, marketing, public relations and content development

and travel packaging for Western Sydney. This funding must be retained, at a minimum, to continue the achievement of the current high level of performance.

However, a number of key challenges need to be overcome in order to grow Western Sydney's visitor economy. A cohesive approach to destination management is needed, with all stakeholders working together as opposed to the current fragmentation and a long-term destination management plan is required.

The NSW Government consulted broadly with more than 106 stakeholders to develop a strategy to drive growth in the Western Sydney Visitor Economy.

The result of that consultation is the *Western Sydney Visitor Economy Strategy 2017/18-2020/21*, which identifies specific supply side issues, including infrastructure and skills, and ways to stimulate demand, in order to grow the visitor economy.

For the Strategy to be successful, a collaborative effort is required between industry, commercial partners and all levels of Government.

Accordingly, the NSW Government has signed an historic Memorandum of Understanding with the Western Sydney Business Chamber and Western Sydney Business Connection, with a range of immediate and medium term actions to begin implementation of this strategy.



STRATEGIC DIRECTIONS

The Western Sydney Visitor Economy Strategy 2017/18-2020/21 identifies nine broad strategic directions.

STRATEGIC DIRECTION 1

A cohesive approach to destination management and marketing through Government, industry and commercial partnerships

- Establish a common goal and gain buy-in and commitment from all Western Sydney stakeholders to work together to grow the Western Sydney visitor economy.
- Develop a strong collaborative network of Government, industry and commercial partners to realise the potential of the Western Sydney visitor economy.
- Establish a common framework for delivering opportunities and Destination Management Plans, campaigns and product offerings.

STRATEGIC DIRECTION 2

Destination Infrastructure Development

- Assist the development of business cases that promote investment by Government and the private sector in areas critical to growing the Western Sydney visitor economy.

STRATEGIC DIRECTION 3

Product and Experience Development

- Improve Western Sydney's tourism offering through product and experience development, leveraging existing strengths and building on these to address current gaps and options for future opportunities.

STRATEGIC DIRECTION 4

Develop Destination Awareness and Improve Perception

- Define and gain stakeholder buy-in to a common definition of Western Sydney.
- Improve awareness and perceptions of Western Sydney by developing a consistent brand and marketing plan across the different elements of the visitor economy.
- Focus all resources on the markets offering the best potential for Western Sydney, in line with Destination NSW's established market prioritisation.

STRATEGIC DIRECTION 5

Secure and Grow Major Events

- Leverage existing major events and elevate the local experience.
- Continue to attract and develop new major events to Western Sydney.

STRATEGIC DIRECTION 6

Secure and Grow Business Events

- Develop and implement a co-ordinated plan and approach for Western Sydney to maximise the opportunity presented by the business events sector.

STRATEGIC DIRECTION 7

Develop the Educational Tour Sector

- Develop and implement a strategy for Western Sydney to maximise the opportunity presented by growing the educational tour sector, including primary, secondary and tertiary students and heritage and cultural tours.

STRATEGIC DIRECTION 8

Develop Medical Related Tourism

- Research, develop and implement a strategy for Western Sydney to maximise the opportunity presented by the three planned new medical precincts at Westmead, Penrith and Liverpool.

STRATEGIC DIRECTION 9

Industry Skills Development

- Ensure the necessary skills and training are in place across all areas that are critical to supporting the growth of the Western Sydney visitor economy.



Ferrari Racing Days, Sydney Motorsport Park



Bakery Patisserie Schwarz

INTRODUCTION

The NSW Government has a goal of doubling overnight visitor expenditure by 2020. Driving growth of the visitor economy in Western Sydney will be key in meeting this target.



Definition of Western Sydney

The geographic area to which this strategy pertains is comprised of Local Government Areas (LGAs) in the South West, West and West Central districts defined by the Greater Sydney Commission and includes the Blue Mountains, Hawkesbury and Penrith in the West, Blacktown, the Hills, Parramatta and Cumberland in West Central, and Fairfield, Liverpool, Camden, Campbelltown and Wollondilly in the South West.

The Western Sydney Visitor Economy

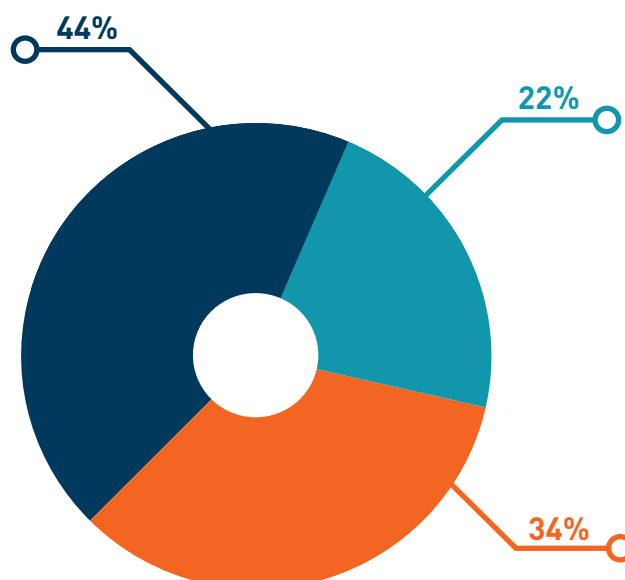
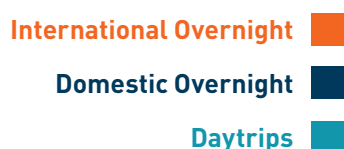
Over the last five years, the Western Sydney visitor economy has experienced strong growth. In 2016, Western Sydney welcomed 12.4 million visitors, 33 per cent of all visitors to the Greater Sydney region.

Domestic day trip visitors to Western Sydney make up 74 per cent of all visits, and are driving the majority (38 percent) of Western Sydney's visitor expenditure growth. At the same time, overnight visitation has grown 59 percent over five years and nights spent in Western Sydney have grown by 85 per cent, driven primarily by domestic visitors. In 2016, domestic overnight visitors made up 22 per cent of visits, and international visitors accounted for 4 per cent of visitors.

The Western Sydney overnight visitor economy now contributes \$4.2 billion to the NSW economy.

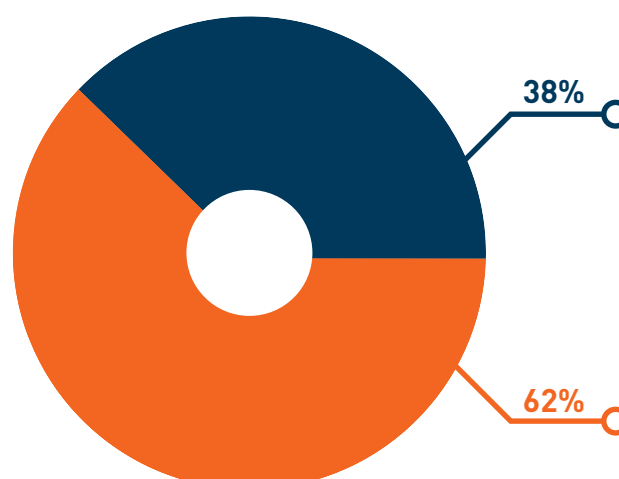
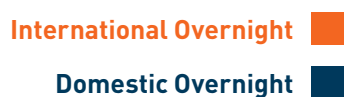
Visitor Expenditure

Expenditure (\$M)	2016
International Overnight	1,430.55
Domestic Overnight	1,808.56
Daytrips	923.11
TOTAL	4,162.23



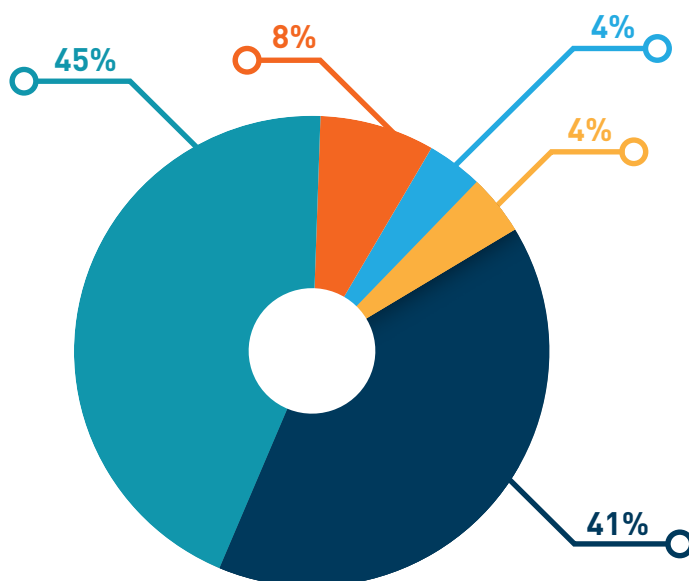
Visitor Nights

Visitor Nights (000)	2016
International Overnight	12,381.44
Domestic Overnight	7,584.96
TOTAL	19,966.40



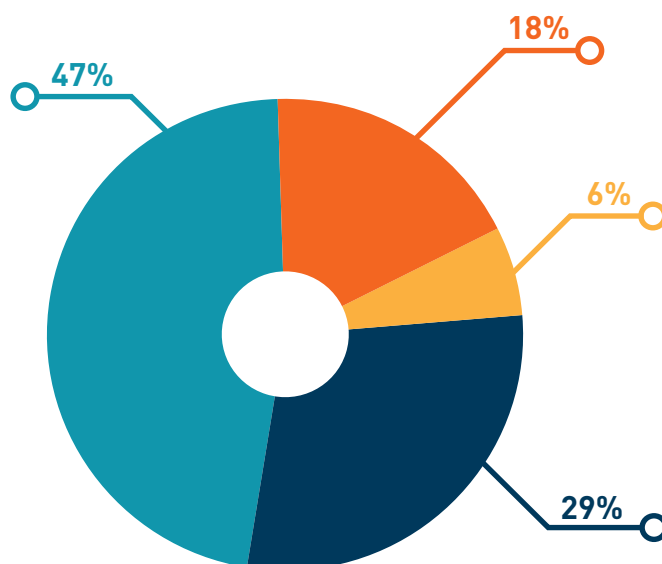
Purpose of Visit – International Visitors

Visitors Share	2016
Holiday	41%
Visiting Friends and Relatives	45%
Business	8%
Education	4%
Other	4%



Purpose of Visit – Domestic Visitors

Visitors Share	2016
Holiday	29%
Visiting Friends and Relatives	47%
Business	18%
Education	n.p.
Other	6%



Opportunities

A combination of factors makes Western Sydney a high potential region in terms of visitor economy growth:

- The region has experienced larger growth than any other NSW area in the past decade, and is the second fastest growing visitor region in NSW
- Western Sydney already has a vast array of assets that can be leveraged for further growth, such as its sporting and major events legacy venues, its natural assets, its rich history, its Indigenous and pioneer heritage and its multi-cultural population and arts and cultural assets
- Western Sydney's population is growing, and with it, multi-culturalism is rising as is the Visiting Friends and Relatives sector
- A number of very significant infrastructure developments are already in the pipeline, such as the Parramatta riverfront development and the health and education precincts at Westmead, Liverpool and Penrith
- The new Western Sydney Airport at Badgerys Creek by 2026 is a game changer for the visitor economy. In the meantime, Western Sydney's proximity to Sydney CBD/International Airport presents a significant opportunity to leverage the domestic and international leisure and business events markets
- There are a number of planned accommodation and new visitor attraction investments and upgrades
- Significant transport infrastructure investment is in train or in planning
- Western Sydney University is growing, and has a stated strategic intent to expand its international reach and reputation, as well as being a leading advocate and champion for the Greater Western Sydney region and its people.

Challenges

There are, however, a number of key challenges that need to be overcome in order to grow the Western Sydney visitor economy:

- Until now, there has not been a cohesive approach to managing and marketing the destination
- Western Sydney has had no single, long-term destination management strategy and plan
- The region lacks brand identity, and awareness of what it has to offer visitors is low among consumers and travel trade distributors in both the domestic and international markets
- Negative perceptions of Western Sydney as a place to visit and live have prevailed over the years, often fuelled by negative publicity regarding isolated incidents
- Western Sydney is predominantly an urban destination which is currently perceived as a “drive through” destination between the Sydney CBD and the Blue Mountains
- The region’s tourism attractions are widely dispersed and not packaged or connected in a way that makes it easy for visitors to experience Western Sydney
- The region has insufficient quality infrastructure that will be able to accommodate predicted growth
- Labour and skills shortages will hamper future growth.

A SWOT Analysis, outlining the key strengths, weaknesses, opportunities and threats to growing the Western Sydney Visitor Economy can be found at Appendix 3.

Western Sydney Visitor Economy Strategy

In order to overcome the challenges, maximise the opportunities and realise the potential of the Western Sydney visitor economy, a single vision, a cohesive approach and a long-term strategy are needed.

Deloitte was contracted to develop a preliminary report, “Towards a Western Sydney Visitor Economy and Events Strategy” in September 2016. Findings from that report were incorporated as part of the *Western Sydney Visitor Economy Strategy* and is referenced throughout this strategy document.

Destination NSW also undertook an online stakeholder survey and hosted six stakeholder roundtables with commercial, industry and government representatives, to seek their views on strategies to drive growth in the Western Sydney visitor economy. In total, 106 stakeholders provided input to aid the development of this strategy document. A list of organisations represented at the stakeholder roundtables can be found at Appendix 1.

Additional Government funding will be required to implement several elements of the strategy, as will

partnership funding from industry and commercial partners. Successful delivery of the strategy will also be reliant on multiple Government departments, industry and commercial partners committing to manage and deliver key areas relevant to their expertise.

The *Western Sydney Visitor Economy Strategy* will feed into the NSW Government’s broader strategy for the development of Western Sydney.

Role of Government

The NSW Government identified that growth in Western Sydney’s economy would be vital to the future prosperity of the State as a whole. The Government also recognises the importance of the visitor economy and demonstrated its commitment to supporting its expansion in Western Sydney when providing funding to NSW Department of Trade and Investment to develop the Western Sydney Visitor Economy Strategy. In addition, the establishment of the Greater Sydney Commission created the platform for a consolidated vision and plan for the entire region to be developed.

The NSW Government’s specific role is to provide a whole-of-government approach to the development and implementation of a new *Western Sydney Visitor Economy Strategy*, and support Western Sydney in effectively targeting opportunities, identifying capabilities and capacities and developing marketing and promotional activities that will grow the visitor economy.

Role of Industry

A collaborative effort between industry and Government at all levels is required to ensure the success of the strategy. The specific roles of industry include:

- Committing to a single strategy and plan to maximise the potential through a cohesive approach to the management and promotion of Western Sydney as a destination
- Partnering with Government to deliver the Western Sydney Visitor Economy Strategy
- Addressing skills gaps across the visitor economy by facilitating skills development and training
- Investing in product development and upgrading existing infrastructure to better meet the needs of future potential visitors
- Prioritising better packaging of existing Western Sydney products and experiences to encourage the travel trade to sell and promote the destination and for visitors to consider multiple experience options to explore and enjoy
- Actively participating in trade marketing programs and supporting consumer marketing programs
- Delivering quality corporate, leisure, event and education experiences to visitors to Western Sydney.

STRATEGIC DIRECTIONS

The *Western Sydney Visitor Economy Strategy* recommends nine strategic directions to be implemented in order to fully realise the potential of the Western Sydney Visitor Economy. Implementation of the strategic directions will require a whole-of-government approach to ensure that relevant Government stakeholders understand the importance of the visitor economy and how it complements other sectors.

STRATEGIC DIRECTION 1: A COHESIVE APPROACH TO DESTINATION MANAGEMENT AND MARKETING THROUGH GOVERNMENT, INDUSTRY AND COMMERCIAL PARTNERSHIPS

Establish a common goal and gain buy-in and commitment from all Western Sydney stakeholders to work together to grow the Western Sydney visitor economy.

Develop a strong collaborative network of Government, industry and commercial partners to realise the potential of the Western Sydney visitor economy.

Establish a common framework for delivering opportunities and Destination Management Plans, campaigns and product offerings.

Destination NSW, the Greater Sydney Commission (GSC), Local Governments and industry organisations at all levels need to agree a common Destination Management Plan (DMP) and work together to deliver it. In order to achieve buy-in from Local Governments, they need to better understand the benefits of the visitor economy, so there is a need to raise the profile and opportunities of the broader visitor economy within Local Governments.

In a preliminary report “Towards a Western Sydney Visitor Economy and Events Strategy”, Deloitte notes that the visitor economy takes into account broader economic activity than what has been historically defined as tourism and events; their report defines it as “the full chain of economic value a visitor creates from local, intrastate, interstate and international visitors”. To achieve visitor economy growth, it is vital for destinations to be managed in a co-ordinated, cohesive way, because it is the sum of the many parts of the visitor experience working in tandem that will deliver a high quality, memorable experience.

This also means a co-ordinated approach to product and experience development, as well as destination marketing, leaving local parochialisms aside to work together to promote Western Sydney, under the assumption that if Western Sydney is successful, the individual players will share in that success.

The visitor economy touches many different segments and sub-regions and areas, so developing strong partnerships between commercial, industry and

Government partners at all levels is necessary in order to grow the Western Sydney visitor economy. As an example, partnerships between sporting codes (e.g. Saturday horse races at Rosehill, then Sunday NRL game) and other events could be used to build a full weekend program of activities for potential visitors, as opposed to attracting them to the region for a single event, which misses an opportunity to attract overnight expenditure. Organising a weekend package of activities for visitors from interstate travelling to a sports event in Western Sydney extends the length of stay and the spend.

The Western Sydney Visitor Economy Strategy recommends that consideration should be given to making the Western Sydney region a Destination Network in its own right and/or investing resources in a locally based entity.



Echo's Boutique Hotel, Blue Mountains.

STRATEGIC DIRECTION 2: DESTINATION INFRASTRUCTURE DEVELOPMENT

Assist the development of business cases that promote investment by Government and the private sector in areas critical to growing the Western Sydney visitor economy.

To ensure success as a tourism destination, Western Sydney must have quality infrastructure, including a diverse range of accommodation, conference venues and meeting facilities, improved transport links to and within the region, visitor attractions, events and festivals, improved signage and dining options.

While there is significant planned investment in many of these areas already in the pipeline, it is critical that both the NSW Government and the commercial sector continue to invest in Western Sydney's tourism infrastructure. This not only means building new infrastructure, but continually maintaining and refreshing existing infrastructure, such as the post-Olympic facilities, to ensure they continue to meet the high standards required to win major National and International events.

A sophisticated analysis of infrastructure requirements is needed across Western Sydney, to identify current and planned infrastructure, and importantly existing and future gaps across a number of key areas:

Accommodation

- High quality hotels, needed ahead of other infrastructure development
- Accommodation needed to cater for major events, including alternative accommodation options, such as camp grounds and/or holiday parks near or at venues
- Budget accommodation options for families who will stay longer
- Serviced apartment accommodation for families and large international study groups
- Quality student accommodation
- Caravan and camping parks.



Public transport, Sydney

Conference infrastructure

- Venues to accommodate larger conferences
- Meeting facilities at existing accommodation venues.

Transport

- Transport links to Western Sydney – ferry, light rail, trains etc.
- Transport links within the region linking tourism attractions and accommodation hubs within the region
- Frequency of transport to key areas like Penrith and the Blue Mountains (particularly on weekends)
- Traffic management for festivals
- Transport concessions for international students.

Natural assets upgrades

- National Parks
- Scenic Lookouts and Nature Walks
- Trails – Hiking and Biking.

Other

- Night time economy – longer opening hours in key tourism areas
- Improved mobile phone coverage – no point having smart phone apps showcasing tourism experiences if no reliable coverage in that area.

Industry and Government need to work together to identify and prioritise the emerging opportunities that will deliver the best outcomes, with industry and commercial partners working as a cohesive group to influence Government infrastructure decisions.

The work of the Greater Sydney Commission has provided a blue print of connectivity that has previously been lacking.



Lane Cove River Tourist Park

STRATEGIC DIRECTION 3: PRODUCT AND EXPERIENCE DEVELOPMENT

Improve Western Sydney's tourism offering through product and experience development, leveraging existing strengths and building on these to address current gaps and options for future opportunities.

Products and Experiences

Western Sydney is a diverse region, with a number of key strengths to build on, as identified in Deloitte's preliminary report:

- It boasts over 3,600 square kilometres of National Parks, including the Greater Blue Mountains World Heritage Area
- It is home to Australia's largest urban population of Indigenous people, and has a significant Indigenous heritage
- It has a rich pioneer history, with some of Australia's oldest European buildings and civil structures, as well as a strong agricultural history
- It is a multi-cultural society, with over 35% of Western Sydney residents born overseas, and a wide range of cultural events and festivals that reflect this
- It houses most of the Sydney 2000 Olympics legacy assets, as well as other sporting facilities, and has an existing calendar of major sporting events
- It has an emerging adventure sports market, as a result of a combination of its young population, outstanding natural assets and Olympic legacy.

There are also a number of game changing opportunities in the pipeline for Western Sydney. Some examples are:

- Western Sydney Airport
- Western Sydney Stadium
- Parramatta Square
- Parramatta Riverfront Development
- Warwick Farm Inglis Riverside Stable Development
- Olympic Park Upgrade
- Western Sydney Zoo
- Western Sydney University Campus
- Medical Precincts at Westmead, Liverpool and Penrith
- Powerhouse Museum of Applied Arts and Sciences
- Western Sydney City Deals.

An audit of existing products and experiences in Western Sydney is required, as well as consumer research to understand what potential visitors to Western Sydney want, what the region can currently deliver on and where the gaps are in the current product offering. Ongoing analysis to identify product and experience gaps, and investment and development to fill them, will ensure Western Sydney offers relevant quality experiences to its future visitors.

Potential strengths that can be further developed are:

Cultural

Leverage existing products and experiences in terms of museums, galleries, local fashion designers, performing arts and Aboriginal culture (both traditional and contemporary) and continue to create new innovation clusters that will be attractive to locals as well as visitors to Western Sydney. Develop and link arts and culture tours and trails and festivals.

History and Heritage

Leverage existing venues, products and experiences, including Aboriginal, and continue to develop new experiences. These need to be packaged and linked together across jurisdictions.

Food and Wine

Link food and wine experiences into Western Sydney's tourism offering, highlighting local produce and cooking schools. Food and wine "add on" experiences will enhance existing product offerings, and food and wine trails and farm gate experiences can also be developed for a more immersive experience. From picking walnuts to booking into a cooking school using locally foraged produce, the region's food and wine story has much more to offer.

Weddings

Package high quality product, and connect caterers and venues. There is an abundance of stunning local parks, gardens, historic houses and romantic waterside locations and venues suitable for weddings. They also often represent higher value for money than city based offerings.

Biking & Cycling

Create improved mountain biking facilities, for both local and long distance riders. Develop cycling and long distance motorcycling tours, routes and maps to leverage Western Sydney's beautiful landscapes and scenery.

Touring Routes and Packaging

Better travel packaging and linking of both existing and new products and experiences is key to create demand that will in turn encourage more investment in the region. Product development has, until now, been through the evolution of lots of small businesses, but it needs to be taken to the next level, giving these businesses the support and the knowledge to package and market.

Packaging experiences in a way that connects them in a more attractive way offers a number of benefits:

- Touring routes and itineraries will make the large Western Sydney region a more manageable customer experience
- Touring routes can encourage visitors to see additional areas and participate in experiences en route to major attractions
- Packaging multiple events and experiences has the potential to increase length of stay in the region
- Western Sydney can be positioned as a gateway to Orange/Mudgee, packaged as part of a bigger touring route.



Studley Park House, Camden

Visitor Information Services, Centres and Signage

Visitor information and signage are also an important part of the visitor experience, with current and future visitors using visitor information centres, and increasingly obtaining information online, often via smartphone apps.

Visitor information centres in Western Sydney are currently managed by Local Governments, and the visitor experience varies considerably between areas. A larger regional participation is required, with Destination NSW playing a role. Information apps are also needed, with up to date information on public transport, itinerary planners, restaurants, walks, hikes, trails (Food And Wine, Arts and Culture, Nature Walks) attractions etc.

Signage throughout Western Sydney also needs to be better facilitated to ensure a quality visitor experience.



Artist impression: Western Sydney Stadium



Waradah Aboriginal Centre, Blue Mountains

STRATEGIC DIRECTION 4: DEVELOP DESTINATION AWARENESS AND IMPROVE PERCEPTION

Define and gain stakeholder buy-in to a common definition of Western Sydney.

Improve awareness and perceptions of Western Sydney by developing a consistent brand and marketing plan across the different elements of the visitor economy.

Focus all resources on the markets offering the best potential for Western Sydney, in line with Destination NSW's established market prioritisation.

Western Sydney lacks brand recognition and advocacy, with negative perceptions and low recognition of it as a place to live, visit and invest. Moreover it has not had a consistent identity. To overcome this, "Western Sydney" needs to be defined and a common definition used in terms of the region's visitor economy.

A long-term brand identity needs to be developed for Western Sydney, leveraging existing strengths such as the Greater Blue Mountains World Heritage Area, its sporting infrastructure and legacy from the Sydney 2000 Olympics, its multi-cultural population and its location, between the Blue Mountains and the Sydney CBD and the domestic and international airport (KSA).

The diversity of the region is a strength to capitalise on, and awareness should be developed for the individual destinations and hubs within Western Sydney, clearly defining the character of each.

A set of unique selling points for Western Sydney is also needed, including specific or seasonal reasons to come (similar to the Cherry Blossom season in Japan, or Floriade Festival in Canberra).

Once a brand identity has been developed, both consumer and trade marketing plans are required to increase awareness and knowledge of what the destination has to offer. A key part of this will be an advocacy campaign to dispel any negative perceptions that need to be overcome. Local advocacy is key to improving perceptions of Western Sydney.

There has been a concerted effort by the local business community to change the narrative with regards to negative media coverage and this needs to be extended to the broader local community. Local communities need to be converted to advocates for the region. This can be achieved by educating them on the benefits of the visitor economy for them, informing them of what's available in their own backyard and engendering a sense of pride in Western Sydney among the people who live and work there.

Regional NSW is currently the biggest target market for Western Sydney and should continue to be the main focus in the short term, although the broader domestic market and certain international markets present good growth opportunity in the mid to longer term, as the region's infrastructure, products and experiences develop.

Domestic Day Trip

Deloitte's preliminary report highlights that Western Sydney's largest growth in visitation is derived from domestic day trip visitation. These visitors are attracted by the region's arts and heritage, sports events and natural and local attractions. There is also significant potential to continue to grow the domestic day trip market from the Visiting Friends and Relatives (VFR) sector. The domestic day trip market is predominantly driven by visitors from Sydney and surrounds.

Domestic Overnight

The domestic overnight market for Western Sydney has experienced significant growth, and is also driven from Regional NSW.

International

There has been significant growth in international visitors to Western Sydney over the five years, with 84% growth between 2011 and 2016. In 2016, over 85% of international visitors to Western Sydney were for VFR or holiday/leisure purposes. The largest origin of visitors was from Asian countries, followed by Oceania and Europe.



Parramasala



Campbelltown Heritage Walk

Western Sydney Time Series

YOY GROWTH*

YEAR ENDED DECEMBER 2016

International	2012	2013	2014	2015	2016
Visitors	10%	12%	5%	15%	23%
Nights	15%	8%	19%	16%	16%
Expenditure	18%	8%	23%	21%	27%

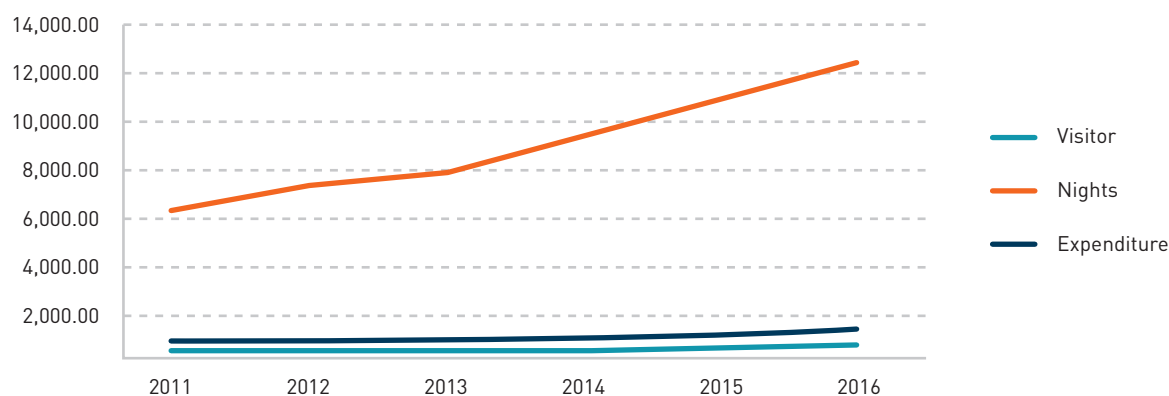
*The percentages refer to the difference between years for visitors, nights and expenditure.

Western Sydney's proximity to Southeast Asia, and the new Western Sydney Airport present opportunities in terms of school groups, sports groups, study tours and leisure travel. More than 35% of Western Sydney residents were born overseas, with India, China, other Asian countries plus the United Kingdom being the most common birth places. This presents a significant VFR opportunity from the international market.

Western Sydney Time Series

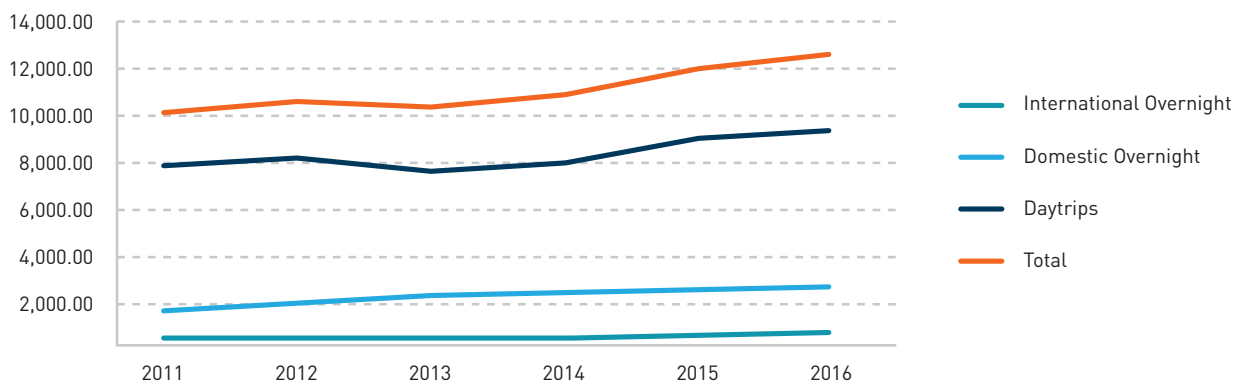
International	2011	2012	2013	2014	2015	2016
Visitors (000)	258.61	285.05	319.49	337.00	386.40	474.88
Nights (000)	6,278.23	7,213.37	7,770.73	9,248.39	10,689.03	12,381.44
Expenditure (\$M)	599.35	705.67	759.07	931.57	1,129.91	1,430.55

International Visitors Time Series



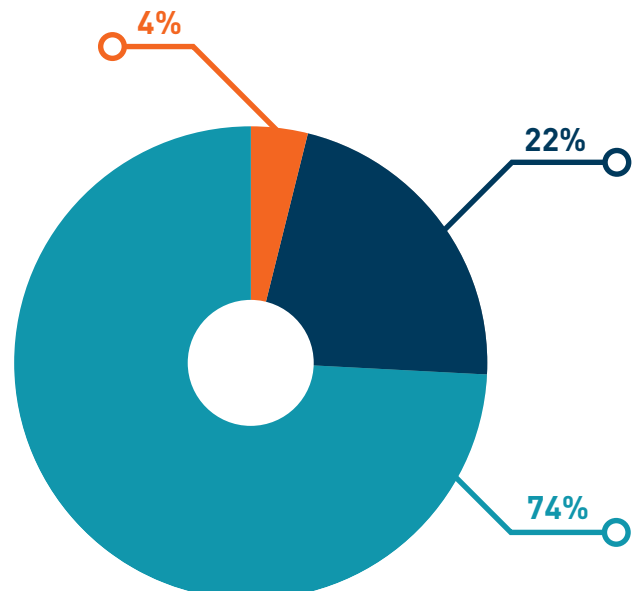
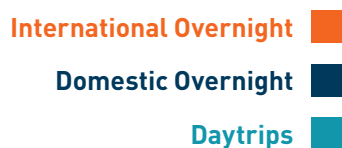
Western Sydney Time Series

Visitors (000)	2011	2012	2013	2014	2015	2016
International Overnight	258.61	285.05	319.49	337.00	386.40	474.88
Domestic Overnight	1,771.11	2,035.84	2,271.91	2,392.79	2,525.14	2,752.51
Daytrips	7,979.70	8,178.87	7,759.01	7,990.63	8,845.85	9,192.36
TOTAL	10,009.42	10,499.76	10,350.41	10,720.42	11,757.39	12,419.74



Visitors to Western Sydney

Visitors (000)	2016
International Overnight	474.88
Domestic Overnight	2,752.51
Daytrips	9,192.36
TOTAL	12,419.74



STRATEGIC DIRECTION 5: SECURE AND GROW MAJOR EVENTS

Leverage existing major events and elevate the local experience.

Continue to attract and develop new major events to Western Sydney.

Destination NSW's mission in the events sector is to identify, attract and nurture events in Sydney and Regional NSW that will increase overnight visitor expenditure. Destination NSW invests directly in more than 110 events and supports others with marketing and community programs across the state. The table below shows the growth in the number of events secured or retained for Western Sydney.

Events Secured	Pre Establishment of DNSW 26 March 2007 to 25 March 2011	Post Establishment of DNSW 26 March 2011 to 31 January 2017	Increase in Events	Percentage Growth
Western Sydney	22	76	54	346%

Western Sydney has proven its ability and capacity to host major sport and leisure events, and already hosts a growing number of major events. Western Sydney already has a range of top quality venues such as Sydney Olympic Park, Sydney International Regatta Centre, Sydney Motor Sport Park, Blacktown International Sports Park and the Sydney International Equestrian Centre, to name just a few.

Ongoing development and greater funding of the major events sector is key to the growth of the Western Sydney visitor economy.

Existing Events

Leveraging existing events such as the Lunar Festival and Tropfest should be a priority, and elevating the local experience of these events is also important. The development of a broad Western Sydney Festivals & Events Calendar that goes beyond the major events will assist this process and can also be used to encourage locals and potential visitors to make a habit of attending, and even build an events calendar for themselves. Existing events should also be promoted to the Visiting Friends & Relatives (VFR) market, who may consider visiting the region when larger events are taking place.

Western Sydney currently hosts a range of mass participation events, such as triathlons. These can also be further leveraged to encourage increased overnight visitation and participation.

New Events

In addition to leveraging existing events, visitor economy growth will be reliant on continually attracting new events to the region, such as:

- Major Sporting Events
- Major Concerts
- Amateur Sports/Athletics Events
- Mass Participation Events, e.g. charity fun runs
- Passion Events, e.g. Car Clubs
- Festivals
- Iconic Events.

There are also opportunities to create new events, such as:

- A "Parramatta Open", similar to the current "Sydney Open"
- A Blue Mountains car rally competition or cycling event that showcases the area's natural beauty
- Multicultural festivals and events, leveraging Western Sydney's multi-cultural community and driving VFR.



ANZ Stadium



IRONMAN 70.3 Western Sydney

STRATEGIC DIRECTION 6: SECURE AND GROW BUSINESS EVENTS

Develop and implement a co-ordinated plan and approach for Western Sydney to maximise the opportunity presented by the business events sector.

Deloitte's preliminary report identifies that Western Sydney has a growing corporate sector that will continue to drive demand for an expanded range of business events. As this sector grows, the region will need to cater for more meetings, incentives, conferences and exhibitions (MICE).

Deloitte also identifies that Western Sydney currently hosts a small number of larger business events, such as Civenex and the HIA Sydney Home Show.

In addition, there is a strong corporate, Government and national and state association market in Sydney and Canberra that offers growth potential.

Western Sydney's proximity to the Sydney CBD also presents an opportunity to leverage Sydney's success as Australia's number one business event destination and one of the world's top 20 places to meet. Sydney welcomes around 40,000 delegates every year and has hosted some of the largest and most prestigious international association conventions and incentive travel reward program events in the world (source BE Sydney).

Once current business event infrastructure and associated accommodation limitations have been addressed, there is opportunity to develop further meetings and conference opportunities for Western Sydney, including attracting larger events as well as more smaller business events that Western Sydney is able to accommodate at venues such as Rosehill, Rookery Hill RSL, Penrith Panthers or Sydney Olympic Park.

Growing business events will also be a key demand driver in terms of filling hotel stock midweek.



STRATEGIC DIRECTION 7: DEVELOP THE EDUCATIONAL TOUR SECTOR

Develop and implement a strategy for Western Sydney to maximise the opportunity presented by growing the educational tour sector, including primary, secondary and tertiary students and heritage and cultural tours.

Deloitte Access Economics analysis estimates that by 2025 there will be over one billion students in the world, actively seeking education and skills. There are a number of opportunities for Western Sydney to maximise the potential of the education sector.

There are currently 40,000 international students in Western Sydney, with potential to grow this number. Western Sydney University's strategic plan for 2015-2020 states a strategic intent to expand international reach and reputation, as well as a responsibility as a leading advocate and champion for the Greater Western Sydney region and its people. Both of these strategic objectives align with the development of the Western Sydney visitor economy, and present a significant opportunity for the region.

Western Sydney University has already developed its own international study tour packages of 1-2 week durations, and these could be expanded and further promoted. Short courses offer great visitor experience opportunities if packaged as part of the course costs.

Often international students have departed Australia before graduation ceremonies take place. There is an opportunity to address this, and attract friends and relatives to attend overseas students' graduation ceremonies, which would bring new overnight expenditure to the region.

Western Sydney already hosts school groups, and there is opportunity to further develop these, from both the domestic day trip and overnight markets, as well as the international markets; from Asia in particular. Given Western Sydney's proximity to Southeast Asia, there is an opportunity to package English language study, coupled with sport skills training for children. The region's history, heritage, adventure and sporting strengths are all key drivers for school groups. Australia's first STEM school will be built in the Sydney Science Park at Luddenham, presenting new opportunities to leverage.

There is further opportunity to use the projected hospitality skills shortages (see Strategic Direction 9) to turn Western Sydney into a centre of excellence in some areas, as an example in hospitality training. This could be done in partnership with TAFE and private enterprise providers.

STRATEGIC DIRECTION 8: DEVELOP MEDICAL RELATED TOURISM

Research, develop and implement a strategy for Western Sydney to maximise the opportunity presented by the three planned new medical precincts at Westmead, Penrith and Liverpool.

Three new medical precincts are planned for Western Sydney, at Westmead, Penrith and Liverpool. Hospitals have the potential to be significant demand drivers in terms of the visitor economy, and present multiple opportunities:

- Health education
- Study tours
- Sports medicine
- Medical tourism
- Patients and visitors.

Further investigation and analysis is required to define the potential of these new medical precincts for GPO and the Western Sydney visitor economy, and a specific strategy further refined to maximise this opportunity.



Western Sydney University, Penrith



Artist's impression: Westmead Hospital redevelopment

STRATEGIC DIRECTION 9: INDUSTRY SKILLS DEVELOPMENT

Ensure the necessary skills and training are in place across all areas that are critical to supporting the growth of the Western Sydney visitor economy.

As outlined in the Deloitte preliminary report, Deloitte Access Economics modelling (Australian Tourism Labour Force Report 2015) suggests that by 2020 Greater Sydney will face significant skills shortages in a number of areas that are critical to the growth of the visitor economy.

These are:

- Automobile drivers
- Café and restaurant managers
- Waiters
- Kitchenhands
- Chefs
- Box office/ticket salespersons
- Tourism and travel advisers
- Bar attendants and baristas
- Bus and coach drivers
- Café workers.

Industry skills development is required to foster a culture of quality service across the elements of the visitor economy, to create opportunities for service careers, and ultimately to ensure sustainable growth.

Moreover there is an opportunity to use the projected skills shortages to turn Western Sydney into a centre of excellence in some specific areas, as an example in hospitality training.



Blackheath, Blue Mountains

APPENDICES

Appendix 1: Organisations represented at stakeholder roundtables

NSW Department of Trade & Industry	Trippas White Group	Caravan & Camping Industry Association
NSW Aboriginal Council	Liverpool Council	InterContinental Hotels & Resorts
National Parks & Wildlife	Accor Pacific	Parramatta Park & Western Sydney Parklands Trust
City of Parramatta	Western Sydney University	Royal Agricultural Society
Parramatta Council	TAFE NSW	Park Royal Hotels & Resorts
Sydney Business Chamber	Catholic Education	Australian Tourism Export Council
South West Sydney Tourism Taskforce	Tourism Accommodation Association	Sydney Living Museums
Western Sydney Leadership Dialogue	Mount Annan Garden	NSW Business Chamber
Casula Powerhouse Museum	Cherrybrook Chinese Community Association	Blue Mountains City Council
Museums & Galleries of NSW	MAAS Parramatta Project	Western Sydney Business Connection
Mowbray Park Farm Holidays	Penrith City Council	Western Sydney Regional Organisation of Councils Ltd.
Campbelltown Council	Regional Strategic Alliance – Blue Mountains, Hawkesbury & Penrith City Councils	Tourism & Transport Forum
Australian Attractions	Blue Mountains Botanic Gardens	Fairfield City Council
Restaurant & Catering Industry Association	Hawkesbury City Council	Sydney Motorsport Park
Campbelltown Sports Stadium	National Rugby League	Football NSW
Sydney Olympic Park Aquatic and Hockey Centres	Office of Sport	Blacktown Council
Western Sydney Wanderers	Australian Turf Co.	

Appendix 2: Visitation Trends 2011 – 2016

Western Sydney⁽¹⁾ Timeseries

Based on Year-End December years

Visitors (000)	2011	2012	2013	2014	2015	2016	CAGR ⁽²⁾ 2011-2016
International	258.61	285.05	319.49	337.00	386.40	474.88	13%
Domestic Overnight	1,771.11	2,035.84	2,271.91	2,392.79	2,525.14	2,752.51	9%
Daytrips	7,979.70	8,178.87	7,759.01	7,990.63	8,845.85	9,192.36	3%
TOTAL	10,009.42	10,499.76	10,350.41	10,720.42	11,757.39	12,419.74	4%

Based on Year-End December years

Visitor Nights (000)	2011	2012	2013	2014	2015	2016	CAGR ⁽²⁾ 2011-2016
International	6,278.23	7,213.37	7,770.73	9,248.39	10,689.03	12,381.44	15%
Domestic Overnight	4,528.29	6,052.98	6,440.12	6,502.25	6,359.59	7,584.96	11%
TOTAL Overnight	10,806.52	13,266.36	14,210.84	15,750.64	17,048.62	19,966.40	13%

Based on Year-End December years

Expenditure (\$M)	2011	2012	2013	2014	2015	2016	CAGR ⁽²⁾ 2011-2016
International	599.35	705.67	759.07	931.57	1,129.91	1,430.55	19%
Domestic Overnight	1,047.54	1,383.01	1,572.35	1,524.52	1,549.62	1,808.56	12%
Daytrips	811.66	896.46	819.52	790.98	854.44	923.11	3%
TOTAL	2,458.55	2,985.15	3,150.93	3,247.07	3,533.97	4,162.23	11%

Western Sydney⁽¹⁾ Timeseries (% difference between years in the above tables)

YoY % Changes - Based on Year-end December years.

Visitors (000)	2012	2013	2014	2015	2016
International	10.2%	12.1%	5.5%	14.7%	22.9%
Domestic Overnight	14.9%	11.6%	5.3%	5.5%	9.0%
Daytrips	2.5%	-5.1%	3.0%	10.7%	3.9%
TOTAL	4.9%	-1.4%	3.6%	9.7%	5.6%

Visitor Nights (000)	2012	2013	2014	2015	2016
International	14.9%	7.7%	19.0%	15.6%	15.8%
Domestic Overnight	33.7%	6.4%	1.0%	-2.2%	19.3%
TOTAL Overnight	22.8%	7.1%	10.8%	8.2%	17.1%

Expenditure (\$M)	2012	2013	2014	2015	2016
International	17.7%	7.6%	22.7%	21.3%	26.6%
Domestic Overnight	32.0%	13.7%	-3.0%	1.6%	16.7%
Daytrips	10.4%	-8.6%	-3.5%	8.0%	8.0%
TOTAL	21.4%	5.6%	3.1%	8.8%	17.8%

Western Sydney⁽¹⁾ Share of Combined Sydney and Blue Mt Tourism Regions

Visitors (000)	2011	2012	2013	2014	2015	2016
International	10%	11%	11%	11%	12%	13%
Domestic Overnight	21%	24%	25%	26%	25%	27%
Daytrips	37%	36%	36%	37%	38%	39%
TOTAL	31%	31%	31%	32%	32%	33%

Visitor Nights (000)	2011	2012	2013	2014	2015	2016
International	11%	12%	13%	14%	15%	17%
Domestic Overnight	19%	26%	27%	26%	24%	28%
TOTAL Overnight	13%	16%	16%	18%	17%	20%

Expenditure (\$M)	2011	2012	2013	2014	2015	2016
International	11%	12%	12%	14%	15%	16%
Domestic Overnight	18%	24%	25%	24%	22%	26%
Daytrips	36%	36%	35%	36%	36%	38%
TOTAL	18%	22%	21%	22%	21%	23%

(1) Data shown here for Western Sydney is a combination of the LGAs: Auburn (C) Blacktown (C) Blue Mountains (C) Camden (A) Campbelltown (C) Fairfield (C) Hawkesbury (C) Holroyd (C) Liverpool (C) Parramatta (C) Penrith (C) The Hills Shire (A) and Wollondilly (A).

(2) CAGR refers to the Compound Annual Growth Rate change over the time period.

(3) n.p.: Data are not publishable due to small sample size

(4) Profile Data is based on the average of 4 years due to small sample sizes. This table compares the 4 year averages as at Year-End December for 2015 and 2016.

INTERNATIONAL VISITOR PROFILES

4 year average⁽⁴⁾

Based on Year-End December years

AGE BREAKDOWN OF VISITORS

Share	2015	2016	% Change
15-29	29%	28%	-1%
30-39	17%	17%	0%
40-49	15%	15%	-0%
50-59	20%	20%	-0%
60-70+	19%	19%	1%

TRAVEL PARTY

Share	2015	2016	% Change
Alone	54.9%	54.2%	-0.7%
Adult Couple	21.5%	21.8%	0.3%
Travelling with children	12.4%	12.6%	0.2%
Travelling without children	8.3%	8.6%	0.3%
Other	2.9%	2.7%	-0.2%

PURPOSE OF VISIT - VISITORS AND NIGHTS

Visitors Share	2015	2016	% Change
Holiday	40.2%	40.8%	0.6%
Visiting friends and relatives	45.6%	45.0%	-0.6%
Business	8.7%	8.4%	-0.3%
Education	3.7%	3.8%	0.1%
Other	3.5%	3.8%	0.3%

Nights Share	2015	2016	% Change
Holiday	17.2%	17.5%	0.4%
Visiting friends and relatives	48.8%	48.3%	-0.4%
Business	4.4%	3.9%	-0.5%
Education	18.1%	17.8%	-0.3%
Other	11.6%	12.4%	0.8%

DOMESTIC OVERNIGHT VISITOR PROFILES

4 year average⁽⁴⁾

Based on Year-End December years

AGE BREAKDOWN OF VISITORS

Share	2015	2016	% Change
15-29	24.3%	25.5%	1.2%
30-39	14.7%	15.3%	0.6%
40-49	20.0%	18.6%	-1.4%
50-59	17.5%	16.8%	-0.7%
60-70+	23.5%	23.8%	0.3%

ORIGIN OF VISITORS

Share	2015	2016	% Change
Sydney	25.4%	26.5%	1.1%
Regional NSW	43.9%	42.5%	-1.4%
Intrastate	69.4%	69.1%	-0.3%
Interstate	30.6%	30.9%	0.3%

TRAVEL PARTY

Share	2015	2016	% Change
Alone	32.2%	33.6%	1.4%
Adult Couple	25.0%	24.4%	-0.6%
Travelling with children	22.9%	21.4%	-1.4%
Travelling without children	14.1%	14.8%	0.6%
Other	5.8%	5.8%	0.0%

PURPOSE OF VISIT - VISITORS AND NIGHTS

Visitors Share	2015	2016	% Change
Holiday	30.0%	29.4%	-0.5%
Visiting friends and relatives	47.6%	46.8%	-0.8%
Business	17.0%	17.5%	0.6%
Education	n.p	n.p	
Other	4.9%	5.6%	0.7%

Nights Share	2015	2016	% Change
Holiday	27.6%	27.3%	-0.4%
Visiting friends and relatives	51.8%	48.3%	-3.5%
Business	12.9%	15.5%	2.5%
Education	n.p	n.p	
Other	6.5%	7.7%	1.2%

Appendix 3: WESTERN SYDNEY SWOT ANALYSIS

STRENGTHS

- Diverse region
- Greater Blue Mountains World Heritage Area
- 3,600 km² of national parks
- Rich heritage & history
- Multi-cultural society – over 35% of Western Sydney residents born overseas
- Olympic legacy; sporting venues and facilities
- Western Sydney University
- Existing cultural and arts centres/facilities to build on
- Existing events calendar is a solid base to build on
- Parramatta growth boom – population and CBD economy
- 40,000 international students already in Western Sydney

WEAKNESSES

- Both consumers and trade have low awareness of Western Sydney's tourism and events offering
- Western Sydney is currently a "drive through" destination between the Sydney CBD and the Blue Mountains
- Tourism attractions are widespread, and not well linked
- Lack of sufficient accommodation stock, variety and quality
- Inadequate transport links to and within Western Sydney
- Inadequate tourist information and signage
- Lack of conferencing infrastructure
- Iconic Olympic facilities are run down
- Under investment in natural assets
- Labour and skills shortages
- Fragmented approach to destination management
- No long-term growth strategy
- No Destination Network or similar body covering all of Western Sydney
- Only parts of Western Sydney have access to visitor economy funding programs

OPPORTUNITIES

Capitalise on current growth trend in both domestic and international tourism
 Proximity to Sydney CBD/International Airport – number one gateway for overseas visitors
 New Western Sydney International Airport
 Population growth
 Significant Parramatta riverfront development
 Parramatta Stadium rebuild
 Development of new medical precincts – Westmead, Penrith, Liverpool
 Planned transport infrastructure investment
 Planned & future accommodation investment
 Visitor attraction investment
 New Destination Network approach (part of WS)
 Capitalise on Western Sydney University
 Strong corporate, Government and association market in Sydney and Canberra
 Olympic Park upgrade
 Parramatta Square
 Warwick Farm
 Powerhouse Museum - Museum of Applied Arts and Sciences
 Develop touring routes and packages
 Develop caravanning and camping parks
 Clearly define Western Sydney boundaries and build third party advocacy
 Western Sydney City Deals

THREATS

Negative perception by domestic and international consumers and trade
 Negative publicity by Sydneysiders and others
 Lack of interest by trade
 Consumers don't see value proposition
 Intense competition – domestic, international, business events
 New ICC in Sydney could win business currently going to Western Sydney

Destination NSW

Postal address:
GPO Box 7050,
Sydney NSW 2001

Street address:
Level 2, 88 Cumberland Street,
Sydney NSW 2000

T +61 (0) 2 9931 1111

F +61 (0) 2 9931 1490

W destinationnsw.com.au

