

Camden

DESTINATION MANAGEMENT PLAN





ACKNOWLEDGEMENT OF COUNTRY

Council acknowledges that the Camden LGA is situated on the sacred Traditional Lands and Waterways of the Dharawal peoples. We also recognise surrounding Dharug and Gundungurra peoples that may have connections to these lands. We pay our respects to Elders past, present, and emerging, and to all Aboriginal and Torres Strait Islander peoples on these lands.

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The Camden Destination Management Plan is available on Council's website: www.camden.nsw.gov.au

Message FROM THE MAYOR



Camden is an amazing place to live, work and visit. I love the Camden area, and my desire to share that love with visitors is what guides much of my work as Mayor. This Destination Management Plan is all about how we can show the world what Camden has to offer and help make Camden an ideal place to visit.

The Western Sydney International Airport is going to change the face of Sydney. With this incredible piece of infrastructure on the horizon, it is important that we consider how we can leverage this transformative project and enhance our visitor economy.

Camden's rapid population growth and an increasing number of visitors coming for leisure, or to visit friends and family, coupled with Camden's position in the heart of the Western Parkland City and incoming transport infrastructure such as the Western Sydney Rapid Bus and South West Rail Link, give us a unique opportunity to grow visitor spend in the area.

Over the past few years, Camden has faced a range of challenges which have highlighted our community's resilience and ability to recover. This along with some incredible visitor assets waiting to be discovered, with diversity from national standard sporting facilities to unique open spaces and the charming Camden town centre, means we have the foundations for success.

Camden is a beautiful and exciting part of the world that people come from far and wide to see. I'm excited for us to work towards sharing it with even more visitors.

A handwritten signature in black ink, appearing to be 'AC' or 'Ashleigh Cagney'.

Ashleigh Cagney
Mayor of Camden

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GLOSSARY OF TERMS

MICE	MICE is an acronym that stands for meetings, incentives, conferences, and exhibitions. Traditionally, MICE encompasses mostly business events with leisure events like concerts or festivals falling into a different category.
Daytrip Visitor	Those who travel for a round trip distance of at least 50 kilometres, are away from home for at least four hours, and who do not spend a night away from home as part of their travel. Same day travel as part of overnight travel is excluded.
Overnight Visitor	People aged 15 years and over who undertake an overnight trip of one night or more and at least 40 kilometres away from home are referred to as overnight visitors. Only those trips where the respondent is away from home for less than 12 months are included in the data.
International Visitor	A person is defined as an international visitor to Australia if they are currently a resident overseas, have been in Australia less than one year and are aged 15 years or over.

ACRONYMS

ALOS.....	Average Length of Stay	NVS.....	National Visitor Survey
Council.....	Camden Council	TRA.....	Tourism Research Australia
DMP.....	Destination Management Plan	VFR.....	Visiting Friends and Relatives
DNSW.....	Destination NSW	WPC.....	Western Parkland City
EDS.....	Economic Development Strategy	WPCA.....	Western Parkland City Authority
LGA.....	Local Government Area	WSIA.....	Western Sydney International Airport
LSPS.....	Local Strategic Planning Statement		
MICE.....	Meetings, Incentives, Conferences, and Exhibition Markets		

Executive SUMMARY

BACKGROUND AND CONTEXT

The aim of the Destination Management Plan (DMP) is to guide visitor economy growth over the next five years and consider Camden's visitor economy potential holistically across a range of market opportunities.

The Camden LGA is transforming from being on the fringe of Sydney to occupying the geographic centre of one of Sydney's three cities – the new Western Parkland City (WPC), the economic powerhouse of Greater Sydney.







Tourism is an emerging industry in Camden's local economy with strong growth potential. In 2021/22,

the tourism output in the Camden LGA was \$415.4 million (3.9% of total output), supporting approximately 2,634 jobs (6.3% of total employment) and value-adding \$194.5 million.

Prior to the COVID19 pandemic, the Camden LGA was experiencing strong visitor growth, peaking at almost 929,000 visitors in 2019. Camden continues to make a steady recovery, attracting 847,100 visitors in 2022 (-9% from 2019). At present, it is primarily a daytrip destination, being an attractive choice with its proximity to Sydney, volume of accessible nature-based attractions, and high proportion of VFR visitors.

STRATEGY CONTEXT

A review of strategic documents for Camden highlight the following considerations for development of the Destination Management Plan:

	Aspire to 'Support a sustainable and resilient visitor economy to return visitation and expenditure to pre-COVID levels by 2024' in line with State-wide tourism objectives.
	Leverage tourism opportunities created by Camden's proximity to the WSIA and Aerotropolis.
	Partner with industry and NSW Government to build a strong and diverse local economy.
	Increase public and private sector investment in visitor infrastructure.
	Leverage Camden's natural and cultural assets to promote local agricultural production and increase tourism.
	Develop the night time economy within Camden's existing and emerging centres.
	Establish digital visitor information services and improve collateral.
	Capacity building and support to grow and enhance existing business offerings.
	Develop new products and experiences.

ENGAGEMENT

A range of community, industry and stakeholder engagement sessions were undertaken to inform the Destination Management Plan.

Key outcomes from the community and stakeholder engagement include a strong desire to support marketing and promotional activities, investment into road and transport infrastructure, event development, and improvement of visitor amenities and services.

Engagement also highlighted strong interest in the protection and development of Camden's heritage and rural areas which provide the setting for holiday leisure visitation. Further development of tracks, trails and nature-based assets was also seen as a priority for the DMP.

CURRENT MARKETS

Visiting Friends and Relatives (VFR) – Driven by fast growing and culturally diverse population base.

Holiday – Drawn to Camden's unique rural amenity that's centrally located within the Greater Sydney region.

Sporting – Attracted by regionally significant sporting events and regional facilities.

TARGET GROWTH MARKETS

Business and Employment – Leveraging the new workforce from the Aerotropolis and emerging medical hubs.

Education – Leveraging the Aerotropolis and adjacent and regional tertiary education institutions.

International – Major medium-term opportunity stemming from WSIA (operational in 2026).

Interstate – Major medium-term opportunity stemming from WSIA (operational in 2026).

Medical and Wellness – Leveraging the new workforce and visitors from emerging medical hubs.

DMP STRATEGIC FRAMEWORK

The following vision, objectives and themes respond to the strategic opportunities identified for Camden, as well as community and stakeholder values and aspirations for the Camden visitor economy.

Vision

Camden will realise its potential as a destination of choice, through a connected industry that provides engaging experiences for all visitors, and showcases our diverse cultural, heritage and rural landscapes.

OBJECTIVES

Grow visitor yield and length of stay	Highlight the unique identities of Camden’s visitor destinations	Improve industry cohesion and collaboration	Support destination amenity through planned and delivered infrastructure
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THEMES

Theme 1	Theme 2	Theme 3	Theme 4
Create Vibrant and Activated Places	Drive Demand and Yield	Strengthen Brand and Showcase Unique Identities	Facilitate Industry Growth and Collaboration
Improve the visitor experience by creating high amenity, engaging places, and capturing and celebrating unique characters.	Encourage investment in products, experiences and attractions that will motivate a broad range of visitors.	Develop a strong brand identity and improve destination awareness through events, culture, marketing and promotion.	Facilitate the delivery of hard and soft infrastructure that will enable industry growth and foster cohesion and collaboration.

PRIORITY PROJECTS

<ul style="list-style-type: none">• Identity, Character and Placemaking• Program of Evening Activations• Nepean River Green Corridor and Trail Link• Camden Town Farm and Camden Bicentennial Equestrian Park	<ul style="list-style-type: none">• Major Sporting Event Attraction• Conference and Events Centre Feasibility Study and Prospectus• Accommodation Investment Attraction• Support Key Open Space Attractors• Identify Dining, Produce and Agritourism Opportunities	<ul style="list-style-type: none">• Further Develop Camden’s Signature Events Program• Enhance Camden’s Destination Brand and Marketing• Refresh Camden’s Gateways and Signage• Support the Development of First Nations Tourism Experiences• Investigate Relocation of the Visitor Information Centre	<ul style="list-style-type: none">• Industry Attraction• Advocacy for Enabling Infrastructure to Support Visitor Economy Growth• Industry Collaboration and Capacity Building
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1. Introduction



The Camden Destination Management Plan will provide a strategic framework to stimulate the growth of Camden’s visitor economy over the next five years.

1.1. THE PROJECT

Camden Council (Council) has engaged Urban Enterprise to develop a Destination Management Plan (DMP) for the LGA.

The aim of the DMP is to guide visitor economy growth over the next five years and consider Camden’s visitor economy potential holistically across a range of market opportunities.

The ‘visitor economy’ includes those visiting Camden now and into the future, not only for holidays and leisure, but also for business, study and visiting friends and relatives.

1.2. BEST PRACTICE DESTINATION MANAGEMENT

Destination management planning is based on the holistic consideration of a region’s tourism industry, and its position within the regional economy.

Destination Management Plans reflect the attributes of each destination, providing a blueprint for future investment in tourism, including new experiences and attractions, and infrastructure requirements (roads, parks, technology) to support visitor growth. The Destination Management Plan for Camden Council will follow the *Guide to Best Practice in Destination Management*, as developed by the Australian Regional Tourism Network (ARTN).

1.3. THE APPROACH

The DMP has been informed by significant research, which has been drawn on as evidence throughout the Plan as required.

The following process was undertaken to inform the development of the DMP.

T1. DESTINATION MANAGEMENT PLAN APPROACH

STAGE	SCOPE
Stage One: Background Research and Analysis	<ul style="list-style-type: none">• Review of 15+ documents• Research into target and growth markets• Site visits to key centres and attractions• Product audits inventorying top attractions, supporting products, events and infrastructure
Stage Two: Stakeholder Engagement	<ul style="list-style-type: none">• Business and Community Survey• Three in-region industry workshops• Workshop with Council’s Advisory Committees• Two Council workshops• Ten one-on-one stakeholder engagement meetings, including Western Parkland City Authority, Western Sydney International Airport, and the Tharawal Local Aboriginal Land Council
Stage Three: Issues and Opportunities	Identification of issues and opportunities based on assessment, engagement, site visits and product audits.
Stage Four: Strategy Development	Development of strategic framework, including vision, strategic themes and objectives, and identification of priority projects.

1.4. COUNCIL’S ROLE IN THE VISITOR ECONOMY

Camden Council plays a major role in local and regional tourism development for the LGA, determining, encouraging and responding to a wide range of variables to stimulate private sector investment into products and experiences that benefit our community as well as visitors.

To drive the visitor economy in the Camden LGA, Council’s role is three-fold:

1 FACILITATE visitor economy growth through:	2 SUPPORT visitor economy growth through:	3 INFLUENCE visitor economy growth through:
<ul style="list-style-type: none">• <i>Enabling activities</i> which attract investment, create employment opportunities, and encourage the growth of innovative visitor and tourism attractions, products and assets;• <i>Strategy development</i> to articulate Council’s plans to encourage investment in infrastructure and developments which will support and/or grow the visitor economy;• <i>Partnerships with diverse stakeholders</i> to help deliver infrastructure, local attractions and tourism offerings that will increase tourism activity and investment;• <i>Delivery of hard and soft infrastructure</i> that will attract visitors to the LGA, such as public amenities, a vibrant public domain, arts and cultural facilities, and recreational spaces;• <i>Land use planning</i> to develop existing lands and future centres that will leverage off regional visitor attraction assets and develop Camden as an attractive tourist investment option;• <i>Delivery of events and activations</i> to activate public spaces, attract visitors, promote the Camden LGA, and boost the visitor economy; and• <i>Attraction of major events</i> to the Camden LGA to increase visitation and visitor spend.	<ul style="list-style-type: none">• <i>Business support</i>, including communication between businesses and Council, and provision of industry-specific information and opportunities;• <i>Capacity building</i> by providing opportunities for industry growth and collaboration in order to assist businesses to understand and participate and grow in the visitor economy;• <i>Encouraging the development</i> of vibrant places which enhance and diversify Camden’s visitor appeal;• <i>Collaboration</i> with neighbouring LGAs to grow tourism in the Macarthur region;• <i>Partnership</i> with agencies and organisations to support tourism industry development, including investment attraction, business support, capacity building, networking, and education and training opportunities; and• <i>Destination marketing</i> activities that strengthen the regional destination brand, grow market awareness and Camden’s central role within the Western Parkland City.	<ul style="list-style-type: none">• <i>Advocacy</i> to State and Federal Governments, organisations and industry for support through marketing, investment attraction and place outcomes that will enhance Camden’s visitor economy viability;• <i>Investment attraction</i> activities that will promote the strategic advantages of participating in and growing Camden’s visitor economy;• <i>Promotion</i> of the Camden LGA as a great place to stay, visit, work, study and live; and• <i>Research and data</i> gathering to understand and promote opportunities that will support and enhance the visitor economy in Camden.

1.5. CAMDEN IN CONTEXT

Camden is located in South West Sydney – bound by Liverpool City Council in the north, Campbelltown City Council in the east, and Wollondilly Shire Council in the south and west.

The LGA covers a total land area of about 200 square kilometres and has a mix of agricultural land, historic and picturesque towns, and major urban development with new residential, commercial and industrial areas.

The Camden LGA is transforming from being on the fringe of Sydney to occupying the geographic centre of one of Sydney's three cities – the new Western Parkland City (WPC), the economic powerhouse of Greater Sydney.

Camden is in a period of major population growth, with rapid projected population growth of 3.5% per annum to 2041, driven by a range of State and Federal Government-backed infrastructure and economic projects.

Camden is strategically positioned for major visitor economy growth, being located 15 minutes from the new Western Sydney International Airport (WSIA) and the future Bradfield City Centre, with new communities in the South West Growth Area and catalytic infrastructure

projects such as the South West Rail Link Extension and Outer Sydney Orbital.

Camden is excellently positioned to benefit from its emerging regional role in the future of the new Western Parkland City. Located as the buffer between urban and rural experiences and product offerings, Camden's visitor economy is ripe to attract a variety of markets with targeted investment in enabling infrastructure, products and other destination-driving activities.

Tourism is an emerging industry in Camden's local economy, with strong growth potential. In 2021/22, the tourism output in the Camden LGA was \$415.4 million (3.9% of total output), supporting approximately 2,634 jobs (6.3% of total employment) and value-adding \$194.5 million (NIEIR, 2021).

Prior to the COVID19 pandemic, the Camden LGA was experiencing strong visitor growth, peaking at almost 929,000 visitors in 2019. At present, it is primarily a daytrip destination, being an attractive choice with its proximity to Sydney, the volume of accessible nature-based attractions, and the high proportion of VFR visitors. The COVID19 pandemic has had a substantial impact on the Camden visitor economy. However, the outlook is positive, with overall visitation in 2022 just 9% lower than pre-pandemic levels.

T2. CAMDEN POPULATION AND VISITATION SNAPSHOT 2021/22

Camden LGA		Greater Sydney	
847,100	Visitors (2022)	32.6M	
119,325	Population (2021)	5.2M	
+62,605 (+52%)	Population Growth (2011 to 2021)	+839,473 (+19%)	
+120,000 (+100%)	Projected Growth (2021 to 2036)	+ 583,500 (+11%)	
33 years	Median Age (2021)	37 years	
25.3%	Children (aged 0 to 14) (2021)	18.5%	
64.8%	Working Age Population (aged 15 to 64) (2021)	66.3%	
9.9%	Population Aged Over 65 (2021)	15.2%	
3.2%	Are Aboriginal and/or Torres Strait Islander (2021)	1.7%	
22.5%	Speak a language other than English at home (2021)	42.0%	
23%	Born overseas (2021)	43.2%	

Source: Tourism Research Australia, NVS and IVS 2022, and ABS Census of Population and Housing, 2011 and 2021



2. Informing THE DMP



2.1. GEOGRAPHIC AND GOVERNANCE CONTEXT

There are a number of external organisations and government agencies at the Federal, State, Regional and Local levels responsible for supporting the delivery of tourism in relation to Camden.

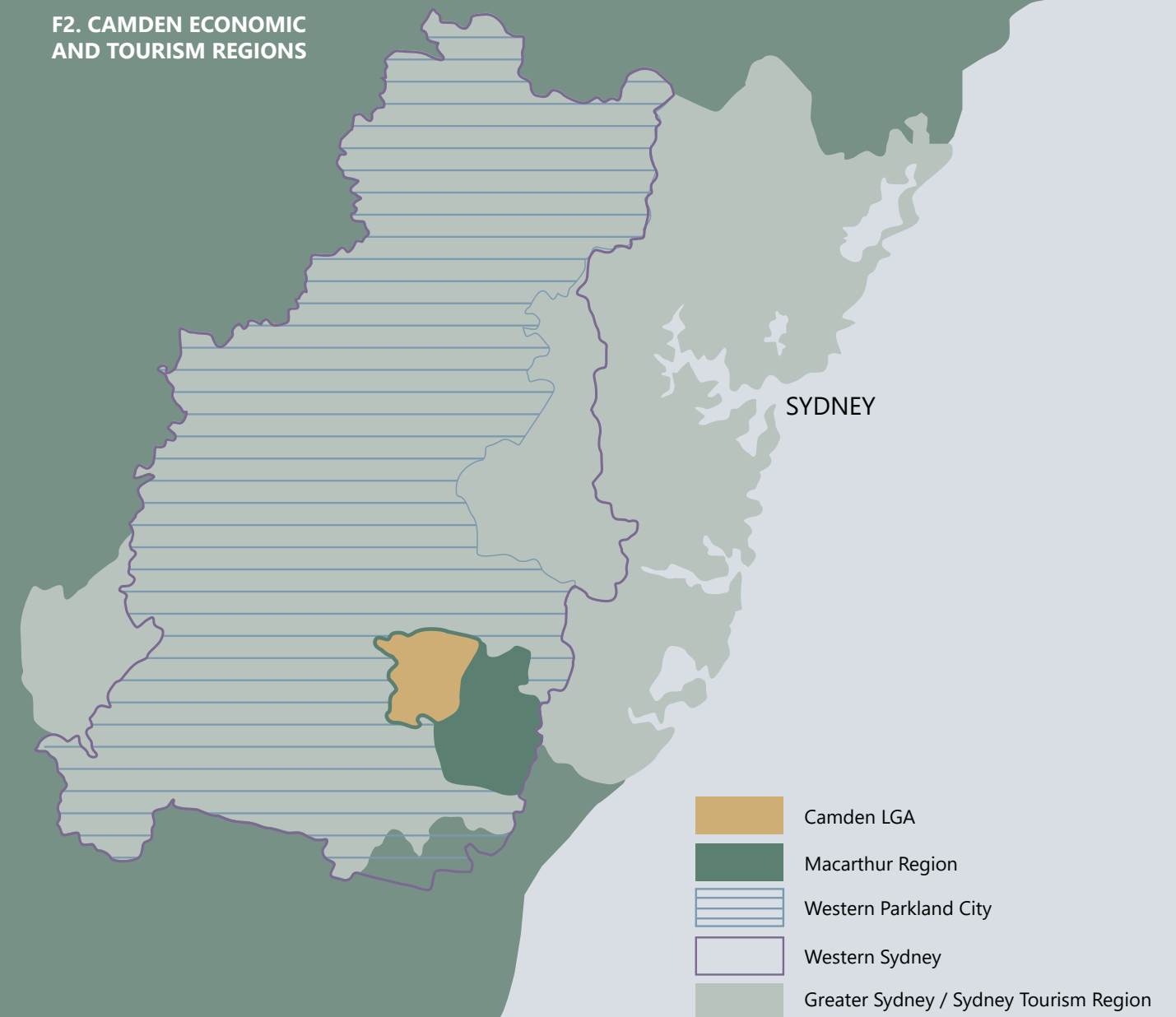
- Tourism Australia
- Destination NSW
- NSW Tourism Industry Council (Business NSW)
- Western Parkland City Authority
- Local Chambers of Commerce
- Councils in the Macarthur Region

The various economic and tourism regions (see Figure 2) for which these stakeholders are responsible have differing implications for Camden's role in the broader regional visitor economy.

Strategic alignment with these organisations is critical for a successful tourism destination, as they provide essential support through marketing, investment attraction, funding and grants, advocacy, and delivery of enabling infrastructure (i.e. transport).

The delivery of the DMP will be aided through ongoing engagement and collaboration with these stakeholders. Council will continue to update priorities and identify opportunities for increased collaboration and alignment with their strategic objectives and planning documents.

F2. CAMDEN ECONOMIC AND TOURISM REGIONS



2.2. STRATEGIC POLICY CONTEXT

The visitor economy will be thriving, with Camden capitalising on its heritage and rural values, and offering a strong local food scene, cultural festivals, activations and events. Camden’s unique heritage and cultural assets will provide a strong foundation to further enhance and celebrate our rich local history and expand its creative industries.

Camden Economic Development Strategy

Alignment to existing policy and strategic direction is critical to the success of the Camden DMP. Key documents reviewed include Local, Regional and State Government plans and policies, which have been drawn on throughout the DMP as relevant.

The Destination NSW Visitor Economy Strategy 2030, Sydney 24-hour Economy Strategy 2020, and the Western Sydney Visitor Economy Strategy 2018 are the key strategies guiding development of the New South Wales and Greater Sydney visitor economy. These documents provide a range of findings and strategic directions relevant to development of the Camden visitor economy – summarised in the figure below.

The Camden Economic Development Strategy (EDS) 2022 identifies the visitor economy as one of Camden’s key growth industries. Following adoption of the EDS, Council has undertaken several projects and initiatives for tourism development, including an Accommodation Study, development of a Camden visitor guide, township and event activations, as well as updating the Destination Management Plan (this report). The DMP will align with the EDS’s vision for Camden’s visitor economy.

Camden’s location between Canberra and Sydney, as well as its proximity to the Western Sydney International Airport (WSIA) and Aerotropolis is of strategic importance, with regional strategies and plans focusing on long-term opportunities to leverage these projects to grow the visitor economy, with particular focus on the MICE market and agritourism sectors.

Another significant driver of the visitor economy is population growth. Camden LGA continues to experience the highest population growth in the Western Sydney region. Significant demographic changes forecast include an additional 10,200 children aged four years and under, and increased cultural and ethnic diversity of residents by 2036. This will incrementally drive demand for more tourism and recreation products, as well as growth of the Visiting Friends and Relatives (VFR) market.

Demonstrating an alignment of priorities of the DMP with regional strategies will be an important consideration to present and attract partnership and collaboration opportunities with regional stakeholders in order to deliver key tourism projects, initiatives and programs over time.

F3. SUMMARY OF TOURISM DIRECTIONS FROM KEY STRATEGIC DOCUMENTS

 Support a sustainable and resilient visitor economy to return visitation and expenditure to pre-COVID levels by 2024	 Leverage tourism opportunities created by Camden’s proximity to the WSIA and Aerotropolis	 Partner with industry and NSW Government to build a strong and diverse local economy
 Increase public and private sector investment in visitor infrastructure	 Leverage Camden’s natural and cultural assets to promote local agricultural production and increase tourism	 Develop the night time economy within Camden’s existing and emerging centres
 Establish digital visitor information services and improve collateral	 Capacity building and support to grow and enhance existing business offerings	 Develop new products and experiences

2.3. DEVELOPMENT CONTEXT

A number of major infrastructure projects have recently been completed, are underway or proposed, which may help to grow the visitor economy in Camden (See Figure 4).

Upon delivery, these projects will unlock a number of key opportunities for Camden’s visitor economy:

Interstate and International Visitors Market Growth: It is estimated the new WSIA will carry a capacity of ten million domestic and international passengers per annum once operational in 2026. This will provide opportunities for Camden to attract new visitor markets travelling to the surrounding region.

Improved Connectivity and Faster Access: Road improvements will significantly enhance connectivity between Camden and the future Bradfield City Centre, WSIA and Aerotropolis. This will increase the visitor catchment within driving distance of Camden.

Industry Development and Expertise: The proposed agribusiness precinct in the Aerotropolis provides opportunities to leverage supply chains into local businesses, bring fresh produce and food product into Camden LGA, and explore agritourism opportunities in conjunction with the precinct.

Diversified Visitor Markets: New offerings and services delivered through major developments such as the Gregory Hills Corporate Park can attract new tourism segments, including wellness and medical visitors.

While these enabling infrastructure projects present significant strategic advantages for Camden, further work is required at the local level to capitalise on these opportunities and grow the visitor economy in a competitive and sustainable way.

F4. CAMDEN TOURISM DEVELOPMENT PIPELINE

Recently Completed <ul style="list-style-type: none">Western Sydney Infrastructure Plan (WSIP)<ul style="list-style-type: none">Bringelly Road UpgradeThe Northern Road UpgradeGregory Hills Corporate Park<ul style="list-style-type: none">SOMA Health and Wellness HubSOMA LifestyleCamden Medical Campus and Private Health FacilityCamden Surgical HospitalCamden Council<ul style="list-style-type: none">Narellan Sports HubKirkham BMX and Pump Track		
In Progress <ul style="list-style-type: none">Western Sydney International (Nancy-Bird Walton) Airport, completed by 2026Western Sydney Aerotropolis, including the Agribusiness PrecinctWestern Sydney Infrastructure Plan (WSIP)<ul style="list-style-type: none">M12 Motorway, completed by 2026Western Sydney Rapid Bus – WSIA/Bradfield to Campbelltown, delivered by 2026Camden Council<ul style="list-style-type: none">John Street Public Domain UpgradeOran Park Leisure Centre		
Planned (subject to funding) <ul style="list-style-type: none">Aerotropolis Agribusiness PrecinctSouth West Rail Link Extension – Leppington to Bradfield by 2031		
In Planning <ul style="list-style-type: none">North South Rail Line – new train stations at Oran Park and NarellanSouth West Rail Line		

2.4. LOCAL INSIGHTS

The development of the DMP was underpinned by robust stakeholder engagement. This has ensured the DMP is grounded in local aspirations, responds to local needs, and is supported by local stakeholders.

Various methods of engagement were utilised in the process including in-region workshops, phone consultations, videoconferencing, and online surveys.

Specifically, feedback from industry, stakeholders and Council was received via the following engagements:

- 87 survey responses from local businesses and community members (via Your Voice Camden)
- Three industry workshops in region, with attendance by 11 tourism operators
- One workshop with representatives from Council's Advisory Committees
- Two workshops with Council officers
- Ten one-on-one interviews with stakeholders, including:
 - o Service NSW for Business
 - o Tharawal Local Aboriginal Land Council
 - o Transport for NSW
 - o Western Parkland City Authority
 - o Western Sydney International Airport

BUSINESS AND COMMUNITY ASPIRATIONS FOR THE CAMDEN DMP

The business and community survey sought to understand local aspirations for the visitor economy and key outcomes desired from the DMP.

Key Outcomes Sought from the DMP

The survey highlighted the strongest desire and support for marketing and promotional activities, investment into road and transport infrastructure, event development, and improvement of visitor amenities and services. It will be important for Council to collaborate with State and Regional agencies in order to deliver these outcomes effectively.

Areas of Council Support Sought by Businesses

- Marketing / promotion support (62%)
- Region-wide marketing (43%)
- Investment support / information (24%)
- Planning compliance support (24%)
- Digital marketing and training (14%)

Top Investment Priorities

- Transport infrastructure (67%)
- Local event support and development (62%)
- Destination marketing and promotion (46%)
- Town Centre improvements (40%)
- Conference centres and community facilities (29%)

Key Product Opportunities

The top tourism product development opportunities were agritourism (selected by 53% of respondents in their top three opportunities), food and beverage experiences (51%), and improved access to nature-based assets (42%).

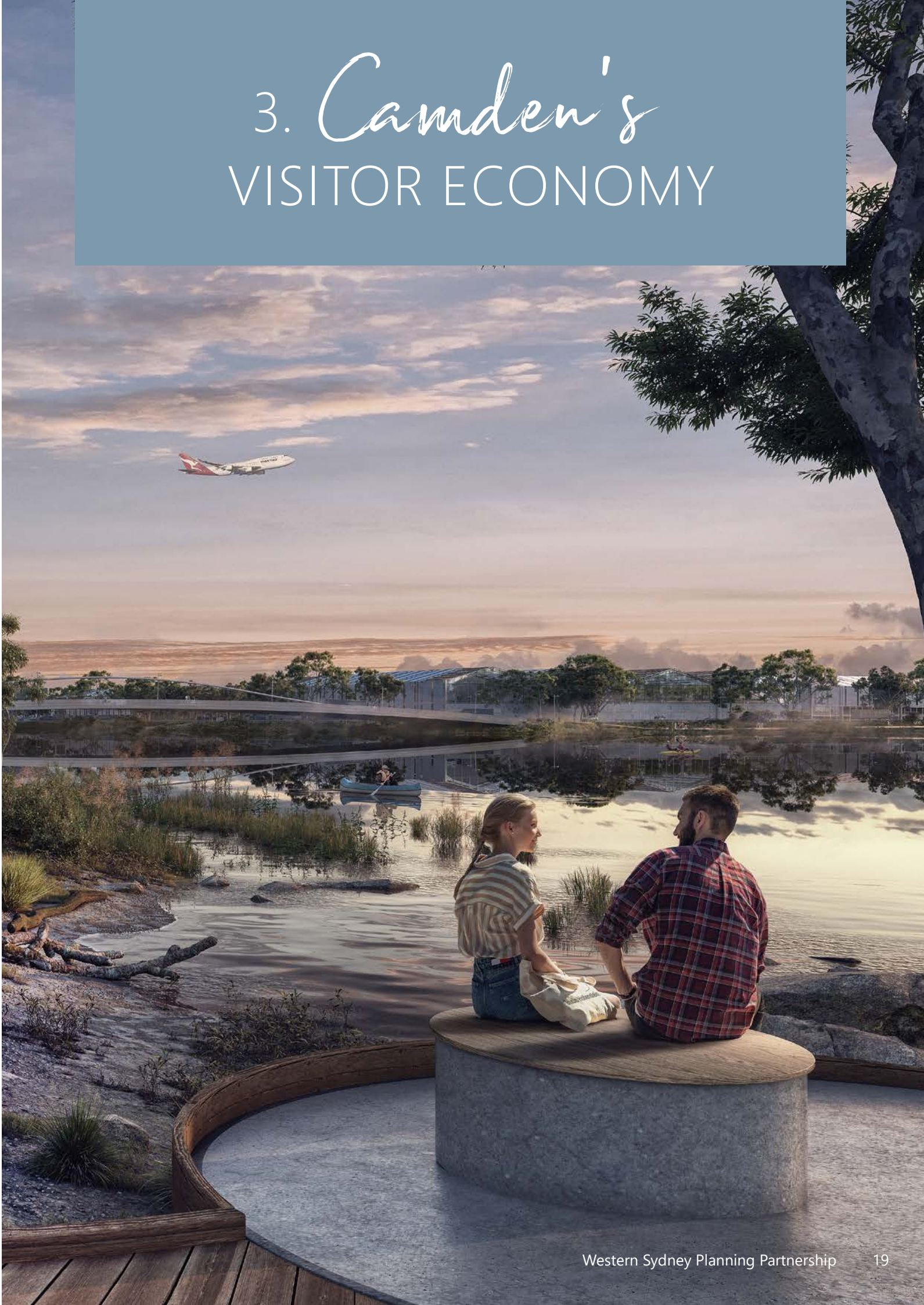
Survey responses and stakeholder interviews also highlighted medical tourism as a key growth area for Camden, with opportunity to leverage the new Camden Medical Campus and Private Health Facility.

T3. TOP TOURISM PRODUCT DEVELOPMENT OPPORTUNITIES

Product Type	Respondents' Top 3 Choices	Respondents' 1 st Choice
Agritourism	53%	28%
Food and beverage experiences	51%	17%
Access to nature-based assets	42%	6%
Tracks and trails	35%	9%
Arts, culture and heritage	34%	19%
Community / sports events	20%	7%
Tourism events	18%	2%
Retail	12%	1%
Outdoor adventure / 4WD	8%	2%
Tours / touring routes	8%	1%
Business events / conferences	6%	3%

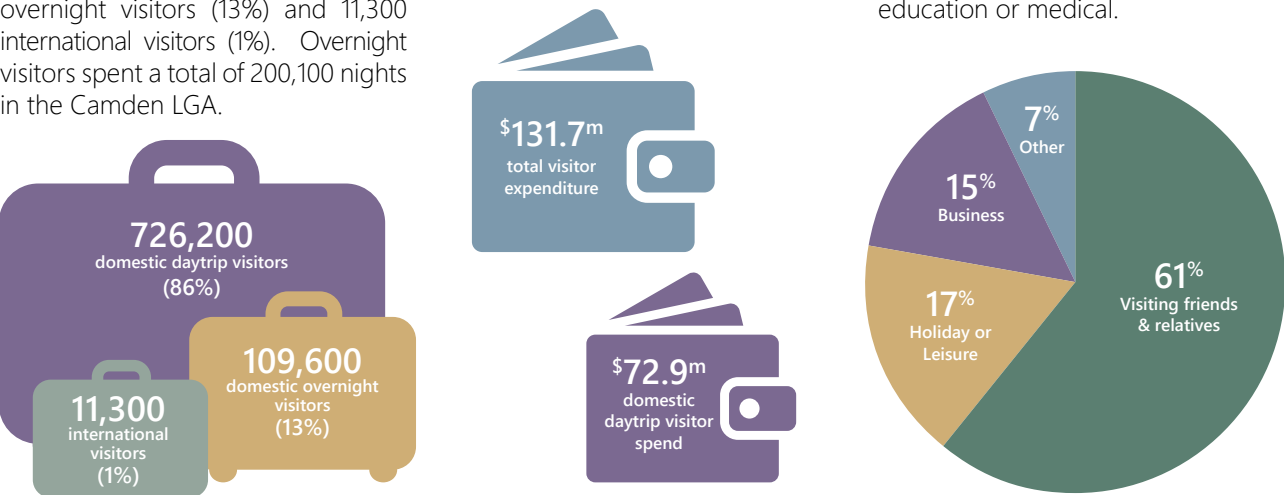
Source: Camden Destination Management Plan Survey, Urban Enterprise and Camden Council, 2022

3. Camden's VISITOR ECONOMY



3.1. VISITOR ECONOMY OVERVIEW 2022

In 2022, the Camden LGA attracted approximately 847,100 visitors. At present, it is primarily a daytrip destination. The total visitor market comprised 726,200 domestic daytrip visitors (86%), 109,600 domestic overnight visitors (13%) and 11,300 international visitors (1%). Overnight visitors spent a total of 200,100 nights in the Camden LGA.



3.2. IMPACT OF COVID19

Although the COVID19 pandemic has had a significant impact on its visitor economy, Camden continues to make a steady recovery. In 2022, daytrip visitation was just 3% below 2019 figures and international visitation exceeded pre-pandemic levels (+7%). The growth in international nights was particularly significant, recording more than triple pre-pandemic levels and achieving an average length of stay (ALOS) of 58 days.

The spike in international visitation and boost in overall visitor yield is likely attributed to short-term macroeconomic factors such as inflation, lingering supply chain issues and pent-up demand from international border closures.

Total visitor expenditure equated to \$131.7 million. Domestic daytrip visitors generated the majority of direct visitor spend in the LGA, at \$72.9 million (55%).

The Camden LGA continually receives a high proportion of VFR visitors, who account for 61% of visitation, followed by 17% holiday or leisure visitors, 15% business visitors and 7% for other reasons such as education or medical.

Domestic overnight visitation remains most heavily impacted. In 2022, the number of overnight visitors was at 65% of pre-pandemic levels and down 12% from 2021. The ALOS has also declined year-on-year from 2.6 to 1.8 nights.

Camden’s future economic outlook remains optimistic, supported by strong population growth and significant investment in both public and private sector business, sporting and leisure infrastructure in recent years. However, this does not come without risks. A possible economic recession would impact disposable income levels of Australians in the medium term. It will be critical for Camden to elevate its products, experiences, events and accommodation offerings if it is to consolidate this trend of increased visitor yield.

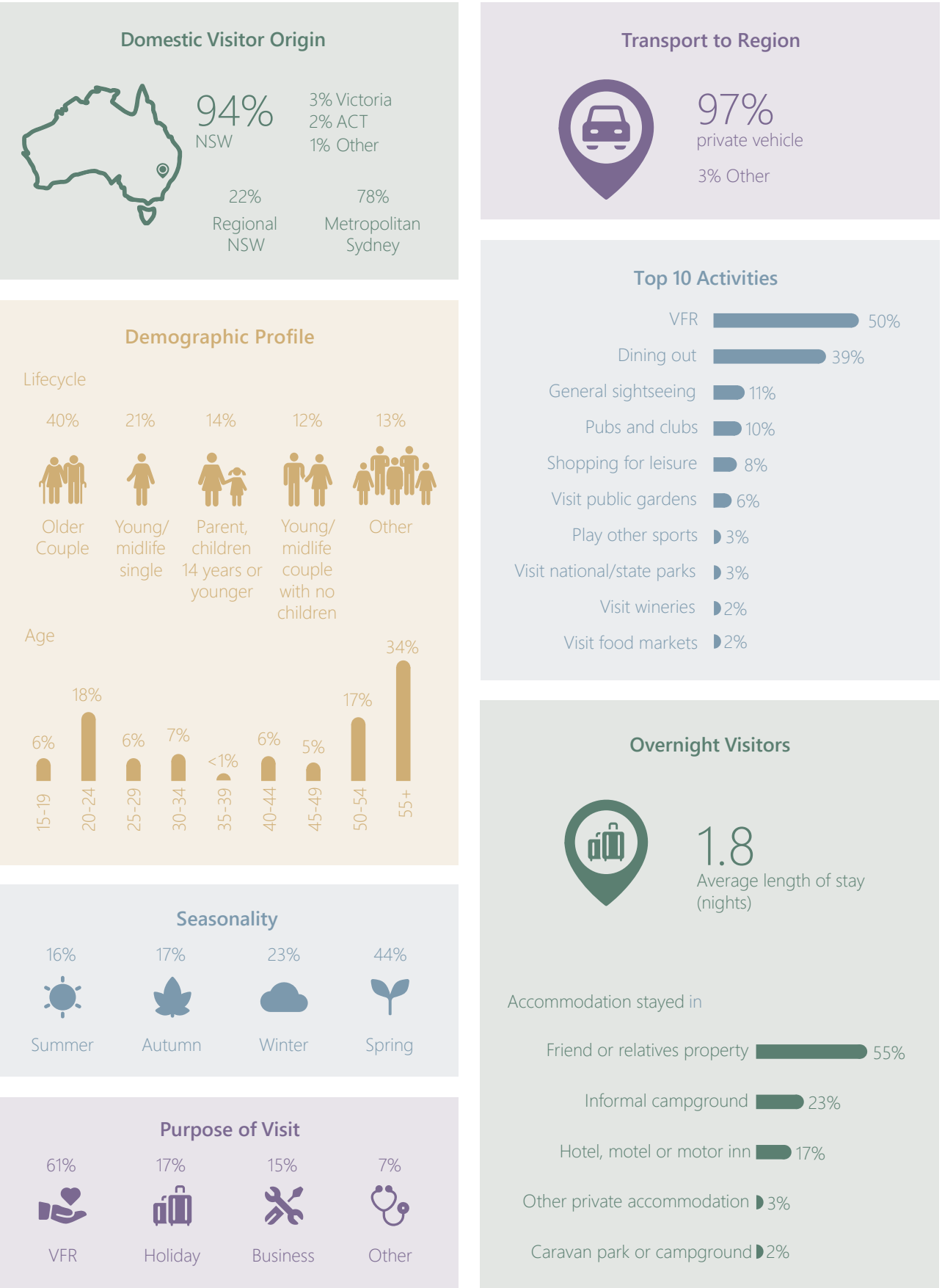
F5. CAMDEN VISITOR ECONOMY COVID19 IMPACTS SUMMARY – 2019 TO 2022

	Visitation (Change from 2019)	Nights (Change from 2019)	Expenditure (Change from 2019)	Spend per Visitor (Change from 2019)	ALOS
All Visitors	847,100 (-9%)	857,000 (+68%)	\$131.7M (+16%)	-	-
Domestic Daytrips	726,200 (-3%)	-	\$72.9M (+23%)	\$100 (+26%)	-
Domestic Overnight	109,600 (-35%)	200,100 (-44%)	\$26.0M (-44%)	\$234 (-15%)	1.8
International	11,300 (+7%)	656,900 (+330%)	\$32.8M (+230%)	\$2,905 (+300%)	58.2

Source: Tourism Research Australia (TRA), National and International Visitor Survey 2019 and 2022. Please note: Figures have been rounded to the nearest 100.

3.3. VISITOR PROFILE

F6. CAMDEN VISITOR PROFILE



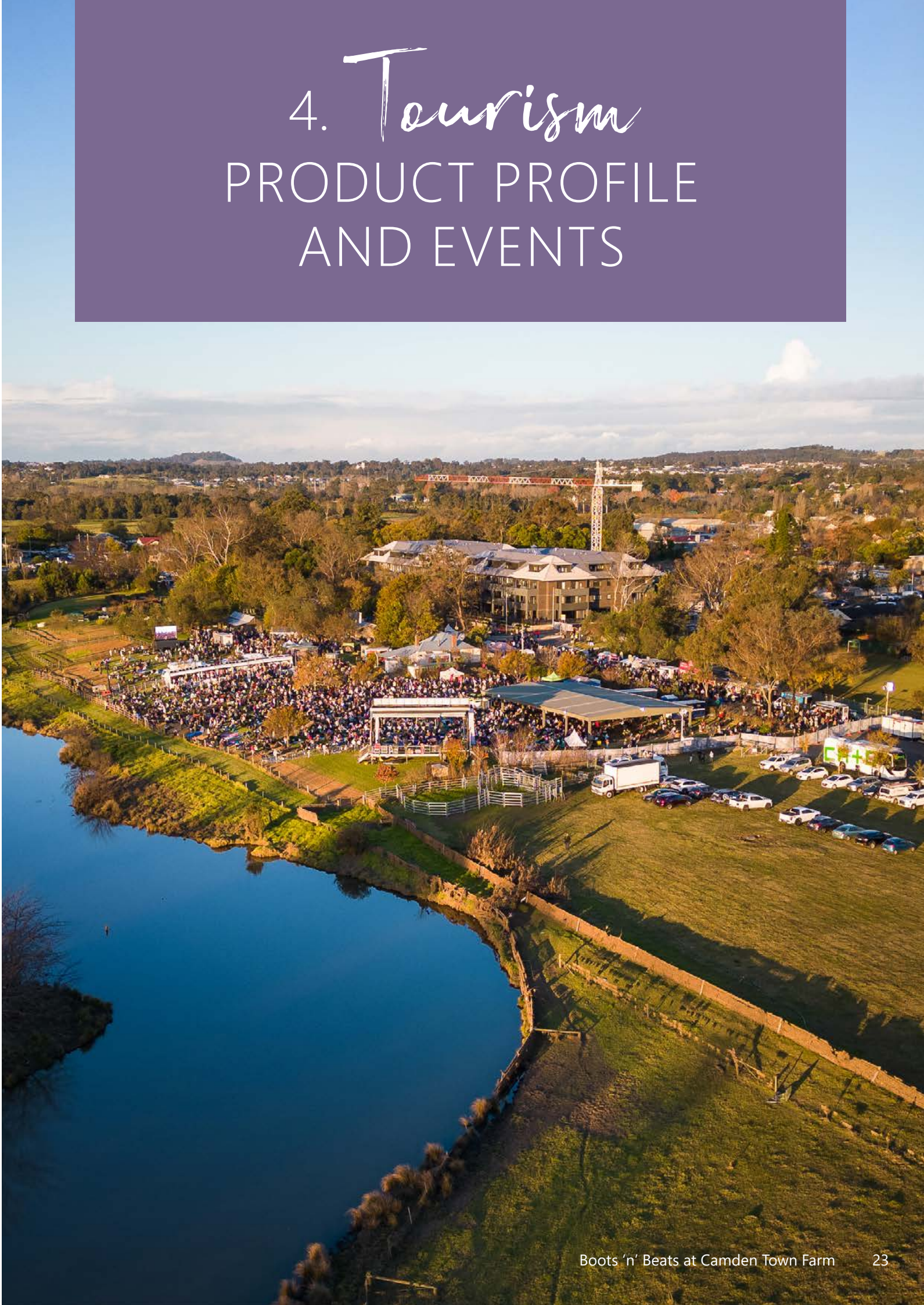
Source: Tourism Research Australia, National Visitor Survey 2022 calendar year.

3.4. TARGET MARKETS

The following have been identified as target markets for the Camden LGA. Whilst some are existing markets, emerging markets have also been identified in terms of their potential to drive visitation and yield.

Market Opportunity Why are they coming?	Demographics and Travel Patterns Who are they?	Preferences and Motivations What do they want and need?	Visitor Information Preferences How do we reach them?
T4. CAMDEN'S CORE MARKETS			
Visiting Friends and Relatives (VFR) Driven by fast growing and culturally diverse population base.	<ul style="list-style-type: none">o 62% domestic visitor nightso 46% international visitor nightso Visit during school holidays and Christmas seasono Majority of overnight stayso Solo travellers and coupleso Skew older (40% are 55 years and older)	<ul style="list-style-type: none">o Product packagingo Diverse food and product offerings and spend opportunities that showcase the local regiono Family-friendly offerings	<ul style="list-style-type: none">o VFR campaigno Word of moutho Host recommendations
Holiday Drawn to Camden's unique rural amenity that's centrally located within the Greater Sydney region.	<ul style="list-style-type: none">o Southern Highlandso Western Sydneyo Greater Sydneyo Regional NSW	<ul style="list-style-type: none">o Local accommodationo Night time activationso Nature-based offeringso Premium offeringso Events and festivalso Diverse food and product offerings and spend opportunities that showcase the local region	<ul style="list-style-type: none">o Social media marketingo Digital marketing campaignso Digital media platformso Product packaging
Sporting Attracted by regionally significant sporting events and facilities e.g. BMX trails, equestrian.	<ul style="list-style-type: none">o Niche sports, including equestriano Sporting participantso Event spectatorso Family groups	<ul style="list-style-type: none">o Family-friendly offeringso Events and festivalso Local accommodation	<ul style="list-style-type: none">o Product packagingo Promotion through event organisers
T5. CAMDEN'S GROWTH AND NICHE MARKETS			
Business and Employment Leveraging the new workforce from the WSIA, Aerotropolis and emerging medical hubs.	<ul style="list-style-type: none">o Young professionalso Mid-week visitorso Contractors and seasonal workers	<ul style="list-style-type: none">o Local accommodationo Conferencing facilitieso Night time activationso Premium offerings	<ul style="list-style-type: none">o Industry associationso Direct marketing to target organisations
Education Leveraging the Aerotropolis and local and regional tertiary education providers.	<ul style="list-style-type: none">o Local, national and international studentso Longer stays	<ul style="list-style-type: none">o Medium-long term local accommodationo Night time activationso Products and experiences	<ul style="list-style-type: none">o Direct marketing to target organisations
International Major medium-term opportunity stemming from WSIA.	<ul style="list-style-type: none">o High overlap with VFR markets, eg. India and New Zealand	<ul style="list-style-type: none">o Product packagingo Diverse food and product offerings and spend opportunities that showcase the local region	<ul style="list-style-type: none">o Tourism Australia marketingo DNSW marketingo WSIA partnershipso Touring agencies
Interstate Major medium-term opportunity stemming from WSIA.	<ul style="list-style-type: none">o Currently ~15% of overnight stayso QLD, VIC, and ACT	<ul style="list-style-type: none">o Product packagingo Unique holiday experienceso Diverse food and product offerings and spend opportunities that showcase the local region	<ul style="list-style-type: none">o VFR campaigno Digital marketing campaignso Digital media platformso DNSW marketing
Medical and Wellness Leveraging the new workforce and visitors from emerging medical hubs.	<ul style="list-style-type: none">o Longer length of stayo Higher levels of disposable income	<ul style="list-style-type: none">o High-quality local accommodationo Premium food and wellness offerings	<ul style="list-style-type: none">o DNSW marketingo Direct marketing to target organisations

4. Tourism
PRODUCT PROFILE
AND EVENTS





The appeal of Camden as a tourism destination is its diverse offering, with its wealth of heritage assets and rural charm as well as new urban centres and state-of-the-art facilities.

The LGA is abundant with heritage buildings and architecture throughout the Camden and Cobbitty townships, as well as historic homesteads including Belgenny Farm and Camden Park Estate*. The picturesque rural landscape provides a backdrop for events and festivals. Narellan, Oran Park and Camden's newer town centres boast world class sporting facilities, acclaimed golf courses, interactive water play parks, and other family-friendly experiences.

Nature-based tourism is an emerging strength for Camden, boasting significant green spaces such as Australia's largest Botanic Garden located in Mount Annan, Macarthur Park, Bicentennial Equestrian Park and Camden Town Farm. Many of Camden's other nature-based assets, including Nepean River and William Howe Regional Park, are yet to be activated as tourism experiences.

Rural-based tourism is another emerging strength and key opportunity for Camden. Farms across the LGA produce high-quality seasonal produce which are showcased at its weekly produce markets. Agritourism and other food and beverage offerings were ranked as the top tourism opportunities that Camden's locals wished to see developed. Diverse and high-quality food offerings are essential for Camden to become a compelling visitor destination and increase visitor spend.

Camden hosts a number of key tourism events annually, including TASTE Camden, Camden Show, comedy shows, equestrian events and regional sporting events. The LGA has also hosted regional events such as the AnnanRoma Food and Wine Festival (2007 to 2020) held at the Australian Botanic Garden Mount Annan, which attracted over 11,000 attendees at its peak. COVID 19 has resulted in the discontinuation of some of these events. Compounded by the additional flooding impacts in 2022, it is expected the events sector will continue to slowly recover.

F7. CAMDEN LGA TOURISM PRODUCT OVERVIEW

Product	Product Category	Key Product
Existing Product Strengths	<ul style="list-style-type: none"> • Culture and heritage • Events and festivals • Retail 	<ul style="list-style-type: none"> • The Australian Botanic Garden Mount Annan • Camden Historic Township • Camden Town Farm • Bicentennial Equestrian Park • Narellan Town Centre • Historic homesteads including Camden Park Estate* and Belgenny Farm
Emerging Product Strengths	<ul style="list-style-type: none"> • Agritourism • Nature-based tourism • Sports and outdoor recreation 	<ul style="list-style-type: none"> • Nepean River • William Howe Regional Park • Agritourism • Narellan Sports Hub • Kirkham BMX and Pump Track • Gundungarra Reserve

Source: Camden Product and Events Audit, Urban Enterprise, 2022. *Please note: The Estate is located outside of the Camden LGA boundaries.

Events Profile

Camden Show Camden Showground – Easter

Camden Show is one of the largest regional shows in Australia. Since its beginnings in 1886, the Show has grown to become a high-profile agricultural show that attracts regional visitors and those from further afield. It showcases local talent, competitors, exhibitions and performers with a particular focus on the region's rich and enduring agricultural heritage.



Paws in the Park Bicentennial Equestrian Park – May

The free event provides a fun community day out for dog owners and their four-legged friends with information stalls and displays, free vet checks, pet competitions, children's activities, food stalls and a 2km pet walk.



CAMDEN FESTIVAL - SEPTEMBER

Unlock Camden Camden Town Centre

Each year Camden's historic past is celebrated through the unlocking of stories and images which promote the historic locations and buildings in the Camden area as part of NSW History Week.



Picnic in the Park Macarthur Park

Picnic in the Park is another signature event of Camden Festival, which celebrates the start of spring. The event is held in the beautiful surrounds of Macarthur Park, providing family activities and an opportunity for the local community to connect.



Kids Fun Day Oran Park

Camden Festival includes Council's signature event Kids Fun Day. Kids Fun Day is a free community event that aims to engage young families with entertainment and activities targeted at the 0-5 years age group.



TASTE Camden Camden Town Farm

TASTE Camden features the best in local produce, celebrity chef cooking demonstrations and kids cooking classes. Camden Town Farm comes to life with entertainment, live music, kids activities and a showcase of food and beverage products from across the region.



Camden Christmas Festival Camden Town Centre – November

Camden Christmas Festival celebrates the Christmas season in Camden and features the lighting of the Camden community Christmas tree, market stalls, live music and performances, amusements, kid's activities and a visit from Santa.



5. Strategic CONSIDERATIONS



5.1. STRENGTHS AND OPPORTUNITIES

Camden is one of the fastest growing LGAs in Australia. There is opportunity to leverage population growth and engage locals and their visiting friends and relatives in the visitor economy.

Camden already attracts a strong visitor market of almost one million visitors per annum. There is opportunity to attract new visitor markets and increase yield with continued product development.

Central location in Western Parkland City provides major market opportunity. Camden has an untapped local market at its doorstep, including the opportunity to attract markets from within Western Sydney and the Southern Highlands.

Proximity to Western Sydney International Airport and Aerotropolis. There is significant opportunity for Camden to leverage visitor growth by engaging markets that will be driven by the Western Sydney International Airport (business, workers/contractors, VFR, holiday, etc).

Urban rural duality. Camden has a growing urban area with extensive visitor infrastructure being developed, as well as a unique rural setting that provides a duality of experience. Visitors can experience both heritage towns and rural landscape, alongside contemporary and fast-growing urban centres.

Strong, well-protected and celebrated heritage. The old Camden township has well-protected and celebrated heritage character that is conducive to its consolidation as a strong visitor destination.

Agricultural assets and rural amenity in proximity to urban areas. Camden has extensive tracts of protected agricultural land that provide the opportunity for agritourism uses.

Large and well-resourced developers delivering major assets. There are several well-resourced developers operating in the LGA that are delivering substantial visitor assets which have the potential to contribute to visitor economy growth and yield.

Large-scale, quality infrastructure. There is opportunity within Camden to better utilise existing assets (sporting precincts, The Australian Botanic Garden Mount Annan, etc) for major events.

5.2. CHALLENGES AND NEEDS

Low overnight visitor markets. Overnight visitation is low compared with Western Sydney benchmarks, largely due to a lack of visitor accommodation. Further development of visitor accommodation and tourism products will support overnight stays.

Demand and awareness. There is a lack of hero products, experiences, and events to drive demand and awareness of Camden as a visitor destination.

Quality and diversity of product. Some of the gaps in product include quality dining experiences, accommodation to support growth, indoor activities for children, and diversity of experiences.

Access to nature. While Camden LGA has a wide range and diversity of natural assets, there is a need to improve connection and access to these, including expansion of trails.

Venue scale to support growth. There is a need for larger-scale indoor event spaces and accommodation to facilitate large-scale events.

Delivery of improved transport will be crucial to success. Continued investment in public transport will support the visitor economy.

Industry fragmentation. There is a need to improve industry collaboration and facilitate new business integration with the established business community.

Need for industry strengthening and capacity building. Need to bring industry on the growth journey and build their capacity through education, training and skills development.

Regional visitor economy collaboration. Ensure ongoing collaboration with stakeholders (e.g. DNSW, Councils, relevant regional agencies) at a strategic and operational level, to improve delivery of regional initiatives, marketing, and product and infrastructure development.

Climate consideration. There is a need to consider how our climate will impact providing quality visitor experiences and infrastructure.

6. DMP Strategic FRAMEWORK



Vision

Camden will realise its potential as a destination of choice, through a connected industry that provides engaging experiences for all visitors, and showcases our diverse cultural, heritage and rural landscapes.

OBJECTIVES

Grow visitor yield and length of stay.

Highlight the unique identities of Camden's visitor destinations.

Improve industry cohesion and collaboration.

Support destination amenity through planned and delivered infrastructure.

SUCCESS FACTORS

PLACES

Character
and Soul

EXPERIENCES

Attractions
and Product

IDENTITY

Culture,
Heritage
and Events

PEOPLE AND GROWTH

Diversity of People
and Opportunity

STRATEGIC THEMES

Theme 1

Create Vibrant and Activated Places

Improve the visitor experience by creating high amenity, engaging places, and capturing and celebrating unique characters.

Theme 2

Drive Demand and Yield

Encourage investment in products, experiences and attractions that will motivate a broad range of visitors.

Theme 3

Strengthen Brand and Showcase Unique Identities

Develop a strong brand identity and improve destination awareness through events, culture, marketing and promotion.

Theme 4

Facilitate Industry Growth and Collaboration

Facilitate the delivery of hard and soft infrastructure that will enable industry growth and foster cohesion and collaboration.

Theme 1

CREATE VIBRANT AND ACTIVATED PLACES

Improve the visitor experience by creating high amenity, engaging places, and capturing and celebrating unique characters.

Place is a critical element in the delivery of the visitor economy. Attractive, high amenity places provide the background for the visitor experience and can influence the way a visitor perceives a destination. This theme focuses on creating vibrant, attractive and high amenity destinations.

A vibrant, diverse and safe night time economy is required for the Camden LGA as it continues to grow its visitor economy. The existing offer is currently limited, and particularly lacking during the mid-week. With an affluent business market both visiting and working in the region, as well as the holiday leisure market, Camden is well-placed to support a vibrant night time economy.

Ongoing attraction and investment in contemporary food and beverage establishments, as well as bespoke initiatives such as interactive digital spaces, creative lighting and family focused activations, will help to develop Camden LGA as a premier entertainment destination.

Several projects including the John Street Public Domain Upgrade and Project Narellan are set to greatly improve the amenity and vibrancy of Camden's centres. Delivery of these projects and other public realm improvements across the municipality will be a priority for Council in order to create a compelling visitor experience.

How Community and Industry Informed This Theme

The community values and priorities that informed this theme include the desire to:

- Maintain nature and rural outlook.
- Improve and retain neighbourhood character of each town – maintain country feel of historic townships like Camden and Cobbitty.
- Improve accessibility – tourism ambassadors including different language speakers to promote Camden area, and improvement to infrastructure for accessibility.
- Improve walkability and active transport through delivery of more bushwalking and cycling trails so people can explore without the use of vehicles.
- Refresh the historic Camden Town Centre through introducing more diverse shops and better food offering.
- Ensure balanced development which does not jeopardise residential amenity.

Priority Projects

1.1 Identity, Character and Placemaking

The towns and centres across Camden LGA have varying degrees of amenity and character in their built form and streetscapes. There is need for LGA-wide consideration of the amenity of all towns and centres. This includes addressing streetscaping, landscaping, enhancement of amenity infrastructure, placemaking and road improvements.

Deliverables

- Develop unique branding for each town and activity centre.
- Explore the development of local character statements for priority destinations such as Camden, Leppington, Narellan and Cobbitty Village that consider their unique (existing or future) functions, land-use mix, identity, physical character, landscape, amenity, and public art.
- Consider the protection of local character within planning controls.
- Strengthen Narellan's identity and local character by delivering Project Narellan.
- Identify options to guide the desired future character of town and activity centres in the growth area during precinct planning.

1.2 Program of Evening Activations

Camden has a number of well-developed commercial hubs, however at night there are very few businesses operating and therefore a lack of activity and vibrancy in the night time economy.

Placemaking which creates greater activation within key commercial centres to build vibrancy should be considered. This may include artistic interventions such as projections and light sculptures as well as encouragement of a regular program of evening entertainment and activity such as music and night markets. Encouragement of businesses to extend opening hours should be considered as well as attracting new businesses such as wine bars and other entertainment venues into town centres.

Deliverables

- Deliver program of activations such as night markets, live music, street busking, light projections, etc.
- Strategic review of business opening hours in key centres by working closely with chambers and industry.
- Investigate opportunities to encourage and promote the night time economy in established centres within planning controls.



1.3 Nepean River Green Corridor and Trail Link

Camden LGA has a range of open spaces, parks, gardens and reserves. The Nepean River Corridor, in particular, is the key green space for visitors and residents and needs to be enhanced and maintained.

Council will undertake investigations for delivery of parklands, cycling and walking trails along the river, and attraction of businesses to deliver tours and activations such as canoeing, cycling, etc.

Deliverables

- Undertake a Nepean River Corridor Feasibility Study with prioritisation of assets and investment to create a linked trail network across Camden.
- Enhance and develop open space assets to support visitor and community engagement in passive and active recreation.
- Work with neighbouring areas with regards to activation and management of the Nepean River Corridor.

1.4 Camden Town Farm and Camden Bicentennial Equestrian Park

Camden Town Farm and Camden Bicentennial Equestrian Park are important public facilities that have potential to act as key attractors for the Camden region and expand their tourism and events roles. In order to realise the potential of these facilities there is a need to develop updated masterplans and strategic approaches to their management and operation.

Deliverable

- Develop strategic documents for each location that consider:
 - Visitor servicing infrastructure including, trail connections, wayfinding and parking.
 - Additional infrastructure needs to support events in the precinct.
 - Commercial opportunities for both facilities.
 - Development of branding for each asset.



Theme 2

DRIVE DEMAND AND YIELD



Attract investment in products, experiences and attractions that motivate a broad range of visitors.

Events are a major driver of visitation, with recent research indicating that events and festivals would motivate 48% of the Australian market to visit a new destination.

Events are an important part of the visitor economy not only in terms of the direct economic contribution they provide, but also in the way they bring awareness to destinations. Alignment of events to target visitor markets is a key consideration for event prioritisation. In addition, developing one or more flagship events that have pull in the domestic market would support development of the region and growth in awareness and visitation.

Business events and conferencing is an emerging opportunity for Camden, particularly through the attraction of the MICE market, that will support mid-week visitation. There are therefore opportunities for Council and industry to collaborate and invest in facilities to support this market.

Camden has several existing facilities that attract visitors that require improvements to meet contemporary visitor needs, these include the Australian Botanic Garden Mount Annan and Camden Civic Centre. It is important that continued reinvestment in demand-driving attractions is undertaken in order to meet projected visitor need.

In addition, there is a need to deliver a range of accommodation typologies to encourage overnight stays from current and new visitors, and to support delivery of major events. Accommodation needs to reflect the visitor markets that are attracted to Camden or have potential for growth.

How Community and Industry Informed This Theme

The community values and priorities that informed this theme include the desire to:

- Grow supply of high-quality and well-located accommodation to encourage overnight stays and secure large tourism and community events.
- Develop more products and experiences that showcase agricultural history – historical tours, indoor and outdoor markets, reinvestment into homesteads and farms.
- Attract investment into vacant buildings in Camden Town Centre.
- Increase nature-based and water-based family-friendly activities such as bike shop hire, kayaking lessons or tours.



Priority Projects

2.1 Major Sporting Event Attraction

Camden is well placed to grow and develop as a sporting events hub. Key assets such as the Narellan Sports Hub, Bicentennial Equestrian Park and Kirkham BMX and Pump Track have the capacity to support national and regional competitions.

The attraction of Regional, State and National events will drive visitation and help to grow awareness of Camden in the market.

Deliverables

- Develop a major sporting events calendar.
- Develop collateral, including bid portfolio, to support major sporting host bids and benchmarking of associated fees to remain competitive.
- Consider allocation of funding to support and attract major sporting events.
- Develop promotional campaigns to celebrate Camden LGA's major sporting events, to assist with attracting future events.

2.2 Conference and Events Centre Feasibility Study and Prospectus

Development of a Feasibility Study will identify opportunities for a large-scale conference and events centre within Camden LGA. This should be a facility at a much larger scale than the current facilities (i.e. 1,000+ delegates), to support attraction of major conferences and leverage the strong and growing business market.

Following the Feasibility Study, a Prospectus should be prepared to attract investment in the facility.

Deliverable

- Undertake a detailed Conference and Events Centre Feasibility Study, with consideration for key market gaps, positioning, location and transport connectivity.



2.3 Accommodation Investment Attraction

Camden LGA requires significant investment in accommodation to service the current visitor market, expand its capacity for additional overnight stays, and attract large-scale business and tourism events.

Council has prepared an Accommodation Study which should guide investment attraction and facilitation activities.

Deliverable

- Develop and promote Accommodation Prospectus to communicate accommodation opportunities to investors.

2.4 Support Key Open Space Attractors

Support investment in and activation of key assets within Camden, including the Australian Botanic Garden Mount Annan, Camden township and surrounds, Cobbitty village and surrounds.

Deliverables

- Support implementation of the Australian Botanic Garden Mount Annan Masterplan.
- Develop user attraction plans for Camden's key open spaces.

2.5 Identify Dining, Produce and Agritourism Opportunities

As part of the agritourism planning reform package, the NSW Department of Planning and Environment is releasing a guideline for landowners. This will help inform what is possible and the steps for agritourism development.

In addition to development of agritourism uses in Camden there is a need to support the development of quality food experiences that will encourage people to visit and experience Camden's unique culinary offerings.

Deliverables

- Investigate ways to support industry to develop food experiences.
- Investigate opportunities to facilitate and support sale of local produce between businesses.
- Investigate ways to support the development of agritourism opportunities such as glamping and farm stays.

Theme 3

STRENGTHEN BRAND AND SHOWCASE UNIQUE IDENTITIES

Develop a strong brand identity and improve destination awareness through events, culture and marketing.

Establishing a unified and collaborative approach across the Camden LGA that will connect experiences, solidify the destination identity, and create compelling itineraries is important to develop and diversify Camden's visitor economy.

Continuing to strengthen the regional destination brand and growing market awareness is a priority for the Camden region whilst in the growth phase. Critical to this will be ensuring that destination marketing activities are tailored to attract target markets and grow market share of the destination.

Arts and culture have the opportunity to be developed as a product pillar for Camden, building on the growing arts scene, the range of makers and creators in the region, the Aboriginal living cultural history of the area, and Camden's rich heritage and cultural backdrop.

Arts and cultural experiences add vibrancy to a destination, providing compelling reasons for new visitation to a destination, as well as enriching the experience for existing visitors.

Camden Cultural Activation Strategy

The deliverables of this DMP are closely linked to the Cultural Activation Strategy which identifies the future direction of Camden's arts, culture and entertainment.

The Strategy aims to engage the community with culture including delivering opportunities for connection through high quality events, programs and activations that are culturally diverse.

The four key pillars of the strategy include cultural activation, cultural development, cultural destination, and cultural advocacy.

How Community and Industry Informed This Theme

The community values and priorities that informed this theme include the desire to:

- Protect historical buildings, gardens and museums such as the Camden Museum, Macaria – Alan Baker Art Gallery, and the Australian Botanic Garden Mount Annan.
- Increase local awareness of offering and engage locals in the visitor economy.
- Create opportunities for tourism ambassadors including Culturally and Linguistically Diverse speakers to promote the Camden area.
- Grow tourism events to showcase the area and build the brand.
- Improve signage and rejuvenate gateways into the Camden LGA.



Priority Projects

3.1 Further Develop Camden's Signature Events Program

There is a need to support the review of Council's events and the development of an Events Strategy that aims to further develop Council's signature events program.

Council may also consider the establishment of an events framework to differentiate tourism events from community events and establish clear strategic objectives for tourism events.

Deliverables

- Identify potential future flagship events that reinforce the regional brand, align to product strengths and benefit the Camden LGA.
- Develop a comprehensive events register and calendar for Camden events. Review the regional events calendar to identify seasonal gaps and opportunities.
- Develop an Events Strategy which identifies strategic opportunities for attraction and development of events that will boost the visitor economy.

3.2 Enhance Camden's Destination Brand and Marketing

There is a need to continue strengthening the regional destination brand and grow market awareness. Targeted marketing and promotion initiatives are critical to development of the brand.

Deliverables

- Investigate the development of a stand-alone *Visit Camden* website to promote the LGA and its key towns and centres.
- Develop and implement a targeted marketing plan, including destination marketing strategy for local towns and centres. This should include:
 - Engaging with locals as ambassadors for the visitor economy.
 - Developing a VFR marketing campaign targeting local residents and promoting things to do in the LGA.
 - Promoting touring routes and itineraries.
- Develop a regional marketing approach to strengthen Camden's central role as part of Western Sydney.
- Undertake a brand development strategy which includes consideration of a hierarchy of brands.

3.3 Refresh Camden's Gateways and Signage

There is a lack of gateway landscaping and signage across Camden which makes it difficult for visitors to differentiate locations across the municipality.

There is an opportunity to develop a destination brand for the LGA based on the local character and unique selling propositions of Camden's centres.

A suite of public realm improvements should be considered to deliver a stronger sense of place across the municipality.

Deliverable

- Deliver gateway signage and wayfinding strategy across Camden.

3.4 Support the Development of First Nations Tourism Experiences

There is opportunity for Council to collaborate with relevant stakeholders to investigate opportunities to develop and enhance First Nations tourism experiences.

Deliverable

- Establish engagement activities with Tharawal LALC and other relevant stakeholders to explore tourism opportunities and facilitate self-determined First Peoples' tourism development based on outcomes of engagement. This may include consideration of Aboriginal tourism experiences such as museums, arts spaces and tours.

3.5 Investigate Relocation of the Visitor Information Centre

There is a need to refresh the approach to visitor servicing and utilise Council's resources more effectively to improve reach to both local residents and visitors to Camden.

Deliverables

- Trial pop-up visitor information stands or services in key destinations during peak periods. Potential locations include the Australian Botanic Garden Mount Annan or the Narellan Town Centre Shopping Centre to target the VFR market, and Camden Town Centre to capture more holiday visitors.
- Based on the outcomes of the trial pop-up locations, conduct an investigation for the relocation of the Visitor Information Centre to a location with higher visitor traffic.

Theme 4

FACILITATE INDUSTRY GROWTH AND COLLABORATION

Facilitate the delivery of hard and soft infrastructure that will enable industry growth and foster industry cohesion and collaboration.

The Camden LGA is currently in the growth stage of the destination lifecycle. At this stage, industry is experiencing significant growth pressures as a result of demand from new markets and demand for new products and experiences.

Council has an important role in facilitating a range of supporting services to build industry capability and capacity. This includes training and education for operators and staff in hospitality, and industry support and engagement.

Council has a critical role in supporting industry development, facilitating the tools to ensure the existing business base can operate effectively. This will provide a sound investment climate for the private sector to invest in creating bookable and distributable tourism products and experiences.

This theme focuses on facilitating the delivery of quality infrastructure and the attributes that will support the industry investment needed across the LGA, as well as an improved visitor experience.

How Community and Industry Informed This Theme

The community values and priorities that informed this theme include the desire to:

- Increase infrastructure to cope with more tourism activity including parking, toilets and public transport services.
- Respond to the high rate of vacancies along Camden's main street by considering policy or incentives to attract new businesses to the area.



Priority Projects

4.1 Industry Attraction

There is need for Camden to actively collaborate with State Government agencies to proactively attract and facilitate investment in the visitor economy. Furthermore there is a need to consider business concierge services to support investment by existing and potential investors in the LGA.

Deliverables

- Consider options for industry attraction, such as regional lifestyle campaigns and opportunities to attract new business operators.
- Investigate opportunities to leverage business concierge services.

4.2 Advocacy for Enabling Infrastructure and Services to Support Visitor Economy Growth

There is a need to seek investment in digital connectivity, transport infrastructure and enabling services to support investment and growth of the visitor economy in Western Sydney.

Infrastructure needs are explored in greater detail in the *Camden Economic Development Strategy*, and will have a significant impact on the opportunity to attract investment in the tourism sector. Similarly, high-level strategic direction—underpinned by the provision of services, agency support, and funding—are key to growing the regional visitor economy as well as enhancing the visitor experience.

Key infrastructure needs include:

- Western Sydney Rapid Bus – WSIA/Bradfield to Campbelltown
- North South Rail Line – WSIA/Bradfield to Campbelltown/Macarthur
- South West Rail Link Extension – Leppington to Bradfield
- Telecommunications connectivity
- Services (water, sewerage etc.)
- Regional Tourism Organisation
- Tourism funding

Deliverables

- Advocate to relevant agencies for increased tourism funding in the Western Sydney region.
- Advocate to Destination NSW for the establishment of a Western Sydney Regional Tourism Organisation.
- Advocate for, and support the development of, a Western Sydney DMP from Destination NSW.
- Continue to advocate to State and Federal Government for delivery of priority infrastructure.

4.3 Industry Collaboration and Capacity Building

The following capacity building activities would support industry development in Camden:

- Regular LGA industry forums to provide updates on economic activity.
- Delivery of industry skills development and training opportunities.
- Facilitate business-to-business networking and industry matching events.
- Business mentoring from business leaders.

Collaboration is required between industry and Council to identify specific training and workforce needs and explore opportunities for development.

Deliverables

- Work with industry to identify local training and education needs to support career pathways through the visitor economy industry.
- Collaborate with stakeholders to develop a regional tourism networking forum.
- Collaborate with industry and business to investigate the development of tourism trails and packaged experiences.
- Delivery of an education campaign to improve emerging tourism trends, including sustainability and regenerative tourism.



7. Implementation, MONITORING AND REPORTING

The Destination Management Plan will be implemented from 2024 to 2028 via annual Action Plans that detail how deliverables will be achieved.

The DMP progress will be monitored at the completion of each Action Plan, with outcomes to be considered in the development of subsequent plans.

Council will review the DMP at the end of the reporting period, with outcomes and deliverables to be considered in the preparation of Council's next Destination Management Plan.

DISCLAIMER

Neither Urban Enterprise Pty. Ltd. nor any member or employee of Urban Enterprise Pty. Ltd. takes responsibility in any way whatsoever to any person or organisation (other than that for which this report has been prepared) in respect of the information set out in this report, including any errors or omissions therein. In the course of our preparation of this report, projections have been prepared on the basis of assumptions and methodology which have been described in the report. It is possible that some of the assumptions underlying the projections may change. Nevertheless, the professional judgement of the members and employees of Urban Enterprise Pty. Ltd. have been applied in making these assumptions, such that they constitute an understandable basis for estimates and projections. Beyond this, to the extent that the assumptions do not materialise, the estimates and projections of achievable results may vary.



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