

Reports of the Community Services Committee Meeting held at 5.30pm on Tuesday, 8 December 2015.

APOLOGIES

ACKNOWLEDGEMENT OF LAND

DECLARATIONS OF INTEREST

Pecuniary Interests

Non Pecuniary – Significant Interests

Non Pecuniary – Less than Significant Interests

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Minutes of the Community Services Committee held on 8 December 2015

Present

Councillor T Rowell (Chairperson)
Councillor G Bricevic
Councillor M Oates
Councillor R Thompson
General Manager - Mrs L Deitz
Acting Director Community Services - Mrs J Uluibau
Director Strategy - Mr J Lawrence
Manager Communications and Marketing - Mrs B Naylor
Acting Manager Customer Service - Ms M James
Acting Manager Education and Care Services - Ms G Vickers
Manager Healthy Lifestyles - Mr M Berriman
Manager Library Services - Mr G White
Manager Technical Services - Mr K Lynch
Community Project Officer - Mrs L Grimson
Curator Contemporary Art - Mrs M Monte
Policy and Governance Coordinator - Ms J Warner
Executive Assistant - Mrs D Taylor

Apologies (Rowell/Oates)

That the apologies from Councillors Lound, Matheson and Glynn be received and accepted.

CARRIED

Acknowledgement

The Chairperson, Councillor Rowell, acknowledged the efforts of Council's Strategic Youth Development Officer, Michele Mullineaux and Council's Youth Project Officer, Dave Ramas, at the TAFE NSW 'Envision Exhibition 2015' held on 26 November 2015. Both Mr Ramas and Ms Mullineaux represented Council at this event, delivering an informative speech and engaging with all attendees.

Acknowledgement of Land

An Acknowledgement of Land was presented by the Chairperson Councillor Rowell.

DECLARATIONS OF INTEREST

There were no Declarations of Interest at this meeting.

1. COMMUNICATIONS AND MARKETING

1.1 Macarthur Destination Management Plan 2016-2020

Reporting Officer

Manager Communications and Marketing

Attachments

Macarthur Destination Management Plan 2016-2020 (contained within this report)

Purpose

To present to Council the draft Macarthur Destination and Management Plan (DMP) 2016–2020, as prepared by consultancy group, The Stafford Group.

History

For a number of years, Campbelltown City Council has demonstrated a commitment to developing and supporting tourism within Campbelltown City, starting with the opening of the Campbelltown Visitor Information Centre in 1997.

Council began working proactively with Camden and Wollondilly Councils to promote the Macarthur region in 2006. This was initially completed on a project by project basis.

A more structured approach to tourism was committed to in 2008, with Campbelltown and Camden Councils equally funding the development of a Macarthur Regional Tourism Strategy. An external consultant was engaged to create a three year marketing strategy and action plan for the Macarthur region for the period up to 2012. This strategy was adopted by Council on 14 October 2008 (item 1.1, Corporate Governance – Macarthur Regional Tourism Strategy and Action Plan 2008–2011).

On completion of the first strategy, a second strategy was developed and adopted by Council on 13 March 2012 (item 1.4, Corporate Governance – Macarthur Regional Tourism Strategy and Action Plan 2012–2015) to build on the successful actions and projects from the previous strategy. Milestones from both previous strategies were reported to Council on an annual basis.

The draft Macarthur Destination Management Plan (DMP) was the subject of a Council briefing on Tuesday 1 December 2015.

Report

A number of key achievements have been realised through the progress of both strategies, such as:

- Hosting more than 80 travel journalists and editors from a range of newspapers and publications, on familiarisation tours of Macarthur since 2009
- Sydney Weekender filming nine individual segments, plus an entire episode on the Macarthur region. The episode, which aired in October 2013, was the highest rating episode for the year
- Development of the Visit Macarthur Facebook page - through active engagement and the implementation of the Macarthur Social Media Marketing Strategy, interaction and page likes have increased to 10,580 (November 2015) since the page was developed in 2012
- Development of a new tourism website for Macarthur www.macarthur.com.au, which went live in February 2013. Between February 2013 and November 2015, the site had been visited by more than 342,776 users, viewing more than 806,125 pages
- Development of a What's On in Macarthur monthly e-newsletter in December 2012, with a current database of more than 1300 subscribers, in addition to the 1200 copies of the printed version also distributed each month
- Coordination of guided group tours to the region. On average, approximately 110 group tours per year are coordinated by the Visitor Centre staff who work with various groups and organisations to develop tailored tours, itineraries and a broad range of experiences to not only encourage new groups to visit, but also repeat visitation.

Council engaged the services of The Stafford Group to develop the draft DMP in collaboration with Camden Council. To prepare the DMP, The Stafford Group undertook an extensive literature review, liaised with a range of key stakeholders including local operators, Destination NSW, Infrastructure NSW, National Parks and Wildlife Services, Arts NSW, and consulted with key Council staff including the General Manager, the previous Mayor and various directors and managers.

The DMP has been developed addressing strategic themes and opportunities encompassing:

- Product development and partnerships
- Marketing and promotion
- Support for local and regional business development and expansion
- Visitor servicing.

The DMP stands to be an important element of Council's approach for economic development and job creation in Campbelltown and the Macarthur region more widely. While it has been developed to complement and add value to Council's existing strategies, the DMP recognises the potential significance of increased visitation to Campbelltown as a destination for recreation, art and culture, leisure, and a range of other tourism experiences.

The strategy embedded in the DMP outlines ways in which to build on the visitor opportunities that Campbelltown City currently has to offer, but also identifies opportunities for future growth and development. It leverages against the distinctive assets of Campbelltown – both natural and man-made – as opportunities to identify and develop as tangible visitor experiences, with an economic and community value.

While the DMP has been developed for the Macarthur region, the actions have been divided into specific actions for Campbelltown, Camden and the Macarthur region, allowing each Council to implement opportunities and actions according to their specific priorities.

Some of the potential key opportunities identified specifically for Campbelltown include development of a premium style holiday park and expansion of the existing accommodation offer; nature based leisure opportunities (e.g. boardwalks and trails to access the river, tree tops walk/zip lines/ropes course); a threatened species education and interpretation centre; music festivals and large scale events; and developing a medical tourism strategy which links to Western Sydney University's School of Medicine. Food based visitation is also an opportunity that is worthy of further examination.

A working group made up of staff from various sections across Council will assist in the implementation of the Campbelltown opportunities, with regular progress reports to Council.

Officer's Recommendation

That the Macarthur Destination Management Plan 2016-2020 be adopted.

Committee's Recommendation: (Oates/Thompson)

That the Officer's Recommendation be adopted.

CARRIED

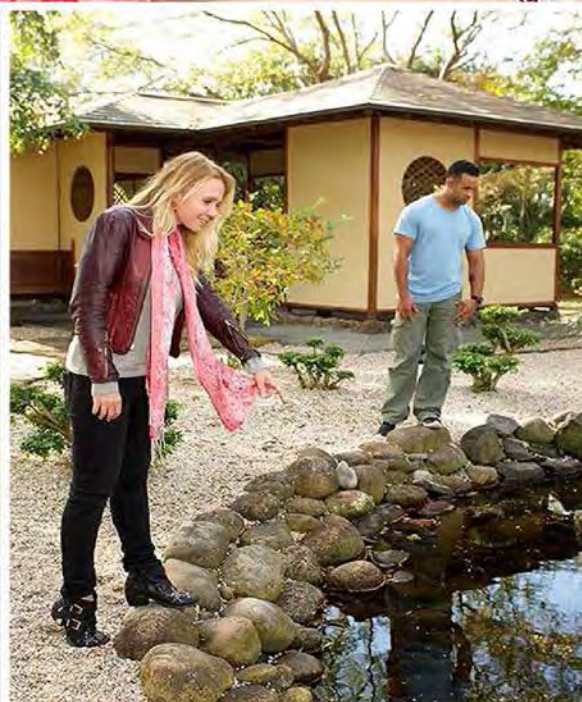
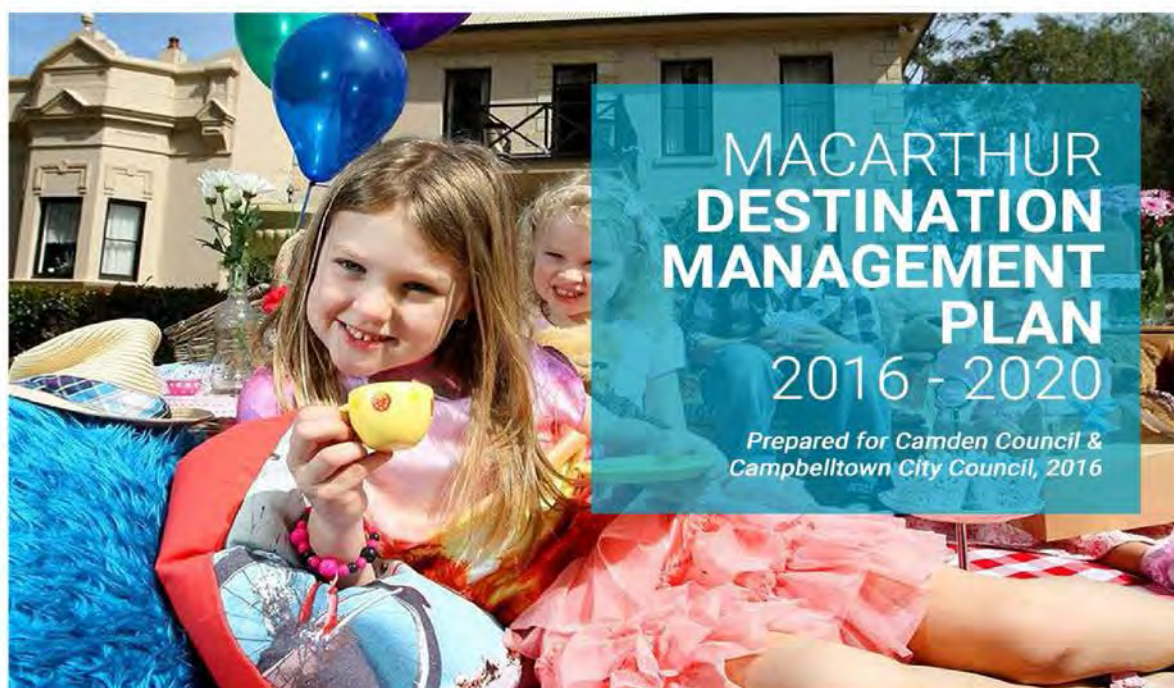
Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

ATTACHMENT 1





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THE STAFFORD GROUP

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1. Executive Summary

1.1. Overview

The Stafford Group (The Group) was commissioned by Campbelltown City Council and Camden Council (the Councils) to undertake the development of a Destination Management Plan (DMP), including a Marketing Action Plan (MAP), for the Macarthur region.

This DMP has been developed as an update to the previous Macarthur Regional Tourism Strategy 2012 – 2015.

1.2. Purpose

The purpose of the DMP and MAP (here on referred to as the DMP) is to provide the Councils and all stakeholders with a clear understanding of:

- Key visitor markets and segments;
- Major preferences for experiences;
- Forecasted visitor growth; and
- Existing and potential experiential strengths of the region.

When developing this DMP, The Group has focused on tangible outcomes which can be achieved within a realistic timeframe rather than offering a wish list.



1.3. Issues and Gaps

Throughout the course of developing this DMP, a number of issues and gaps in the Macarthur tourism sector have been identified (see Figure 1 below). Whilst both Councils will need to play a key role in supporting the tourism sector going forward, it is important to note that the responsibility for resolving these broad ranging issues does not fall entirely on each Council's shoulders. Rather, the opportunities listed in this DMP, require the active participation of each Council as well as the tourism industry throughout the Macarthur region working in unison.

However, in the absence of a large tourism sector, the Councils will need to take a more hands on role to guide tourism activity until the sector grows.

FIGURE 1: ISSUES AND GAPS

Product & Supporting Infrastructure Issues	Marketing & Promotional Issues	Other Tourism Related Issues
<ul style="list-style-type: none"> ▪ Lack of Commissionable Product ▪ Need for a Larger Entertainment Venue ▪ Growing Region – Inadequate Infrastructure Support ▪ Narellan Road ▪ Location of the Camden VIC ▪ Lack of Accommodation in Camden ▪ Inadequate Signage (interpretation and directional) ▪ Need to Upgrade the Camden Civic Centre 	<ul style="list-style-type: none"> ▪ Strong competition from destinations such as Sydney and Surrounding Areas ▪ Inclusion in the Sydney and Surrounds Region ▪ Brand Differentiation ▪ Lack of Cooperative Marketing ▪ Market Perception ▪ Lack of robust visitor statistics to determine visitation trends 	<ul style="list-style-type: none"> ▪ Tyranny of Distance ▪ Parramatta Centric Focus by State Government ▪ Balancing Housing and Tourism Needs ▪ Lifestyle Operators ▪ Lack of Industry Cohesion ▪ Lack of higher Quality Dining Options ▪ Lack of Tourism Investment ▪ Lack of Understanding of the Importance of the Tourism Industry ▪ Retail Trading Hours

1.4. The Opportunities

The following table provides a summary of the various opportunities which Macarthur could focus on in order to activate and grow tourism on a sustainable basis. The opportunities have deliberately been kept succinct to ensure the focus is on those opportunities which are likely to generate the best possible returns in the shortest timeframe. They therefore represent the *lower hanging fruit* opportunities identified for Macarthur.

The opportunities are not in any priority order and have been segmented according to the following themes, which also align with the previous 2012 – 2015 Tourism Strategy:

- Tourism Product Development & Partnerships;
- Marketing & Promotion;
- Industry Support; and
- Visitor Servicing.

The realisation of these opportunities will help stimulate stronger visitor growth, increased length of stay, higher visitor spend and better focused tourism profiling for the Macarthur region.

TOURISM PRODUCT DEVELOPMENT & PARTNERSHIPS

- **Holiday Park Development:** Development of a new (or upgrade of an existing) dedicated destination holiday park to support the growing family and caravan and camping market for the Greater Sydney region. Potential exists to make the region the hub for the caravan and camping sector for greater Sydney. Undertake a study to test the feasibility of location, size and financial viability.
- **Haunted Attraction and Festival:** Bring alive the heritage and living stories of Macarthur via a possible themed haunted attraction and/or a horror festival using resources, facilities and performing arts groups across the region. This should leverage off the marketing profile already

TOURISM PRODUCT DEVELOPMENT & PARTNERSHIPS

- established via the Festival of Fisher's Ghost managed by Campbelltown City Council.
- **Food Trails and Cooking Schools:** Leveraging off the growing "foodie" movement within the region, assess potential for boutique food trails which could possibly incorporate art trails and link to those interested in developing cooking schools, spice markets etc.
- **Heritage and nature-based stories through a sound and light show:** Utilising the natural background of the Australian Botanic Garden, develop a sound and light show which showcases the history of the region as a summer time initiative.
- **Link Mount Annan to Western Sydney Parklands:** develop the potential for cycle ways, walk ways and other recreational activity experiences via the Scenic Hills through promoting a 400m wide corridor to benefit local communities as well as attracting visitors.
- **Strengthen liveability of Glenfield to Macarthur Urban Renewal Corridor:** introduce tourism and related leisure elements to strengthen regional identity and liveability via various food and related experiences and promote places of interest.
- **Botanic Gardens Amphitheatre, Sculpture Garden, Horse Trails and Luge:** Development of an all-weather amphitheatre within the Australian Botanic Garden. The facility could also include various sculpture trails – art trails to offer a composite attraction linked to the Gardens botanic experiences to increase the visitor experience (the size of the amphitheatre would need to be investigated to achieve an optimum size, opening up remote areas for horse trails and investigate introducing a luge style attraction on the steeper terrain facing Campbelltown).
- **Arts Trail Activation:** There is a growing and strong arts community across a variety of arts form. Develop an art trail program to showcase artwork, which could potentially include an outdoor art sculpture trail, art festival and residential art programs and forums.
- **National Equine Experience Centre:** Development of a National Equine Experience Centre, showcasing the history of the equine industry, not only in the broader Macarthur region, but potentially nationally.
- **Aviation Business Park:** Investigate the potential to develop the current Camden Airport into an aviation business park to cater to the needs of a fly-in market needing places to land and store aircraft, for the maintenance of light aircraft and



TOURISM PRODUCT DEVELOPMENT & PARTNERSHIPS

long term hangars etc. (we note the issue of Camden Airport potentially closing when Badgerys Creek is fully operational but this may still be 10+ years out).

- **Regional Sports Centre of Excellence:** grow sports tourism visitation and related economic benefits through strategic links to regional sports facilities offering a South West regional hub.
- **Aviation Museum:** Creation of an interactive aviation museum to showcase the history of local aviation activity in the Sydney region and leveraging off the region's airport.
- **Boutique Glamping:** Development of a boutique, quality eco-tent cluster on Council or Reserve land to provide a unique experience and cater for higher spending leisure visitors and to encourage links to treks through surrounding national parks.
- **Riverside Activation:** Investigate riverside walks allowing access to the George's and Nepean Rivers. The walkways could also offer mountain biking trails potentially and also include interpretation which features Indigenous history.
- **Music Festival:** Development of a music festival which leverages off the growing population and significant creative community in the region.
- **Investigate motor sport technology precinct:** Undertake a study to test the viability of creating a motor sport precinct as part of a wider greater Sydney initiative. Link to WSU and TAFE for training and education options as well as offering a technology park for engineering excellence.
- **Stimulate Investment into Macarthur:** Development of an investment memorandum for Macarthur which shows the type of tourism development options available and that each Council is more likely to support. There is a need to be proactive to entice new investment rather than passively waiting for it to occur.
- **Regional Sports Centre Precinct:** Potential to develop a south west Sydney major sports precinct within the proposed Campbelltown Stadium precinct or nearby and with an attached conference/entertainment centre and supporting infrastructure and facilities.
- **Regional Food Precincts and Hubs:** Development of various food experience hubs including for a café/restaurant and bar entertainment zone within the proposed regional stadium – accommodation precinct and others offering themed food markets, cultural cuisine and offering evening outdoor venue spaces.
- **Strengthening the Regional Arts Hub:** Recognising the strong performing and visual arts sectors within Campbelltown especially, and

TOURISM PRODUCT DEVELOPMENT & PARTNERSHIPS

developing a strategic alignment to support the expansion of facilities to grow the sector overall throughout the region.

MARKETING & PROMOTION

- **Brand Identity:** Definition and creation of (in consultation with the tourism industry) a tourism brand identity for the Macarthur region and linking to the sub-brands of Camden and Campbelltown. The brand needs to be appropriate not only for tourism and event promotion, but usable by other sectors of the economy. Currently the Macarthur brand name has a low profile and what it stands for is unknown which offers an opportunity.
- **Redeveloped Website and Augmented Reality Mobile App:** Once an identity has been established, develop a new or update the existing Macarthur regional tourism website and linked mobile app to promote the region and its offerings and to potentially offer augmented reality tours of the region.
- **Event Calendar:** Develop a regional events calendar which can be integrated into the destination website for Macarthur and can be referred to as the region's official event guide.
- **Event Evaluation:** Creation of an event evaluation criteria to be applied to existing and potential events. The purpose of this criteria is to assess their likely benefits and to ensure each Council's support is being applied to those events likely to generate the greatest economic and social benefits.
- **Packaging of Product:** Develop a range of bookable packages to showcase the unique tourism product within the Macarthur region, including accommodation, transport, food and beverage, attractions, and where possible tied to events etc.
- **Tourism Awareness Campaign:** Design a tourism awareness campaign to promote to residents of Macarthur. This is needed to highlight the importance of the tourism industry and how far the tourism dollar spreads throughout their economy. This should also be used to indicate each Council's enabling role and resource commitment to support and grow the tourism industry.
- **Car Club Destination Promotion:** Profile the region as a destination for car enthusiasts and car clubs requiring a mix of winding and straight



MARKETING & PROMOTION

- roads, good food and beverage outlets and event venues to showcase the vehicles on display.
- **Develop a Medical Tourism Strategy:** Creation of a medical tourism strategy, leveraging off the growing Campbelltown Hospital and links to the WSU School of Medicine, to attract international patients wanting to come to Australia for elective surgery as well as medical conferences etc.
- **Greater Profiling of Bird Watching:** Greater profiling of birdwatching experiences throughout the region, particularly focused on the Australian Botanic Garden and the 160+ species of birds which reside within the Gardens but also covering bird watching on Council reserve land and waterways, and within National Parks.

INDUSTRY SUPPORT

- **Industry Taskforce:** Develop a Tourism Industry Taskforce as an informal committee of each Council (not a 355 Committee) which comprises two representatives from each Council as well as six tourism stakeholders in total to represent the tourism industry in each of the LGAs.
- **Visitor Data Base:** the lack of available and robust visitation data makes it challenging to determine market trends and to monitor opportunities. A strategy is required to gather visitor data from all accommodation establishments, attraction sites, theatres and other performance venues on a monthly basis.

VISITOR SERVICING

- **Visitor Information Services Review:** To ensure that the VICs across both LGAs are operating to their most effective capacity, a visitor information services review should be undertaken.
- **Feasibility to Assess Location of Camden VIC:** Undertake a feasibility study to assess the current location of the VIC and the potential to relocate the VIC to Camden town centre to leverage off greater pedestrian numbers and exposure.
- **Free Wi-Fi at the VICs:** Consider offering free Wi-Fi at the region's two VICs to encourage use of the regional website and visitor dispersal throughout Macarthur.
- **Gateway Landscaping:** To create a stronger sense of arrival into the Macarthur region, commission a gateway landscaping strategy for streetscaping each of the primary arrival points

VISITOR SERVICING

- into the region and/or the primary tourism precincts, nodes and hubs identified including exit ramps off the Hume Highway.
- **Signage Program:** Develop a signage program to ensure there is a uniform approach to directional and interpretive signage throughout the Macarthur region. This should also highlight the approach which industry operators will need to follow to have quality signage installed.
- **Roving Ambassador Program:** Creation of a volunteer roving ambassador program. These roving ambassadors can provide directions, general information etc. to visitors to the Macarthur region and may be situated at main tourism hotspots, including the town centres, event locations etc. The program could capitalise on the excellent local knowledge of retirees keen to promote the area.

1.5. An LTO for the Macarthur Region

One of the challenges which the tourism sector in Macarthur faces is the ability to create a unified voice for addressing issues, raising awareness and lobbying government at all levels for various forms of support to grow tourism.

Whilst both Councils are keen to eventually see the establishment of an industry operated Local Tourism Organisation (LTO) to act as Macarthur's peak tourism body, the current operating environment in Macarthur makes this outcome slightly premature.

There are a number of criteria which need to be achieved before a viable LTO is able to be established, such as commonality and agreement amongst competing operators/areas and their recognition that their ability to lobby and leverage support is dependent on them playing effectively as a team. Usually, the establishment of an industry-operated LTO is part of an evolutionary process in the maturing of a tourism destination within a region.



Currently, this commonality and agreement does not adequately exist. To deliver a workable model for the interim, we would recommend the following approach.

- Both Councils to establish a Tourism Industry Taskforce Group to represent the tourism industry throughout both Campbelltown and Camden LGAs.
- Representatives should comprise members from each Council as well as selected individuals (chosen via a formal EOI process) from the tourism sector within Macarthur (however this may also include those who reside outside of the region but who may be passionate about Macarthur).

As each Council has agreed to continue to play a significant role as enablers of tourism throughout the Macarthur region, this offers an appropriate interim step until such time in the future that a strong and coordinated LTO is able to be created.

1.6. Going Forward

Macarthur offers many attractive areas and experiences as a visitor destination and has the potential to develop as a more highly recognised and diversified tourism region. This outcome is possible if a whole of industry approach is created, and if each Council and industry can work collaboratively to develop the structure, marketing and working environment required for this to occur.

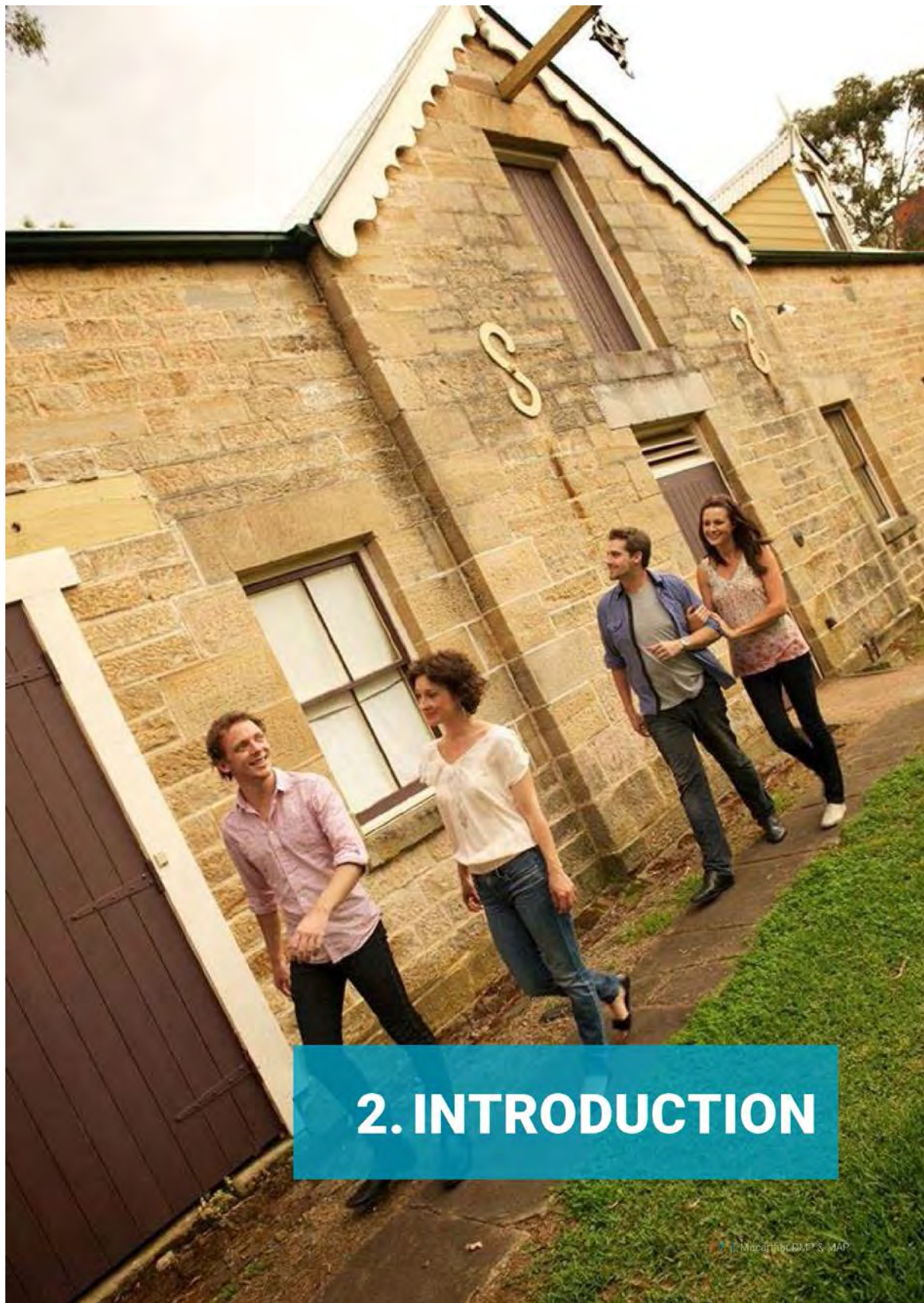
The recommendations provided in this DMP focus on options that are seen to identify product and tourism investment opportunities which can be used as stimulants to develop a more unified tourism direction forward for Macarthur and to

encourage additional investment into and stronger marketing of the region.

Industry feedback gathered through the consultation for this DMP indicated that focusing on marketing of existing product alone would not activate the opportunities identified and adequately address the challenges; there is a need for new product (either through enhancing existing product or actively facilitating new product. In tandem with this is the under investment in tourism which has occurred for quite some time and which needs to be addressed.

There also may be opportunities for the Macarthur region to offer Sydney-wide tourism experiences in the absence of these experiences and opportunities occurring elsewhere such as interactive haunted attractions, an equine visitor experience centre, a medical tourism hub (accommodation and hospital facilities linked, a luge ride attraction experience, a Sydney aviation museum, a series of boutique commercial glamping sites, a major caravan holiday park, etc.





2. Introduction



2.1. Overview

The Stafford Group (The Group) was commissioned by Campbelltown City Council and Camden Council (the Councils) to undertake the development of a Destination Management Plan (DMP), including a Marketing Action Plan (MAP) for the Macarthur region.

This DMP has been developed as an update to previous Macarthur Regional Tourism Strategy 2012 – 2015 and with a stronger emphasis on new product development and related investment requirements.

At a State Government level, the creation of DMPs for tourism destinations throughout NSW was listed as a recommendation in the Visitor Economy Taskforce Report. The purpose of the DMPs is to provide “clear frameworks to guide Government support at all levels and industry investment to deliver experiences that match and exceed visitor expectations and provide growth”.¹

¹ Final Report of the Visitor Economy Taskforce, A Plan to Double Overnight Visitor Expenditure to NSW by 2020, June 2012, NSW Government Trade & Investment

2.2. Purpose

The purpose of the DMP and MAP (here on referred to as the DMP) is to provide the Councils and all stakeholders with a clear understanding of:

- key visitor markets and segments;
- major preferences for experiences;
- forecasted visitor growth; and
- existing and potential experiential strengths of the region.

2.3. Methodology

The process to complete this DMP involved the following:

- initial liaison with each Council to gather background information and to discuss the consultation program for the DMP;
- an ongoing literature review to build a quality context for the DMP and to fully understand projects and strategies as well as relevant government policies affecting the region;
- consultation with each Council as well as tourism industry stakeholders (as advised);
- desktop research, including a full audit of tourism product within the Macarthur region and collection of historic visitor data to each of the LGAs;
- multiple visits to the region to review product, meet with operators and assess new opportunities and development sites;



- liaison with industry operators (accommodation providers, food and beverage providers, farm operators, attraction operators, transport providers etc.);
- structured meetings with each Council to discuss the vision for tourism, infrastructure, development and discussion around related projects such as business parks, stadia, town centre revitalisation and education sector development;
- completion of the estimated net economic benefit tourism generates for the Macarthur region and, based on visitor forecasts, what its potential may be over the next 10 year period;
- prioritisation of the opportunities identified based on discussions with each Council, DNSW and tourism industry stakeholders etc;
- development of an Action Plan based on the opportunities identified;
- compilation of progress report findings into this DMP document to highlight issues and opportunities which have been considered by each Council; and
- presentation of the draft findings to key stakeholders in both Campbelltown and Camden.

This DMP has been finalised after final comment was received from both Councils.

The Group would like to take this opportunity to thank each Council and all stakeholders who have assisted in the ongoing development of the DMP for Macarthur.





3. Situation Analysis

3.1. Plan Context

This DMP is the result of continued collaboration between Campbelltown and Camden Councils. Both Councils have historically and continue to recognise the important role the tourism sector plays directly and indirectly in their economies and work well in unison.

Both Councils have been actively advocating for the tourism sector since the 1990s. The following provides a summary of key milestones in this journey.

3.1.1. Camden Council Milestones

- 1983: Participation in the Macarthur Country Tourism Association (MCTA).
- 1988: Camden Visitor Information Centre opened.
- 1991: Council took responsibility for tourism following the closure of MCTA.
- 2000: Camden Tourism Strategy 2000 - 2005 adopted.
- 2004: 70% of the strategy actions were fully or partially implemented.
- 2005: Camden Tourism Action Plan 2005 - 2008 adopted.
- 2005: Camden Tourism Officer appointed.
- 2005: Partnership developed with Campbelltown City Council to develop a brand and image for the Macarthur region.
- 2007: www.visitcamden.com.au website developed.
- 2008: Consultant appointed to develop the Macarthur Tourism Strategy and Action Plan 2008 - 2011.

- 2008: Consultant appointed to develop the Camden Tourism Strategy and Action Plan 2008 - 2011.
- 2012: Consultant appointed to develop the Camden Tourism Strategy and Action Plan 2012-2015.
- 2015: Consultant appointed to develop this Macarthur DMP.

3.1.2. Campbelltown Council Milestones

- 1983: Participation in the Macarthur Country Tourism Association (MCTA).
- 1991: Council took responsibility for tourism following the closure of MCTA.
- 1997: Campbelltown Visitor Information Centre 'Quondong' opened.
- 1999: Campbelltown Tourism Action Strategy 1999 - 2002 adopted.
- 2002: Actions within strategy had been implemented.
- 2002-2005: Campbelltown City Council undergoes a corporate restructure. Tourism moves from Community Services to Corporate Governance in the newly created Communications and Marketing section.
- 2005: Campbelltown Tourism Action Plan 2005 - 2008 developed.
- 2005: Partnership developed with Camden Council to develop a brand and image for the Macarthur region.
- 2006: www.visitmacarthur.com.au website developed.
- 2008: Consultant appointed to develop the Macarthur Tourism Strategy and Action Plan 2008 - 2011.

- 2012: Campbelltown City and Camden Council worked in partnership to develop the Macarthur Tourism Strategy and Action Plan 2012 – 2015.
- 2015: Consultant appointed to develop this Macarthur DMP. The development of this DMP is a result of the Campbelltown's Community Strategic Plan Delivery Program which seeks to "support regional tourism" via the development of a regional tourism strategy.²

3.2. The Macarthur Region

The Macarthur region (highlighted in yellow in the below figure) comprises the Campbelltown and Camden LGAs, which together, cover approximately 513 square kilometres. The region has a total population of over 202k residents³, with approximately 71% of these residents living in the Campbelltown LGA.

FIGURE 2: MAP OF THE MACARTHUR REGION



² Campbelltown Community Strategic Plan Delivery Program 2013 – 2017, page 27

The Macarthur region is included within the Greater Sydney or Sydney and Surrounds region, as defined by Destination NSW. This Greater Sydney region includes major visitor destinations such as Circular Quay, Manly, Bondi Beach and Sydney Olympic Park etc. Whilst close proximity to these major visitor destinations can be advantageous for Macarthur, it can also be problematic in positioning the Macarthur region as a destination in its own right. Macarthur therefore operates in a highly competitive marketplace.

The proximity (1 hr drive to the Sydney CBD) is a real asset with such a large population catchment so close. However, being so accessible makes it far harder to be recognised as distinctly different from other parts of Greater Sydney without unique product to promote and rely on.

FIGURE 3: DISTANCE FROM SYDNEY CBD⁴



³ <http://profile.id.com.au/macro>

⁴ Driving distances determined via Google Maps.



Furthermore, being relatively close to a number of popular destinations (such as the Southern Highlands and the Blue Mountains) which Sydney short break visitors can choose from, makes it more challenging to position and sell the Macarthur region as a short break overnight destination.

Figure 3 on the previous page reflects the distance from the Sydney CBD to the Macarthur region and other nearby tourism destinations on Sydney's doorstep, including the Blue Mountains, and marginally further out to the Southern Highlands, the Central Coast and the South Coast. This highlights the competitive environment the Macarthur region has to operate in and why finding a clear point of difference is so important.

Significant urban expansion out into parts of the Macarthur region (and broader Western and South Western Sydney) for residential development has also impacted on the way the region is perceived (possibly seen more as a major dormitory suburb now for greater Sydney and less as a possible tourist destination in its own right). This generates challenges in how it is perceived.

Nevertheless, being very close to such a large urban catchment area (Sydney), makes the region highly accessible not only to the local domestic market but also the inbound international market with the majority of international visitors flying into Sydney. A number of opportunities to capture these markets are included within this DMP. Importantly however, Macarthur needs to actively

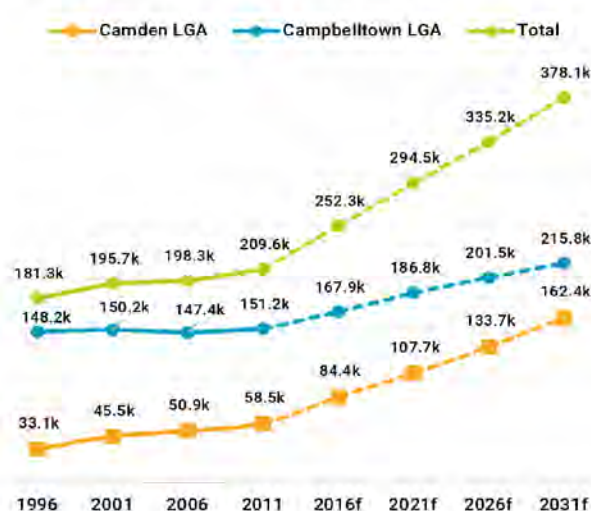
encourage more local domestic visitors from Greater Sydney as these are the easier visitor market to access.

In summary, a proactive and well-coordinated approach is needed, with each Council working closely together and with industry to raise the region's profile and overall awareness.

3.3. Population

The following figure provides a summary of the historic population growth of both the Camden and Campbelltown LGAs from 1996 - 2011, as well as forecasted population growth from 2016 - 2031.

FIGURE 4: HISTORIC POPULATION AND FORECASTED GROWTH⁵



Over the 15 year period from 1996 - 2011, Camden has experienced strong population growth, with its resident population increasing by 77% (or approximately 25,000⁶ residents). Campbelltown's

⁵ 1996 - 2006 figures are from NSW Department of Planning - *New South Wales Statistical Local Area Population Projections, 2006-2036*.

2011 - 2031 figures are from NSW Department of Planning and

Environment - *New South Wales State and Local Government Area Population Projections, 2014 Final*

⁶ Note, figures have been rounded.



population has also grown, albeit at a lower rate, growing by 2% (or just under 3,000 residents).

The NSW Government's *A Plan for Growing Sydney* (2014) expects this growth to continue, stating "the South West subregion is the fastest growing subregion in Sydney".⁷

As of the latest Census in 2011, the Macarthur region had a total population of just under 210,000 residents. The majority of these residents (72%) reside in the Campbelltown LGA, although this split is changing as the Camden region continues to experience strong population growth tied to new urban release areas.

Importantly, these growing local communities support the need for a variety of new visitor experiences to encourage a local market to stay and experience the region, as opposed to travelling into the Sydney CBD, Southern Highlands or the Blue Mountains.

3.4. Visitation to the Macarthur Region

3.4.1. Visitor Numbers

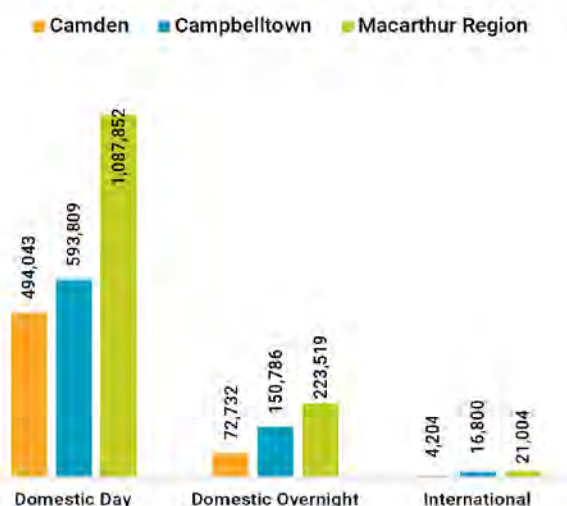
Detailed visitation data down to the LGA level is not readily available and tends to often have significant margins of error. Consequently, Destination NSW (DNSW) produce LGA visitation data on request, in four year periods to obtain an average.

Over the last four year period (YE Sept 2014), visitation to the Macarthur region averaged 1.3m visitors per annum. Of these 1.3m visitors, 57% (or 761,000 visitors) visited Campbelltown LGA whilst

the remaining 43% (or 571,000 visitors) visited Camden LGA.

The following figure provides a breakdown of visitors to the region, based on visitor type and demonstrates the majority of visitors to the region are domestic day trippers, comprising 82% of visitors, followed by domestic overnight visitors (17%) and international visitors which comprises a small percentage of visitors to the region (1.5%).

FIGURE 5: VISITORS TO THE MACARTHUR REGION (4 YEAR AVERAGE YE SEPT 2014)⁸



3.4.2. Average Length of Stay

The table on the following page provides a breakdown of the estimated average length of visitors to Macarthur over the four year period 2011 – 2014.

International visitation has a far higher average length of stay as these would comprise those in the region for business and/or education purposes and who tend to skew the international

⁷ A Plan for Growing Sydney, page 128

⁸ Special data request to DNSW



holiday/leisure visitor average length of stay considerably.

TABLE 1: AVERAGE LENGTH OF STAY (4 YEAR AVERAGE YE SEPT 2014)⁹

	Camden	Campbelltown	Macarthur Region
Domestic Day	-	-	-
Domestic Overnight	3.1	2.8	2.9
International	24.7	25.7	25.6

3.5. Regional, State and National Trends

The following provides an overview of regional, state and national trends which influence Macarthur's ability to successfully grow tourism. These trends are focused particularly on tourism, but also include economic development, environmental management, governance and social wellbeing. The trends illustrate areas where Macarthur could tap into and are generic.

3.5.1. Tourism continues to grow internationally

World Tourism Organisation (WTO) figures highlight continued growth in travel globally, with constant growth in all sectors: leisure, business, conferencing, visiting friends and relatives, MICE, education trips, food tourism, cruise, special interest markets etc.

Even with the global financial crisis, worldwide tourism figures overall have reflected growth. City-based market segments are looking for new day trip and overnight destinations. The development of new visitor experiences and activities in the

Macarthur can pick up on the major urban conurbation of Sydney's desire for new and easily accessible experiences (particularly because there has been a lack of new tourism product created in and around the Sydney region for some time).

Whilst tourism is not recession proof, it is far more resilient than previously, as visitor markets often view tourism and travel as a necessity rather than a luxury. This equates to more day trippers coming to regions such as Macarthur and to escape city-based areas as long as there is new or refreshed product promoted to them.

3.5.2. Developing countries are the standout for medium term growth

The rapid growth of visitor generating markets, such as many of those in South Asia, are already well targeted by DNSW and Tourism Australia. These visitors, coming in increasingly larger numbers, are not just after the city based experience which Sydney CBD can offer. These visitors are also keen to visit rural and regional areas where they can access suitable and appealing product.

Macarthur, surrounded by rural/natural environment, could start to develop packaged tours for these visitors. Even simple activities such as river-based kayaking, walking tours, fruit picking, horse riding etc. can have strong appeal to a number of these international visitor markets who may only visit as day visitors, preferring to stay in city based accommodation.

⁹ Special data request to DNSW

3.5.3. Growth in those coming from Asia

NSW is experiencing a significant increase in visitors coming from Asia (particularly China, India, Indonesia and Malaysia), but many regions are not yet ready with product or service standards to capitalise on the growth potential.

Macarthur has potential in developing inbound tours ex Sydney if it can link Sydney-based tour operators and deliver on the desire for day trips, adventure tourism, and passive tours to look at heritage buildings etc. This could include leveraging on the region's relationships with surrounding LGAs such as Wollondilly and the Southern Highlands to develop packaged tours as part of tour circuits around the South West.

3.5.4. A growing middle class

Greater prosperity, not only within Australia, but internationally, is rapidly growing the visitor markets with the disposable income required to go travelling.

After visitor markets tick off the major local destinations of interest (Sydney, Gold Coast and Melbourne), they tend to go looking for the next level of visitor experiences. As long as Macarthur has the products to entice the domestic market who are looking for new passive and active experiences and new events (and that these are well packaged), it can benefit from this growing cohort of mostly domestic visitors looking for new experiences within easy access of Sydney.

Importantly however, Macarthur needs to be mindful that competition is intense for capturing the domestic market, especially those interstate visitors basing themselves in Sydney and looking

for surrounding regional day trips which offer unique experiences.

The declining Australian dollar is also creating more opportunities for the domestic market to holiday at home if the right product exists. The market is value driven rather than price led.

3.5.5. Changing cultural and entertainment tastes of Chinese tourists

Initially, visitation ex China was via highly structured tours. As this market has matured, so has the need for new experiences which they can undertake in smaller groups (mini bus sized special interest tours) and as family groups (using rental cars to explore). The desire now exists to travel as free independent travellers and without venturing too far from major gateway cities such as Sydney.

Macarthur is geographically well located to pick up on this changing market need. This market is keen to see more Chinese quality dining experiences, more late night (7pm – 10pm) shopping opportunities and tours to factory outlets. They may also be interested in horse breeding, horse racing and the equine sector generally which the Macarthur region is particularly strong in.





3.5.6. New Competition for NSW – developing countries are heavily investing in tourism

The challenge for NSW (and Macarthur specifically) is that the level of competition from developing countries to attract tourists is intense and the level of investment occurring is significant.

Without new investment occurring into new tourism product within Macarthur to attract local, intrastate, interstate and international visitors, visitor growth opportunities are likely to be slow to eventuate and potentially may not occur at all.

From work undertaken in the surrounding regions, we note that most councils are actively looking to encourage investment and development into new and improved facilities in order to grow their share of visitor numbers and more importantly visitor yield. In addition, tourism facilities often correlate with new recreational facilities for locals.

3.5.7. Rapid growth in youth travel

The youth market (under 25's) is growing significantly fast, often buoyed by school based excursions, school exchanges and younger people travelling with more confidence as they leave school or during their university holidays or work breaks.

Macarthur can capitalise on this youth market providing it can supply the pursuits this segment is looking for. For the short – medium term this may need to focus on packaging adventure experiences to encourage greater youth interest and awareness of the product Macarthur has to offer. Currently, we consider that many domestic markets are unaware of what Macarthur has to offer this niche market.

3.5.8. The youth traveller – more mobile, more wealthy

The youth market has often benefited from travel and holidays traditionally funded by parents. This has led to a generation (Gen Y and Gen Z) who do not wish to go without the experiences which their parents exposed them to. More disposal income is therefore applied by this sector of the market to travel including an appetite to undertake experiences, enjoy good food and wine and a preference for better quality accommodation.

Macarthur would need to create the product opportunities for this sector to produce sufficient brag value to attract it.

In essence, the youth market has shown to be very resilient and higher spending than many older market segments and needs to be promoted to.

3.5.9. An increasing desire for authentic experiences

The domestic and international market desire more genuine experiences that often may simply include good quality accommodation, horse riding and hiking etc., food experiences linked by effective transport services.

For Macarthur, this will equate to local food and beverage outlets (rather than major chain food outlets), unique events, community events and more unique product. Everyone has art trails, recreation product, food trails and various events so what are the unique elements which will make Macarthur's experiences stand out?



3.5.10. Increased urbanisation is likely to increase the desire for open space

The greater the urban density in the Sydney region, the greater the demand for day or short break excursions to Macarthur with open space qualities to escape the city/urban landscape.

There is significant competition to capture these markets from neighbouring regions, so Macarthur has to look at a marketing campaign which both raises awareness of the product offering and experiences within the LGA and which builds on elements of uniqueness.

3.5.11. Internet usage continues to grow

The increasing use of the internet for researching and buying tourism products means that building an online presence – through social media channels and other online tools (particularly for bookings) – has become important for tourism businesses.

Macarthur operators need to update and maintain their websites on a regular basis.

The product audit which was undertaken as desktop research revealed the challenge associated with websites which either have not been updated because the business is no longer operating or the business owners are lacking the expertise or time required. As a result, visitors are given a false impression of what is available within the Macarthur region.¹⁰

A far stronger and consolidated web based presence is required to promote Macarthur and to

encourage more visitor enquiries for bookings. Whilst the Macarthur tourism website managed by Councils is regularly updated and accurate, various individual operator websites are not being updated regularly and an annual audit of industry websites is required to monitor quality and accuracy.

3.5.12. Increased internet usage on smartphones

There is a growing expectation by visitors to be able access information, maps, brochures, booking facilities and self-guided tours via a smart phone app or smart phone accessible website.

The potential exists to develop a mobile app or mobile accessible website for the Macarthur region which also incorporates visitor interpretation material to provide visitors with an overview of the region and each of the suburbs/areas specifically.

3.5.13. Information technology will continue to change how tourists access and use information

Many regions throughout the country are now well advanced in offering visitor information through a digital platform (websites, mobile apps etc.). There is a steady move away from investment in traditional bricks and mortar style VICs as the cost to councils and industry operators to supply brochures and offer services seven days a week are often noted as prohibitively expensive.

Macarthur should consider whether the funds each Council invests into their VICs could possibly

¹⁰ By way of example, the Macarthur destination website indicates that the Camden Acres Homestead B&B and the Garden Cottage B&B are still operational. However, discussions with Council personnel indicated these two properties are no longer operational.

Additionally, the Camden Acres Homestead B&B's website is no longer operational. This highlights the challenge of ensuring that websites are totally up to date.



generate a better return through investing in online and interactive visitor information tools.

3.5.14. More bookings are made online

Increasingly, visitors expect to be able to book all or most of their travel (accommodation, activities, transport etc.) online, often prior to travelling.

As a result, it is important that Macarthur operators have an active and up-to-date website with booking capabilities (where required). Websites not well maintained will quickly turn off potential visitor interest.

3.5.15. The changing role of the travel agent

The travel agent role is gradually being replaced by direct online bookings for hotels, rental cars, flights and events.

Macarthur needs to investigate technology solutions which will help raise its profile in a cost effective manner and encourage industry to become stronger web-based marketers.

3.5.16. Greater information flows between travellers

Smart phones, iPads etc. enable the sharing of information far more readily. Negative feedback on TripAdvisor, Yelp, Facebook and other travel-related websites can quickly impact on businesses and even destinations.

Macarthur needs to take advantage of increased and improved information flows to use visitors as a marketing tool to encourage others to visit by effective word of mouth advertising.

This will also require ongoing improvements in service standards to better deliver to all visitor market segments.

3.5.17. Overseas holidays are getting cheaper

With low cost carrier flights ex Sydney, there is increasing competition from Asian and Pacific Island destinations to lure the domestic market offshore, even for short breaks (3-4 days). What many of these destinations are doing is offering holidays which are completely packaged (flights, accommodation, transfers, food and activities). This is seen as highly appealing for the short break visitor market which is often time poor.

Macarthur operators need to remain value driven and look for value added components to offer in order to be competitive. The potential exists to package and brand certain experiences as unique.

3.5.18. Cruise ships on the rise

As Macarthur is close to the Sydney CBD, it has the potential to link into land based day and half day tours offered by cruise companies. Offering day tour companies a cluster of Macarthur and surrounding experiences and packaging these up for promoting to these tour companies would be required. It is important to note however that there is intense competition for these cruise visitors as they are often very high spending but also demanding.

Destination NSW (DNSW) has been developing a 10 year Cruise Development Plan¹¹ for NSW. This Plan is being developed because of the record number of cruise ships arriving and the expectation

¹¹ Yet to be publicly released



that this will continue to grow – “in 2013-14 Sydney welcomed a record 261 cruise ships and in 2014-15 an additional 32 are booked to call into our Harbour City”.¹²

Potential also exists to link with cruise ships coming into Port Kembla (Wollongong) in 2016 providing that well packaged tours are able to be offered. Inbound tour operators are likely to be keen to receive tour itineraries which they can market to passengers in advance.

3.5.19. Tourism operators face high (and increasing) costs

Compliance costs, government imposts and approval delays are making it increasingly difficult for tourism companies to remain profitable. Each Council needs to consider ways to assist local operators and incoming tourism companies to help them remain competitive. For example, concerns over delays in getting council approvals need to be discussed and resolved. With more available land for development than many other LGAs in Greater Sydney, Macarthur has the potential to grow and develop as a tourism investment hub, as long as it is seen to be investor friendly, open for business and with planning policies and documents which actively encourage tourism investment.

3.5.20. Lack of investment in the domestic market holds back local potential

Too often, destinations focus on marketing and promotion rather than the improvement of existing product and the development of new product when

attempting to grow visitation and visitor yield to a region.

Challenges in attracting new tourism attractions and facilities and the lack of capital often available to help drive this, need to be addressed. Each Council's leadership role in working with industry is vital in addressing these challenges. Whilst improving market awareness of Macarthur is a highly important outcome, expanding the product mix and creating more development opportunities is equally as important.

3.5.21. The increasing cost of visiting Australia

Consumers will continue to look for value adders being offered to make packages more attractive. The relative strength of the Australian dollar and the economic conditions in some source markets make it even more important for operators in Macarthur to be as value driven as possible.

3.5.22. Staffing challenges

Increasing challenges in attracting and keeping semi-skilled and skilled staff and the impact of penalty rates during weekends and in the evening on business viability are major challenges for hospitality sector operators especially.

Macarthur needs cafes and retailers open, especially during weekend periods when events are on and where more visitors are often about and looking to spend. Working with TAFE and other education providers to help provide tourism and hospitality trainees and apprentices needs to be considered by industry.

¹² 10 Year Cruise Development Plan for NSW Underway (Media Release), Thursday 19th June 2014, Andrew Stoner MP Deputy Premier of NSW

3.6. SWOT ANALYSIS

The following table provides a SWOT analysis for the Macarthur region, focusing on tourism related strengths, weaknesses, opportunities and threats.

It has been created after discussions with various industry and government stakeholders and from the review of research and its analysis.

There are some strengths and weaknesses which correlate back to the 2012 – 2015 Tourism Strategy, but overall a number of new opportunities and challenges have been identified.



TABLE 2: SWOT ANALYSIS

STRENGTHS	<ul style="list-style-type: none"> ▪ Close proximity to key markets, especially Greater Sydney ▪ Both Councils are actively pro tourism ▪ Variety of experiences within a semi-rural setting ▪ Good access to major road and rail networks ▪ Availability of land for development ▪ A number of significant heritage sites ▪ A range of sporting and shopping facilities ▪ The Australian Botanic Garden and the new mountain biking trails ▪ Campbelltown Arts Centre – major regional gallery with a significant exhibition and performance program ▪ Rydges and Quest hotels, Campbelltown ▪ The Cube – continues to attract entertainment and major conferences ▪ Camden – its historic village style and café culture ▪ Campbelltown – cultural diversity and ethnic food stores ▪ Open space – Campbelltown bordered by the Georges River Nature Reserve and Camden surrounded by a rural setting and the Nepean River and Dharawal National Park ▪ Major events such as the Tabcorp Miracle Mile and the Camden Show. 	WEAKNESSES <ul style="list-style-type: none"> ▪ Tyranny of distance from Sydney CBD (too close) ▪ Limited high quality dining options (though we note this is improving) ▪ Perceptions and image of the region as a dormitory residential area ▪ Inability to activate the major rivers for recreation or tourism due to environmental restrictions ▪ Limited accommodation mix ▪ Lack of interpretation and directional signage ▪ Existing performing arts venues too small and/or need upgrading ▪ Lack of marketing budget for tourism promotion ▪ Confusion over what tourism actually is ▪ Retailers closed on the weekend ▪ Location of Camden VIC ▪ Lack of tourism welcome signage on key highways ▪ Relatively small number of larger attractions ▪ Not currently perceived as a destination by visitors to Sydney ▪ Lack of operators following branding guidelines on promotional material and websites ▪ Some businesses looking tired and run down and limited funding to make improvements ▪ Consumer perception of Macarthur, and particularly Camden, as a major residential urban growth area in a rural setting ▪ No regional tourism entity to leverage off ▪ Lack of product packaging ▪ Limited accommodation availability in Camden LGA to cater for larger scale events ▪ Perception of limited things to do in the region and not seen to be a destination ▪ Small scale of performing arts venues (Campbelltown Arts Centre) and others needing upgrading ▪ No night time economy and limited family friendly evening entertainment ▪ Lack of robust accurate visitor data
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OPPORTUNITIES		THREATS
	<ul style="list-style-type: none"> Capitalise on the strength of the equine sector Introduction of new forms of accommodation (glamping, boutique hotel, rural retreats) Partnerships with surrounding LGAs and tourism regions where appropriate Introduction of evening experiences to encourage vibrancy throughout the region Development of cooking schools and enhancement of food trails to leverage off the emerging boutique food sector Capitalise on the air sports activity currently taking place at Camden Airport Development of a brand identity for the region which profiles Macarthur Leverage off the heritage and history of Camden in particular Development of a regional music festival to capitalise on the growing creative community within the region Greater promotion of the region as a destination for car enthusiasts and car clubs Identification of access points for river-based tourism experiences Greater promotion and profiling of Camden Town Farm possibly via events Improving transport connectivity (rail-bus links) Introduce new festivals and events Assess boutique heritage hotel for Camden Reuse existing heritage buildings in Camden township for commercial accommodation, art gallery, expanded food experience, cooking school etc. Develop medical tourism in Campbelltown linked to paediatric focus of Campbelltown hospital and need for new hotel to expand the concept Campbelltown Arts Centre expansion to continue to grow the creative sector in Macarthur Development of accommodation and a national equine visitor centre at Tabcorp Park at Menangle Park Leveraging tourism and recreational options for Badgery Creek Airport visitors and passengers prior to its commencement Creating the walkways, cycleways and amenities to link Mt Annan Botanical Gardens with the Scenic Hills area of Western Sydney Parkland Assessment of aviation business park and maintenance hub at Wedderburn Airport Assessing and introducing visitor attractions such as a luge experience at Mt Annan Botanical Gardens Creating packages for the cruise ship market for ½ and full day tours Assessing and developing regional and state wide skateboard events and competitions leveraging off the various quality skateboard parks within the area Develop an annual visitor survey to create trend data and to monitor project and program outputs 	<ul style="list-style-type: none"> Local residents' attitude ambivalent to tourism Competition from other nearby destinations Nearby mature and rejuvenated destinations with greater marketing budgets Downturn in the economy – reducing disposable income used for travelling and day trips Urbanisation compromising rural / scenic feel to the region Lack of support from State Government to be recognised as a region or as offering a clear tourism proposition





4. Product and Infrastructure Audit

To assess current tourism services and product (attractions, accommodation, experiences etc.) provision throughout the region, The Group has completed a product and experience audit.

4.1. Attraction Audit

Based on desktop research, consultation and assessment, the following table provides a supply side audit of Macarthur's tourism product. The audit identified 140 tourism and recreation related experiences ranging from cultural experiences to adventure experiences to hire companies and tour operators.

It is important to note that this product audit captures only those operators who are listed on the Macarthur destination website, Council's tourism database and website and Destination NSW. It is important to understand that because there are a number of operators in the Macarthur region who do not have a web presence, they may not be captured in this audit.

The table demonstrates that Macarthur's tourism product is distributed amongst:

- recreation product and parks and reserves – over one quarter of which is free product; and
- tours – including a range of heritage, walking and heritage tours.

The full findings from the audit have been included in Supporting Documentation Section 1.

TABLE 3: MACARTHUR TOURISM PRODUCT AUDIT SUMMARY¹³

	Campbelltown	Camden	Total Macarthur	% Breakdown
Recreation	32	16	48	34%
Arts, Cultural, Heritage	8	6	14	10%
Active / Adventure	2	10	12	9%
Parks & Reserves	4	6	10	7%
Market	7	5	12	9%
Brewery/ Winery	3	4	7	5%
Natural Areas	5	0	5	4%
Food Experience	2	4	6	4%
Entertainment	4	1	5	4%
Tour Operator	11	10	21	15%
TOTAL	78	62	140	

What the product audit does not reflect is the quality of assets on offer and their competitiveness.

4.2. Accommodation Audit

Table 4 on the following page provides a summary list of commercial accommodation available throughout the Macarthur LGA. The larger scale hotel/motel properties are located within the Campbelltown LGA whilst Camden has smaller motel properties, one B&B and the Macarthur region's only caravan/destination park.

The full findings from the audit have been included in Supporting Documentation Section 2.

¹³ Note, the Food Experience category does not reflect all food and beverage operators, but rather, reflects food and beverage

experiences which can be undertaken such as high tea experiences etc.

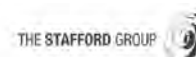


TABLE 4: MACARTHUR ACCOMMODATION AUDIT SUMMARY

	Campbelltown	Camden	Total Macarthur	% Breakdown
B&B/ Guesthouse/ Farmstay	0	1	1	7%
Camping/ Caravan Park	0	1	1	7%
Hotel/Motel	5	3	8	53%
Serviced Apartments	1	0	1	7%
Student Accomm.	3	1	4	27%
Total	9	6	15	

No assessment is provided on the quality of accommodation facilities, though we understand that with limited supply, many accommodation facilities are achieving strong occupancy rates (70% annual occupancy levels or higher).

4.3. Food & Beverage Audit

Table 5 provides a summary of food and beverage providers within the Macarthur region. Whilst the audit demonstrates that the region has a large selection of restaurants (54% of F&B product), anecdotal feedback from stakeholders indicates that many of these offer variable quality and there is a distinct lack of restaurants which one may classify as a "dining out" experiences. Many are noted as fast food style outlets.

As with the previous audits, it is important to note that this product audit captures only those operators who are listed on the Macarthur destination website and Council's tourism database. It is important to understand that because there are a number of food and beverage operators in the Macarthur region who do not have a web presence, they may not be captured in this audit.

The full findings from the audit have been included in Supporting Documentation Section 3.

TABLE 5: MACARTHUR FOOD AND BEVERAGE AUDIT SUMMARY

	Campbelltown	Camden	Total Macarthur	% Breakdown
Café	13	15	28	16%
Ice Creamery / Dessert	6	3	9	5%
Pub / Club	12	12	24	14%
Restaurant	49	42	91	54%
Takeaway	11	7	18	11%
TOTAL	91	79	170	

4.4. Product gap analysis

As has been identified in the opportunities section of this report, there are a number of new initiatives which should be considered to help bolster the tourism product mix within the Macarthur region. In addition, a detailed assessment of the current product mix has identified a number of potential product gaps.

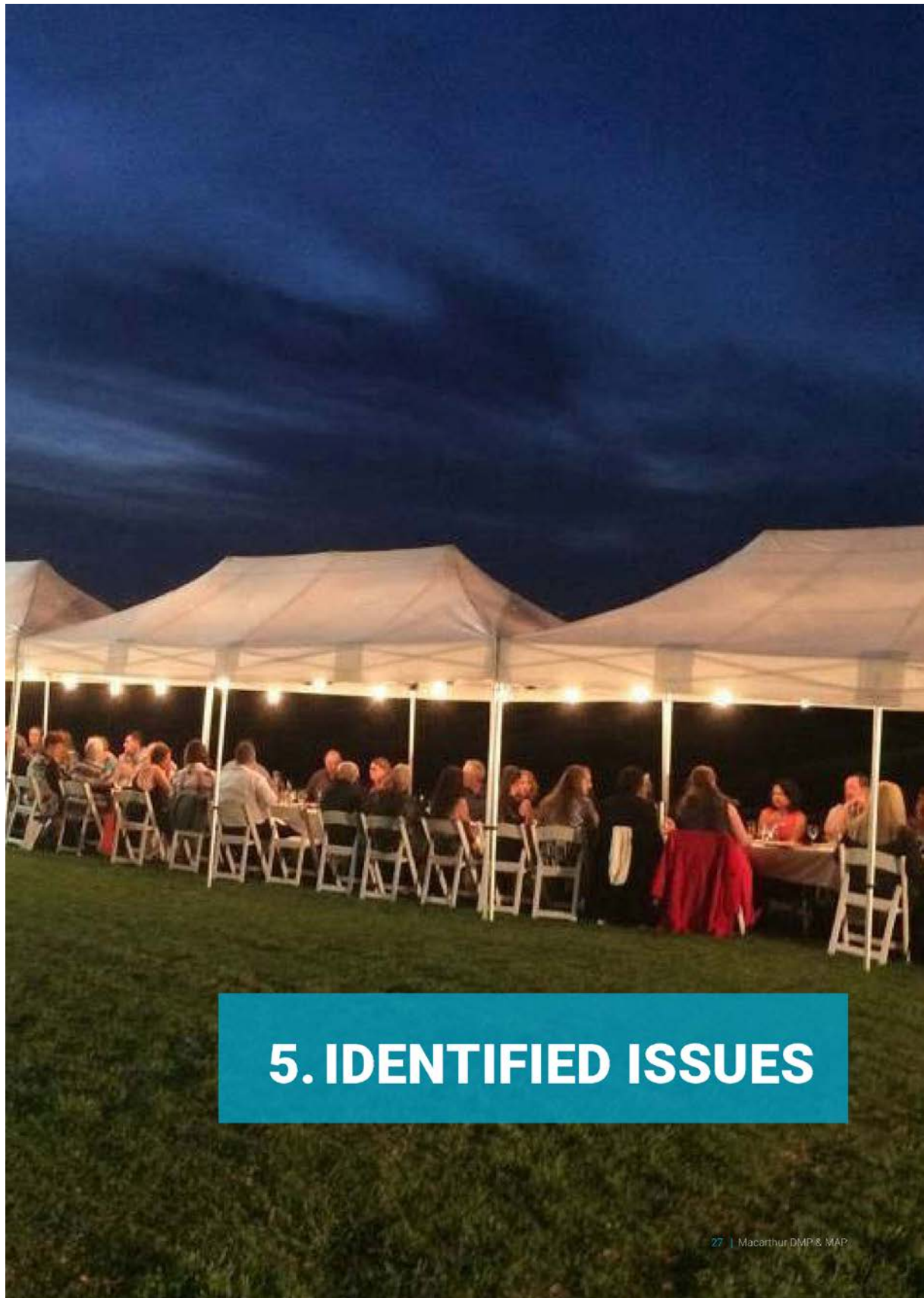
These gaps are noted as follows (and not in priority order).

- The limited number of 3-5 star branded hotel rooms available, noting that Rydges, Quest and Ibis are the only branded properties currently in Macarthur and both of these are within the Campbelltown LGA.
- Limited activity capitalising on the strength of the equine sector within and surrounding the Macarthur region.
- The opportunity for expanding the existing, or developing a new, a high quality holiday park to pick up on the strong growth in the campervan and caravan market and the lack of holiday park sites in and around greater Sydney.

- The lack of packaging of product (accommodation, visitor attractions, food and beverage options etc.).
- The potential for high quality tent camps (termed glamping) within forest reserve and park areas.
- Other forms of arts and heritage tourism product to help grow the cultural tourism product base within the region overall and the lack of links between cultural product to offer various driving and walking cultural trails.
- Potential for sound and light shows particularly utilising old historic buildings and potentially the Australian Botanic Garden to offer evening based visitor experiences as there is limited evening product currently on offer¹⁴.
- Refreshing and packaging heritage based experiences (local community museums, historic sites and sites of significance) as part of guided walking tours including ghost tours etc.
- Enhancing the existing Macarthur mobile app with augmented reality to tell the history of the unique parts of Macarthur within greater Sydney and to profile the significance of the historic Macarthur towns.
- Looking beyond Macarthur's boundaries to create synergy with tourism product in neighbouring areas such as Wollondilly and the Southern Highlands or Wollongong and the Illawarra but using Macarthur as the base to experience these from.
- Developing a major visitor perception campaign to be promoted in Greater Sydney and focused on the wide product range available within Macarthur, which is required to help raise awareness of what the region is.
- Develop a visitor attraction, possibly based on a themed horror house experience (similar to Spookers – approximately 1 hour south of the Auckland CBD) utilising a vacant building in the region and leveraging off the history of Macarthur towns.
- Position Macarthur as the equine hub for the harness racing industry in NSW and nationally and market Tabcorp Park to interstate and New Zealand horse studs and breeders to base themselves in Macarthur. Potential exists to also consider accommodation development at Tabcorp Park along with creating a nationally significant equine visitor attraction centre.



¹⁴ We note the recent success of the sound and light show held in Picton (Wollondilly Shire) and the strong interest this generated.



5. IDENTIFIED ISSUES

5. Identified Issues

The following issues and gaps need to be addressed to facilitate the success of this DMP and ultimately, to promote the development of sustainable tourism for the region.

These issues have been identified through the discussions with Councils and stakeholders, as well as through desktop research and various site visits and assessments.

The issues have been segmented into the following categories:

- product and supporting infrastructure issues;
- marketing and promotional issues; and
- other tourism related issues.

Recommendations regarding how many of these issues can be resolved or converted into opportunities for Macarthur are outlined in Section 6 of this DMP.

5.1. Product and Supporting Infrastructure

5.1.1. Lack of Commissionable Product

Part of the challenge for the Macarthur region in growing its visitor markets is the limited amount of commissionable tourism product available, packaged and actively promoted. Much of the region's tourism promotion focus is centred on free and natural experiences such as historic and nature-based experiences.

Furthermore, Macarthur has very few large scale operators and as a result, tourism is primarily centred on small businesses which are often harder to encourage to participate in cooperative

marketing initiatives and are often undercapitalised.

The ability to grow visitation and increase visitor spend will be dependent on:

- the introduction of a wider product mix offering different and new experiences (both commissionable and free);
- the development of packaged experiences to help make it easier to promote the region;
- development of collective marketing initiatives which can actively promote the region for a variety of purposes;
- a far stronger online promotional presence acknowledging the need to encourage people to visit, live, work and play in Macarthur; and
- the ability to explain to the market what the point of difference is in the region.

5.1.2. Need for a Larger Entertainment Venue

Whilst we understand that the region has a strong arts, culture, music and entertainment scene, the region does not have a large enough venues to cater for existing demand.

The current Campbelltown Arts Centre, which we note is highly successful, is constrained by its size and only has a theatre space which can seat approximately 170.

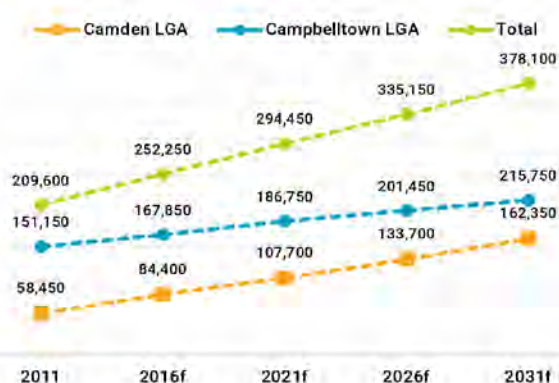
In order to capitalise on the burgeoning arts, culture, music and entertainment scene, there is a need to consider potentially developing a multi-purpose performing arts venue which can cater for

larger audiences but offer flexibility¹⁵ in spaces- auditoriums in how it is designed.

5.1.3. Growing Region – Inadequate Infrastructure Support

The following figure demonstrates the population growth which is anticipated to occur in the region over the period 2011 – 2031. Over this period, the population is anticipated to growth by 80%, increasing from just under 210,000 to approximately 378,000. Over 20 years, this increases on average by 8,400 people per annum, or 2,800 households per year, which is significant.

FIGURE 6: MACARTHUR FORECASTED POPULATION GROWTH¹⁶



Importantly, whilst Campbelltown increases by 43% over this period, Camden increases (from a much smaller base) by 178%.

Whilst the region is recognised as a quickly growing residential area, the infrastructure support for roads, public transport services and community infrastructure (such as sporting and arts facilities)

is not keeping pace and as the region continues to grow, this issue will only further compound.

There is a need to explore opportunities for how the cost of these upgrades and facility expansions can be equitably met with support from different levels of Government.

There is also a need to explore the different ways of potentially generating a variety of income/revenue streams or other economic benefits associated with upgrading these forms of public infrastructure which are needed to support tourism.

5.1.4. Narellan Road

Narellan Road was highlighted by almost all stakeholders as being a major challenge for the region, with its congestion, particularly during peak hours, being a deterrent to expanding the visitor economy.

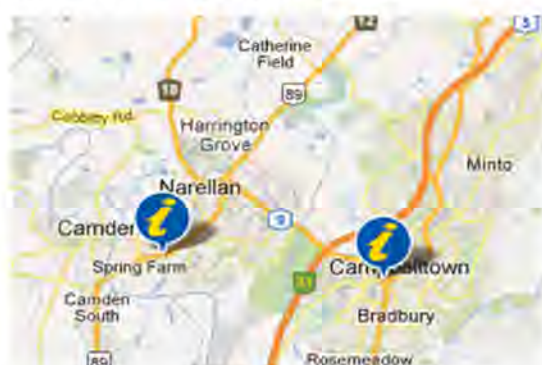
5.1.5. Location of the Camden VIC

The Macarthur region has two yellow i accredited VIC; one in each LGA. Whilst the location of the Campbelltown VIC is within a designated arts/cultural precinct, there was much stakeholder discussion over the location of the Camden VIC. The Camden VIC is currently located within the historic John Oxley Cottage in Elderslie on the Camden Valley Way, but as a standalone and quite isolated facility rather than being within a precinct.

¹⁵ We note that a current master plan for the facility indicates increasing capacity to offer a 300 seat venue though it is unclear whether this size is future proofed for longer term growth.

¹⁶ NSW Department of Planning and Environment - *New South Wales State and Local Government Area Population Projections: 2014 Final*

FIGURE 7: MACARTHUR VIC LOCATIONS



Stakeholder feedback indicated that the VIC may be better located within Camden township in order to increase its visibility and in turn, encourage greater visitor use, capitalising on the higher pedestrian traffic in the township area.

A separate assessment should be undertaken of the performance of the VIC and the possibility for introducing alternative information mechanisms. There is a need to ensure Camden Council is optimising its return on investment in visitor services. Many councils throughout Australia are performing similar assessments given the increasing reliance visitors have on technology prior to visiting and during their visit to a destination.

5.1.6. Lack of Accommodation in Camden

The Macarthur region's accommodation mix is primarily centred on Rydges, Quest and Ibis, located in Campbelltown. The remaining visitor accommodation is smaller scale and family run properties. Higher quality and larger hotels, particularly within Camden, are underrepresented.

Visitor statistics from DNSW indicate only 18% of visitors to the region stay overnight, and a significant proportion of these, we would assume, would stay with friends and relatives.¹⁷

This lack of commercial accommodation, particularly in Camden, has several implications, including (but not limited to) the inability to secure larger events and conferences as there is insufficient accommodation (and of a high enough quality) for conference/event attendees.

Domestic and international trends identified through the consultation process and via research indicates potential for a higher quality boutique heritage hotel leveraging off the heritage feel within Camden. The size and scale of this hotel should be the subject of a feasibility assessment.

5.1.7. Lack of Signage (interpretation and directional)

Analysis and stakeholder feedback indicates a lack of signage – including directional and interpretive. Directional signage, particularly within a CBD, is crucial to encourage visitation to places of interest, outline walks that can be completed through the CBD to attractions (such as heritage and cultural walks). It is important to consider that the better signposting of Macarthur's natural and built attractions, particularly the historic town of Camden and the national parks within the region, could also potentially encourage visitors and the community to make better use of these locations for walking, cycling and picnicking etc.

¹⁷ Based on DNSW data (4 year LGA profiles to YE Sept 2014), 30% of international visitors and 39% of domestic overnight visitors to NSW stay with a family/friend and 42% of international overnight visitors and 10% of domestic overnight visitors stay in a rented

house/apartment/flat. Only 11% of international overnight and 25% of domestic overnight visitors stay in commercial hotels, resorts, motor inns etc.



There is also a lack of interpretative signage when entering the region and at attractions. What should be considered are attractive gateway signs on all access roads into Campbelltown and Camden, highlighting the experiences and branding of the region.

Signage that could potentially be implemented includes attractive static displays (for both directional and interpretive means) as well as high-tech, innovative electronic information displays and touch screens located at attractions or in town centres.

5.1.8. Need to Upgrade the Camden Civic Centre

We understand that whilst the Camden Civic Centre has historically been an important venue for community and professional theatre, arts and concert performances, the facility is ageing and requires upgrading to bring it up to standard and to make it once again, a more marketable facility for larger-scale performances and productions on a regional basis.

5.2. Marketing and Promotion

5.2.1. Strong competition from destinations such as Sydney and surrounding areas

In some ways, Macarthur is fortunate to be surrounded by strong tourism destinations and brands such as Sydney and the Blue Mountains, as Macarthur can benefit from the tourism "trickle down" effect. However, being so close to these high profile and highly marketed destinations can result in Macarthur struggling to market and position itself as a distinct destination in its own right.

There is a need to ensure Macarthur has a very clear point of difference as a destination which it can easily market.

5.2.2. Inclusion in the Sydney and Surrounds Region

Within the DNSW boundaries, Macarthur falls within the "Sydney and Surrounds" marketing region. This provides opportunities for Macarthur to leverage off Sydney's significant marketing budget and brand. With the diversity and size of the Sydney region however, it is easy for smaller areas with limited product and an unclear brand to be overlooked.

Consultation with the Councils and stakeholders revealed that positioning Macarthur as part of the Sydney and Surrounds region has led to a distinct disadvantage. Many stakeholders commented that the focus of promotional efforts and activity within the Sydney region was strongly orientated towards the Sydney CBD and its plethora of facilities, attractions and related infrastructure to leverage off.

The current move to expand the second CBD hub of Parramatta also challenges Macarthur's ability to gain presence with the State Government push being west (rather than south west) to Parramatta.

5.2.3. Brand Differentiation

Macarthur, along with its individual LGAs and towns, lacks a clear identity and a discernible image. To help position Macarthur more appropriately within the Greater Sydney region, requires the development of a destination brand and identity. Importantly, this identity needs to be developed in consultation with the community to ensure the identity is accepted and utilised by not



only tourism operators and the industry generally, but other sectors of the economy and community.

5.2.4. Lack of Cooperative Marketing

Transport operators and tour operators based in the Sydney CBD generally have indicated a lack of interest in developing tours for the Macarthur region. Feedback which was provided on a confidential basis indicates the following reasons for this.

- There is insufficient commissionable product in the region to enable packages to be created for the domestic and international markets.
- Whilst the region does offer an attractive heritage/historic setting, the attractiveness, at times, is compromised by a limited tourism offering and shop trading hours.
- There is limited interest in some of the existing events which are seen to be more community based. The greatest impediment to encouraging and motivating inbound tour operators and wholesalers to recognise the value and importance of the Macarthur as a visitor destination, is the lack of all-weather visitor attractions or experiences. Stakeholder feedback indicates that if there was a cluster unique visitor experiences, this could act as a sufficient catalyst to encourage tours to be potentially trialled to scope interest.

5.2.5. Market Perception

With over 80% of visitors to the LGA being day trippers, there is a perception amongst tour operators, wholesalers and tourism intermediaries generally that the Macarthur region is primarily a day market only. That is, interstate and international visitors currently will stay in the Sydney CBD and travel out to the region for day

visitor experiences rather than consider the possibility for overnight stays. This view is reinforced by local markets from the greater Sydney region who do not yet see the need for overnight stays, possibly based on the products currently on offer, the excellent accessibility to the region and the perception that the region is not really a destination in its own right.

5.3. Other issues

5.3.1. Tyranny of Distance

Whilst the proximity to the Sydney CBD and Sydney Airport provide an important local market and important gateway for the Macarthur region, they also provide one of the greatest challenges.

The closeness of the region to Sydney is possibly seen by some markets (including locals) as merely an extension of Sydney rather than a destination in its own right. Campbelltown, for example gets a large number of travellers visiting on a daily basis but relatively few are thought to stay overnight and partake of the various recreational activities on offer.

Further research is warranted to see whether business travellers especially might consider overnight stays and what facilities will be needed to motivate them to do so. The same can be said for the meetings and small scale conference market who appear to be under represented in the visitor mix to the region. Proximity to the Sydney CBD could be a major determinant holding back growth in these sectors.

This places greater pressure on the need to develop tourism facilities which can be major stimulants to encourage people to visit and make the region a destination in its own right. By



comparison, the Blue Mountains and the Southern Highlands offer sufficient distance from Sydney to give the feeling that they are separate destinations and also benefit from different geographic landscapes and climate.

5.3.2. Parramatta Centric Focus by State Government

There is currently a strong focus by the NSW State government to develop and position Parramatta as Sydney's second CBD.¹⁸ As part of this development, major infrastructure is planned including extensive higher density residential housing, stronger transport connectivity, more community infrastructure (such as theatres and stadia), medical facilities and schools.

While the development of this infrastructure is beneficial for the Great Western Sydney region, many LGAs surrounding Parramatta such as Penrith, the Hawkesbury, Blue Mountains, Liverpool and including Camden and Campbelltown, have commented that this Parramatta centric focus has resulted, in some cases, in their own needs for facilities and infrastructure being de-prioritised. This is seen to make it far harder to secure State Government funding support for important elements of infrastructure.

5.3.3. Balancing Housing and Tourism Needs

Tourism growth in the Macarthur region is challenged in trying to achieve a balance with State Government targets for new housing lands particularly in the South West Growth Centre of

which Campbelltown and Camden are important LGAs. This also is factored in by State Government targets on employment growth. Whilst not contrary to the needs of the tourism sector, it is certainly actively encouraging other industry sectors where the employment ratios are thought to be higher.

What may need to be considered is creating dedicated tourism and associated retail precincts which can act as nodes for tourism activity and which could aim to protect the character of town centres so the recreational and heritage values are protected.

The introduction of more major housing estates without sufficient open space areas and wider vegetated buffer zones would limit tourism potential in a variety of locations within or near urban centres in the region. It is important that tourism development is not pushed out into peripheral areas, making it harder to access etc.

Tourism facilities often link to local recreational facilities and are vital to encourage more locals to stay and enjoy their own local amenities, rather than travelling to the Sydney CBD for example, to experience some tourism activities.

5.3.4. Lifestyle Operators

There is a proportion of the Macarthur tourism industry operators who are thought to be lifestyle rather than full commercial operators. This extends to the hospitality and retail sector where a number of cafés, restaurants and retailers are not open during the weekend periods (and on Sunday in particular). This creates the perception that the

¹⁸ The NSW State Government document "A Plan for Growing Sydney" lists number of directions to follow, the second of which is Direction 1.2 "Grow Greater Parramatta – Sydney's second CBD".



Macarthur is not open on the weekends and is closed in the evenings. This is a major limitation for the area going forward.

To encourage tourism operators, hospitality operators and retailers to extend their trading hours, and in particular, trade on Sundays, it is important that they (and the general community) are provided with insight as to the economic benefits of doing so, as well as information on the importance of the tourism industry for the Macarthur.

A major factor is also encouraging far more visitors to buy local product and enjoy local facilities. These in turn, help support the economic vitality of local retail and hospitality businesses.

5.3.5. Lack of Industry Cohesion

Macarthur is a diverse and rapidly changing region. As a consequence, there are differing opinions as to the direction which the region as a whole, and the LGAs individually, need to pursue.

Despite best efforts, tourism coordination and integration at a regional level has struggled.

Coordination is needed in order to drive and grow tourism and to assist in developing the future tourism identity. Tourism operators need to recognise that the strength of Macarthur is in *the sum of its parts*, rather than any one part of the region. And they need to take some ownership to achieve this.

In addition, the region's operators need to derive comfort from the diversity of the region. Campbelltown having a stronger city/urban feel whilst Camden is seen as more rural. The overlap areas such as Narellan which are seen to offer a strong urban context within Camden, so the

demarcation with Camden being rural and Campbelltown being city-urban is not always clearly delineated.

5.3.6. Higher Quality Dining Options

Whilst the Macarthur region does have a wide variety of cafes and ethnic cuisine to choose from, stakeholder feedback and analysis indicates a need to introduce higher quality restaurant and bar experiences. It is however also acknowledged that a higher quality food scene has been organically developing in line with the region's growing population and changing demographics. The need, however, exists to consider more "dining out" experiences rather than fast food outlets.

5.3.7. Lack of Tourism Investment

There has been a lack of investment in the tourism industry from commercial developers and operators for new accommodation as well as attraction/experience based product over some time. Operators also commented on the inability to upgrade existing tourism product because of lack of capital as well as zoning/planning restrictions at times.

There is benefit in each Council developing a tourism investment memorandum to indicate the type of tourism development to be supported in principle as well as the preferred locations for tourism development. Investors are looking for certainty in where they can develop and what is more likely to be supported by councils. As there are various forms of tourism investment which could be introduced into the region, a further step from this DMP could be the creation of an investment memorandum to highlight desired investment projects and the rationale why these



should succeed in the region. This is outside the scope of this DMP to provide this but needs to be contemplated by Councils to help get their investment opportunities understood and recognised.

5.3.8. Lack of Understanding of the Importance of the Tourism Industry

Whilst the region does have a number of very active tourism operators, there are also a number of lifestyle operators. Furthermore, while the community is generally supportive of tourism, they often fail to understand that councils are generally the largest financial supporters of tourism via visitor information services, tourism marketing and promotion, funding of local tourism organisations, maintenance of visitor infrastructure (such as signage, art galleries, museums etc.) and funding of events.

The growth of the tourism sector has potential to generate greater visitor expenditure, longer visitor length of stay and also the creation of a variety of direct and indirect jobs. Campbelltown's Community Strategic Plan lists as an objective, the development of "more jobs in the area"¹⁹ and the LGA's Youth Strategy also notes the need to "increase the number of local employment opportunities for young people". Tourism has the potential to help facilitate this and offer a wide range of jobs (semi- skilled and skilled) to locals.

A strategy which promotes more industry participation and broader community awareness is required.

This strategy could include a community awareness campaign which demonstrates the following:

- how the tourism dollar disperses through the local economy;
- what kind of businesses benefit from tourism;
- how extended trading hours could provide benefits to a wide cross spectrum of the community;
- the estimated value of tourism via direct, indirect and induced spending impacts; and
- to help support the economic benefits, social and infrastructure improvements and higher quality environmental outcomes.

5.3.9. Retail Trading Hours

Limited shop trading hours, particularly over the weekend and in the evening creates the perception that Macarthur is not open at night.

To encourage retailers, and particularly restaurant and café operators, to extend their trading hours, it is important that they (as well as the general community) are provided with insight as to the economic benefits of doing so.

It is important to recognise that greater community commitment to growing and promoting tourism will lead to greater word of mouth advertising for the region.

Every effort needs to be made by the Councils to encourage and support retailers and hospitality operators to open during weekend periods and at least 3 – 4 nights per week.

¹⁹ Campbelltown Community Strategic Plan, Campbelltown City Council, page 14.

5.3.10. Lack of a Visitor Data Base

Visitation data is provided via the DNSW State Government aggregated data and apportioned on an LGA basis. The challenge is that the sample sizes are often small and the margin of error high (often with a 40%+ margin of error).

Data is needed to allow for trend analysis and forecasting. Importantly, it is a mix of visitor numbers, length of visitor stay and visitor spend patterns which need to be gathered and segmented across markets. Currently, there is insufficient data to enable a robust assessment of:

- Visitation by main purpose of visit (leisure-holiday, business, visiting friends and relatives, conferences, education etc.);
- Visitation by major market segments (locals residing within a 25km radius of the region, other visitors from greater Sydney, other NSW domestic visitors, inter-state visitors and inbound-international visitors);
- Visitation by major reasons for going such as nature based tourists, event attendees, arts and cultural visitors, food and related visitors, sports and fitness visitors etc.

Development of a robust data base will enable the collection of data on individual attractions and facilities which can help confirm seasonality impacts of visitation and related occupancy and use levels.





6. The Opportunities



The following section highlights the opportunities to focus on to activate and grow tourism. The opportunities have deliberately been kept succinct to focus on those opportunities which are likely to generate the best possible returns in the shortest timeframe. They therefore represent the *lower hanging fruit* tourism opportunities.

It is also important to note that whilst each Council has an important role to play as an “enabler” in facilitating and driving these projects, they also requires the active participation of a range of stakeholders.

The opportunities have been segmented according to the following themes, which align with the previous 2012 – 2015 Tourism Strategy:

- Tourism Product Development & Partnerships;
- Marketing & Promotion;
- Industry Support; and
- Visitor Servicing.

The opportunities are not listed in priority order.

6.1. Tourism Product Development & Partnerships

6.1.1. Campbelltown Opportunities

6.1.1.1. Sports and Leisure Precinct

Potential exists to create a major South West Sydney sporting hub and related entertainment precinct to strengthen the potential to attract major sporting and other events to the wider region and to grow the visitor economy.

Potential exists to create the hub around the Campbelltown Sports Stadium which is located adjacent to Leumeah Railway Station (see Figure 8 below) and is owned by Campbelltown City Council.

FIGURE 8: LOCATION OF CAMPBELLTOWN STADIUM



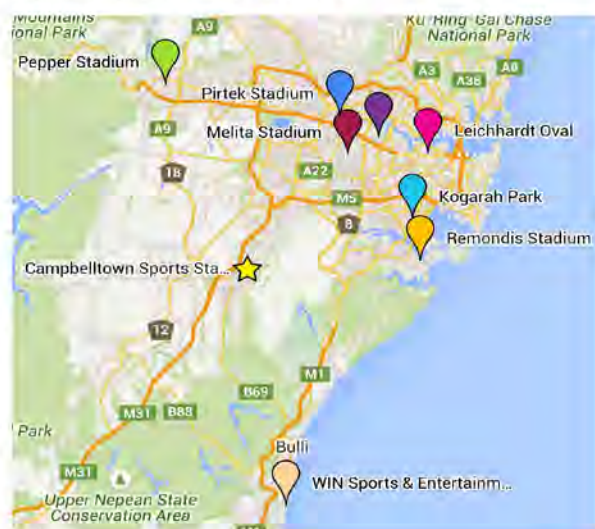
Figure 9 on the following page demonstrates the location of the Stadium compared to other stadia located within Greater Sydney (and including Wollongong). This indicates the significant population catchment it covers in South West Sydney and the importance of delivering services

to better meet the needs of the local-regional South West Sydney resident and visitor market.

To help grow the regional visitor economy there is a need to cater to forecasted growth in current and future demand for a variety of sporting and other forms of events and festivals (musical, cultural, entertainment etc.).

A feasibility study should be undertaken to determine the types and scale of facilities required to meet resident and visitor future demand and to allow for future proofing (noting the extensive population growth forecasts for the Macarthur region for the next 20 years). This should also consider how a staged approach to delivering these facilities could best occur.

FIGURE 9: GREATER SYDNEY STADIA



time). The attraction was developed on a derelict hospital site which no other use had been found for.

With its strong performing arts sector in Campbelltown, potential may exist to encourage those active in theatre productions etc. to consider partnering on the development of a themed horror experience.

FIGURE 10: SPOOKERS HAUNTED ATTRACTION



6.1.1.4. Expanding the Regional Arts Sector

The potential exists to build on the existing strong visual and performing arts sectors in the region and Campbelltown in particular to build a strong

base of facilities. The Campbelltown Arts Centre (CAC) is noted as a highly successful regional arts centre model and could act as a base to help facilitate wider South West Sydney arts activation and overall growth of the sector. To build the visitor economy through arts based events there is a need to invest in and expand facilities to better support the arts community and offer more for local residents.

The Campbelltown Arts Centre (CAC) audience base for example, spans the Macarthur and South West region – an area with significant population growth, estimated to expand from approximately 461,000 to approximately 933,000 by 2036.²⁰

The development of proposed expanded facilities at CAC is seen as strategically important to help grow the regions visitor economy through offering facilities able to cater to larger audiences and more sophisticated shows and events.

6.1.1.5. Motor Sport Technology Precinct

Whilst we note the desire in some parts of the Macarthur region to avoid the reintroduction²¹ of any form of motor sport/endure-cross for eventing or training, compared to other major cities in Australia, Sydney has fewer facilities available. Whilst motor sport activity does come with a variety of challenges (most often seen as noise related), it also offers a number of wider economic and related benefits.

With a lack of facilities available in greater Sydney, consideration should be given to a feasibility study to determine if locations exist to introduce a new

²⁰ Campbelltown Arts Centre Expansion Proposal

²¹ Noting there used to be a motor sport park at Oran Park

circuit and how these might be funded and developed.

Figure 11 below provides an example of a recent state of the art motorsport hub located in a pristine region (Queenstown).

FIGURE 11: HIGHLANDS MOTOR SPORT PRECINCT QUEENSTOWN.



A motor sport precinct is likely to offer benefits to support a number of local community interests as well as a wider visitor market including:

- car clubs and related niche markets for club days;
- auction days and swap meets;
- motor vehicle manufacturers wanting to test vehicles and offer promotional days to media;
- product promotions for parts and accessories;
- corporates wanting to hold promotional days;
- different forms of motor sport activity (cars, bikes etc.) looking for new circuits; and
- a broad family market looking for new entertainment experiences.
- Potential benefits include:
- higher regional visitor expenditure levels via entry fees, food and beverage sales, retail and merchandising etc.;
- support for overnight accommodation operators especially for 2 day events;

- increased visitor expenditure in local food and beverage outlets;
- opportunities for sponsorship deals for local community events and activities;
- full and part time employment opportunities for locals;
- Links to training institutions (TAFE and WSU) for engineering, auto mechanics, electrical and other trades;
- ability to link with other experiences on offer to strengthen the tourism industry in the region and potential for joint marketing activities; and
- profile raising of the region overall.

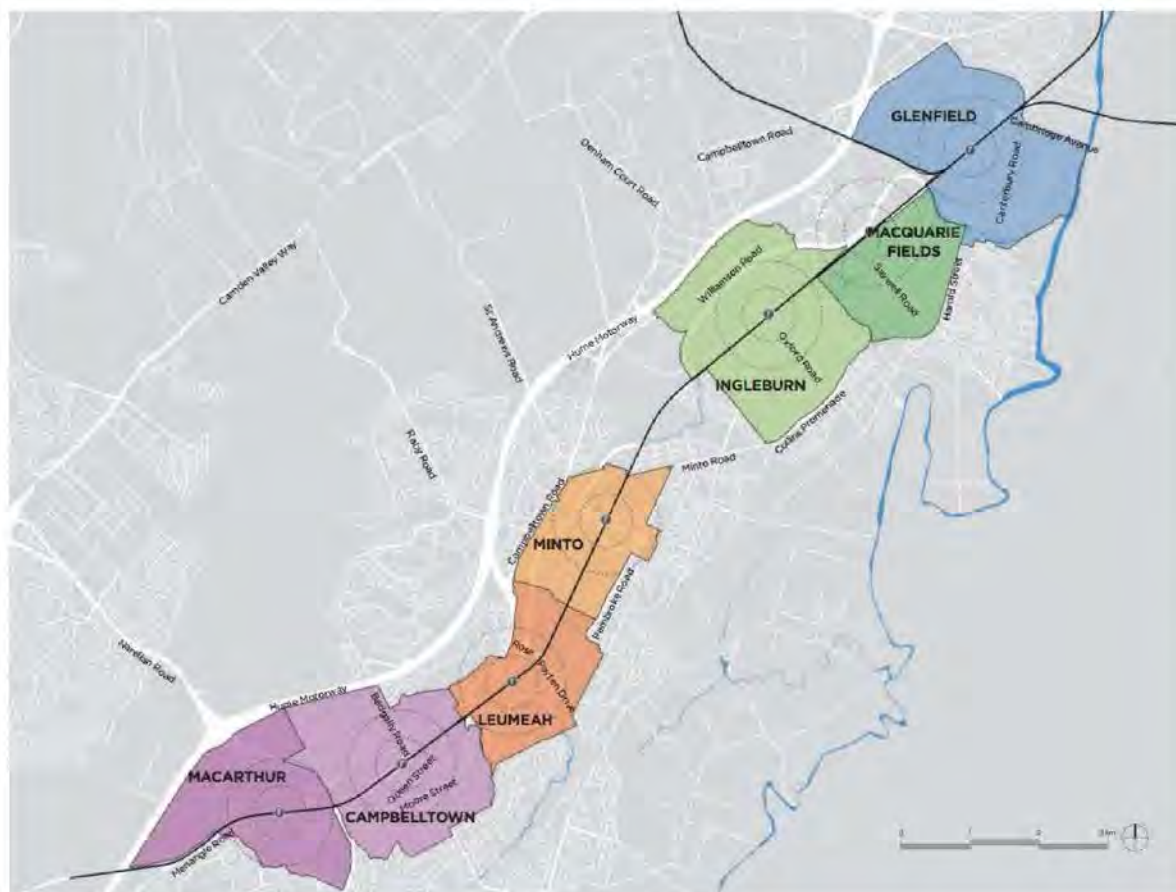
6.1.1.6. *Glenfield to Macarthur Urban Renewal Corridor Strategy*

The Glenfield to Macarthur Urban Renewal Corridor Strategy is a joint initiative between the NSW Government and Campbelltown City Council to guide future development and infrastructure delivery over the next 20 years²².

The Strategy offers an evidence base to support future growth in south-west Sydney by identifying opportunities for additional homes and jobs close to existing public transport, employment areas and the regional city of Campbelltown. The Strategy is based around the Glenfield, Macquarie Fields, Ingleburn, Minto, Leumeah, Campbelltown and Macarthur station precincts and outlines the future vision and character of each area, the improvements to community facilities, public spaces, the transport network and other infrastructure needed to achieve sustainable growth.

²² 2015-2035

FIGURE 12: GLENFIELD TO MACARTHUR URBAN RENEWAL CORRIDOR



A key element which also needs to be included to strengthen the need for enhanced liveability, is the integration of tourism and leisure facilities and development to meet community needs and expectations along with the various visitor markets. Opportunities which need to be added to this Strategy and to integrate it with this DMP for Macarthur could include:

- recognising and promoting the unique community and ethnic mix which some of the areas along the corridor have with potential to promote fresh produce and spice markets,

cultural diversity cuisine, and general food and dining experiences;

- walkways and cycle ways to encourage healthy living but also to better connect places of interest and to offer safe and enjoyable trails;;
- sign posting and interpretative sign boards (web based and actual markers) to highlight the various heritage sites which the area is rich in and different areas of habitat; and
- creating safe and family friendly night time experiences such as light shows, outdoor cinema and small scale events.



6.1.1.7. Regional Sports Facility

It is noted that a significant number of locals and visitors undertake organised sport activities within the Macarthur region every weekend. This reflects the current extensive sports grounds and facilities and strong local interest and demand.

It is also understood that the Western Sydney University (Campbelltown Campus) has a strong sports program including a variety of courses in this field. Potential exists to develop a regional sports hub not only focusing on the leisure needs of locals and visitors but also the potential to encourage elite sports training and eventing.

Campbelltown City Council funded research indicates that the National Rugby League have been investigating the establishment of elite training facilities throughout Sydney for their member clubs. In addition, the A League have apparently also been investigating potential to

develop similar facilities. A variety of partnership opportunities may be available through organisations such as the South West Sydney Academy of Sport, NSW Cricket and WSU just to name a few.

As understood from the research, there are four key components to a Sport Centre of Excellence being:

- community facilities and programs;
- elite sports training facilities (e.g. altitude training, research and development);
- shared meeting and education facilities; and
- commercial opportunities (e.g. cafés, fitness centre) to help offset the cost of operating.

The objective is to ensure the facility is self-sustaining with limited or no subsidy requirement by Council.

From a tourism perspective, potential exists to build on the strength of the current sports activity

FIGURE 13: CENTRE OF SPORTS EXCELLENCE SITE PLAN
Site Plan



in the Macarthur region and develop a South West Regional Sports Hub which could lead to:

- the relocation of various major sporting teams to the Macarthur region;
- the growth in leisure based community sporting activity;
- growth in elite sporting events;
- creation of new sporting based events and tournaments;
- increased over night accommodation via visitor stays;
- higher visitor spend in the region; and
- increasing recognition and promotion of the region as a visitor destination, albeit with a strong sports tourism focus.

This initiative also supports the development of the WSU Macarthur Campus as an integrated health hub with links to the hospitals and medical research facilities.

Importantly, the development of this sports hub and its growth potential needs to be supported with additional commercial accommodation, food and beverage facilities and other recreational amenities.

6.1.2. Camden Opportunities

6.1.2.1. Holiday Park Development

The Macarthur region has one commercial tourist park, Poplar Caravan Park, located within Camden. The Caravan Park has undergone significant change over the past few years and has emerged as a model tourist park.



The occupancy at the park has increased by 350%, with the park achieving an average annual occupancy above 90% (and with very few permanents residing in the Park).

Whilst we understand the Poplar Caravan Park is keen to expand, in order to continue to grow the caravan and camping market to the region, there is a need to consider the development of an additional park, with the function primarily being a destination style holiday park.

Over the past 15 years, the caravan, motorhome and camping industry has been the fastest growing domestic tourism sector in Australia. In this period, caravan and RV registrations have increased by more than 250%. The industry is worth \$6.5 billion nationally and currently provides for 620,000 holidays per annum.²³ The industry is constantly evolving with successful parks responding to consumer demand for better standards and facilities by transforming from traditional transit parks into holiday/destination parks.²⁴

²³ Caravan and Camping Industry Profile, Caravan and Camping Industry Association NSW, pages 2-4.

²⁴ More detailed trend data on caravan and destination parks can be found in Appendix 1.



The development of a true destination style caravan park (i.e. following the Big 4 Model amongst others) may help the region attract a greater share of the growing interstate family visitor market. Should the owners of Poplar Tourist Park be keen, this could be undertaken as an expansion to their current park²⁵, or, this may need to be undertaken on a different site with greater capacity for growth.

The scale of expansion may or may not be able to be accommodated on the Poplar Caravan Park site, hence the need to consider longer term sector growth prospects and the potential for an additional destination park in the region (which may or may not be potentially run by the owner/operator of Poplar Tourist Park).

Holiday parks differ from traditional caravan parks as they offer a full holiday experience providing facilities such as swimming pools and aquatic parks, kids clubs, camp kitchens, mini-golf, group entertainment and shops etc. Consequently, these parks are attracting a growing number of families who utilise the park as their holiday destination rather than solely utilising them as a means of accommodation.

Feedback received from State tourism bodies in both NSW and Queensland emphasised the declining number of caravan parks across both States. This decline does not appear to be as a result of lack of demand, but rather as a result of the value of their land being used for other forms of development. There have been many existing caravan park sites redeveloped as residential and

mixed use commercial development, especially in coastal locations.

When developing a new park, the following should be considered.

- Capacity for approximately 80 - 120 caravan and camping sites and ideally 30+ cabins.
- The park should be focused on tourists as opposed to permanent stay residents.
- The park needs to be family friendly to encourage a greater number of families to stopover and visit the region.
- Development designed by a renowned designer who is considered to be an industry leader in holiday parks is important.
- Consideration should be given into the provision of amenities such as a heated pool, spa, BBQ facilities, camp kitchen, tennis court, bike hire/loan, kid's playground (including a giant jumping castle), daily children's activities and a café and convenience store.
- Marketing of the new park as a destination hub which encourages users to base themselves in the region. They can then undertake day tours to locations outside of the region, but their location in Macarthur allows for a more relaxed and easily accessible base.

The figure on the following page demonstrates three traditional caravan parks. Often these parks have basic facilities and are used as transit parks by travellers (i.e. overnight accommodation when travelling between two destinations, rather than being a destination in their own right).

²⁵ We understand that the Park has an additional 5 acres of paddock which is currently used for camping, but which provides suitable land for expansion.

FIGURE 14: TRADITIONAL CARAVAN PARKS



Canobolas Caravan Park, NSW



Burrum Heads Beachfront Tourist Park, QLD



Huntsville Caravan Park, QLD

FIGURE 15: MAJOR DESTINATION HOLIDAY PARKS



Adventure Whitsunday Resort, QLD



Deniliquin Holiday Park, NSW



Pambula Beach Discovery Holiday Park, NSW

Figure 15 demonstrates the modern form of caravan parks – often referred to as destination or holiday parks. These parks usually feature a combination of caravan/camping sites as well as units and chalets, waterparks, pools and waterslides, kid's playgrounds, game rooms, biking trails, cafes and shops.

This model is where the current and future market demand is focused and where Macarthur has a significant opportunity to become a hub for this important sector of the tourism industry in the absence of other holiday parks around greater Sydney.

With its close proximity to the M5 and M7 highways, and the region's available land, potential exists to position Macarthur as the Sydney regional hub for caravan/holiday parks. The facilities are also likely to be highly compatible with the needs of those in the equine sector requiring sites for caravan and camping.

In order to determine the most appropriate site for the destination holiday park and to assess the interest of the current tourist park owners, a feasibility and site assessment should be undertaken.



6.1.2.2. Aviation Museum

Potential exists to investigate the development of an interactive aviation museum which showcases the local history of aviation in Sydney and with a focus on light aircraft, gliding and recreational aviation as well as military history associated with Camden airport.

To support this, the potential exists to explore opportunities for the further promotion and packaging of recreational aviation activity (gliding, small aircraft training, micro lights etc.) which is undertaken at Camden Airport.

6.1.2.3. Aviation Business Park

Potential may exist for an aviation business park to support the growth in light aircraft flying and associated visitor growth. There is a growing demand for new business parks which can cater to the needs of a fly in market needing places to land and store aircraft, for maintenance of light aircraft and for long term hangars etc. Demand is seen for those wanting to fly into the Sydney region but with limitations on access into Bankstown and the need to avoid Kingsford Smith because of major commercial aircraft movements. Demand exists on the city fringe which avoids conflicts with air corridors required by these other major airports.

The creation of an aviation business park could lead to demand for more commercial accommodation nearby, shuttle buses-taxis and the various employment opportunities which could be generated to support growth in the light aircraft industry.

Whilst we note that Camden Airport may potentially close when Badgerys Creek Airport is fully operational, this may not be for some time (5

– 15 years). In the interim, the airport offers a variety of important uses.

6.1.3. Macarthur Regional Opportunities

As well as the various LGA specific tourism projects identified there are a number which offer greater potential across the Macarthur region and which may offer partnership potential for both Councils to activate. The location of these may also occur in either LGA.

6.1.3.1. Botanic Gardens Amphitheatre, Sculpture Garden, Horse Trails and Luge

Whilst the Botanic Gardens are technically located in Camden LGA they border Campbelltown LGA and offer a strong regional opportunity. The development of an amphitheatre within the Botanical Gardens is noted as a well needed all weather facility. The amphitheatre may need to include:

- an undercover sound shell to allow for performances in all weather;
- to ensure the supply of electricity and lighting and speakers is able to be provided in all weather; and
- to ensure the set up for performances can be undertaken in all weather conditions.

This presupposes that the audience would be seated outside without weather protection.

The facility could also include various sculpture trails – art trails to offer a composite attraction linked to the Garden's botanic experiences and encouraging a number of walking circuits.

The figure below provides some examples of outdoor amphitheatres. These facilities feature large outdoor sound stages set against natural backdrops.

FIGURE 16: OUTDOOR AMPHITHEATRE EXAMPLES



In addition to these product development opportunities it is noted that the topography on the Campbelltown side of the Gardens is steeper and may lend itself to various active attractions such as a luge track or expanded downhill mountain biking circuit. With a large parcel of fairly steep land and open space areas for development, the Gardens should investigate introducing family friendly (and environmentally sustainable) family based attractions and experiences which can maximise the value of this terrain and which may offer additional revenue streams.

FIGURE 17: LUGE EXAMPLES



Skyline Luge, Calgary



Ridge Runner Mountain Luge/Coaster, Canada



Skyline Luge, Queenstown

A feasibility study should be considered to test the viability of introducing various built forms of infrastructure which can integrate well into the Gardens along with areas to offer horse trails in more remote parts of the Gardens and which avoid conflict with other users.

6.1.3.2. *Heritage and Nature-Based Stories through a Sound and Light Show at the Botanic Garden*

Heritage tourism is seen to be a major potential component of Macarthur's product mix, strengthened by the extensive selection of historic buildings and the nationally important stories associated with the region in Australia's history.

Furthermore, having the Australian Botanic Garden within its boundaries, presents significant opportunities with respect to using the site as a highly attractive backdrop for telling stories.

Opportunities to create sound and light shows to showcase the region's unique history and interesting stories need to be investigated and could include developing a seasonal evening heritage experience at the Botanic Gardens.

FIGURE 18: SOUND AND LIGHT SHOW EXAMPLES



The Light Garden, Centennial Park Sydney



The Enchanted Forest, Scotland

The success of major light shows such as Vivid Sydney and the popularity of sound and light shows such as the Blood on the Southern Cross (Ballarat) illustrates that, with the right product and technology mix, heritage stories can be brought alive and made more interesting.

Furthermore, we understand that Picton recently had an IlluminARTE light festival in their main street which attracted over 15k visitors and was profiled by the Sydney Morning Herald and DNSW. The festival included the projection of art designs, relevant to Wollondilly's culture and history, on a variety of walls, public spaces and buildings along Picton's main street.

Whilst we would not advocate merely copying what Picton or any other destination might have done, the opportunity exists to offer a different form of sound and light show experience, noting the level of high market demand for these. The potential exists to hold this event at a different time of year, with a different theme and leveraging off different elements of the Australian Botanic Garden.

For Macarthur, the following experiences could be investigated.

- Light shows on historic buildings and within the Australian Botanic Garden (Figure 18 provides best practice examples of these).
- The "Macarthur after dark" trail experience which links a number of heritage properties and a food experience together offering visitors a progressive dinner. Essentially, visitors could complete different meal courses at a range of eateries (including pop-up eateries) around a specific part of the region whilst also stopping at historic properties on their way to the next course. Each stop would

be clearly marked and could provide an interactive historic experience either via a guide or via a short audio visual experience (5-10 minutes).

Importantly, these types of experiences will help stimulate visitors to get out during the evening; to walk, dine and experience the unique and significant history of the region. Even if locals are reluctant at times to go out in the evenings, regional visitors may provide a stronger visitor market.

6.1.3.3. Food Trails and Cooking Schools

Macarthur is emerging as an eclectic food hub with a variety of food experiences that can be undertaken.

This, coupled with the farming background of the region, presents opportunity to introduce an integrated boutique gourmet cooking school program, helping to continue to grow the interest in Macarthur's food tourism product. Participants could learn how to cook with the local produce, enjoy their meal and purchase any of the local produce they used throughout their class.

The cooking schools could also act as a showcase for the unique products that are being produced in the region (this extends from raw produce to value add food products such as jams, chutneys, other condiments etc.).

There is also the opportunity to market specially designed classes to children visiting with families and run these classes at the same time as the adult classes. Children could participate in a range of specially designed cooking and gardening classes which both stimulates and educates children regarding the importance of healthy eating and

how fun cooking can be. Potential may also exist to extend into education programs and link to local and regional schools.

6.1.3.4. Boutique Glamping in Forest Parks/Reserves

Potential exists to investigate selective nodes within reserves or possibly forest park land for glamping. Locations which border on the national parks should be considered with potential to link into existing park trail networks but have the accommodation actually outside of the national park land.

FIGURE 19: GLAMPING EXAMPLES



South Coast, NSW



Florida, USA

These accommodation sites could be part of an existing trail network but provide for overnight accommodation so extending the length of visitor stay. They also could offer potential for concession operators to pay a license fee to Council (if on Council controlled reserve land).



6.1.3.5. Leisure Focused Open Space Corridor

Potential exists to strengthen the southern hub of Mount Annan via an approximately 400m wide open space corridor through the Scenic Hills area to link northward to the Western Sydney Parklands. The Scenic Hills area offers an interface between Camden and Campbelltown and offers important rural landscape areas which avoid the risk of over development. This corridor has benefit for:

- assisting threatened species;
- offering important vistas and view-shafts;
- helping to offer a contiguous open space corridor through the South West where there is ongoing and extensive pressure to allow more land to be rezoned for urban development;
- strengthening the connection to Mount Annan as a southern node of significance with the Botanical Gardens as the potential southern anchor point;
- improving liveability in the Macarthur region overall by highlighting the quality of green spaces which exist; and
- building a clear sense of identity to avoid a scenario where the only physical barrier to an LGA are highways and river boundaries.

The ability to create and retain a 400m wide open space corridor can help generate a variety of liveability benefits for the wider Macarthur regional community and can also stimulate tourism growth and development.

This can support opportunities including:

- creation of new walking trails linking from Mount Annan through the Scenic Hills to the Western Sydney Parklands;
- creation of cycle ways including for hybrid cycles as well as dedicated mountain biking

trails so they offer potential to various markets (families especially) and not just the dedicated mountain biking sector;

- guided walks to highlight places of heritage and cultural significance as well as areas with interesting biodiversity;
- encouraging outdoor events within the corridor which have a healthy lifestyle theme (biathlons and triathlons, family and corporate fun days and events); and
- introducing refreshment hubs/nodes (pop ups rather than permanent structures) along the corridor where food and beverage providers can establish during events and during seasonal periods where sufficient numbers of users support operating.

These natural landscapes (though often abutted by urban development in various places) are important to preserve and promote and tourism activity has the ability to stimulate economic, social and environmental benefits to support this.

These are important natural assets which already exist; it just requires that these be turned from basic natural assets to natural attractions in order to generate a variety of benefits which could assist in helping to fund their ongoing maintenance and strengthen overall liveability and sense of place.

6.1.3.6. National Equine Centre

Potential exists to develop a national equine visitor centre at Tabcorp Park at Menangle Park and to also look to include onsite accommodation. The facility could develop as a hub to the strong equine activity across the region.



6.1.3.7. *Leveraging off Badgerys Creek Airport*

The airport is anticipated to be operational by 2025 and will provide various opportunities for tourism and recreational activity to meet the needs of passengers and visitors to the general area. Assuming there is good quality and fast transport connectivity to the airport precinct, potential exists to consider:

- an accommodation precinct;
- various recreational pursuits; and
- various shows and performances using existing and future performing arts spaces.

6.1.3.8. *Link between Western Sydney Parklands and Mount Annan Botanical Gardens*

As the parklands effectively borders both Council areas it offers a regional opportunity to link (via cycle ways and walkways and possibly horse trails) to Mount Annan Botanical Gardens. This offers far better utilisation of the parklands within the scenic hills area and allows both Councils the opportunity to activate initiatives as they see fit.

6.1.3.9. *Wedderburn Airport Business Park*

Potential exists to expand the activity at the airport to include a business park and wider maintenance hub. Though space appears limited there is demand from the recreational aviation community to fly into areas around Sydney where they can safely store light aircraft and then use ground transport to visit various locations.

If there is onsite light aircraft maintenance facilities which can be accessed by fly in aviation visitors then the growth potential may be stronger.

6.1.3.10. *Caravan and Holiday Park Expansion*

As well as the potential to expand the Poplar Caravan Park in Camden, potential exists to

expand the number of holiday parks throughout the Macarthur region.

Over the past 15 years, the caravan, motorhome and camping industry has been the fastest growing domestic tourism sector in Australia. In this period, caravan and RV registrations have increased by more than 250%. The industry is worth \$6.5 billion nationally.

Sydney suffers from a lack of quality holiday parks to meet the needs of the caravan and motor home visitor market. Many traditional caravan parks cater to low cost permanent stayers which often have conflict with the needs of short term visitors.

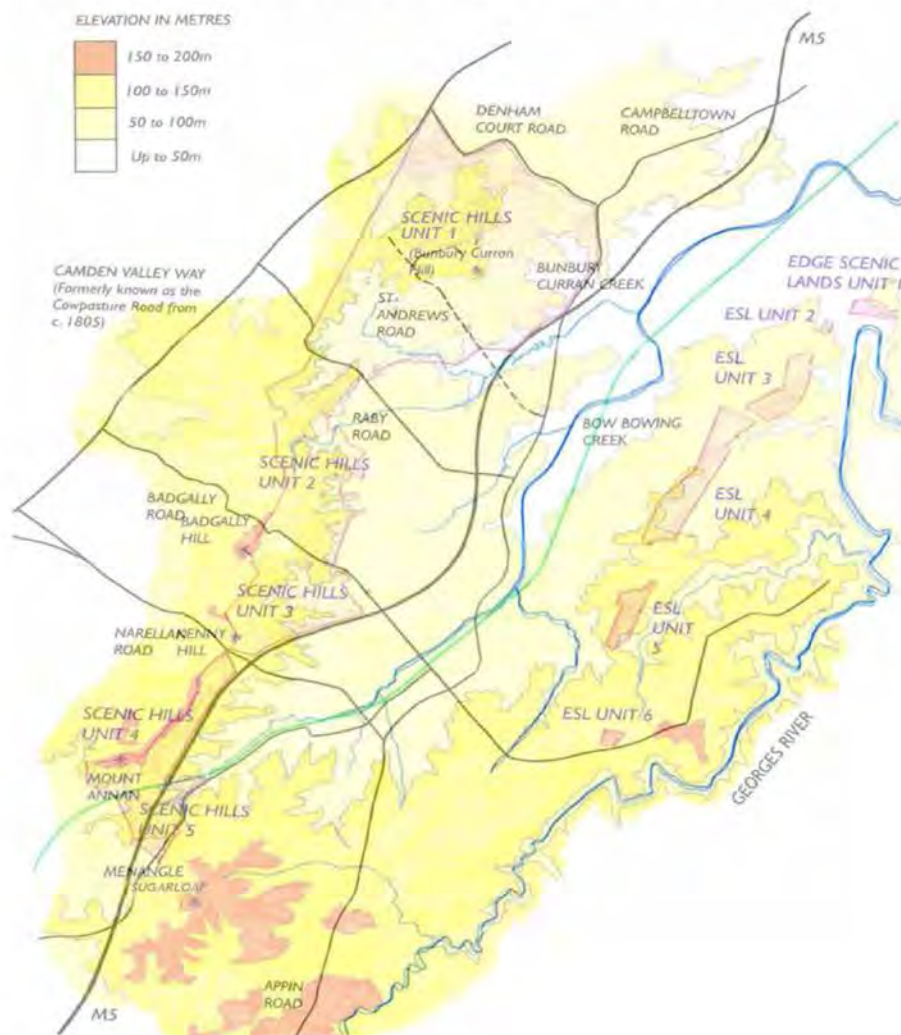
Assessment should be made of locations close to the Hume Highway and on sites with 5 acres or more which could be converted to quality holiday parks for caravaners, campers and motor home travellers. Menangle Park could be an area with potential as a location.

When developing a new park, the following should be considered.

- Accessibility to on and off ramps to the highway;
- Compatible neighbouring land users such as council reserve land, national parks and open space corridors,
- Capacity for approximately 80 - 120 caravan and camping sites and ideally 30+ cabins.
- The park should be focused on tourists as opposed to permanent stay residents.
- The park needs to be family friendly to encourage a greater number of families to stopover and visit the region.
- Development designed by a renowned designer who is considered to be an industry leader in holiday parks is important.

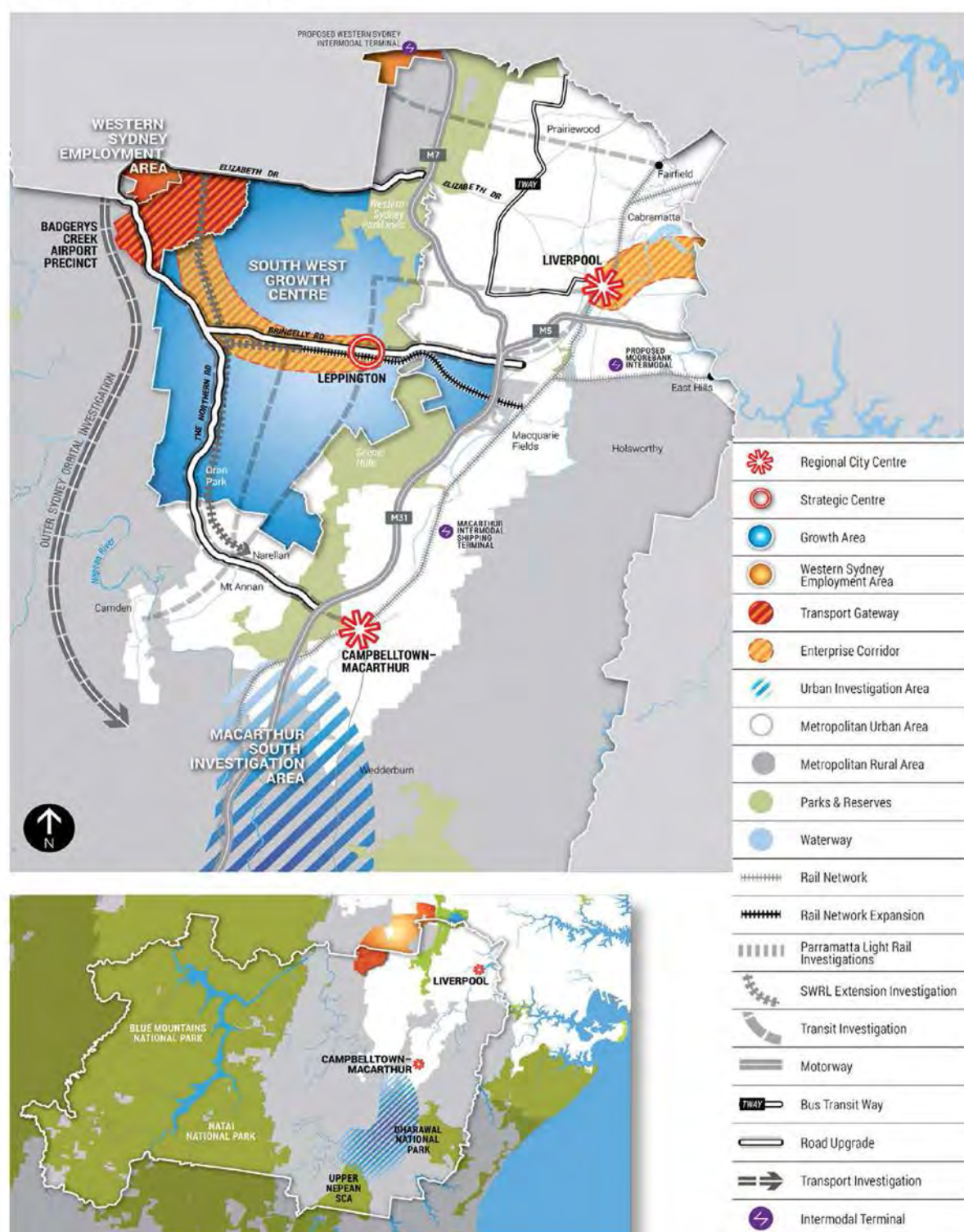
- Consideration should be given into the provision of amenities such as a heated pool, spa, BBQ facilities, camp kitchen, tennis court, bike hire/loan, kid's playground (including a giant jumping castle), daily children's activities and a café and convenience store.
- Marketing of the new park as a destination hub which encourages users to base themselves in the region. They can then undertake day tours to locations outside of the region, but their location in Macarthur allows for a more relaxed and easily accessible base.

FIGURE 20: CAMPBELLTOWN'S SCENIC HILLS AND EAST EDGE SCENIC PROTECTION LANDS²⁶



²⁶ Visual Analysis of Campbelltown's Scenic Hills and East Edge Scenic Protection Lands. October 2011

FIGURE 21: SOUTH WEST SUBREGION





6.1.3.11. Bush Corridors for Leisure Tourism

As well as open space corridors which can link Mount Annan with the Western Sydney Parklands and walkways and cycle ways to link the various urban centres on the Glenfield to Macarthur Urban Renewal Corridor, potential exists to develop other bushland corridors, especially where these track the major river systems (Georges and Nepean Rivers) in the region.

The existing Georges River Corridor already exists and offers a variety of natural and environmental opportunities which could include orienteering, tree tops walks, zip lining experiences etc.

Some of these include:

- introduction of board walks to offer safe and environmentally sensitive areas to walk in;
- adventure parks offering a mix of free experiences such as exercise stations (to offer a circuit); and
- paid for experiences such as high ropes courses, flying fox experiences and possible on water rafting –kayaking guided options.

Linked to these important bush corridors is one of the largest colony of Koalas in NSW which reside in the Macarthur bushland and is thought to be the

only chlamydia-free colony of koalas in New South Wales.²⁷ The bush corridors through the Macarthur region have important links down to the Dharawal National Park and offer important corridors for a number of threatened species.

These natural bushland assets already exist within the region and, subject to being sensitively planned and managed, offer an opportunity to help position the Macarthur region as having a number of natural attributes which are not well known to most visitor markets.

It is noted that as well as the visitor market potential the conservation of koalas and their habitat within parts of the Macarthur region has long been of interest to the broader community. While a detailed population estimate remains to be determined, available evidence indicates that the numbers of koalas have increased in recent decades.

It is understood that a Comprehensive Koala Plan of Management (CKPoM) is being prepared to enable a consistent, landscape-based approach to matters relating to how koalas and their habitat are best managed. The recent listing of koalas as a threatened species for purposes of the Federal Government's Environment Protection and Biodiversity Conservation Act 1999 is particularly relevant. Working out ways to create broader community engagement with the conservation of koala habitat in the region are important to also help grow and manage visitor interest in what is a significant natural attraction.

Consideration should be given to developing a "threatened species interpretation centre" which

²⁷ Dr Robert Close, from the School of Science and Health at WSU



could act as a hub for guided tours and various organized events and education based experiences. This could be focused on koalas (due to the local significance of the habitat as noted and/or the focus could be on a far wider range of fauna as well as flora. And it could have potential as a sanctuary, education and interpretation centre, with involvement not only from government, but also other organisations such as WIRES etc.

This should be subject to a feasibility study to test market demand and overall viability including the level of support from various Federal and State level organisations who may be potential stakeholders.

6.1.3.12. Arts Trail

We note there is a growing strong arts community within Macarthur. This arts community is not just solely focused on the delivery of arts and performances but is also successful in the creation of its own content.

The opportunity exists to leverage off this activity and create a series of different types of art trails. The art trails could be linked in with the other trails (such as the current food tour/trail which exists) to deliver a broader experience and could be a seasonal experience, especially if performance art is included rather than just visual arts.

6.1.3.13. Riverside Activation

Potential exists to investigate riverside activation for the Georges River and Nepean River. A conservation based approach is suggested where all opportunities are sensitively planned and managed. With this in mind, possible options for activation could include the following.

- A series of walks and cycling trails allowing passive access to the George's and Nepean Rivers. The walkways could also include mountain biking trails potentially and also include interpretation which features Indigenous history. Ideally, the walkways and trails can provide opportunities for a shuttle bus/minivan service to collect from one end of the trail and/or a seasonal coffee cart.
- Boardwalks and pontoon style small jetties to offer attractive and environmentally friendly ways to access the river's edge.
- A series of outdoor exercise stations which may also include access to the rivers for kayaking/canoeing, and link to mountain biking trails.
- Offering potential for off road Segway experiences as part of adventure experiences.

Initially, riverside activation should be investigated on Council controlled reserve land as this creates opportunities to link into tourism precincts and other attraction sites. These are also more likely to be accessible to town areas rather than more remote locations. It is also important to note that Council controlled – managed reserve areas are more likely to be easier to activate development in as State Government policy constraints prevent a number of activities occurring in National Parks and in water catchment areas controlled by Sydney Water.

Campbelltown's Community Strategic Plan notes, within its five key themes regarding community aspirations for Campbelltown:

- the need to manage healthy waterways leading to a healthy environment for the LGA's children (Objective 1);



- protection of natural resources, parks and reserves and supports the LGA's waterways (Objective 1); and
- improve the footpath and cycle way network to encourage more people to walk and cycle (Objective 3).

Each of these community aspirations could potentially be achieved through the development of riverside walkways and other activations.

The creation of riverside experiences should be subject to a feasibility study to test the level of market demand and viability of introducing the various activities and facilities as suggested. This is also important to determine how best to stage river side development to best meet community needs and to allow for revenue streams to be created where possible to help offset the ongoing cost of maintenance.

6.1.3.14. Regional Music Festival

We understand that in line with the region's growing population, the popularity and success of its arts and creativity sector is also increasing. This sector, and particularly the live music sector, is finding it difficult to showcase their talent because of limited venues within the region to perform.

The potential exists to investigate the development of a music festival, possibly focused on the rock music genre, which might not only feature major national/international acts, but could also feature a number of high quality regional acts.

There are a number of locations throughout the region which could be utilised for this festival,

including the Australian Botanic Garden in Mount Annan (as we understand there is an outdoor area which can cater for up to 10,000 attendees).

6.1.3.15. National Equine Experience Centre

Tabcorp Park offers the leading harness racing club in Australia which attracts both national and international interest. This provides a significant base to grow the visitor markets into the region for racing events along with various entertainment functions etc.

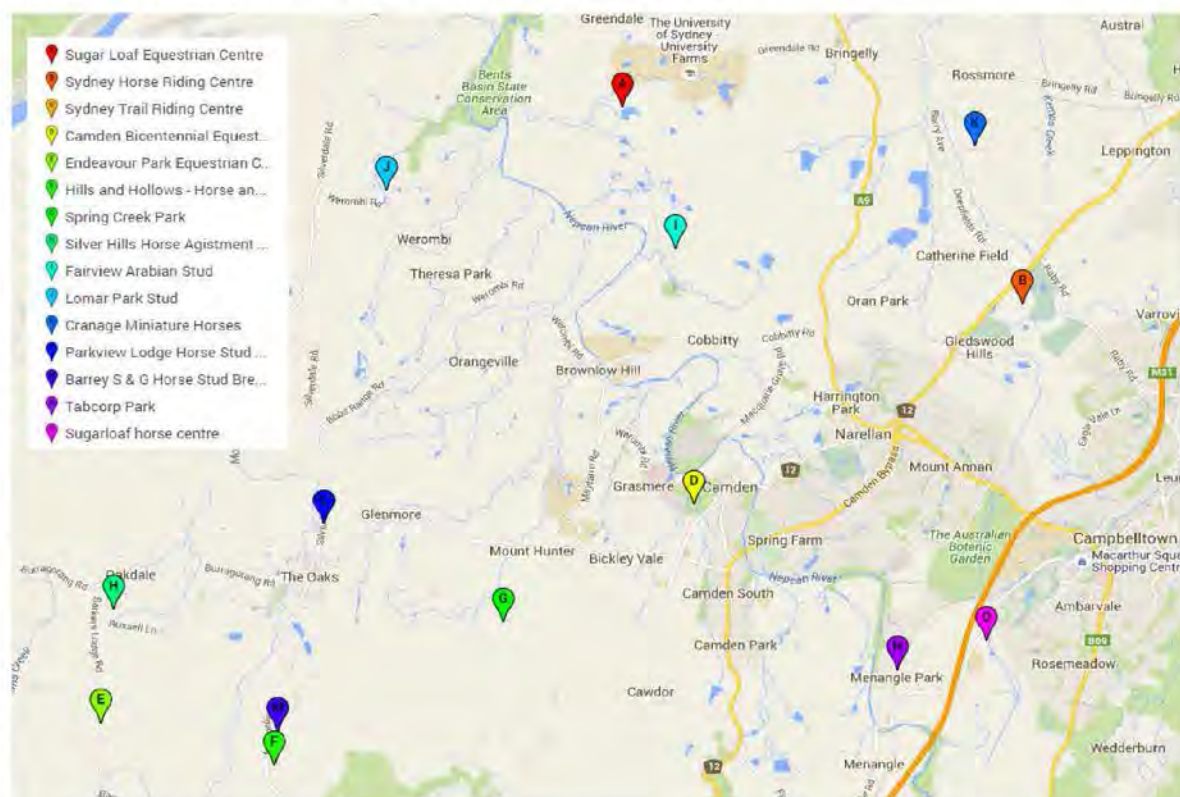
Macarthur, and some of the surrounding LGAs, have a strong equine focus; whether it be equine sports, equine health, equine agistment or equine breeding.

The figure on the following page provides an overview of equine-based sporting and other facilities within the Camden LGA and broader region. Green flags represents those facilities/businesses with a primary focus on breeding. Red flags represents those with a focus on horse riding and eventing.

The opportunity needs to be investigated for developing a National Equine Experience Centre, showcasing the history of the equine industry, not only in the broader Macarthur region, but potentially extending nationally.

Additionally, the potential exists to better partner with the equine industry to leverage opportunities from existing equine events to encourage greater profile and to grow length of visitor stay in the region.

FIGURE 22: EQUINE FACILITIES WITHIN THE BROADER SOUTH WEST REGION



6.1.3.16. Stimulate Investment into Macarthur

To encourage tourism investment in the region, there is a need for each Council to identify what tourism development and opportunities they wish to support, as identified in the DMP.

To encourage tourism investment into the region, there is a need for each Council to clearly indicate to industry and developers what tourism development is more likely to be supported and how this can grow the overall visitor economy.

This could be undertaken via the development of a regional tourism investment memorandum which indicates:

- the type of tourism development which each Council would like to see within their LGA;
- areas throughout the region which are suitable for the development of tourism facilities (accommodation, food and beverage, attractions, activities etc.);
- elements that, subject to planning regulations being satisfied, Council is supportive of in principle; and
- ensuring that Council planning documents (including LEPs and DCPs) and other strategic documentation illustrates that Councils are “open for business” and wishing to grow the visitor economy in specific ways.

The memorandum can be presented to the investment community to stimulate interest in the



region, including investment by developers outside of Macarthur and will help demonstrate that each Council is pro-tourism and "open for business". Investors and developers require certainty and by indicating areas where tourism development may be viewed more positively, sends a very positive signal.

6.2. Marketing & Promotion

6.2.1. Campbelltown Opportunities

6.2.1.1. Develop a Medical Tourism Strategy

We understand Campbelltown Hospital, with its links to the Western Sydney University's medical school and major redevelopment which is underway (valued at \$134m²⁸), is emerging as a specialist hospital.

The potential exists to leverage off this and develop a medical tourism strategy to:

- attract international people coming in for elective surgery where they can have the operation and recuperate in the Macarthur region; and
- investigate the potential to position Campbelltown, with its medical facilities and proximity to Sydney, as a medical conferencing destination.

The other areas which can be marketed already include:

- the equine experiences for shows, racing, events etc; and
- performing arts experiences utilising the current facilities at the Campbelltown Arts Centre as well as other venues.

Whilst there are many other opportunities to develop, great care is needed to avoid promoting these until such time as they are properly developed or enhanced. These include:

- future indigenous product which needs to be well packaged with other elements of interest to inbound visitors especially;
- nature based areas and experiences which need supporting infrastructure before they are expected to be sufficiently appealing;
- interactive displays and the use of clever technology enhancements to bring alive heritage sites; and
- expansion and upgrading of visual arts facilities to draw wider audiences.

6.2.2. Camden Opportunities

6.2.2.1. Greater Profiling of Bird Watching

We understand that the botanic gardens at Mount Annan is a very popular location for bird watchers, with over 160 species of birds residing in the Gardens.

In order to grow the high yield bird watching niche visitor market, there is a need to further develop facilities (such as bird hides) and package experiences with accommodation to attract the market. The market needs more regional accommodation options noting the need to visit at dawn and dusk especially.

We understand there also may be potential to investigate bird watching opportunities for Campbelltown, particularly within the Georges River and Dharawal National Park. This could allow

²⁸ <http://www.swhd.nsw.gov.au/ccq/redevelopment/>

for the packaging of experiences with the Australian Botanic Garden.

6.2.3. Macarthur Regional Opportunities

6.2.3.1. Brand Identity

Currently, neither the Macarthur brand proposition, nor that of the two LGAs (Camden and Campbelltown) is clearly defined or well understood by locals or visitors.

To better promote Macarthur as a tourism destination in its own right, and to profile the region as having a clear point of difference within the greater Sydney region, there is a need to develop a clearer identity.

The identity hierarchy for the region and its LGAs should reflect the following:

FIGURE 23: MACARTHUR BRAND HIERARCHY



Importantly, the Macarthur region comprises a range of tourism operators with different objectives. It is important that the tourism industry is consulted to input and take "ownership" of the brand and to use it in their marketing.

Importantly, consultation indicated that, at times, Campbelltown in particular, is associated with

negative brand perceptions. The majority of stakeholders consulted with agreed that Campbelltown may be better off leveraging off the Macarthur brand (in association with Camden), primarily because it is still relatively unknown as a destination brand and could be created into anything for the future without having to address outdated perceptions.

To help raise the profile of the Macarthur brand, a series of attractive street side banners should be designed to highlight the Macarthur name utilising the redesigned branding for the region. Banners could be used on access points from the Hume Highway, along Narellan Road and on entry into key retail precincts in Campbelltown and Camden.

In time there should be opportunities to package up various products which will appeal to inbound tour operators and cruise ship companies to link to this growth sector now looking to bring cruise ships into Port Kembla.

The ITOs and cruise ship companies will only be interested when well-structured 1, 2 and 3 hour tours are offered to them which can include:

- unique product (gastronomy, wellness and health focussed);
- visits to see nationally significant natural features (waterfalls etc), botanical displays) interactive heritage and historic sites of significance; and
- to partake in events, markets etc.

6.2.3.2. *Redeveloped Website and Augmented Mobile App*

While Macarthur does have its own dedicated destination website (www.macarthur.com.au), improvements could be made to further enhance the website. These could include the following.

- Investigate the inclusion of a comprehensive booking system which also integrates pre-packaged deals, as well as allowing visitors to package up their own visit in the format of a shopping cart style system, allowing visitors to choose from a range of travel, accommodation, dining options, as well as experiences and events.
- Inclusion of a consistently updated and easy to read and navigate events calendar, with packages linked to specific events.
- Investigate the inclusion of augmented reality tours within the existing Macarthur mobile app (see Figure 24) which will enable the history of Macarthur to be brought alive in an interactive and flexible format. The app could also be extended to allow visitors to book accommodation, travel and activities, as well as offering a range of prebuilt packages that visitors can book via the app.

As is currently done, both Councils, should take responsibility for managing the website with the aim of handing this over to a suitable tourism industry organisation at a time in the future when a unified and well-structured LTO or similar is able to be created.



FIGURE 24: AUGMENTED REALITY APP EXAMPLES



Finding Sacred Ground Augmented Reality App



Nearest Tube Augmented Reality App



MyOrphee Mobile Guide Apps

6.2.3.3. Event Calendar

Events and festivals provide numerous benefits by increasing visitation and expenditure, reducing low season impacts, encouraging repeat visitation as well as raising destination awareness.

The following table provides a breakdown of all events and festivals that are currently held in Macarthur. In total, there were 20 tourism based events²⁹ held in the 2014/15 calendar year.

TABLE 6: EVENTS HELD IN MACARTHUR

Name	Suburb	Month
Australia Day Event	Camden	January
Australia Day Event	Campbelltown	January
Camden Show	Camden	March
Paws in the Park	Camden	March
Catch a Carp Competition	Campbelltown	March
Campbelltown City Challenge Walk	Campbelltown	March
Doll, Bear and Creative Fair	Campbelltown	March
Miracle Mile	Menangle Park	March
Ingleburn Alive	Ingleburn	March
Pixel Sounds Music Festival	Campbelltown	April
AnnanROMA Food and Wine Festival	Mount Annan	April
Campbelltown Steam and Machinery Museum Field Day	Menangle Park	May
Riverfest	Campbelltown	August
Campbelltown Vintage Fifties and Collectables	Campbelltown	August
Macarthur Caravan and Camping Expo	Menangle Park	August
Camden Festival	Camden	September
Camden Park Open House	Camden	September
Gilbulla Open House	Menangle	September
Narellan Rhythms Festival	Narellan	October
Light Up Camden	Camden	November
Festival of Fisher's Ghost	Campbelltown	November
New Year's Eve	Campbelltown	December
Campbelltown Carols	Campbelltown	December

In order to better plan for events, as well as promote them, there is a need to develop an events calendar which should be available via the Macarthur tourism website. There are already a number of smaller event calendars developed by individuals and tourism/industry groups throughout Macarthur, however, there is a need for collaboration to create one unified events calendar which can be well promoted.



6.2.3.4. Event Evaluation

In addition to the events calendar recommendation, there is a need to create an events evaluation criteria which ascertains, based on a number of factors, how successful an event was and whether it should continue to be invested in. The criterion should focus on:

- likely cost of the event;
- level of industry support;
- level of community support;
- ability to leverage off funding sources to support event;
- timing of the event and whether it fits into the broader Sydney regional events calendar (so as to ensure it is not competing with other major events); and

²⁹ We note there are several more events held in the Macarthur region, particularly gallery exhibitions etc. The events we have

included are those which would appear, from online research and consultation, to be events that would attract a tourism market.



- visitor markets the event is likely to attract.

6.2.3.5. Packaging of Product

There are a number of visitor experiences, attractions, transport options and accommodation etc. available throughout the Macarthur region, however, currently there is generally very limited synergy between these operators/providers.

Some operators indicated that whilst they may have historically tried to package their product, market take up was low. There is a need for a composite experience to be offered to the consumer, helping to extend visitor stay as well as greater regional dispersal.

Packages could include, by way of example, visits to the Australian Botanic Garden, indigenous and other guided tours throughout the region's national park, horse riding experiences, Campbelltown Arts Centre, dining at high quality restaurants throughout the region as well as accommodation etc.

This will help strengthen the product offering, allow for cross product selling, increase pre bookings and help with improved transport and related planning.

The opportunity may also exist to look at cross-regional packaging, linking Macarthur's experiences with the unique experiences that exist in parts of Wollondilly, the Southern Highlands or the Illawarra. This may encourage visitors who would not have previously considered visiting

Macarthur during their stay in Sydney and may potentially create new drive circuits and day tours.

6.2.3.6. Car Enthusiast Destination Promotion

Macarthur could become an easily accessible location for car enthusiasts, including car clubs looking at daily excursions out of the Sydney CBD and which require a mix of winding and straight roads, good food and beverage outlets and event venues to showcase the vehicles on display.

To market Macarthur as a car enthusiast destination for car clubs based in the greater Sydney region and potentially regional NSW and Canberra requires coordination; a role which could possibly be undertaken by the Tourism Industry Taskforce Group (see Section 6.3.1.1 for an overview of the Taskforce).

6.2.3.7. Tourism Awareness Campaign

As is common in many other regions and LGAs, there is a lack of community awareness on the importance of tourism within Macarthur, and how the tourism dollar spreads throughout the region's economy (see Figure 25). The Macarthur tourism industry³⁰ is valued at just under \$654m³¹ and accounts for over 4k jobs³² in the region.³³

The NSW Government's Visitor Economy Industry Action Plan recognises the importance of the visitor economy which "is worth more than agriculture, forestry and fishing and just below mining".³⁴

³⁰ Note this incorporates both tourism and hospitality

³¹ Direct and Indirect Output

³² Direct and Indirect Employment

³³ <http://economy.id.com.au/macro/tourism-value?WebID=100> – Wollondilly has been excluded when calculating these values.

³⁴ Visitor Economy Industry Action Plan, The NSW Government Response to the Final Report of the Visitor Economy Taskforce, December 2012, page 2.

The Councils should consider developing a tourism awareness campaign which demonstrates:

- how the tourism dollar disperses through the Macarthur economy to show that far more businesses benefit from tourism than just tourism businesses. This would include assessing the direct and indirect impact of visitor spend;
- what kind of businesses benefit from tourism;
- how extended trading hours could provide benefits to a wide cross spectrum of the community and visitors;
- what the estimated value is of tourism via direct, indirect and induced spending impacts; and
- to explain why Council support is required to maximise the total returns to Macarthur as demonstrated via economic benefits, social and infrastructure improvements and higher quality environmental outcomes.

FIGURE 25: THE IMPORTANCE OF TOURISM



6.3. Industry Support

6.3.1. Macarthur Regional Opportunities

6.3.1.1. Industry Taskforce

An Industry Taskforce Group should be developed to work with each Council to activate opportunities. This group should comprise proactive tourism industry members from both Council areas.

The role of the Industry Taskforce Group should be to:

- gather and consolidate feedback from tourism operators and groups throughout their LGA (such as chambers of commerce etc.);
- provide guidance on tourism sector needs and provide assistance to Council personnel charged with implementing the DMP;
- advocate for stronger resources and focus being applied to tourism in their associated LGA;
- support each Council in lobbying DNSW and NSW State Government to strengthen the Macarthur brand and marketing opportunities;
- ensure that other areas of the local economy are aware of tourism opportunities (specific TAFE tourism training programs, events and festival benefits for retailers in general, community groups supporting heritage and culture);
- take responsibility for the creation of an enhanced brand identity for Macarthur to support tourism;
- act as a conduit to community interest groups and others with various ideas for tourism development and enhancement;
- ensure that tourism based projects are front of mind when economic development

opportunities and new investment is being considered for Macarthur; and

- provide input into visitor service needs.

The role of this Industry Taskforce Group will be explained further in Section 7 this DMP. Importantly, it need not be a 355 Committee of either or both Councils.

6.4. Visitor Servicing

6.4.1. Camden Opportunities

6.4.1.1. *Feasibility to Assess Location of Camden VIC*

In addition to the need for a review of visitor information services throughout Macarthur, an additional assessment needs to be undertaken on the location of the Camden VIC. If Camden Council decides it wishes to continue to invest in its VIC, it is important that a site assessment is undertaken which takes into account visitor flows, and the potential increased visitation the VIC could achieve if it was located on the main street of Camden and as part of the unique heritage precinct.

6.4.2. Macarthur Regional Opportunities

6.4.2.1. *Review of Visitor Information Services throughout Macarthur*

Macarthur currently has two yellow I accredited VICs located in Camden (John Oxley Cottage) and Campbelltown (Quondong Cottage).

From work The Group has undertaken on visitor information centres in numerous locations (Bundaberg, Cradle Coast - Tasmania, Byron Bay, Cooma-Monaro, Sunshine Coast, and Launceston etc.), we understand that councils in particular, are looking for more cost effective and efficient ways to deliver information services to visitors. In most cases, VICs operate with high net cost deficits.

Utilisation of VICs by visitors nationally is trending downward whilst operating costs continue to increase.

To ensure the VICs across both LGAs are operating most effectively, the Councils need to investigate:

- identifying opportunities to increase efficiencies for the delivery of visitor information services;
- ways to increase the effectiveness of those visitor services delivered within the region;
- highlight technology solutions (increased web presence, mobile apps and websites etc.) which may provide alternative and broader access to information; and
- to identify opportunities for developing a greater shared approach to the delivery of visitor information services throughout the Macarthur region.

Changes need to capitalise on the trend toward more online information solutions and to look at possible 24 hour touch screen monitors for each town. These technology solutions can also create the opportunity to find local or state based sponsors for the ongoing maintenance of supporting infrastructure.

6.4.2.2. *Roving Ambassador Program*

The development of a roving volunteer ambassador program to promote the region could be particularly useful if, over time, the region decides that the need for VICs has diminished. Having this program already in place would mean that visitors are still able to get that face to face interaction which some visitor's desire and could be created in different parts of the region.

6.4.2.3. *Free Wi-Fi at the VICs*

Investigate the provision of free Wi-Fi for visitors at each of the VICs and in main streets to enable visitors to access the updated Macarthur website and to encourage greater visitor dispersal to seek out various tourist attractions and experiences.

6.4.2.4. *Signage Program*

There is a need to develop a signage program which includes an action plan for improving both directional (way finding) and interpretive signage throughout Macarthur, to ensure there is continuity for all signage (static and electronic).

Importantly, visitor services should include improved signage as well as an enhanced level of information available through a dynamic website, an augmented reality mobile app, touch screens and other technology solutions.

The region could consider the implementation of highly attractive and innovative (moveable) 24/7 digital touch screens (see Figure 26). These touch screens could be placed in high traffic areas and, during major events, could provide visitors with a range of information.

Touch screens can be designed to allow for the display of information as well as the booking of accommodation, transport and activities. Potential could exist to have the touch screens sponsored, as advertisements can be placed on the screen when they are not in use. They can also be used to provide community information updates.

FIGURE 26: BEST PRACTICE EXAMPLE – HIGH TECH OUTDOOR INFORMATION TOUCH SCREENS



6.4.2.5. *Gateway Landscaping*

To provide a welcoming entrance into the Macarthur region (from entry points around Camden and Campbelltown), there is a need to improve streetscaping at key entry points as well as along the Hume Highway, Narellan Road and into the Australian Botanic Garden at Mount Annan. This should also be considered for railway stations in the region.



Landscaping of main roads may include boulevarding or street planting and welcome signage where appropriate. Each Council would need to integrate a landscaping strategy for its gateway points. This also needs to include consider street improvements (seating, signage etc.), street planting, as well as pathway upgrades in areas such as heritage precincts and retail areas which cater to visitor needs.

6.4.2.6. Visitor Data Base

The creation of a robust visitor data base will significantly assist both Councils and industry to assess the success of the various marketing and development projects and strategies recommended in this DMP. The reasons for creating such a data base are outlined within the issues section of this report already.

From an opportunities perspective, the creation of a detailed and robust visitor data base will provide important strategic information for decision making including:

- Measuring the growth in targeted niche markets;
- Monitoring visitor spend patterns and the contribution tourists make to the visitor economy in each Council area and in the Macarthur Region overall;
- Developing trend data to help with forecasting of future growth;
- Assessing accommodation sector occupancy levels to help determine timing for encouraging of different forms of accommodation such as hotels, caravan parks, lodges and serviced apartments;

- Assessing utilisation rates for performance venues, event locations etc. so as to know when capacity levels may start to be reached; and
- For helping to spread the impact of seasonality so peak seasons are able to be better managed and shoulder seasons can be effectively grown.

6.5. Opportunities Matrices

The following matrices provide a top line summary of each of the opportunities, including their priority, the potential visitor markets which could be captured, possible location/sites to be considered, an estimation of the CAPEX required, the level of risk involved, potential time frames, the project type (commercial or public) as well as the lead stakeholder involved.

The projects have also been listed in priority order (high, medium and low) based on discussions with various stakeholders.





TABLE 7: TOURISM PRODUCT DEVELOPMENT & PARTNERSHIPS

Opportunity	Priority	Visitor Markets to Capture ³⁵	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
South West Sydney Sports Precinct	High	Local market, domestic sporting marketing	Campbelltown Stadium	\$250m+ ³⁶	Medium – High	Public	■ Campbelltown City Council
Café/Restaurant and Bar Precinct (contingent on Stadium Upgrades)	High	Local market, food and wine visitors, family market, short break visitors	Surrounding Campbelltown Stadium	\$20m	Medium – High	Public/Private	■ Campbelltown City Council
Holiday Park Development	High	Caravan & camping, family market, backpackers and the local market, short break visitors, over 55s travellers	Various (determined as part of feasibility)	< \$12m	Low – Medium	Commercial	■ Camden Council and Tourism Industry Taskforce for Feasibility ■ Commercial developer experienced in holiday park development
Haunted Attraction and Festival	Medium – High	International youth, international students, working holiday makers, backpackers, cruise ship visitors, the local market and the regional Sydney domestic market.	Various (determined as part of feasibility)	< \$600k	Medium	Commercial	■ Tourism Industry Taskforce for Feasibility ■ Commercial developer experienced in haunted attractions creation
South West Sydney Performing Arts Hub	High	Local market, cultural and heritage visitors, schools	Campbelltown Arts Centre	\$30m ³⁷	Medium	Public	■ Campbelltown City Council
Food Trails and Cooking Schools	Medium	Food and wine visitors, cruise ship visitors, short break visitors, over 55s travellers	Throughout the region	\$50k	Low – Medium	Commercial	■ Tourism Industry Taskforce and Industry operators

³⁵ Visitor markets are based on Destination NSW's market segment definitions, including: NSW Family Market, Domestic Caravan and Camping, International Youth, International Students, Working Holiday Makers, International Backpackers, Over 55s Travellers, Cruise Ship Visitors, Cultural and Heritage Visitors, Food and Wine Visitors, Nature Visitors, Short Break Visitors and Accessible Tourism (seniors, people with a disability, people from non-English speaking backgrounds and parents with children). We have also included various other local visitor markets such as the domestic sporting market, schools and the general local market.

³⁶ This cost is purely indicative as feasibility and related analysis would be required to refine the scope and determine whether the existing stadium could be easily expanded or whether a new stadium would need to be constructed. A new stadium would likely be significantly more expensive to develop.

³⁷ Based on discussions with Campbelltown City Council



Opportunity	Priority	Visitor Markets to Capture ³⁸	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Heritage and nature-based stories through a sound and light show	Medium	Cultural and heritage visitors, family market, nature visitors, international youth, local market, over 55s travellers, accessible tourism, short break visitors	Australian Botanic Garden at Mount Annan	\$400k	Medium	Public/Commercial JV	<ul style="list-style-type: none"> Tourism Industry Taskforce with assistance from the ABG³⁸
Botanic Gardens Amphitheatre and Sculpture Garden, horse trails and Luge	Medium-high	Cultural and heritage visitors, family market, nature visitors, local market, over 55s travellers, accessible tourism, cruise ship visitors, short break visitors	Australian Botanic Garden at Mount Annan	> \$1.5m	Medium	Public/Commercial JV	<ul style="list-style-type: none"> Tourism Industry Taskforce with assistance from the ABG
Boutique Glamping in Reserves and on the fringe of National Parks	Medium	Nature visitors (including eco-tourists, bird watchers) and the family market	reserves within the Macarthur region and potentially on the fringe of National Parks	< \$300k	Medium	Commercial	<ul style="list-style-type: none"> Both Councils with NPWS for feasibility Commercial operator experienced in luxury glamping for development
Aviation Business Park	Medium	Fly-in visitors	Camden Airport	> \$2m	Medium – High	Commercial	<ul style="list-style-type: none"> Camden Council and Airstrip operator/land owner for feasibility Commercial business park developer for development
Regional Music Festival	Medium	International youth, local market, short break visitors	Campbelltown, Australian Botanic Garden at Mount Annan	<90k	Medium	Commercial	<ul style="list-style-type: none"> Tourism Industry Taskforce to solicit interest from festival/event promoters
Stimulate Investment into Macarthur	Medium	n/a	n/a	\$30k (to develop memorandum)	Low – Medium	Public	<ul style="list-style-type: none"> Both Councils

³⁸ Australian Botanic Garden Mount Annan



Opportunity	Priority	Visitor Markets to Capture ^{3a}	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Arts Trail covering sculpture trails, artist studio tours, art displays inside facilities and externally	Low – Medium	Cultural and heritage visitors, family market, nature visitors, international youth, local market, over 55s travellers, short break visitors	Throughout the region but possibly hubbed from the Campbelltown Arts Centre	\$15k (marketing)	Low – Medium	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce, art community and industry operators
National Equine Experience Centre	Low – Medium	Domestic (and international) sporting market, local market	Various (determined as part of feasibility)	< \$12m	Medium – High	Commercial	<ul style="list-style-type: none"> Tourism Industry Taskforce for feasibility Equine industry within the region to support the development
Riverside Activation	Low – Medium	Cultural and heritage visitors, family market, nature visitors, local market, accessible tourism, caravan and camping visitors	Throughout the region at points with river access	\$10k (marketing) \$90k (development)	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce and NPWS
Aviation Museum	Low – Medium	Cultural and heritage visitors, local market, schools, caravan and camping visitors, short break visitors	Possibly at Camden Airport	< \$3.5m	Medium – High	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce for feasibility Camden Council for the development of the museum
Accessibility for river based tourism activities	Low – Medium	Cultural and heritage visitors, family market, nature visitors, international youth, local market, short break visitors	Various	n/a	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce and both Councils
Glenfield to Macarthur Urban Renewal Corridor Strategy tourism infrastructure	Low – Medium	Cultural and heritage visitors, family market, nature visitors, international youth, local market, short break visitors	various	\$15k marketing	Low-medium	public	<ul style="list-style-type: none"> Campbelltown City Council Tourism Industry Taskforce NSW State Government
Regional Sports Facility and elite sports centre	medium	Family market, domestic (and international) sporting market	Macarthur Heights	\$20m	Low-medium	Public	<ul style="list-style-type: none"> Campbelltown City Council NSW State Government Regional sports organisations NRL, AFL and other teams



Opportunity	Priority	Visitor Markets to Capture ^{as}	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Bush Corridors for Leisure Tourism	Medium-low	Cultural and heritage visitors, family market, nature visitors, international youth, local market, short break visitors	Various	\$15k marketing	medium	Public	<ul style="list-style-type: none"> Both Councils
Motor Sport Technology Precinct	medium	Family market, international youth, local market, short break visitors, backpackers, niche markets such as car and motorcycle clubs	To be determined	>\$15m	Medium	Commercial	<ul style="list-style-type: none"> Commercial developer/operator Campbelltown City Council WSU and TAFE

TABLE 8: MARKETING & PROMOTION

Opportunity	Priority	Visitor Markets to Capture	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Brand Identity	High	n/a	n/a	\$40k	Low	Public	<ul style="list-style-type: none"> Each Council and the Tourism Industry Taskforce
Redeveloped Website and Augmented Reality Mobile App	High	n/a	n/a	\$70k	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce and web/app developer
Event Calendar	Medium - High	n/a	n/a	n/a - integrate into new website	Low	Public	<ul style="list-style-type: none"> Tourism industry Taskforce and event coordinators
Event evaluation	Medium - High	n/a	n/a	n/a	Low	Public	<ul style="list-style-type: none"> Tourism industry Taskforce and Council economic development personnel
Car Enthusiast Destination Promotion	Medium	Car enthusiasts and car clubs, short break visitors, family market	Throughout the region	\$20k for promotion	Low	Public	<ul style="list-style-type: none"> Tourism industry Taskforce



Opportunity	Priority	Visitor Markets to Capture	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Packaging of Product	Medium	Short break visitors, family market, cultural and heritage visitors, nature visitors, local market, accessible tourism, cruise ship visitors	Throughout the region	\$20k for promotion	Low	Industry	<ul style="list-style-type: none"> Tourism Industry Taskforce and Macarthur tourism industry
Tourism Awareness Campaign	Medium	Local market	n/a	\$15k for promotion	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce
Medical Tourism Strategy	Medium	Medical Tourism, Accessible Tourism, Conferencing Market	Campbelltown	\$20k (strategy development)	Low	Public	<ul style="list-style-type: none"> Council and Industry Taskforce Group
Bird Watching Profiling	Medium	Nature visitors	Australian Botanic Garden and Riverside Reserves	\$15k (marketing) \$40k (hides)	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce with assistance of the ABG

TABLE 9: INDUSTRY SUPPORT

Opportunity	Priority	Visitor Markets to Capture	Possible Location/Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Industry Taskforce Creation	High	n/a	n/a	< \$30k (marketing) < \$20k (development)	Low - Medium	Public	<ul style="list-style-type: none"> Each Council
Visitor Data Base	High	To monitor targeted niche markets and monitor success of all programs aimed at growing visitor markets, visitor spend levels and length of visitor stay.	Throughout the region	< \$5k for establishment and management	low	public	<ul style="list-style-type: none"> Each Council



TABLE 10: VISITOR SERVICING

Opportunity	Priority	Visitor Markets to Capture	Possible Location/ Site	Est. CAPEX Requirement for Total Project	Level of Risk	Commercial or Public Project	Lead Stakeholder
Review of Visitor Information Services	Medium - High	n/a	n/a	\$35k	Low	Public	<ul style="list-style-type: none"> Each Council and the Tourism Industry Taskforce
Feasibility to Assess Location of Camden VIC	Medium - High	n/a	n/a	< \$5k (if bundled with above Review)	Low	Public	<ul style="list-style-type: none"> Camden Council
Free Wi-Fi at the VICs	Medium - High	n/a	Camden and Campbelltown VICs	n/a	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce and each Council
Gateway Landscaping Strategy	Low	n/a	Gateway locations to the region	\$40k (strategy)	Low	Public	<ul style="list-style-type: none"> Each Council
Signage Program	Medium - High	n/a	n/a	\$20k for signage strategy and \$75k for new signs/skins	Low	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce with assistance from relevant personnel from each Council
Roving Ambassador Program	Low	Over 55s travellers, caravan and camping market, short break visitors, food and wine visitors, accessible tourism	Throughout the region	\$15k (training)	Low - Medium	Public	<ul style="list-style-type: none"> Tourism Industry Taskforce



7. TOURISM COORDINATION FOR MACARTHUR

7. Tourism Coordination for Macarthur

7.1. The Challenge for Macarthur

One of the challenges which the tourism sector in Macarthur faces is the ability to create a unified voice for lobbying Government at all levels for various forms of support. Historically various formats of LTOs have been setup in an attempt to create a more unified tourism industry. Despite best efforts, these models have not produced a successful outcome.

An option discussed by several stakeholders was the renewed need for a local tourism organisation (LTO) for Macarthur. The purpose of the LTO would be to:

- act as the voice of the tourism industry operators within Macarthur;
- to provide a forum where the tourism industry can network and discuss any issues/opportunities;
- provide a forum for industry to discuss and debate issues and options;
- to meet regularly with DNSW to garner support for various marketing and promotional initiatives particularly; and
- to lobby both Councils for support for on various tourism related infrastructure and development support projects.

7.2. Requirements for an industry operated LTO

Prior to a viable LTO being established, however, there are a number of criteria which are required, including:

- the ability of tourism industry stakeholders and operators within Macarthur to form a peak

body which is widely supported by industry (there is little point if many will not join an LTO);

- to ensure that the LTO is representative of industry and covers all aspects of tourism including retail;
- to ensure that it receives recognition and support by each council within the region;
- to ensure that it is able to operate as an independent body rather than as an arm of any council within the region;
- that it is able to raise membership fees or other income to pay for some of its operating costs, with the balance potentially funded by local chambers of commerce and/or council;
- that it is constituted as an incorporated society or other form of legal entity so that it is formally structured rather than ad hoc; and
- that it is truly representative of the various geographic areas within Macarthur and different types of operators.

Generally in destinations, the creation of a LTO is often part of an evolutionary process in the maturing of tourism. It requires commonality and agreement of purpose amongst competing operators and areas to recognise that their ability to lobby and leverage support from government at various levels is dependent on playing as a "team". It is also highly dependent on an agreed common purpose and outcome being achieved.

7.3. Forming an LTO in Macarthur

Currently within Macarthur, there are limited groups (aside from each Council) which would appear to be providing a voice for the tourism sector. It would appear that there are different and divergent views at times between tourism operators within each of the LGAs on what they perceive the future of tourism in the Macarthur may look like. Whilst there is likely to be agreement on some issues, it is considered too early to determine that a common single LTO could be formed to represent the views, aspirations and outcomes required by industry throughout Macarthur.

7.4. The Suggested Way Forward

As such, forming an industry operated LTO is currently considered slightly premature for Macarthur. To be representative of the various tourism stakeholder groups throughout Macarthur, it is therefore suggested that an interim solution be found. This could involve:

- an industry taskforce being established which comprises representatives from each Council as well as industry members which are representative of both the Camden and Campbelltown LGAs;
- the Taskforce is not a 355 committee but rather an "unofficial" committee of both Councils;
- the Taskforce acts as the voice of local tourism stakeholders and the conduit between each Council and the various stakeholder groups; and
- this process will strengthen communication and will support the creation of more unified

views and expectations by each of the local tourism stakeholder groups.

The Taskforce should also look to actively engage industry throughout the region, possibly including holding four – five networking nights per annum.

As each Council has demonstrated its commitment to continue to play a key role as an "enabler" of tourism for the region, this offers an appropriate interim step until such time in the future that a strong and vibrant LTO is able to be created.





8. ECONOMIC OUTCOMES

8. Economic Outcomes



8.1. Assessment of the Net Economic Benefit

The following section provides an overview of the likely benefits that could be generated as a result of the implementation of this DMP and the opportunities identified within it.

8.1.1. Output/Sales

Total output/sales is the total gross value of sales generated by the tourism industry in the Macarthur region³⁹ and comprises the sum of local sales as well as international and domestic exports.

Over the six year period from 2009 - 2014, total tourism industry output in the Macarthur region grew by 15% (\$86mm), increasing from \$567.8m in 2009 to \$653.6m.⁴⁰ These figures reflect the contribution of gross sales to local GDP.

8.1.2. Employment

Tourism related employment accounts for 6% of total employment in Macarthur, generating just over 4k⁴¹ direct⁴² and indirect⁴³ jobs in the 2014 FY.

It is important to note that whilst this percentage would appear low (as a percentage of total employment by industry sector) it is the potential growth which should be focused on. For example introduction of a conference venue attached to the Campbelltown Stadium or other large facilities could significantly increase tourism-related employment.

Though the data indicates a decline of 15% over the 6 year period assessed (2009 – 2014), the potential exists to turn this around through stimulating a number of new visitor experiences and products, including in retail, food and beverage and new visitor experiences.

Tourism has the potential to significantly grow its importance to the employment base for Macarthur and most importantly, act as a catalyst to stimulate employment for both younger people (which will encourage more of them to stay in the region and others to relocate to the region) and mature aged people who will find casual, part time and potential full time employment options which the region will benefit from.

³⁹ Including only the LGAs of Camden and Campbelltown

⁴⁰ Value of Tourism and Hospitality, Economy ID (National Economics (NIEIR) - Modelled series)

⁴¹ Value of Tourism and Hospitality, Economy ID (National Economics (NIEIR) - Modelled series)

⁴² Direct employment is people who are directly employed in tourism and hospitality related jobs within the area.

⁴³ Indirect employment is people who are employed as a result of the flow-on effects of employment in tourism and hospitality to other related intermediate industries, as well as the increase in local consumption created by the wages and salaries of tourism and hospitality workers, which in turn creates additional employment

Tourism offers the potential to attract people across a very wide age range to work in the sector full-time, part-time and on a casual basis.

8.2. Visitor Spend

In the absence of visitor spend data⁴⁴, The Group has averaged visitor spend in the LGAs of Penrith, Blue Mountains, Wingecarribee and Wollongong and applied this average to Macarthur's visitor numbers to obtain total visitor spend.

The following table provides an overview of estimated visitor spend by visitors to Macarthur.

TABLE 11: VISITOR SPEND BREAKDOWN⁴⁵

Visitor Segment	Total	Per Visitor	Per night
Domestic Day Visitors	\$96.0m	\$88	n/a
Domestic Overnight Visitors	\$89.3m	\$400	\$161
International Visitors	\$28.5m	\$1,355	\$82

While international visitors are estimated to have the greatest spend per trip (\$1,355), domestic overnight visitor's yield the greatest spend on a per night basis (\$400 per night). Domestic day trippers contribute the smallest amount at just \$88 per trip. This demonstrates the importance of the domestic overnight visitor market to Macarthur and the need to focus on initiatives which may assist in converting domestic day trippers to domestic overnight visitors.

Development of new commercial accommodation facilities is therefore an important catalyst for increasing spending levels.



8.3. Growth in the Net Economic Benefit

8.3.1. Visitor Forecast Scenarios

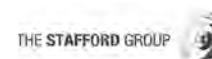
To estimate the growth in the net economic benefit of growing Macarthur's tourism sector, a series of visitor growth forecasts have been developed.⁴⁶ These forecasts range from a low growth scenario to a high growth scenario. The table provided in Supporting Documentation 4 illustrates these growth scenarios over a 10 year period. Key points to note include the following.

- Under the low growth scenario, visitation, over the 10 year period, grows from 1.33m to 1.77m, a total growth of 436k visitors (or a 33% increase). This level of growth reflects natural growth in visitation to the Macarthur, with little-to-no new product development.
- Under the medium growth scenario, visitation grows by 61%, increasing from 1.33m to 2.14m visitors. The majority of growth under this scenario originates from domestic day trip visitors, growing from 1.1m to 1.8m. To achieve this level of growth, it is assumed that

⁴⁴ Discussions with DNSW revealed that this data is not available due to a small sample size and a large margin of error

⁴⁵ Based on data provided by DNSW as part of a special data request.

⁴⁶ At the time of this writing, no existing visitor forecasts for the Macarthur region were available.



it would necessitate expansion by major existing tourism operators in the Macarthur region.

- Under the high growth scenario, visitation more than doubles, increasing from 1.33m to 2.8m, a total growth of 1.47m visitors. This growth has been based on the introduction of approximately 8 – 12 new medium - larger tourism operators (attractors, experiences, accommodation facilities, tours, events etc.) in the region.

8.3.2. Growth in Visitor Spend

Based on the visitor forecasts developed, and using existing visitor spend figures for visitors to the Macarthur region, The Group has provided top line estimates of the growth in visitor spend under each forecast scenario. The table provided in Supporting Documentation 5 page provides the results of this assessment.

Points to note include the following.

- Under the low growth scenario, spend increases from an estimated \$214m in 2014 to just under \$262m by 2024, a total growth of 33%.
- Under the medium growth scenario, visitor spend increases by over 60%, growing from \$214m to just under \$345m.
- Under the high growth scenario, visitor spend increases by \$227m, growing from \$214m to just over \$441m.

Importantly, these forecasts in visitor spend should be considered conservative as they make no

provision for increases in average visitor spend per person. The introduction of new overnight accommodation facilities would result in higher visitor expenditure associated with spend on consumables, accommodation, food and beverage and other goods and services.

8.4. Tourism Multipliers

In addition to the direct expenditure from visitors, there are associated visitor expenditure multiplier effects into the local economy. These flow-on effects have been expressed as a tourism output multiplier of 0.92⁴⁷, being that for every dollar spent by visitors in Macarthur, the broader local economy is estimated to benefit a further \$0.92. These flow-on benefits go beyond traditional sectors associated with the tourism industry, to include sectors such as administration and wholesale trade, thus demonstrating the interconnectedness of tourism to other parts of the economy.

The growth of the tourism sector in the Macarthur region (through new developments, upgrades of existing product, new events, marketing etc.) will support a range of other sectors in the region. The table in Supporting Documentation 6 provides an overview of the results achieved when applying the tourism multiplier of 0.92 to the current estimated value of tourism in Macarthur and the forecasted growth scenarios.

⁴⁷ Tourism's Contribution to the Australian Economy 1997-98 to 2009-10, Department of Resources, Energy and Tourism.

Key points to note include the following.

- Applying the tourism multiplier to the total spend by visitors to Macarthur of \$214m (2013/14 estimate), produces an estimated \$197m as additional annual spend in the local economy.
- Under the low visitor forecast scenario it has been estimated that cumulative visitor spend will total \$2.51b over the 10 year period assessed (2015 – 2024). Applying the tourism multiplier to this visitor spend figure produces an estimated additional \$2.31b spend in the local economy.
- Visitor spend under the medium growth scenario totals \$2.8b over the 10 year period 2015 – 2024, with a multiplier effect of \$2.58b.
- Under the high visitor growth scenario, visitor spend is estimated to total \$3.25b. Applying the multiplier to this spend figure results in an estimated additional \$2.99b being spent in the local economy over the 10 year period assessed.

As can be seen in the above assessment, the contribution to the Macarthur regional economy from tourism can be significant.

Furthermore, the economic values are conservative as they do not reflect higher average visitor spend attributed to a broader range of products and amenities and invariable price increases which will occur.

The upside benefits to Macarthur, therefore, from supporting and growing the tourism sector, should be considered significant.





9. TOURISM MARKETING ACTION PLAN

9. Tourism Marketing Action Plan

The following are the key result areas to be focused on to help facilitate the successful implementation of this DMP.

Please note that this action plan contains steps required to realise future opportunities and achieve the recommendations included in this DMP, as well as supplementary actions that can be undertaken to further the success of this DMP.

Short term strategies are those to be implemented within the next two years (2016-2018), medium term are those within the following three years (2019 - 2021) and long term includes those to be undertaken after five or more years (2022 onwards) but which may need to commence in the medium term.

TABLE 12: KEY PERFORMANCE AREA 1

Tourism Product Development & Partnership Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Holiday Park Development Feasibility Assessment	<ul style="list-style-type: none"> ▪ Council to investigate possible land sites it has which could be used and zoned for the development of the destination park ▪ Feasibility assessment undertaken to indicate viability of the destination park ▪ If viable, Council to put opportunity out to tender for reputable park operators (including current operators of Poplar Tourist Park) 	Camden and Campbelltown City Council (for feasibility)	Short Term (feasibility) Medium – Long Term (project development)	<ul style="list-style-type: none"> ▪ Land assessment to be undertaken by February 2016 ▪ Make contact with destination park operators by July 2016 to determine potential costs associated and revenue generating opportunities ▪ Undertake feasibility by September 2016 ▪ If a positive outcome then solicit destination park investor interest in development at the site.
Haunted Attraction and Festival Feasibility Assessment	<ul style="list-style-type: none"> ▪ Undertake a feasibility assessment to investigate the development of a haunted attraction. This should include a site assessment of old Council sites which could provide space for the attraction and should leverage off the marketing profile of the Fisher's Ghost Festival held in Campbelltown. ▪ Undertake discussions with similar attractor operators to gauge interest for developing/operating the attraction 	Tourism Industry Taskforce	Short – Medium Term (feasibility) Medium – Long Term (project development)	<ul style="list-style-type: none"> ▪ Feasibility to be undertaken by December 2016 ▪ Discussions with similar attractor operators to be undertaken by March 2017
SW Sydney Integrated Sports Precinct (including integrated café/restaurant and entertainment precinct) Full Feasibility Assessment	<ul style="list-style-type: none"> ▪ Complete a full feasibility, including cost benefit assessment, on the potential for a major sports precinct ▪ Submit the feasibility to State Treasury for a Gateway Review on the basis that it will require State Government funding support ▪ Securing funding for the development and implementation 	Campbelltown City Council	Short Term (feasibility and gateway review) Long Term (project development)	<ul style="list-style-type: none"> ▪ Undertake full feasibility by July 2016 ▪ Initiate Gateway Review by November 2016 ▪ Assuming positive response submit to State Government on or before June 2017

Tourism Product Development & Partnership Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
SW Sydney Arts Hub Expansion	<ul style="list-style-type: none"> Undertake full feasibility to support arts expansion Determine optimum regional initiatives Submit the feasibility to State Treasury for a Gateway Review on the basis that it will require State Government funding support Securing funding for development and implementation including expansion of existing facilities 	<p>Campbelltown City Council, Arts NSW</p> <p>Regional arts bodies</p>	<p>Short Term (feasibility and gateway review)</p> <p>Medium – Long Term (project development)</p>	<ul style="list-style-type: none"> Undertake full feasibility by June 2016 Initiate Gateway Review by August 2016 Assuming positive response submit to State Government on or before June 2017
Food Trails and Cooking Schools Feasibility Assessment	<ul style="list-style-type: none"> Undertake feasibility for the development of a cooking school which caters for both adults and children. This will involve investigating possible demand, the most suitable location, potential operators and grants which could be applied for Work with industry to develop and market a range of food trails (possibly tied in with art trails) throughout the Macarthur region 	Tourism Industry Taskforce	<p>Medium Term (feasibility)</p> <p>Medium – Long Term (project development)</p>	<ul style="list-style-type: none"> Feasibility to be undertaken by January 2018 If positive outcome, then solicit operator interest by June 2018 Introduce by December 2019
Australian Botanic Garden Sound and Light Show Feasibility Assessment	<ul style="list-style-type: none"> Undertake feasibility regarding the development of a sound and light show to showcase heritage stories of the region at the Australian Botanic Garden (ABG) in Mount Annan, using the natural environment as the backdrop for the show 	Tourism Industry Taskforce with assistance from the ABG	<p>Short Term (feasibility)</p> <p>Medium Term (project development)</p>	<ul style="list-style-type: none"> Feasibility to be undertaken by January 2017 If positive outcome, then solicit operator interest by June 2017 Introduce by December 2018
Botanic Garden Amphitheatre and Sculpture Garden, Horse Trails and Luge Feasibility Assessment	<ul style="list-style-type: none"> Undertake feasibility study and business case development to assess the development of an amphitheatre and possibly sculpture garden at the ABG. Also feasibility for horse trails and luge attraction. Determine priority project, partner potential 	Tourism Industry Taskforce with assistance from the ABG	<p>Short Term (feasibility)</p> <p>Medium Term (project development)</p>	<ul style="list-style-type: none"> Feasibility to be undertaken on or before January 2017 If positive outcome, then solicit operator interest by June 2017 Introduce by December 2018
Boutique Glamping in Reserves Feasibility Assessment	<ul style="list-style-type: none"> Council to investigate possible land sites it has which could be used and is suitably zoned for the development of glamping Feasibility assessment undertaken to indicate viability of the glamping operation, including number required to operate viably. If viable, Council to put opportunity out to tender for reputable glamping operators 	Both Councils	<p>Short Term (feasibility)</p> <p>Medium Term (project development)</p>	<ul style="list-style-type: none"> Land assessment to be undertaken by April 2017 Feasibility assessment to be undertaken by July 2017 Tender put out by October 2017
Development of Macarthur Arts Trails	<ul style="list-style-type: none"> Work with industry to develop and market a range of art trails (possibly tied in with food trails) throughout the Macarthur region 	Tourism Industry Taskforce, art community and industry operators	Short Term	<ul style="list-style-type: none"> 2 trails developed and marketed by June 2017 A further 2 trails developed and marketed by December 2018

Tourism Product Development & Partnership Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
National Equine Experience Centre Feasibility Assessment	<ul style="list-style-type: none"> Undertake a feasibility (possibly go out to specialist firms to undertake feasibility) on the development of a national equine interactive centre. This should include a detailed site assessment as there are various sites throughout the region which could be suitable 	Tourism Industry Taskforce	Short Term (feasibility) Medium - Long Term (project development)	<ul style="list-style-type: none"> Feasibility to be undertaken by October 2016
Glenfield to Macarthur Urban Renewal Corridor Strategy tourism activations	<ul style="list-style-type: none"> Identify walkways, cycle ways, information hubs and interpretation and directional information boards, heritage sites of significance Prioritise staging and integrate into renewal corridor Identify opportunities for commercial seasonal tourism activities, 	Campbelltown City Council	Short Term (feasibility) Medium - Long Term (project development)	<ul style="list-style-type: none"> Investigation by June 2016
Regional Sports Facility and Elite Sport Centre	<ul style="list-style-type: none"> Assess viability – completed June 2015 Determine economic value and benefits to visitor economy Gain support from State Government Gather support from NRL, AFL, and other sports codes Assess and secure funding sources Develop facilities 	<ul style="list-style-type: none"> Campbelltown City Council State Sport Bodies WSU 	Short Term (feasibility) Medium - Long Term (project development)	<ul style="list-style-type: none"> Complete follow up investigations by June 2016 Refinement and development subject to sporting codes support and State and Federal Governments matching support
Bush Corridors for Leisure Tourism	<ul style="list-style-type: none"> Assess locations for activation Undertake feasibility for determining market demand for various tourism activities Assess and secure funding sources 	<ul style="list-style-type: none"> Both Councils NSW State Government 	Short Term (feasibility) Medium - Long Term (project development)	<ul style="list-style-type: none"> Feasibility study by late 2016
Motor Sport and Technology Precinct	<ul style="list-style-type: none"> Undertake site assessment study to identify possible sites which could cater for the precinct Complete feasibility to determine the viability of introducing a new motor sport precinct and how this might be funded 	Tourism Industry Taskforce	Short Term (investigation) Medium – Long Term (development – if proven viable)	<ul style="list-style-type: none"> Investigation to be undertaken by December 2016
Regional Music Festival Investigation	<ul style="list-style-type: none"> Undertake investigation for the introduction of a music festival in the region, possibly focused on the rock music genre. Investigation should include assessment of possible locations, including the 10k pax outdoor area within the Australian Botanic Garden as well as discussions with possible event promoters, 	Tourism Industry Taskforce	Short Term (investigation) Medium – Long Term (festival introduction)	<ul style="list-style-type: none"> Investigation to be undertaken by June 2016, including discussions with event promoters and location assessment
Creation and Marketing of Riverside Activity	<ul style="list-style-type: none"> Work with stakeholders to create a series of riverside walks, activity nodes and experiences. Some of the walks may already exist and may just require better profiling, signage and marketing. 	Tourism Industry Taskforce, Councils, NPWS and other Government agencies	Short – Medium Term	<ul style="list-style-type: none"> Feasibility assessment by late 2016

Tourism Product Development & Partnership Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Aviation Museum Feasibility Assessment	<ul style="list-style-type: none"> Undertake a feasibility (possibly go out to specialist firms to undertake feasibility) on the development of an aviation museum. This should include a detailed site assessment as there are various sites (including the Camden Airport) throughout the Camden LGA which could be suitable 	Tourism Industry Taskforce	Medium Term (feasibility) Long Term (project development)	<ul style="list-style-type: none"> Feasibility to be undertaken by January 2017
Aviation Business Park Feasibility	<ul style="list-style-type: none"> Feasibility study to assess potential to develop an aviation business park/precinct at Camden 	Camden Council and Airstrip operator/land owner	Medium Term (feasibility) Long Term (project development)	<ul style="list-style-type: none"> Feasibility to be undertaken by June 2018
River Access Assessment	<ul style="list-style-type: none"> Undertake assessment into possible points of river access throughout the region, where tourism-based activity could be undertaken 	Tourism Industry Taskforce	Medium – Long Term	<ul style="list-style-type: none"> Assessment to be undertaken by July 2017
Creation of Macarthur Investment Memorandum	<ul style="list-style-type: none"> Create an investment memorandum to stimulate investment by developers into Macarthur Investment memorandum should indicate the types of development in tourism which each Council will actively support 	Both Councils	Short term	<ul style="list-style-type: none"> Memorandum drafted and approved by June 2016

TABLE 13: KEY PERFORMANCE AREA 2

Marketing & Promotion Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Creation of a Brand Identity for the Macarthur tourism region	<ul style="list-style-type: none"> Development of regional destination identity, as well as potential sub-brands for Campbelltown and Camden in consultation with the tourism industry Creation of an EOI for the development of a brand for the Macarthur region (and its two LGAs as sub-brands) Selection of a brand designer 	Each Council, Tourism Industry Taskforce	Short term	<ul style="list-style-type: none"> Undertake workshops with tourism industry to discuss identity concepts by February 2016 Have identities drafted by March 2016 Have identities confirmed by April 2016
Development of Updated Website and Integrated Augmented Reality Mobile App	<ul style="list-style-type: none"> Once identity is developed for Macarthur, commission developer to design an updated website and integrated mobile app (or mobile accessible site) 	Tourism Industry Taskforce and web/app developer	Short Term	<ul style="list-style-type: none"> Commission web developer by end of April 2016 Have draft website and app/mobile accessible site ready by end of August 2016 Launch website and app by September 2016
Packaging of Product	<ul style="list-style-type: none"> Identify product which could be packaged and promoted including accommodation, transport, activities etc. This will involve a wide range of stakeholders but Council and the Tourism Subcommittee need to take a leadership role and undertake the facilitation for this 	Tourism Industry Taskforce and Macarthur tourism industry	Ongoing	<ul style="list-style-type: none"> Tourism Industry Taskforce to work with Macarthur tourism industry to develop 3 packages by March 2016 Packages to be promoted from April 2016 A further 3 packages to be developed and promoted by January 2017

Marketing & Promotion Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Development of an Events Calendar	<ul style="list-style-type: none"> Development of events calendar, to be available via the destination website 	Tourism Industry Taskforce and event coordinators	Ongoing	<ul style="list-style-type: none"> Collation of all future events (next 1 – 2 years) and roll out on new website (to be developed by September 2016) Ongoing updating of events calendar
Creation and Application of an Event Evaluation Criteria	<ul style="list-style-type: none"> Tourism Industry Taskforce, working with economic development personnel at each Council, to develop a criterion to assess proposed events and their likely benefit. Criteria could include likely cost of event, level of industry and community support, ability to leverage off funding sources to support the event, timing of the event and visitor markets the event is likely to attract Application of event success criterion to existing council-run and supported events to ensure events list includes on those with the greatest economic and social benefit 	Tourism Industry Taskforce and Council economic development personnel	Short Term and Ongoing	<ul style="list-style-type: none"> Event success criterion to be developed by June 2016 Criterion to be applied to all new events ongoing Events success criterion applied to current events by January 2017
Development of a Community Tourism Awareness Campaign	<ul style="list-style-type: none"> Develop a community tourism awareness program which demonstrates the contribution of tourism to the Macarthur economy 	Tourism Industry Taskforce	Medium Term	<ul style="list-style-type: none"> Community awareness program rolled out by January 2018
Creation of a Medical Tourism Strategy	<ul style="list-style-type: none"> Create EOI for the development of a medical tourism strategy Selection of firm to develop strategy 	Tourism Industry Taskforce	Medium Term	<ul style="list-style-type: none"> EOI to be released to selected firms by October 2017 Firm to be selected by December 2017 Strategy to be developed by June 2018
Car Enthusiast Destination Promotion	<ul style="list-style-type: none"> Develop marketing programme to promote the Macarthur as a region for car touring by car clubs and car enthusiasts 	Tourism Industry Taskforce	Medium Term	<ul style="list-style-type: none"> Marketing programme to be developed and introduced by January 2018
Greater Profiling of Bird Watching	<ul style="list-style-type: none"> Greater profiling of bird watching experiences through promotion in bird watching/wildlife magazines, via social media, product packaging etc. 	Tourism Industry Taskforce with assistance of the ABG	Ongoing	<ul style="list-style-type: none"> Start increased profiling of these experiences by January 2018

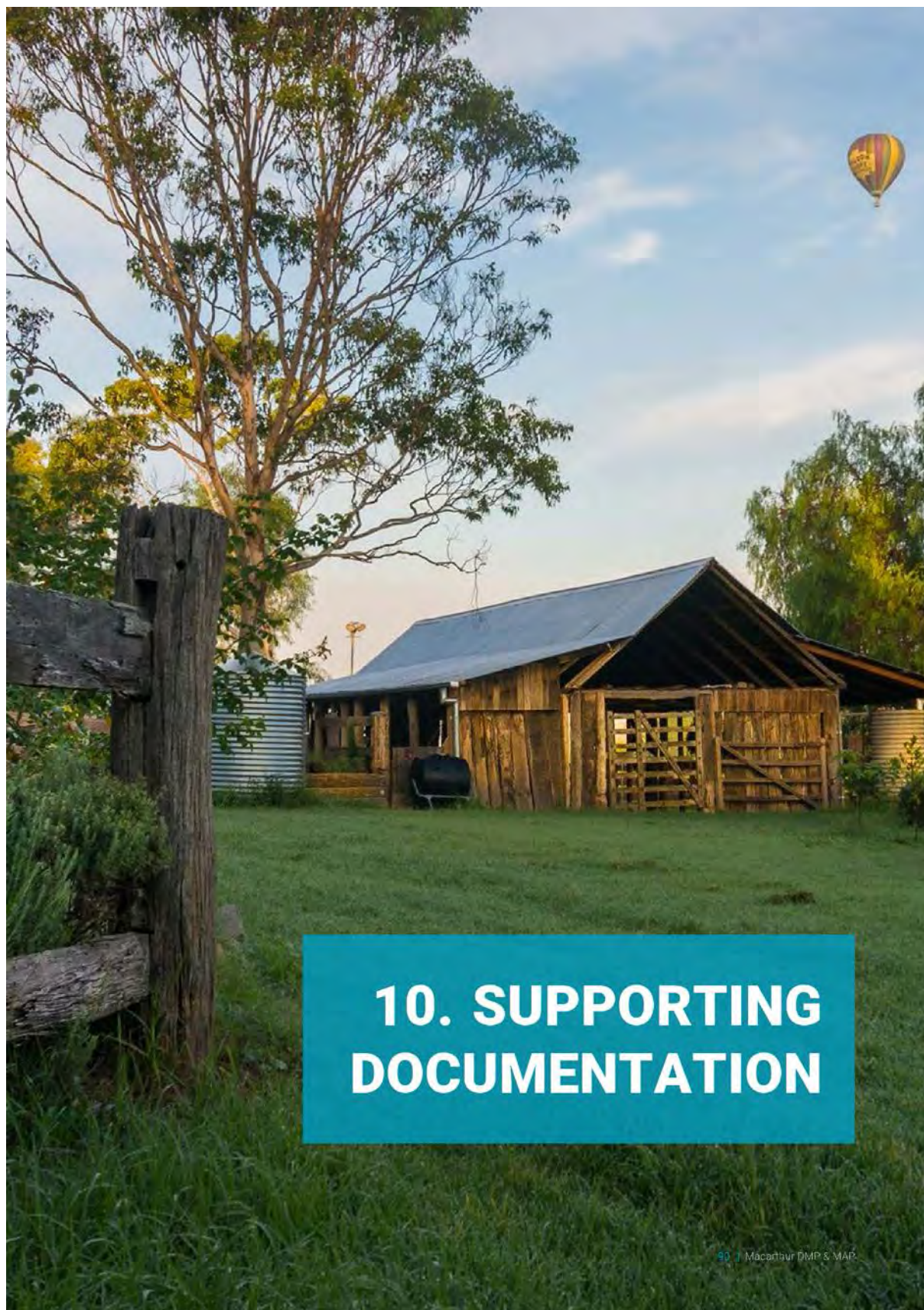
TABLE 14: KEY PERFORMANCE AREA 3

Industry Support Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Creation of an EOI and Selection of Tourism Industry Taskforce	<ul style="list-style-type: none"> Develop Expression of Interest seeking strategically-minded local community members (and possibly embers outside the region who have a keen interest) to join the Tourism Industry Taskforce. The selection panel for the EOI should consist of internal Council personnel and an external stakeholder Skill base required includes: digital/technology skills, innovation/forward thinking skills and finance skills The taskforce should meet every 3 months to discuss progress 	Council	Short term	<ul style="list-style-type: none"> Develop EOI by January 2016 Tourism Industry Taskforce to be selected by May 2016
Development of the Terms of Reference for the Taskforce	<ul style="list-style-type: none"> Develop the "Terms of Reference" for the Taskforce 	Council	Short term	<ul style="list-style-type: none"> Terms of reference to be developed by March 2016
Review the Composition of the Taskforce	<ul style="list-style-type: none"> The Taskforce will be a term commitment determined by both Councils including a timeframe for reviewing its composition. 	Council	Ongoing	<ul style="list-style-type: none"> Review composition of the Taskforce according to timeframe determined by both Councils Resubmit the EOI if the composition of the Taskforce needs to change
Development of Visitor Data Base	<ul style="list-style-type: none"> Establish survey for capturing all visitation Gain support from all accommodation operators, attractions, event coordinators, performance and related venues Capture and collate visitor trends on a monthly basis Record findings and release to industry every quarter 	Councils	Ongoing	<ul style="list-style-type: none"> 85% or more of industry operators and venue operators send in visitor data sheets each month on line Quarterly report to industry well received Determination of industry enhancements and gaps needing to be filled via feedback

TABLE 15: KEY PERFORMANCE AREA 4

Visitor-Servicing Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Review of Visitor Information Services throughout Macarthur	<ul style="list-style-type: none"> Develop a visitor information services strategy for Macarthur focusing on the current provision of visitor information and opportunities that exist to increase the ROI of visitor information services 	Each Council and the Tourism Industry Taskforce	Short – Medium Term	<ul style="list-style-type: none"> Undertake investigation by June 2017 Implement changes by December 2018
Feasibility to Assess Location of Camden VIC	<ul style="list-style-type: none"> Undertake a feasibility study to assess the location and possible other sites which the Camden VIC could be located to increase its exposure and access 	Camden Council	Short Term	<ul style="list-style-type: none"> Undertake feasibility study concurrently with above review by June 2017

Visitor Servicing Opportunities				
Action	Tasks	Responsibility	Timeframe	KPIs
Investigate Free Wi-Fi at the VICs	<ul style="list-style-type: none"> Tourism Industry Taskforce to investigate the provision of free Wi-Fi in the two VICs as a method of encouraging vibrancy and use of the VICs 	Tourism Industry Taskforce and each Council	Medium Term	<ul style="list-style-type: none"> Undertake investigation by January 2018
Development of a Regional Signage Program	<ul style="list-style-type: none"> Development of a signage strategy which identifies ideal signage locations to promote Macarthur's attractions/experiences in a highly appealing way The signage strategy should also assess the need and appropriate location for directional signage across the region 	Each Council, DNSW	Short – Medium Term	<ul style="list-style-type: none"> Signage strategy to be developed by December 2017 Designs for new signage completed and tested by June 2018 New signage submitted for State Govt. approval by August 2018 New signage is installed no later than 4 months post State Govt. approval
Development of a Roving Ambassador Program	<ul style="list-style-type: none"> Development of volunteer-based, roving ambassador program, particularly during peak visitor periods. 	Tourism Industry Taskforce	Medium Term	<ul style="list-style-type: none"> Establish and implement program by June 2018 Sign up 20 volunteers at program start date Increase volunteer base by 10% per annum from program start date
Gateway Landscaping	<ul style="list-style-type: none"> Develop a landscape strategy for gateway points into the Macarthur region 	Each Council	Medium – Long Term	<ul style="list-style-type: none"> Develop landscape strategy by January 2018 Implement landscape strategy by January 2019



10. Supporting Documentation

Supporting Documentation 1: Tourism Product Audit

Name	LGA	Suburb	Type	Free or Pay For
Balloon Aloft Sydney	Camden	Camden	Active / Adventure	Pay For
Curtis Aviation	Camden	Camden	Active / Adventure	Pay For
Dynamic Helicopters	Camden	Camden	Active / Adventure	Pay For
Gostner Aviation	Camden	Camden	Active / Adventure	Pay For
Southern Cross Gliding Club	Camden	Camden	Active / Adventure	Pay For
Ultimate Paintball	Camden	Camden Park	Active / Adventure	Pay For
Jump Zone Revolution	Camden	Gregory Hills	Active / Adventure	Pay For
Enduro Trail Mountain Biking	Camden	Mount Annan	Active / Adventure	Free
Playmaze for Kids	Camden	Narellan	Active / Adventure	Pay For
Ultimate Karting Sydney	Camden	Smeaton Grange	Active / Adventure	Pay For
Camden Museum & Historical Society	Camden	Camden	Arts, Cultural, Heritage	Free
Camden Park House (Only Open to Public Once Yearly)	Camden	Camden	Arts, Cultural, Heritage	Pay For
Camden Society of Artists	Camden	Camden	Arts, Cultural, Heritage	Free
Gledswood Homestead Historic Property & Tours	Camden	Catherine Field	Arts, Cultural, Heritage	Pay For
John Oxley Cottage Historic Property	Camden	Elderslie	Arts, Cultural, Heritage	Free
Wivenhoe House Historic Property	Camden	Kirkham	Arts, Cultural, Heritage	Free
Cobbitty Winery	Camden	Cobbitty	Brewery/Winery	Pay For
Camden Estate Wines	Camden	Elderslie	Brewery/Winery	Pay For
Gledswood Homestead Wines	Camden	Gledswood Hills	Brewery/Winery	Pay For
Fussy Grape Winery	Camden	Oran Park	Brewery/Winery	Pay For
United Cinemas	Camden	Narellan	Entertainment	Pay For
Back Galley Cafe High Tea	Camden	Camden	Food Experience	Pay For
Barenz High Tea	Camden	Camden	Food Experience	Pay For
Gledswood Country High Tea	Camden	Catherine Field	Food Experience	Pay For
Harrington Grove Country Club High Tea	Camden	Harrington Park	Food Experience	Pay For
Camden Fresh Produce Markets	Camden	Camden	Market	Free
Macarthur Community Indoor Markets	Camden	Camden	Market	Free
Pitter Patter Markets	Camden	Camden	Market	Free
Cobbitty Village Markets	Camden	Cobbitty	Market	Free
Macarthur Regional Farmers Market	Camden	Mount Annan	Market	Free
Camden Community Garden	Camden	Camden	Parks & Reserves	Pay For
Macarthur Park	Camden	Camden	Parks & Reserves	Free
Curry Reserve	Camden	Elderslie	Parks & Reserves	Free
Macarthur Centre for Sustainable Living	Camden	Mount Annan	Parks & Reserves	Free
The Australian Botanic Garden	Camden	Mount Annan	Parks & Reserves	Free
William Howe Reserve	Camden	Narellan Vale	Parks & Reserves	Free
Camden Bicentennial Equestrian Park	Camden	Camden	Recreation	Pay For
Camden Main Street	Camden	Camden	Recreation	Free
Camden RSL Club	Camden	Camden	Recreation	Pay For
Camden Sports Club	Camden	Camden	Recreation	Pay For
Camden Swimming Pool	Camden	Camden	Recreation	Pay For
Camden Town Farm	Camden	Camden	Recreation	Pay For
Nepean River Cycleway	Camden	Camden	Recreation	Free
Lakeside Country Club	Camden	Catherine Field	Recreation	Pay For
Cobbitty Village	Camden	Cobbitty	Recreation	Free
Teen Ranch Camps	Camden	Cobbitty	Recreation	Pay For
Camden Skate Facility	Camden	Elderslie	Recreation	Free
Sydney Horse Riding Centre	Camden	Gledswood Hills	Recreation	Pay For



Name	LGA	Suburb	Type	Free or Pay For
Mount Annan Leisure Centre YMCA	Camden	Mount Annan	Recreation	Pay For
Camden Golf Club	Camden	Narellan	Recreation	Pay For
Narellan Town Centre	Camden	Narellan	Recreation	Free
Maximum Skating	Camden	Smeaton Grange	Recreation	Pay For
Aerowasp Helicopter Flights	Camden	Camden	Tour Operator	Pay For
Air Combat Australia	Camden	Camden	Tour Operator	Pay For
Belganny Farm (Organised Tours and Special Events Only)	Camden	Camden	Tour Operator	Pay For
Camden Aviation	Camden	Camden	Tour Operator	Pay For
Camden Heritage Walking Tour	Camden	Camden	Tour Operator	Free
Macarthur Food and Wine Tours	Camden	Camden	Tour Operator	Pay For
United Aero Helicopters	Camden	Camden	Tour Operator	Pay For
Wivenhoe House Tours	Camden	Kirkham	Tour Operator	Pay For
Narellan Heritage Walking Tour	Camden	Narellan	Tour Operator	Free
Macarthur Winter Warmer Tour	Camden	Oran Park	Tour Operator	Pay For
M9 Laser Skirmish	Campbelltown	Campbelltown	Active / Adventure	Pay For
Fastlane Go Karting	Campbelltown	Minto	Active / Adventure	Pay For
Campbelltown Arts Centre	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Campbelltown Craft Society	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Dredge's Cottage	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Glenalvon - Campbelltown and Airs Historical Society	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Japanese Gardens and Teahouse	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Quondong Cottage Historic Property	Campbelltown	Campbelltown	Arts, Cultural, Heritage	Free
Campbelltown Steam and Machinery Museum	Campbelltown	Menangle Park	Arts, Cultural, Heritage	Pay For
Menangle House Historic Property	Campbelltown	Menangle Park	Arts, Cultural, Heritage	Pay For
Infusion Bar & Microbrewery	Campbelltown	Campbelltown	Brewery/Winery	Pay For
The Beer Shed	Campbelltown	Leumeah	Brewery/Winery	Pay For
Razorback Ridge Wines	Campbelltown	Menangle Park	Brewery/Winery	Pay For
Campbelltown Town Hall Theatre	Campbelltown	Campbelltown	Entertainment	Pay For
Dumaresq Street Cinemas	Campbelltown	Campbelltown	Entertainment	Pay For
Event Cinemas	Campbelltown	Campbelltown	Entertainment	Pay For
The CUBE Entertainment Centre	Campbelltown	Campbelltown	Entertainment	Pay For
Arts Centre Cafe Sunday High Tea	Campbelltown	Campbelltown	Food Experience	Pay For
Infusion Restaurant High Tea	Campbelltown	Campbelltown	Food Experience	Pay For
Bradbury Market on the Parkway	Campbelltown	Bradbury	Market	Free
Eat. Shop. Love. - Macarthur Markets	Campbelltown	Campbelltown	Market	Free
First Friday Foodie Feast Market	Campbelltown	Campbelltown	Market	Free
Waminda Craft Markets	Campbelltown	Campbelltown	Market	Free
Markets Are Us	Campbelltown	Ingleburn	Market	Free
Tiny Tots Baby Market	Campbelltown	Ingleburn	Market	Free
Boot Hill Markets	Campbelltown	Minto	Market	Free
Ingleburn Reserve	Campbelltown	Ingleburn	Natural Areas	Free
Frere's Crossing	Campbelltown	Kentlyn	Natural Areas	Free
Keith Longhurst Reserve	Campbelltown	Kentlyn	Natural Areas	Free
Simmo's Beach	Campbelltown	Macquarie Fields	Natural Areas	Free
Dharawal National Park	Campbelltown	Wedderburn	Natural Areas	Free
Koshigaya Park	Campbelltown	Campbelltown	Parks & Reserves	Free
Mawson Park	Campbelltown	Campbelltown	Parks & Reserves	Free
Sculpture Garden	Campbelltown	Campbelltown	Parks & Reserves	Free
Pembroke Park	Campbelltown	Minto	Parks & Reserves	Free
Apex park Cycleway	Campbelltown	Bradbury	Recreation	Free
Gordon Fetterplace Aquatic Centre	Campbelltown	Bradbury	Recreation	Pay For
Campbelltown Bicycle Education Centre	Campbelltown	Campbelltown	Recreation	Pay For
Campbelltown City Bowling Club	Campbelltown	Campbelltown	Recreation	Pay For
Campbelltown Main Street	Campbelltown	Campbelltown	Recreation	Free
Campbelltown Skate Park	Campbelltown	Campbelltown	Recreation	Free



Name	LGA	Suburb	Type	Free or Pay For
Kids Kingdom (within the Catholic Club)	Campbelltown	Campbelltown	Recreation	Pay For
Kingpin Bowling Macarthur	Campbelltown	Campbelltown	Recreation	Pay For
Macquarie Fields Skate Park	Campbelltown	Campbelltown	Recreation	Free
Mega Mini Golf	Campbelltown	Campbelltown	Recreation	Pay For
Mountain Devils Bushwalking	Campbelltown	Campbelltown	Recreation	Pay For
Park Central Cycleway	Campbelltown	Campbelltown	Recreation	Free
Sydey Trail Riding Centre	Campbelltown	Denham Court	Recreation	Pay For
Eagle Vale Central	Campbelltown	Eagle Vale	Recreation	Pay For
Campbelltown Golf Club	Campbelltown	Glen Alpine	Recreation	Pay For
Eschol Park Cycleway	Campbelltown	Kearns	Recreation	Free
Campbelltown Athletics Centre	Campbelltown	Leumeah	Recreation	Pay For
Campbelltown City Bowling Centre	Campbelltown	Leumeah	Recreation	Pay For
Campbelltown Sports Stadium	Campbelltown	Leumeah	Recreation	Pay For
Lollipops Playland	Campbelltown	Leumeah	Recreation	Pay For
Monkey Mania	Campbelltown	Leumeah	Recreation	Pay For
Wizard of Oz Funland	Campbelltown	Leumeah	Recreation	Pay For
Macquarie Fields Indoor Sports Centre	Campbelltown	Macquarie Fields	Recreation	Pay For
Macquarie Fields Leisure Centre	Campbelltown	Macquarie Fields	Recreation	Pay For
Macquarie Road Reserve Bike and Triathlon Track	Campbelltown	Macquarie Fields	Recreation	Free
Macquarie Links International Golf Club	Campbelltown	Macquarie Links	Recreation	Pay For
Sugarloaf Horse Centre	Campbelltown	Menangle Park	Recreation	Pay For
Tabcorp Park	Campbelltown	Menangle Park	Recreation	Pay For
Campbelltown Indoor Sports Centre	Campbelltown	Minto	Recreation	Pay For
Coronation Park Cycleway	Campbelltown	Minto	Recreation	Free
Minto Indoor Sports Centre	Campbelltown	Minto	Recreation	Pay For
Macarthur Grange Country Club	Campbelltown	Varroville	Recreation	Pay For
Camden Country Tour	Campbelltown	Campbelltown	Tour Operator	Pay For
Campbelltown Heritage and Cultural Walk	Campbelltown	Campbelltown	Tour Operator	Free
Campbelltown Historical Ghost Tours	Campbelltown	Campbelltown	Tour Operator	Pay For
Design your own tour of Macarthur	Campbelltown	Campbelltown	Tour Operator	Pay For
Fisher's Ghost Explorer Tour	Campbelltown	Campbelltown	Tour Operator	Pay For
Ghost and Ghoul Tour	Campbelltown	Campbelltown	Tour Operator	Pay For
Glenalvon House Tours	Campbelltown	Campbelltown	Tour Operator	Pay For
Heritage and Bushranging Tour	Campbelltown	Campbelltown	Tour Operator	Pay For
Menangle Road Explorer Tour	Campbelltown	Campbelltown	Tour Operator	Pay For
Ingleburn Heritage Plaque Walking Tour	Campbelltown	Ingleburn	Tour Operator	Free
Dharawal National Park Indigenous Walking Tours	Campbelltown	Wedderburn	Tour Operator	Pay For

Supporting Documentation 2: Accommodation Audit

Name	LGA	Suburb	Type	Rate \$ (Standard Room)	Rooms	Star Rating
Camden Hillview B&B	Camden	Camden	B&B/Guesthouse/ Farmstay	180.00	1	-
Poplar Tourist Park, Camden	Camden	Elderslie	Camping/Caravan Park	Cabin from \$100/Powered Site \$32/Unpowered Site \$25	6 Cabins + Powered Camping Sites	-
Teen Ranch	Camden	Cobbitty	Student Accommodation	Unknown	-	3.5
Camden Valley Inn	Camden	Camden Park	Hotel/Motel	135.00	40	-
Crown Hotel Motel	Camden	Camden	Hotel/Motel	-	18	-
Narellan Motor Inn	Camden	Narellan	Hotel/Motel	137.00	51	3
Wedderburn Christian Campsite	Campbelltown	Wedderburn	Student Accommodation	\$40	15 cabins	4
Campbelltown Colonial Motor Inn	Campbelltown	Campbelltown	Hotel/Motel	-		-
Hermitage Motel	Campbelltown	Leumeah	Hotel/Motel	139.00	35	3.5
Ibis Budget Campbelltown	Campbelltown	Campbelltown	Hotel/Motel	69.00	72	4
Maclin Lodge Motel	Campbelltown	Campbelltown	Hotel/Motel	95.00	65 rooms and 20 self- contained apartments	3.5
Rydges Campbelltown	Campbelltown	Campbelltown	Hotel/Motel	159.00	116	4.5
Quest Campbelltown	Campbelltown	Campbelltown	Serviced Apartments	154.00	81	4.5
Hurlstone Group Accommodation	Campbelltown	Glenfield	Student Accommodation	25.00	-	-
WSU Village	Campbelltown	Campbelltown	Student Accommodation	See Note	-	-

Supporting Documentation 3: Food and Beverage Audit

Name	Type	LGA
2 Entice U	Café	Campbelltown
The ARHouse Espresso Bar Restaurant	Café	Camden
Arts Centre Cafe	Café	Campbelltown
The Argyle Gourmet Cafe	Café	Camden
Back Galley Cafe	Café	Camden
Bar Centrale	Café	Campbelltown
Cafe Creme Della Crème Continental Patisserie	Café	Camden
Café La Escapada	Café	Campbelltown
Cafe on Cobbitty	Café	Camden
Cafe Kulcha	Café	Campbelltown
Cafe Tiahna	Café	Campbelltown
Cobbitty General Store, Cafe and Post Office	Café	Camden
Coco Cubano Cafe and Bar	Café	Campbelltown
The Coffee Club	Café	Campbelltown
Coffee Gossip	Café	Camden
Deli D'Lish	Café	Camden
Eats on Argyle	Café	Camden
Elm Tree Cafe	Café	Camden
Euro Espresso	Café	Campbelltown
Fairview Cafe and Bistro	Café	Campbelltown
FOOD.DRINK	Café	Camden
Jamaica Blue	Café	Campbelltown
Oran Park Town Cafe	Café	Camden
Primo Mondo	Café	Campbelltown
R Coffee Co	Café	Camden
Squeeze and Grind	Café	Camden
Village Coffee Shop	Café	Camden
What the Fudge	Café	Campbelltown
Cold Rock Campbelltown	Ice Creamery / Dessert	Campbelltown
Lickits Frozen Custard	Ice Creamery / Dessert	Camden
Michel's Patisserie Camden	Ice Creamery / Dessert	Camden
Michel's Patisserie Narellan	Ice Creamery / Dessert	Camden
Pancakes on the Rocks	Ice Creamery / Dessert	Campbelltown
Scoops Ice Cream and Lolly Bar	Ice Creamery / Dessert	Campbelltown
Sweet Tooth Gelato and Dessert Bar	Ice Creamery / Dessert	Campbelltown
Yogurtland	Ice Creamery / Dessert	Campbelltown
The Bradbury	Pub / Club	Campbelltown
The View at Camden Golf Club	Pub / Club	Camden
Camden Hotel	Pub / Club	Camden
Camden RSL Club Restaurant	Pub / Club	Camden
Camden Sports Club	Pub / Club	Camden
Camden Valley Inn	Pub / Club	Camden
Campbelltown Catholic Club	Pub / Club	Campbelltown
Baiez Hotel	Pub / Club	Campbelltown

Name	Type	LGA
Campbelltown RSL	Pub / Club	Campbelltown
Club Hotel Campbelltown	Pub / Club	Campbelltown
Club Hotel Leumeah	Pub / Club	Campbelltown
Country Club Camden Valley	Pub / Club	Camden
Crown Hotel	Pub / Club	Camden
The Horse and Jockey Inn	Pub / Club	Campbelltown
Infusion Bar and Micro Brewery	Pub / Club	Campbelltown
Ingleburn Bowling and Recreation Club	Pub / Club	Campbelltown
Lakeside Golf Club Camden	Pub / Club	Camden
Macarthur Tavern	Pub / Club	Campbelltown
The Merino Tavern	Pub / Club	Camden
Mount Annan Hotel	Pub / Club	Camden
Narellan Hotel	Pub / Club	Camden
Plough and Harrow Hotel	Pub / Club	Camden
Raby Tavern	Pub / Club	Campbelltown
West's Leagues Club Bistro	Pub / Club	Campbelltown
Aalishaan	Restaurant	Campbelltown
ANH's Oriental Noodle House	Restaurant	Campbelltown
Antico Bar and Grill	Restaurant	Camden
Antico's Garden Cafe Restaurant	Restaurant	Camden
Antico Woodfire Pizza	Restaurant	Camden
Baltoros Cafe & Restaurant	Restaurant	Campbelltown
Bangkok Nawamin	Restaurant	Campbelltown
Barenz	Restaurant	Camden
Bella's Pizza House	Restaurant	Camden
Bistro Calavia	Restaurant	Camden
Blissful Garden Malaysian Restaurant	Restaurant	Camden
Bohemian Euro German Restaurant	Restaurant	Camden
Camden King Chinese	Restaurant	Camden
Chan's Inn Chinese	Restaurant	Campbelltown
Chilli Joe	Restaurant	Campbelltown
Chocolateria San Churro	Ice Creamery / Dessert	Campbelltown
Chola Indian Restaurant	Restaurant	Camden
Chow's Pine Garden Chinese	Restaurant	Campbelltown
Crown Tandoori Restaurant	Restaurant	Campbelltown
Enzo's Italian Restaurant and Pizzeria	Restaurant	Camden
Enzo's Cucina	Restaurant	Campbelltown
Essen Cafe and Restaurant	Restaurant	Campbelltown
Fan Thai Restaurant	Restaurant	Camden
Filippo's Restaurant	Restaurant	Campbelltown
Five O's	Restaurant	Campbelltown
Flowerdrum Palace	Restaurant	Campbelltown
Georges on Queen	Restaurant	Campbelltown
Gledswood Homestead Cellar Door Wine and Tapas	Restaurant	Camden
Gold Wheel Chinese	Restaurant	Campbelltown

Name	Type	LGA
Grand Taco Mexican	Restaurant	Camden
The Grange Restaurant and Bar	Restaurant	Camden
Harrington's Bar and Grill	Restaurant	Camden
Haruki Japanese Fusion Restaurant	Restaurant	Camden
The Hermitage Restaurant	Restaurant	Campbelltown
Hog's Breath Cafe	Restaurant	Campbelltown
House of Bamboo Chinese	Restaurant	Campbelltown
Infusion Restaurant	Restaurant	Campbelltown
Isabelle's Woodfire Oven Pizzeria	Restaurant	Campbelltown
The Italian Food Project	Restaurant	Camden
Joy's Thai Restaurant	Restaurant	Camden
Kochukaru Japanese Restaurant	Restaurant	Camden
Kwality Curries	Restaurant	Camden
Lewis' Kitchen	Restaurant	Camden
Little India	Restaurant	Campbelltown
Luigi's Restaurant	Restaurant	Camden
Luxay Thai Restaurant	Restaurant	Camden
Mina's Thai Restaurant	Restaurant	Campbelltown
Mount Annan Chinese	Restaurant	Camden
Mr Ho Chinese Restaurant	Restaurant	Camden
Mustang Spur Steak Ranch	Restaurant	Campbelltown
Nailati	Restaurant	Camden
Nam Oi Thai Kitchen	Restaurant	Campbelltown
Noodle Paradise Campbelltown	Restaurant	Campbelltown
Noodle Paradise Mount Annan	Restaurant	Camden
Noodle Republic	Restaurant	Campbelltown
Outback Steakhouse	Restaurant	Campbelltown
Panarotti's	Restaurant	Campbelltown
Peking Village Chinese	Restaurant	Campbelltown
Pho 76 Chinese and Vietnamese Cuisines	Restaurant	Campbelltown
Pho Real: Vietnamese Noodle House	Restaurant	Campbelltown
Phuong's Oriental Noodle House	Restaurant	Camden
Piccola Italia Pizzeria	Restaurant	Camden
Pink Diamond Restaurant	Restaurant	Campbelltown
Platinum Grill	Restaurant	Campbelltown
Rashays Cafe and Restaurant Campbelltown	Restaurant	Campbelltown
Rashays Cafe and Restaurant Narellan	Restaurant	Camden
Ribs and Rumps Grill and Seafood	Restaurant	Campbelltown
Royal Thaiicious Restaurant	Restaurant	Camden
Saam Thai	Restaurant	Campbelltown
Salute Trattoria Pizza and Pasta	Restaurant	Camden
Samba Cafe and Grill	Restaurant	Campbelltown
Satay Hutt	Restaurant	Campbelltown
Silver Jade Chinese	Restaurant	Camden
Sizzler Campbelltown	Restaurant	Campbelltown
Spice of Life	Restaurant	Campbelltown



Name	Type	LGA
Stone Grill	Restaurant	Campbelltown
Sushi Bay	Restaurant	Campbelltown
Tabers Restaurant	Restaurant	Campbelltown
Thai Centric	Restaurant	Campbelltown
Thai Chilli	Restaurant	Campbelltown
Thai Harrington	Restaurant	Camden
Thai Recipes	Restaurant	Campbelltown
Thai Splendid	Restaurant	Campbelltown
The Taste	Restaurant	Campbelltown
This is Thai	Restaurant	Camden
5 Star Thai tanic	Restaurant	Camden
Trattoria La Vigna	Restaurant	Camden
Turkoise	Restaurant	Campbelltown
Tuscany Italian Restaurant	Restaurant	Camden
Vienna on Argyle	Restaurant	Camden
Ziafat Indian Restaurant	Restaurant	Camden
Crust Gourmet Pizza Bar	Takeaway	Campbelltown
Melaleuca House	Restaurant	Camden
McDonalds Campbelltown	Takeaway	Campbelltown
McDonalds Campbelltown Mall	Takeaway	Campbelltown
McDonalds Woodbine	Takeaway	Campbelltown
McDonalds Camden	Takeaway	Camden
Subway Camden	Takeaway	Camden
Subway Campbelltown Queen St	Takeaway	Campbelltown
Subway Campbelltown Blaxland Serviceway	Takeaway	Campbelltown
KFC Macarthur Sq	Takeaway	Campbelltown
KFC Woodbine	Takeaway	Campbelltown
KFC Carlton	Takeaway	Campbelltown
KFC Narellan	Takeaway	Camden
KFC Narellan Town Centre	Takeaway	Camden
Pizza Hut Narellan	Takeaway	Camden
Pizza Hut Camden	Takeaway	Camden
Pizza Hut Campbelltown	Takeaway	Campbelltown
Dominos Pizza Campbelltown	Takeaway	Campbelltown
Dominos Pizza Camden	Takeaway	Camden



Supporting Documentation 4: Estimated Visitor Forecast Scenarios

TABLE 16: ESTIMATED VISITOR FORECAST SCENARIOS

Low Growth		2014	AAGR	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors		21.0k	5%	22.1k	23.2k	24.3k	25.5k	26.8k	28.1k	29.6k	31.0k	32.6k	34.2k	13.2k	63%
Domestic Overnight Visitors		223.5k	2%	228.0k	232.5k	237.2k	241.9k	246.8k	251.7k	256.8k	261.9k	267.1k	272.5k	48.9k	22%
Domestic Daytrip Visitors		1.1m	3%	1.1m	1.2m	1.2m	1.2m	1.3m	1.3m	1.3m	1.4m	1.4m	1.5m	374.1k	34%
Total		1.33m	-	1.37m	1.41m	1.45m	1.49m	1.53m	1.58m	1.62m	1.67m	1.72m	1.77m	436.29k	33%
Medium Growth		2014	AAGR	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors		21.0k	7%	22.5k	24.0k	25.7k	27.5k	29.5k	31.5k	33.7k	36.1k	38.6k	41.3k	20.3k	97%
Domestic Overnight Visitors		223.5k	4%	232.5k	241.8k	251.4k	261.5k	271.9k	282.8k	294.1k	305.9k	318.1k	330.9k	107.3k	48%
Domestic Daytrip Visitors		1.1m	5%	1.1m	1.2m	1.3m	1.3m	1.4m	1.5m	1.5m	1.6m	1.7m	1.8m	684.1k	63%
Total		1.33m	-	1.40m	1.47m	1.54m	1.61m	1.69m	1.77m	1.86m	1.95m	2.04m	2.14m	811.80k	61%
High Growth		2014	AAGR	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors		21.0k	10%	23.1k	25.4k	28.0k	30.8k	33.8k	37.2k	40.9k	45.0k	49.5k	54.5k	33.5k	159%
Domestic Overnight Visitors		223.5k	6%	236.9k	251.1k	266.2k	282.2k	299.1k	317.1k	336.1k	356.3k	377.6k	400.3k	176.8k	79%
Domestic Daytrip Visitors		1.1m	8%	1.2m	1.3m	1.4m	1.5m	1.6m	1.7m	1.9m	2.0m	2.2m	2.3m	1.3m	116%
Total		1.33m	-	1.43m	1.55m	1.66m	1.79m	1.93m	2.08m	2.24m	2.41m	2.60m	2.80m	1.47m	110%



Supporting Documentation 5: Estimated Growth in Visitor Spend

TABLE 17: ESTIMATED GROWTH IN VISITOR SPEND

Low Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors	\$1,355	\$28.5m	\$29.9m	\$31.4m	\$32.9m	\$34.6m	\$36.3m	\$38.1m	\$40.0m	\$42.0m	\$44.2m	\$46.4m	\$17.9m	63%
Domestic Overnight Visitors	\$400	\$89.3m	\$91.1m	\$92.9m	\$94.8m	\$96.7m	\$98.6m	\$100.6m	\$102.6m	\$104.6m	\$106.7m	\$108.9m	\$19.6m	22%
Domestic Daytrip Visitors	\$88	\$96.0m	\$98.9m	\$101.8m	\$104.9m	\$108.1m	\$111.3m	\$114.6m	\$118.1m	\$121.6m	\$125.3m	\$129.0m	\$33.0m	34%
Total Visitor Spend	-	\$213.8m	\$219.8m	\$226.1m	\$232.6m	\$239.3m	\$246.2m	\$253.3m	\$260.7m	\$268.3m	\$276.1m	\$284.2m	\$70.5m	33%
Medium Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors	\$1,355	\$28.5m	\$30.5m	\$32.6m	\$34.9m	\$37.3m	\$39.9m	\$42.7m	\$45.7m	\$48.9m	\$52.3m	\$56.0m	\$27.5m	97%
Domestic Overnight Visitors	\$400	\$89.3m	\$92.9m	\$96.6m	\$100.4m	\$104.5m	\$108.6m	\$113.0m	\$117.5m	\$122.2m	\$127.1m	\$132.2m	\$42.9m	48%
Domestic Daytrip Visitors	\$88	\$96.0m	\$100.8m	\$105.8m	\$111.1m	\$116.7m	\$122.5m	\$128.7m	\$135.1m	\$141.8m	\$148.9m	\$156.4m	\$60.4m	63%
Total Visitor Spend	-	\$213.8m	\$224.1m	\$235.0m	\$246.4m	\$258.5m	\$271.1m	\$284.4m	\$298.3m	\$312.9m	\$328.4m	\$344.5m	\$130.8m	61%
High Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
International Visitors	\$1,355	\$28.5m	\$30.5m	\$32.6m	\$34.9m	\$37.3m	\$39.9m	\$42.7m	\$45.7m	\$48.9m	\$52.3m	\$56.0m	\$27.5m	97%
Domestic Overnight Visitors	\$400	\$89.3m	\$92.9m	\$96.6m	\$100.4m	\$104.5m	\$108.6m	\$113.0m	\$117.5m	\$122.2m	\$127.1m	\$132.2m	\$42.9m	48%
Domestic Daytrip Visitors	\$88	\$96.0m	\$100.8m	\$105.8m	\$111.1m	\$116.7m	\$122.5m	\$128.7m	\$135.1m	\$141.8m	\$148.9m	\$156.4m	\$60.4m	63%
Total Visitor Spend	-	\$213.8m	\$224.1m	\$235.0m	\$246.4m	\$258.5m	\$271.1m	\$284.4m	\$298.3m	\$312.9m	\$328.4m	\$344.5m	\$130.8m	61%



Supporting Documentation 6: Estimated Tourism Multipliers

TABLE 18: ESTIMATED TOURISM MULTIPLIERS

Low Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
Total Visitor Spend	-	\$213.8m	\$219.8m	\$226.1m	\$232.6m	\$239.3m	\$246.2m	\$253.3m	\$260.7m	\$268.3m	\$276.1m	\$284.2m	\$70.5m	33%
Multiplier	0.92	\$196.7m	\$202.3m	\$208.0m	\$214.0m	\$220.2m	\$226.5m	\$233.1m	\$239.8m	\$246.8m	\$254.0m	\$261.5m	\$2.31b	\$2.31b
Medium Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
Total Visitor Spend	-	\$213.8m	\$224.1m	\$235.0m	\$246.4m	\$258.5m	\$271.1m	\$284.4m	\$298.3m	\$312.9m	\$328.4m	\$344.5m	\$130.8m	61%
Multiplier	0.92	\$196.7m	\$206.2m	\$216.2m	\$226.7m	\$237.8m	\$249.4m	\$261.6m	\$274.4m	\$287.9m	\$302.1m	\$317.0m	\$2.58b	\$2.58b
High Growth	2013/14 Estimated Spend P/Trip	2013/14 Est. Total Visitor Spend	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Growth 2014 - 2024	% Growth 2014 - 2024
Total Visitor Spend	-	\$213.8m	\$224.1m	\$235.0m	\$246.4m	\$258.5m	\$271.1m	\$284.4m	\$298.3m	\$312.9m	\$328.4m	\$344.5m	\$130.8m	61%
Multiplier	0.92	\$196.7m	\$211.3m	\$227.0m	\$244.0m	\$262.2m	\$281.9m	\$303.1m	\$325.9m	\$350.5m	\$377.1m	\$405.7m	\$2.99b	\$2.99b

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2. COMMUNITY RESOURCES AND DEVELOPMENT

2.1 Beach Safety Program

Reporting Officer

Manager Community Resources and Development

Attachments

Nil

Purpose

To inform Council of the proposed Beach Safety Program initiative for the 2015-2016 summer school holidays.

History

Council at the meeting of 8 April 2014, Community Services Committee Item 2.1 – 2013-2014 Beach Bus Evaluation, considered a report evaluating the 2013-14 Beach Bus initiative.

Council has run the Beach Bus initiative to Wollongong Beach since 2003 during the summer school holidays. The program has been conducted in partnership with Busways utilising the Campbelltown to Wollongong 887 bus service.

Free MyZone travel vouchers were made available to young people aged 12 years to 18 years who lived, worked or studied in the Campbelltown Local Government Area. To collect these free travel vouchers, participants had to obtain a parent/carer release form, and deliver the signed release form to one of the program's distribution points including Campbelltown youth services sites, Campbelltown City Council Libraries and the Campbelltown Visitors Information Centre.

Alternatively, young people, who had not obtained the free tickets from Council, could also independently purchase a half price fare to Wollongong Beach from the bus at Campbelltown Railway Station.

Busways reported that the overall Beach Bus program was successful; however feedback received by young people was that they were more inclined to pay the 50 per cent fare than pick up the free travel vouchers from the designated outlets.

The pilot Beach Safety Program was held on 21 January 2015, in partnership with Busabout Bus Service, Surf Lifesaving NSW (SLSNSW), volunteer lifesavers from the North Wollongong Surf Life Saving Club and Wollongong Council. Seventeen young people participated in facilitated workshops and practical activities. The participants were aged from twelve to eighteen years from local population groups, with a focus on Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islander communities (ATSI).

Report

Council officers have used the statistical information received from the 2014-2015 program to determine the approach for the Beach Safety Program initiative in the 2015-2016 summer school holidays. Council officers in partnership with SLSNSW, Wollongong Council, Afghan Fajar Inc. and South West Multicultural and Community Centre will continue to run the beach safety program targeting young people from local population groups which are overrepresented in drownings including Western Sydney residents, CALD and (ATSI) communities.

The Beach Safety workshop is proposed to be held at Wollongong SLSNSW Club and Wollongong Beach in December 2015 with the cost and public liability insurance for the workshop met by SLSNSW. Participants will meet at South West Multicultural Community Centre in the morning for a healthy breakfast and then transported by bus to Wollongong beach to attend the workshop. The program will be promoted through Council's website, flyers and social media.

Discussions have been held with Surf Life Saving NSW and local youth services to offer a theory and practical program that focuses on learning and rehearsing water safety skills inclusive of basic survival skills in water, teaching basic emergency response and rescue techniques and providing information to develop an understanding of the dangers that lay within differing waterways.

Evaluation of the workshop by participants and partners will be used to identify future opportunities to extend this program to provide information and resources to these target groups for the future.

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Brticevic/Oates)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

2.2 Fisher's Gig and Fisher's Extreme Showcase Evaluation 2015

Reporting Officer

Manager Community Resources and Development

Attachments

Nil

Purpose

To provide Council with an evaluation report on Fisher's Gig 2015.

Report

Fisher's Gig, Council's annual youth music festival, was held on Saturday 7 November 2015 at Bradbury Oval between 2.00pm and 9.00pm as part of the annual Festival of Fisher's Ghost. The event was very successful with approximately 3000 young people attending the event throughout the day.

Fisher's Gig is recognised as a professional platform for aspiring musicians and provides a supportive environment for young people to develop skills in event management and performance. It also provides a large scale youth event where young people are free to engage with and celebrate youth culture in a safe, drug and alcohol free environment.

Performers

This year's headlining performers included Adelaide based comedy rock band 'The Beards' and Macarthur based rock Bands Handheld Human and Three Strikes.

The local performer line up was selected this year through a process of pre-selection heats. Six local acts had the opportunity to perform at Fisher's Gig 2015 including Corey Woods, Third Hour, Stooze, The Winter Effect, Snoteleks and Insanity Proof.

Youth Volunteering

Twenty five young people volunteered in the running of the event including members of Council's Youth Entertainment Reference Group, Campbelltown Youth Network and local young people interested in beginning careers in the music industry. Volunteers played a key role in the coordination of the event on the day, with four teams operating on site under the direction of experienced volunteer team leaders. The teams gained practical experience in staging/backstage coordination, sound/lighting technician work, photography, customer service and performer liaison duties.

Fisher's Gig, is not only a launch pad for local Macarthur talent, but with support from Campbelltown Youth Network, a catalyst for sustainability initiatives, the #sustainyourselfie project was launched at the event.

#sustainyourselfie is a project that encourages young people to think about simple things they can do on a daily basis to reduce their environmental impact. The initiative provides facts on environmentally damaging behaviours with the aim to inspire young people to refrain from those actions. Participants at Fisher's Gig documented their environmental promise by having their photo taken, or taking a selfie with their written pledge displayed for all to see.

Overall, 238 pledges were made, many of which were posted on the Campbelltown Youth Network Instagram Page and the Campbelltown Council Youth facebook page with posts reaching more than 7000 followers.

Education & Awareness Initiatives

Campbelltown City Council partnered with NSW Health to provide targeted engagement activities for young people and raise awareness of sexual health. A mobile Sexually Transmissible Infection (STI) testing unit called the 'Caddy Shack' was provided on site to collect samples for screening. The 'Caddy Shack' initiative which engaged over 100 young people also included increasing awareness of Chlamydia and knowledge of screening.

Council's Road Safety Officer and Community Safety Officer also attended the event with their 'crash vehicle'. This provided an opportunity to generate conversation, promote and educate young people about the impacts of driver fatigue and speeding.

Fisher's Gig 2015 attracted good support from the media with articles published in local newspapers showcasing the event and local performers and headline acts.

Fisher's Gig 2015 attracted in-kind sponsorship of over \$8,000 from a range of businesses including Indent NSW, Somerset Music and The Music Box Staging and Production Service.

The branding and poster artwork was developed through a TAFE SWSI student competition with 30 student entries. The successful student was provided with on the job experience in developing marketing material and enhancing their skills in graphic design software. Branding material included event t-shirts and posters.

Fisher's Extreme Showcase

As part of the Festival of Fisher's Ghost, the Fisher's Extreme Skate, Scooter and BMX Showcase was held on Saturday 21 November 2015 at Macquarie Fields Skate Park. The event was very successful with approximately 150 young people attending the event throughout the day.

Hosted by Totem Skate School, Fisher's Extreme Showcase included demonstrations by sponsored riders as well as an open jam session from the young people showcasing their talents in skate, scooter and BMX.

The day was also supported by services in the region and included a free BBQ, music and giveaways.

Future Planning

Feedback received from Fisher's Gig 2015 and Fisher's Extreme Showcase has been incorporated into planning for next year's event.

Certificates of appreciation have been forwarded to sponsors, volunteers and key stakeholders involved in the coordination of Fisher's Gig 2015 and Fisher's Extreme Showcase.

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Oates/Thompson)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

3. CULTURAL SERVICES

3.1 Australia Council for the Arts - Four Year Funding - Organisations

Reporting Officer

Manager Cultural Services

Attachments

Nil

Purpose

To seek Council's endorsement of a submission to the Australia Council for the Arts for funding up to \$300,000 per annum under the new grants model, Four Year Funding – Organisations, towards Campbelltown Arts Centre's Multi-disciplinary Artistic Program from 2017-2020.

Report

In 2014 Australia Council for the Arts announced a new grants model which is intended to make it simpler to apply for grants. Artistic merit and excellence remain central to grant decision making.

Four year funding is available for arts organisations of significant regional, national or international standing. Organisations must demonstrate artistic achievement and ambition with a compelling strategic plan. Funding for successful organisations will commence on 1 January 2017. Four year funding is intended to support vibrant artistic programs by contributing to organisational overhead costs and/or the direct costs of delivering successful programs.

Campbelltown Arts Centre proposes to submit a submission for up to \$300,000 per annum for multi-arts program funding which would support the Visual Arts, Music, Dance, Performance and Live Art programs from 2017-2020. If successful, this funding would create program certainty for Campbelltown Arts Centre into the future and ensure the continued high standard of work developed and presented by the Centre.

Officer's Recommendation

1. That Council endorse a submission to the Australia Council for the Arts under the Four Year Funding - Organisations for up to \$300,000 per annum towards Campbelltown Arts Centre's 2017-2021 Multi-Disciplinary Artistic Program.
 2. That subject to notification of success, the funding Agreement from the Australia Council for the Arts be accepted and signed by the General Manager on behalf of Council.
-

Committee's Recommendation: (Thompson/Oates)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

4. CUSTOMER SERVICE

No reports this round

5. EDUCATION AND CARE SERVICES

No reports this round

6. HEALTHY LIFESTYLES

6.1 Feasibility to support sporting bodies to acquire defibrillators

Reporting Officer

Manager Healthy Lifestyles

Attachments

Nil

Purpose

To provide Council with an update regarding the feasibility of supporting local sporting organisations to purchase defibrillators for use at sporting venues within the Campbelltown Local Government Area.

History

Council at its meeting on 21 July 2015, resolved that a report be presented outlining the feasibility of supporting major local sporting bodies that attempt to acquire defibrillators.

Report

The placement of defibrillators, more specifically Automatic External Defibrillators (AEDs) at significant community locations, such as airports, shopping centres, aquatic centres, and at major sporting venues is becoming common.

Each of Council's leisure centres are provided with AEDs to support the response of lifeguards in emergency situations. The Australian Red Cross conducted research which demonstrated that access to defibrillators can increase a person's chance of survival after a coronary incident, by 70 per cent.

There are a number of groups providing subsidised AEDs to “not for profit organisations” such as the Red Cross, through their “Project Defib” program. This program provides an AED as well as training for members of clubs who will use the device. The total cost of the program is \$4,200 (GST inc). There is a grant of \$1,600 that clubs can apply for which then brings the program cost down to \$2,600 (GST inc) for each participating organisation. This approach is favoured by clubs and some local government authorities as it ensures that the defibrillator can be operated by trained personnel at venues.

In considering the feasibility of the AEDs for sporting clubs it is important to understand the upfront and associated ongoing costs.

There are currently 42 sporting amenity and ancillary buildings provided at Council's sporting venues in the Campbelltown area. There are over 100 different sporting groups using these Council facilities.

A description and the cost of each component of the AED device is set out in the table below:

Component	Approximate cost per unit
The unit itself	\$2,400 (not including training)
Wall-mount brackets and signage	\$157
Battery (lifespan of 4 years)	included
Child key (8 years or under 25 kg)	\$174
Total approximate cost	\$2,731

The approximate ongoing costs associated with each AED are set out below:

Component	Approximate cost per unit
Replacement adult pads (2 year expiry or after use)	\$108
Replacement infant pads (2 year expiry or after use)	\$174
Replacement Battery (lifespan of 4 years)	\$250

AEDs are mechanically designed to cater for adults, with an additional key attachment provided for infants and children (under 25 kg).

The pads that are applied to the skin are recommended to be used only once, and they also have an expiry date (lifespan of two years). This is to provide some level of confidence that the adhesive can keep the pads attached to the patients' skin. No contact should ever be made by another person touching the patient or pads while the shock is being administered.

To be most effective, the AEDs need to be located in a secure and accessible location, to ensure they are not inappropriately tampered with or taken off site, particularly as Council facilities are often used by multiple hirers within and between sport seasons.

Council Officers have been in contact with clubs and have determined that Coronation Park and Lynwood Park already have AEDs. Macarthur Football Association has entered into an agreement where a manufacturing company is rebating \$500 of the purchase price to any of their affiliated clubs. There are a number of other large associations and clubs that would already have the capacity to purchase or assist in purchasing AEDs.

In discussing AEDs with sporting clubs, Council Officers received some feedback on the ownership, maintenance, access, funding assistance, availability for training, and legal ramifications if something goes wrong and the club does not own the device. Generally, most clubs contacted advised that they would not decline an offer of financial assistance from Council but would request it occur when they, as a club, have the capacity to train their volunteers to use and maintain the equipment and preferred to own the equipment themselves.

There are a range of funding opportunities that arise during the year as well as Sports Facility Grants where Council can partner with clubs to jointly fund AEDs. Council Officers will continue to investigate grant opportunities and make contact with each club and association to understand their capacity and priority to purchase an AED.

Council Officers are now in contact with Royal Life Saving Society Australia and NSW Office of Sport to investigate education and training opportunities to assist local clubs with a better understanding of AEDs within their sport. Once received, this information will be forwarded to the clubs and included in the yearly sport educational courses that Council's Healthy Lifestyles section coordinates throughout the year.

Officer's Recommendation

1. That Council write to clubs and inform them of any grant opportunities for AEDs and encourage them to apply.
2. That Council inform the clubs that their AEDs will remain their property and responsibility for the upkeep and maintenance of the defibrillators.

Committee's Recommendation: (Brticevic/Oates)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

6.2 Minutes of the Sports Liaison Sub Committee Meeting held 28 October 2015

Reporting Officer

Manager Healthy Lifestyles

Attachments

Minutes of the Sports Liaison Sub Committee Meeting held 28 October 2015 (contained within this report)

Purpose

To seek Council's endorsement of the minutes of the Sports Liaison Sub Committee Meeting held 28 October 2015.

Report

Detailed below are the recommendations of the Sports Liaison Sub Committee. Council officers have reviewed the recommendations and they are now presented for Council's consideration. There are no recommendations that require an individual resolution of Council.

Recommendations of the Sports Liaison Sub Committee

Reports listed for consideration

4. Minutes of the previous meeting held 11 March 2015

That the information be noted.

Presentations

This meeting of the Sports Liaison Sub Committee included a number of presentations to representatives from various sporting clubs and associations. Attendees were provided with an update in regard to:

- Strategic Sports and Recreation Strategy
- Play Space Strategy
- Sports Centre of Excellence
- Glenfield to Macarthur Urban Renewal Corridor Strategy
- Council's new online Sports Ground Booking System
- General Sport and Recreation update.

Officer's Recommendation

That the minutes be noted.

Committee's Recommendation: (Thompson/Brticevic)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

ATTACHMENT 1

Minutes of the Sports Liaison Sub Committee

Held Wednesday 28 October 2015
in the Civic Hall

Meeting commenced at: 6.11pm

1. Acknowledgement of Land

An Acknowledgement of Land was presented by the Chairperson, Councillor Thompson.

2. Welcome and Introduction

Councillor Thompson welcomed all members and invited guests to the Sports Liaison Sub Committee meeting.

3. Attendance and Apologies

Attendance: His Worship the Mayor, Councillor P Hawker
Councillor B Thompson (Chairperson)

Also in attendance: Manager Healthy Lifestyles - Mr M Berriman
Sports Liaison Officer - Mr T Collins
Recreation Booking and Administrative Officer - Ms J Robinson
Executive Support - Mrs D Taylor
Minto Cobras JRLFC - Carmen Jackson and Alison Paea
Softball Campbelltown - Sue Bromley and Richard Bromley
Bradbury Cricket Club - Adrian Dowdell
Eschol Park Little Athletics - Gordon Costello
CDNA - Geoff Byrne and Shirley Connolly
Macarthur Saints JRLFC - Richard Jaschke and Kevin Ashcroft
Ingleburn Eagles Soccer Club - Linda Martin, Michael Winter, Andrew Miller and Christopher Martin
Smash Tennis (Bow Bowling) - Ricky Neilsen
Bradbury Ambarvale Football Club - Chris Webb
Eschol Park Soccer Club - Greg Brown
Campbelltown Uniting Church Soccer Club - Warren Donovan and Steven Williams
Macarthur Baseball League - Shannon Bickel

Apologies: Councillor P Lake
Councillor G Greiss
Councillor D Lound
Councillor F Borg
Minto Cobras JRLFC - John Mundt
Softball Campbelltown - Selwyn Williams
Ghosts Baseball - Greg Dewick
Macarthur Saints JRLFC - David Ashcroft and Scott Phillips

Sub Committee's Recommendation (Thompson/Hawker)

That the apologies be accepted.

CARRIED

4. Minutes of the previous meeting held 11 March 2015**Report**

The minutes of the Sports Liaison Sub Committee meeting held 11 March 2015, copies of which have been circulated to each attendee and Sub Committee member were adopted by Council at its meeting held Tuesday 21 April 2015.

Officer's Recommendation

That the information be noted.

Sub Committee's Recommendation (Thompson/Hawker)

That the information be noted.

CARRIED**5. Strategic Sports and Recreation and Play Space Strategy**

Council's Manager Healthy Lifestyles presented on Council's Sport and Recreation Strategy 2015-2035 and Council's Play Space Strategy 2015-2035. A copy of the presentation is attached.

<P:\Presentations\Sub Committees\Sports 28.10.15\Stategic Plans Presentation 28 10 15.ppt>

It was noted that consultation on these strategies will commence from late October 2015 with a view to producing the final strategies in February 2016.

6. Sports Centre of Excellence

Council's Manager Healthy Lifestyles presented regarding the proposed Sports Centre of Excellence. A copy of the presentation is attached.

<P:\Presentations\Sub Committees\Sports 28.10.15\Sports Centre of Excellence.pptx>

Council, at its meeting of 9 June 2015, adopted the following resolution:

1. That Council commit to contributing up to \$5m towards the development of a Regional Sport Centre of Excellence in the Campbelltown Local Government Area conditional upon:
 - i. a successful application to the Federal Government for funds towards the development of a regional sport centre of excellence in the Campbelltown LGA; and
 - ii. presentation to Council of funding options for Council's commitment of up to \$5m as part of the 2016-2017 budget process.
2. That Council negotiate with other key partners including the State Government to contribute to the project.

Council is awaiting the outcome of the grant application however meetings have also been held with the NSW Minister for Sport to discuss alternative funding opportunities.

6.2 Minutes Of The Sports Liaison Sub Committee Meeting Held 28 October 2015

It is anticipated that the proposed facility would combine elite sports training facilities, administration and operational spaces with community spaces and programs.

A question was raised regarding recent media attention surrounding Campbelltown City Council being deemed not fit for the future and the possibility of Campbelltown merging with Liverpool Council.

His Worship the Mayor, Councillor Hawker, advised that he has released a response to the media advising that Campbelltown City Council will not be merging with Liverpool or any other council. He further advised that Campbelltown will be required to prepare a submission to the Department of Premier and Cabinet by 18 November 2015, outlining how Council is fit for the future.

7. Glenfield to Macarthur Urban Renewal Corridor Strategy

Council's Manager Healthy Lifestyles presented regarding the Glenfield to Macarthur Urban Renewal Corridor Strategy. A copy of the presentation is attached.

<P:\Presentations\Sub Committees\Sports 28.10.15\Rail corridor.pptx>

Council's Manager Healthy Lifestyles advised that the Department of Planning is investigating opportunities for increased employment, economic and residential development around the railway line. As the population increases this provides avenues for sport and recreation opportunities. An overview of the Department of Planning's draft Urban Renewal Corridor Strategy will be provided to sporting clubs and further updates on this matter will be provided.

8. Presentation by Recreation Booking and Administration Officer on Council's new online Sports Ground Booking System

Council's Recreation Booking and Administration Officer presented on Council's new online Sports Ground Booking System. A copy of the presentation is attached.

<P:\Presentations\Sub Committees\Sports 28.10.15\Sports Ground Bookings.ppt>

It was noted that this new system is moving online to ensure all applications include the necessary detail to finalise the booking. It is anticipated that the new online sports ground booking application system will go live from early 2016.

9. General Sport & Recreation Update

- (a) Cleaning**
- (b) Capital Works Program**
- (c) Grants**

Council's Sports Liaison Officer presented on the following:

- **Cleaning** - a new tender for cleaning of the sports grounds was opened on 27 October 2015. It is anticipated that a large number of companies will express an interest in this tender and that all current issues with cleaning will be rectified as part of the tender renewal process. It was further noted that a waste review of all sports grounds is currently being undertaken with the possibility of some grounds moving to a skip bin option for waste management.
-

6.2 Minutes Of The Sports Liaison Sub Committee Meeting Held 28 October 2015

- Maintenance - any maintenance issues at sports grounds are to be advised to Council with as much detail as possible and include photos if possible, this will assist in ensuring that the issue is rectified quickly.
- Grants - there are currently no grants available however it was noted, that should there be interest to submit a grant in the near future, that work on the application should commence as soon as possible. The application process is quite lengthy with much work involved and it was noted that this process would benefit if preparations began early. It was also noted that the grant application process requires owner's consent and this can only be provided by contacting Council to discuss the application and assist in preparing it.
- Training - Council has been working with the NSW Office of Sport to conduct several training courses. Currently the NSW Office of Sport conducts various training courses including, but not limited to, Running Your Club, Managing Team and Working With Children Checks. All attendees were advised to provide information to Council's Sports Liaison Officer regarding training courses they may be interested in attending.

10. General Business

10.1 Thank you

His Worship the Mayor, Councillor Hawker, thanked all for attending the Sports Liaison Sub Committee meeting and expressed the importance of such people within our community who continue to volunteer their time and support our children. Councillor Hawker noted the importance of ensuring that all grant applications are prepared on time and in conjunction with Council staff.

Next meeting of the Sports Liaison Sub Committee will be held in 2016 on a date to be determined.

Councillor Thompson

Chairperson

Meeting closed: 7.27pm

6.3 Tonga V Cook Islands match

Reporting Officer

Manager Healthy Lifestyles

Attachments

Nil

Purpose

To provide Council with the outcome of the Rugby League World Cup Qualifier match between Tonga and the Cook Islands held at Campbelltown Sports Stadium on Saturday 17 October 2015.

Report

Cook Islands and Tonga played in an international rugby league test match at Campbelltown Sports Stadium on 17 October 2015. The match was a World Cup Qualifier to secure the final Pacific Island place in the 2017 Rugby League World Cup which will be held in Australia and New Zealand in 2017. Tonga won 28 – 8 in a close match and has now qualified for the World Cup. The crowd attendance of 4613 significantly exceeded the International Rugby League Federation's anticipated crowd of 2000.

Council liaised with local and regional cultural groups such as the Tonga Community Development Australia who greatly supported this major community event. As part of the broader precinct entertainment there were cultural stalls, a DJ playing a variety of Pacific Islander music, a jumping castle as well as the National Rugby League hosting fun rugby league development activities.

There were junior games played as curtain raisers to the test match including an Indigenous representative game and also the Wests Tigers Cubs playing against a touring St Helens (UK) Development team. Prior to kick off, both national anthems were sung followed by a haka performed by each team. Traditional drummers from Tonga and the Cook Islands played throughout the game and at half time the crowd was entertained by performances from the Manea Pacifica Dance Group from the Cook Island community and by Miss Tonga Australia.

Post codes were recorded from people purchasing tickets on the day. A total of 675 people provided 158 different postcodes with spectators coming from as far away as Northern NSW, ACT, Queensland, Victoria, New Zealand and England. The majority of Sydney was represented with just over a third of the people surveyed living locally in the Campbelltown Local Government Area. Liverpool, Penrith, Sutherland, Wollongong and Parramatta were the other significant areas with each representing between 10 - 15 per cent. This data may provide some insights to the regional significance that Campbelltown Sports Stadium and the events held there, attracting people to Campbelltown Local Government Area, as well as providing sport and entertainment for the local community.

Council officers have been in contact with the International Rugby League Federation and 2017 Rugby League World Cup organisers present on the night to advocate for potential use of Campbelltown Sports Stadium as an elite training venue and potential match venue.

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Oates/Brticevic)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

6.4 2015 Marsdens Law Group Fishers Ghost Fun Run

Reporting Officer

Manager Healthy Lifestyles

Attachments

Nil

Purpose

To provide Council with the outcomes of the Marsdens Law Group Fisher's Ghost Fun Run, held on Sunday 15 November 2015.

History

The Fisher's Ghost Fun Run has been an integral part of Campbelltown City's Festival of Fisher's Ghost for 40 years. Since 2005, Council has assumed responsibility for managing the event and in 2010 Council secured a naming rights sponsor for three years with Marsdens Law Group responding to an expression of interest.

At the end of the agreement as naming rights sponsor, Marsdens Law Group, secured a further three year agreement in 2013. The event was promoted as "proudly presented by Campbelltown City Council", with four major sponsors and eleven minor sponsors.

Report

The annual Fisher's Ghost Fun Run was staged between the grounds of the Western Sydney University (WSU) Campbelltown Campus and TAFE NSW South Western Sydney Institute Campbelltown Campus on Sunday 15 November 2015.

The Fun Run caters for all fitness levels and ages. There are four team categories for the 5km course, including primary school, high school, corporate and open. Corporate and open teams can also compete over the 10km track. Walkers are welcome in all events. This health promoting event encourages an active lifestyle for the community to engage in and raises the profile of running as an enjoyable form of exercise for all age groups and abilities.

An extensive and sustained drive for sponsorship support began in November 2014 and resulted in Council being successful in attracting a number of sponsors and prize donors willing to support the event. There are four-levels of sponsorship providing a cash contribution or in-kind donation. This year the sponsorships included Platinum, Gold, Silver, Bronze and a Media Partner. The barrel draw after the race had 50 prizes with a total value of \$6,000, these were randomly drawn for the participants.

The success of the event is due largely to the contribution from the Campbelltown Joggers Club. The club's past experience in coordinating smaller scale running events is enhanced through their contribution for this event. The club provide almost 100 volunteers to run the event with Council, including processing entries, setting up the course, marshalling the race itself, collating results, and managing the electronic timing system.

There were 930 registered entrants along with Fred the Ghost who motivated participants with high-fives and a ready hug at the race start-finish line. Despite the wet weather earlier in the week, the weather conditions did not deter the 831 actual race attendees who finished their race on the event day. All finishers received a free event t-shirt, with line honour winners and place-getters receiving cash prizes and trophies; a finishers certificate recording their time and placing.

Rob Doorey from C91.3FM was the MC of the day and he entertained the crowd at the start of the race and also as the participants crossed the finish line. A presentation occurred where sponsors presented the winner and runner up prizes to all categories. The C91.3FM Road Crew provided giveaways and there were free recovery massages from Bounce Back Osteopathy along with a stretching tent coordinated by Council's Leisure Services team. A BBQ stall was run by Campbelltown Rotary Club and Councils Education Care Services staff provided child minding services to participants, contributing to the great success on the day.

Planning for the 2016 event will begin early in the new year to develop partnerships and sponsorships for the event.

Officer's Recommendation

That the information be noted.

Committee's Recommendation: (Thompson/Brticevic)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

7. LIBRARY SERVICES

7.1 Liveable Communities Grants Program

Reporting Officer

Manager Library Services

Attachments

Nil

Purpose

To seek Council's endorsement of an application for \$30,000 funding from the Department of Family and Community Services under the Liveable Communities Grants Program to assist delivery of capacity building projects to support older people in the Campbelltown Local Government Area.

History

The Liveable Communities Grants Program offers a total of \$1 million in funding per year for four years for projects that improve the lives of older people living in NSW. Grants of up to \$100,000 are available.

The program provides opportunities for individuals and organisations to explore new possibilities and approaches to creating more liveable communities. The grants program will fund a range of innovative ideas that drive real social impact for older people in NSW.

The grants program is open to a wide range of groups including non-government organisations, academics, entrepreneurs, small businesses and local councils.

Report

Creating more liveable communities has been identified as a policy priority in both NSW 2021 as well as more specifically in the NSW Ageing Strategy, the National Disability Strategy NSW Implementation Plan and in the soon to be finalised NSW Carers Strategy.

Liveable communities build independence, health and wellbeing through planning and designing accessible and inclusive social and physical environments that provide opportunities for active citizenship, regardless of age, ability or responsibilities. From the built environment to respectful engagement, to maximising employment and housing options, liveable communities are inclusive for all, including those with specific needs.

As a result of conversation workshops with over 90 older people, a continuing theme was heard for the need to participate in information and technology training to reduce social isolation and access services via the internet. Library Services, Community Resources and Development and community groups will partner in the development of this project.

It is proposed to make a submission to the Liveable Communities Grants Program to provide resources to develop a mobile 'Seniors Pop-up Computer Lab' capacity building project and transport these resources to various locations across Campbelltown.

This 'pop-up' online training resource would be equipped with laptop computers, ipads, wireless internet connections, data projector and screens that would be able to be set up in library and community meeting rooms and other venues throughout Campbelltown. It is envisioned that the resources in this 'pop-up' training package would be able to accommodate up to 10 seniors at a time.

Officer's Recommendation

1. That Council endorse the application of \$30,000 funding for Liveable Communities Grants Program from the Department of Family and Community Services for a mobile 'Seniors Pop-up Computer Lab' project.
2. That subject to notification of success, the Funding Agreement from the NSW Department of Family and Community Services be accepted and signed by the General Manager on behalf of Council.

Committee's Recommendation: (Oates/Thompson)

That the Officer's Recommendation be adopted.

CARRIED

Council Meeting 15 December 2015 (Rowell/Oates)

That the Officer's Recommendation be adopted.

Council Resolution Minute Number 234

That the Officer's Recommendation be adopted.

8. GENERAL BUSINESS

Nil.

22. CONFIDENTIAL ITEMS

No reports this round

There being no further business the meeting closed at 5.54pm.

T Rowell
CHAIRPERSON
