

WOLLONGONG
press play

Destination Wollongong

February 2022

Destination Management Plan

Opportunities and Initiatives

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The Wollongong LGA has seen a significant reduction in both domestic and international visitation as identified in the 2020 Baseline for Recovery report. Reduction in visitation may be attributed to a number of factors associated with the COVID-19 pandemic including:

- National border closures;
- Domestic border closures; and
- Lockdown restrictions.

The result of these factors has resulted in reducing international students, international visitors and domestic travel.

The purpose of this document is to provide ideas for place-led economic recovery opportunities and initiatives in response to this reduction in the visitor economy. The opportunities and initiatives identified in this document are intended to facilitate discussions between Destination Wollongong, their partners and Wollongong City Council to further develop programs, activities and capital works that contribute to Wollongong as a premier destination of choice to visit, stay, live, work, play and invest.

This document reviews actions currently being taken by the Wollongong City Council in relation to existing place-led development. KPMG utilised Trip Advisor and Google reviews and ratings as a guide for visitation patterns. From this review, five key place typologies that have been identified within Wollongong LGA:

- Identifiable Gateways
- Enriched Businesses
- Commercialised Destinations
- Enhanced Destinations
- Creating Destinations

A range of opportunity ideas have been provided to facilitate ongoing discussions from the COVID-19 pandemic between Destination Wollongong and their partners. Opportunity ideas have focused on temporary and pop-up events due to the following reasons:

- They can be implemented rapidly, which is important to be able to maximise opportunities related to the UCI Road World Championships;
- They are agile and flexible to work around certain restrictions of sensitive lands;
- They can be easily applied to enhance existing places; and
- They tend to have a lower initial cost, facilitating the testing of new ideas.

In addition, pop-up events have also demonstrated their ability to attract, cater for and create spikes in visitor numbers. This can be further supported by trends in digital engagement that are driving gamification of social interaction and marketing. This includes opportunities for Destination Wollongong to amplify the success of local activations from major to small-scale community events (virtual, physical and hybrid) and to target at specific visitor segments and / or destinations.

Three precinct's have been used to demonstrate the implementation of the opportunities and initiatives. The precincts have been used as they represent a concept that can be used in multiple locations with similar characteristics.

Flagstaff Hill PRECINCT demonstrates how the visitor economy may be improved through complimentary commercial opportunities will provide new business opportunities as well as support the existing business ecosystem.

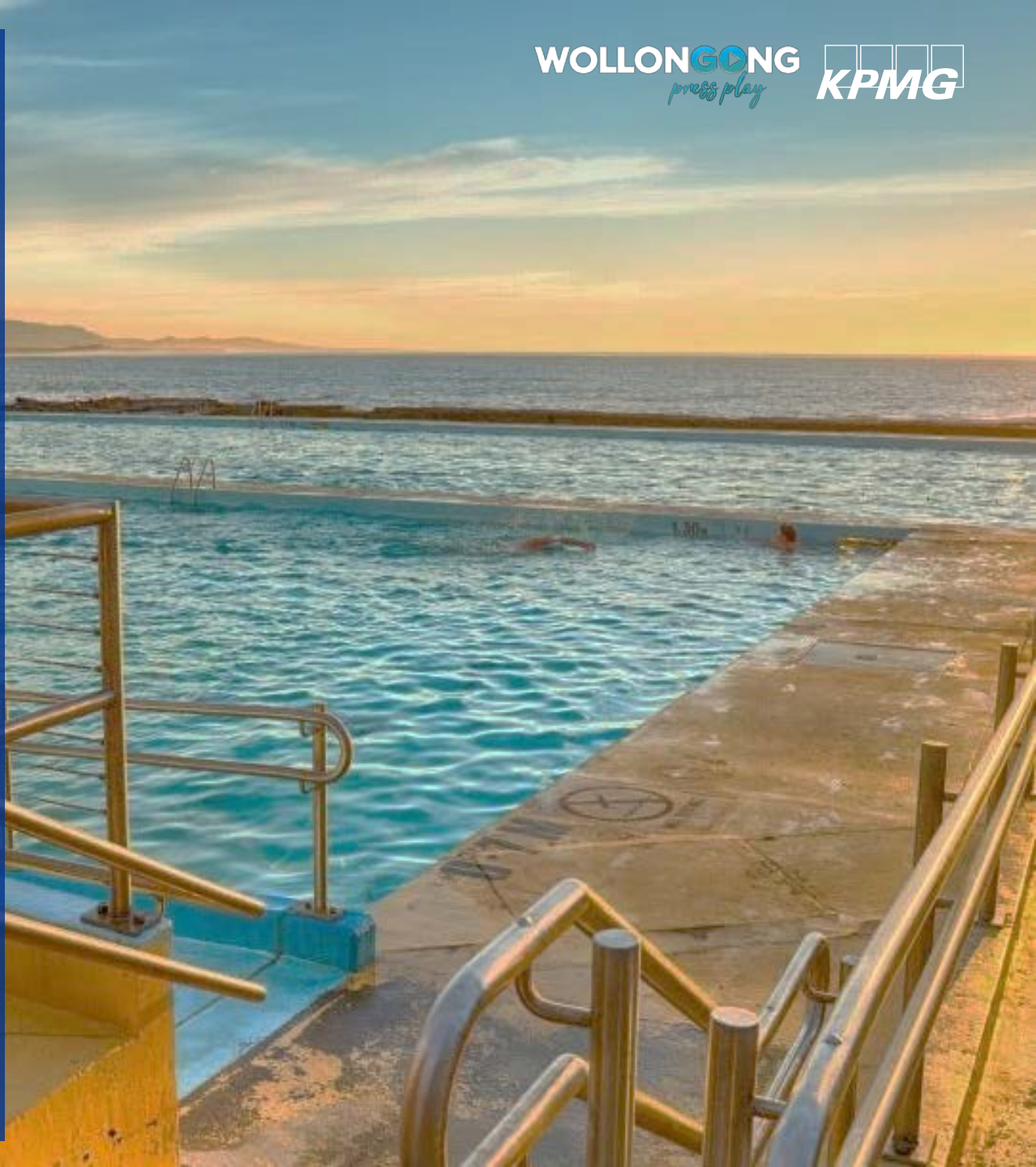
WINDANG PRECINCT demonstrates two elements given their immediate proximity. Windang bridge is a definitive arrival point and provides an opportunity for an identifiable gateway that is unique, iconic and creates an arrival experience into Wollongong from the South. The high amenity of the natural landscape on the northern side of Windang Bridge provides a canvas for new commercial opportunities to both increase visitation and capture existing visitation in the local vicinity.

MT KEMBLA PRECINCT demonstrates how somewhere that is used relatively infrequently with limited existing infrastructure can evolve to support the existing or future outdoor recreation activities that the landscape facilitates.

1

Introduction + Context

This chapter provides an introduction to Wollongong, its key existing visitation destinations and an overview of known improvements which contribute to future visitation. These items provide a background for the analysis of social media trends and related place-based economic recovery opportunity ideas identified in subsequent chapters.



1.1 About Destination Wollongong

Destination Wollongong is charged with enhancing and developing the visitor economy by positioning Wollongong as a must see destination for regional tourism, events and conferences. Destination Wollongong has a strategic long term relationship with Wollongong City Council which enables a holistic approach to the ongoing development, support and evolution of the city to exceed the expectations of visitors to the region.

The following corporate values underpin everything Destination Wollongong and its employees do:

RESOURCEFUL: Our highly adaptable 'can do' attitude taps into current trends.

ENTHUSIASTIC: We love what we do!

INNOVATIVE: We challenge our traditional thinking and look beyond the obvious.

COLLABORATIVE: We achieve through teamwork and engage stakeholders to strengthen the region's brand appeal.

INTEGRITY: We represent the appealing and authentic experiences of our Destination with honesty and originality.

1.2 Purpose of this document

The Wollongong LGA has seen a significant reduction in both domestic and international visitation as identified in the 2020 Baseline for Recovery report. Reduction in visitation may be attributed to a number of factors associated with the COVID-19 pandemic including:

- National border closures;
- Domestic border closures; and
- Lockdown restrictions.

The result of these factors has resulted in reducing international students, international visitors and domestic travel. One of the outcomes of reduced visitation is the reduction in spending in local businesses, especially those reliant on the tourism market in part or in full.

The purpose of this document is to identify potential place-led economic recovery opportunities and initiatives in response to this reduction in the visitor economy. The opportunities and initiatives identified in this document are intended to facilitate discussions between Destination Wollongong, their partners and Wollongong City Council to further develop programs, activities and capital works that contribute to Wollongong as a premier destination of choice to visit, stay, live, work, play and invest.

1.3 Document Structure

This document is Stage 2 of a place-led economic and recovery strategy prepared for Destination Wollongong.

The preceding Stage 1 report provided an economic analysis to tourism trends prior to and following the COVID-19 pandemic.

This stage 2 report is made up of six chapters and an appendix

1 - Introduction + Context

2 - Trends

3 - Opportunity Ideas

4 - Potential Outcomes

5 - Long Term + Big Ideas

6 - Conclusion

Appendix

Data from Social Media Analysis

1.4 Study Region

Wollongong LGA is a coastal city in New South Wales located an hour and a half south of Sydney. The city benefits from a wide range of natural attractions due to its elongated form between the Illawarra escarpment and the coast.

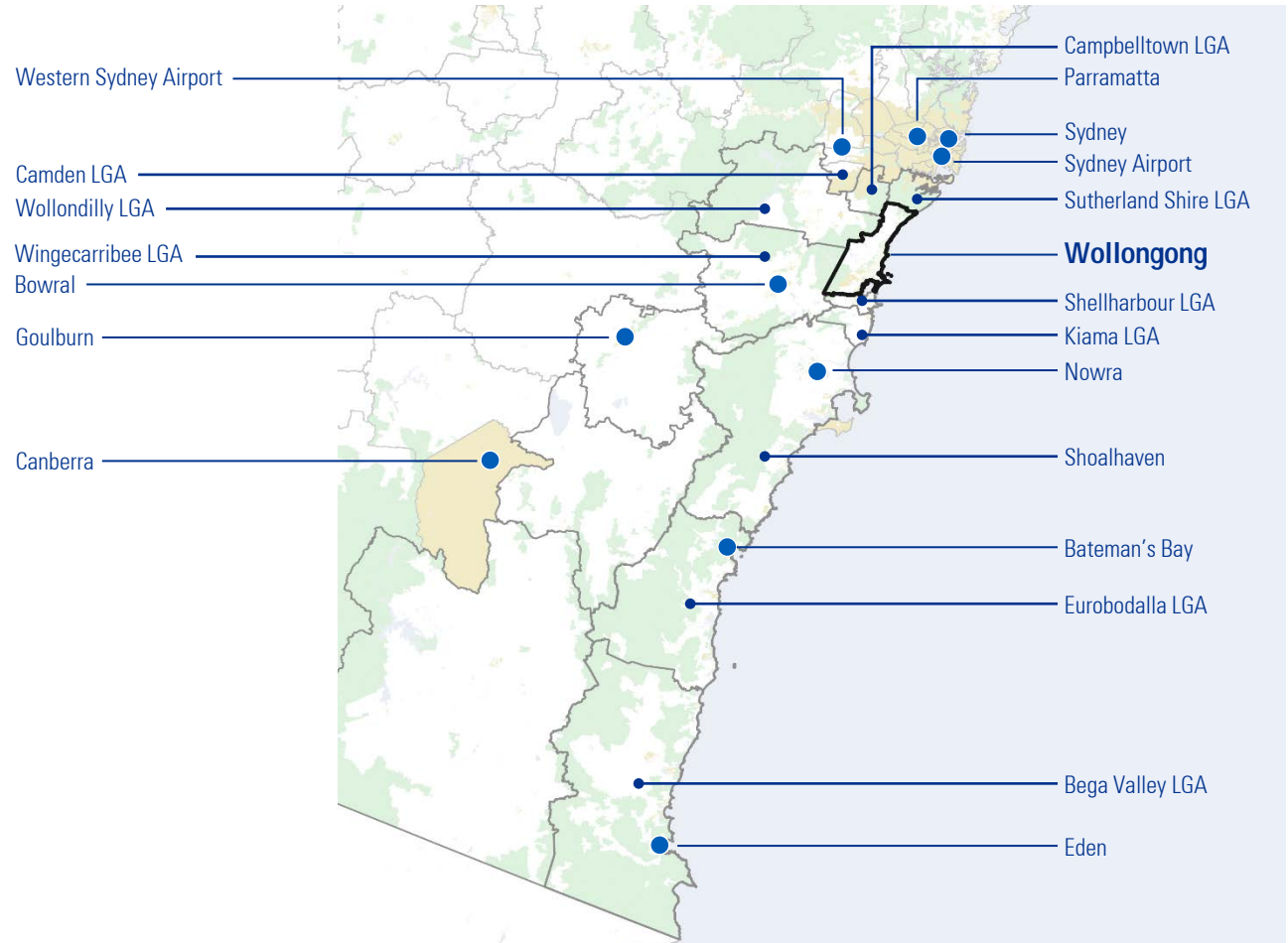
It's wide range of natural attractions, ranging from surfing beaches along to the east the escarpment to the west, makes it well placed for tourism investment and expansion. Several reports, strategies and initiatives have improved tourism visitation, expenditures and experiences to aid long-term growth of this key economic component for the community.

Wollongong has a close relationship to south and south western Sydney. The areas of Camden, Campbelltown, Liverpool and Sutherland all use Wollongong as a coastal destination of choice. Growth in this region will increase opportunities for increased visitation and demand trends, including project such as:

- A new town under construction in Wilton; and
- The development of the Western Sydney Airport in Western Sydney will likely catalase further significant population growth in proximity to the Illawarra region.

Wollongong's key competitors in the visitor economy sector are its neighbours of Shellharbour, Shoalhaven, and Wollondilly LGA's.

Figure 1.4: **LGA's on the NSW South Coast**



1.5 Wollongong's Key Tourism Destinations

84 key tourism places were analysed against social media data to determine their popularity and level of visitor satisfaction. The identified places came from Trip Advisor's top 50 places in Wollongong in addition to other prominent places and tourist amenities derived from Google and Destination Wollongong sources. Popularity was based on the number of review and star ratings from Trip Advisor and Google. From the analysis, places fell into two key categories; tourist destinations and tourist services.

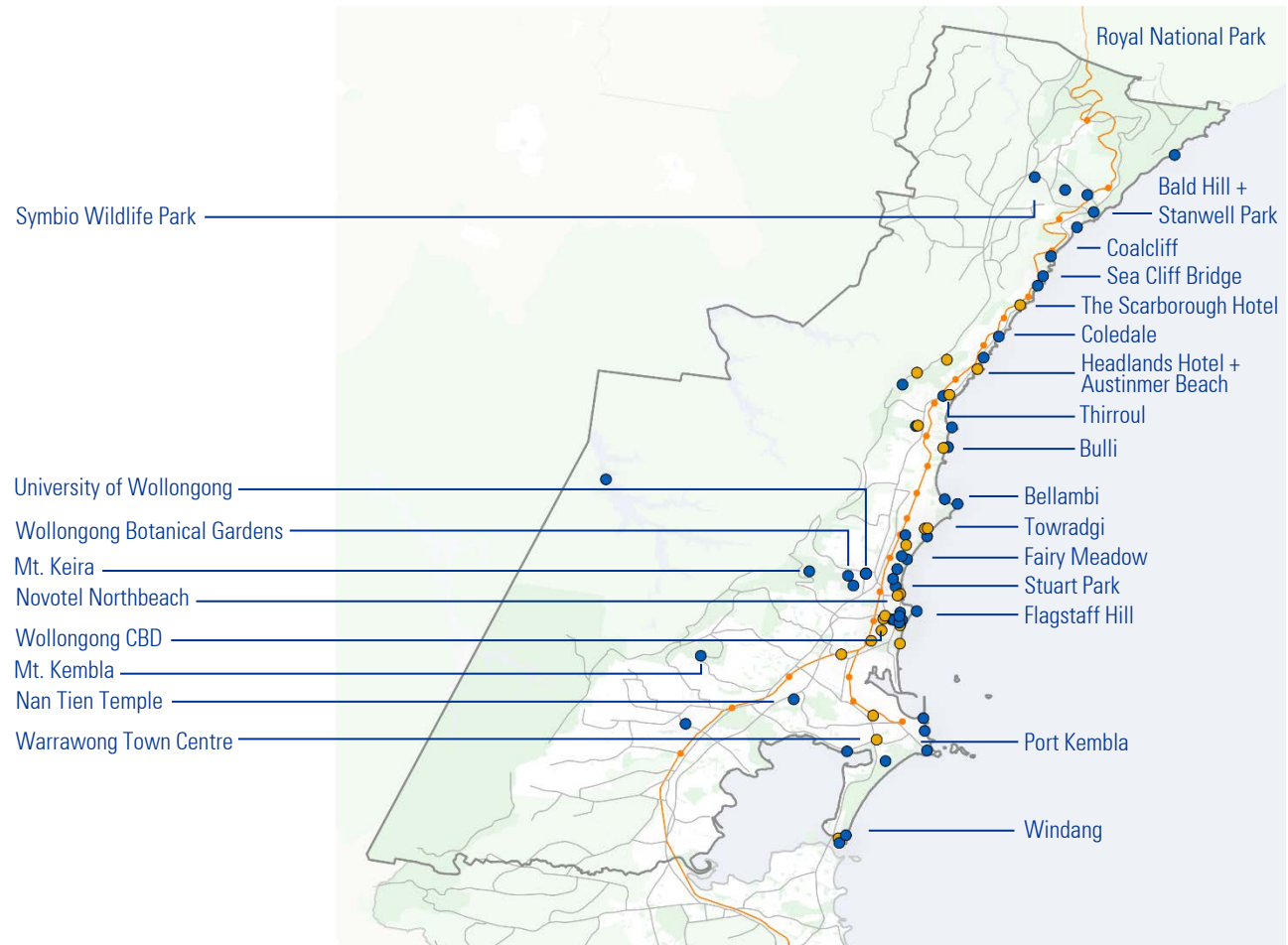
DESTINATIONS: Locations which are natural or man made which perform as a point of interest and can attract visitation on their own.

SERVICES: These are generally businesses or commercial operations that service the tourism industry.

Tourist destinations and services typically work best when they are co-located, as it enables businesses to maximise their exposure and potential commercial opportunities towards tourists, in conjunction with the destinations which attracted them to the locality.

The data gathered from trip Advisor and Google is limited and only intended to provide a high level guide. The data does not capture English as a Second Language customer segment or the non-digital literate customer segment. The data may also have a naturally negative bias and may over represent particular age ranges depending on platform source. Therefore the locations shown are intended to demonstrate the types of destinations and services that are regularly frequented by visitors to the locality.

Figure 1.5 **Analysed Tourism Places in Wollongong**



1.6.1 Upcoming Events and Planned Improvements

Prior to the COVID-19 pandemic a range of improvements had been developed and approved through Wollongong City Council, Destination Wollongong and other organisations that may help increase tourism visitation in Wollongong, including the UCI World Championships in 2022.

Additional committed improvements in response to the pandemic may also aid in visitation beyond their initial intent to help offset effects from COVID-19 restrictions.

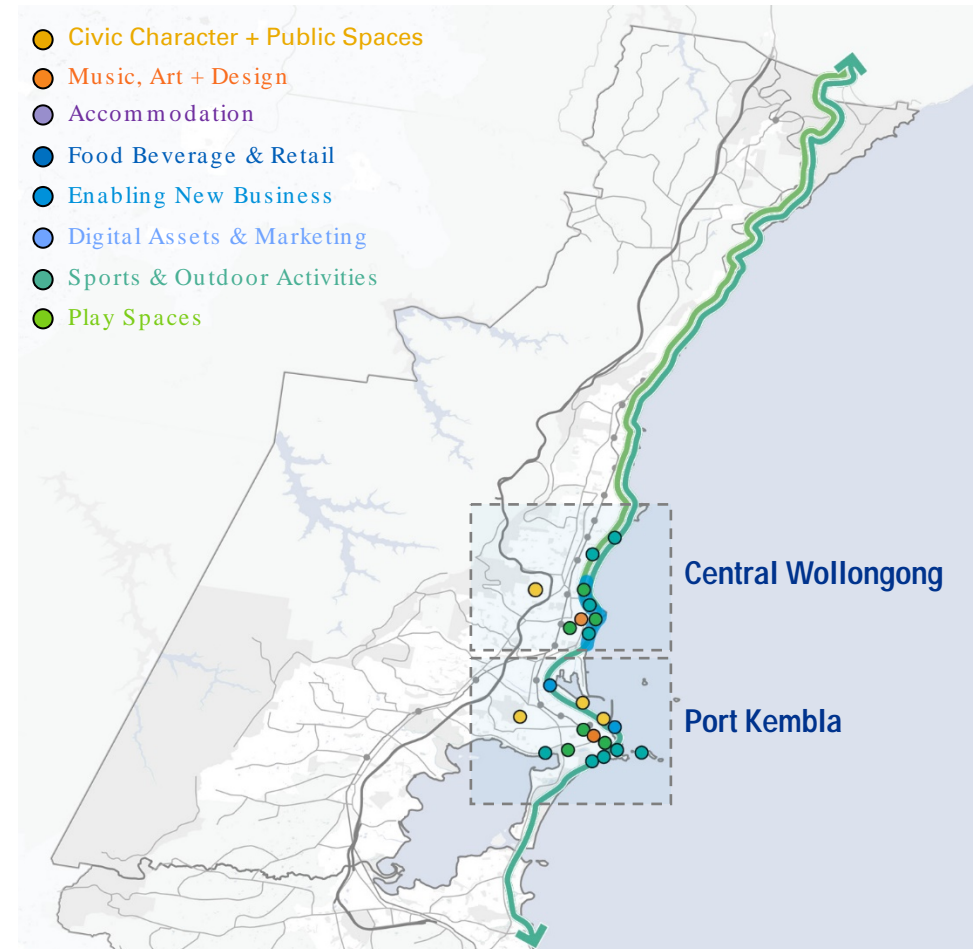
The majority of these improvements are clustered within central Wollongong and the Port Kembla areas.

Improvements have been categorised in one of eight categories to understand how they might provide visitation benefits. The majority of known improvements are focused within the central Wollongong and Port Kembla areas. These are detailed further on the following pages.

Additional improvements outside of these areas include:

- **2022 UCI Road World Championships**
This annual championship cycling racing event is expected to showcase Wollongong and its intention to become a premier bike city.
- **MS Sydney to Wollongong Bike Ride:** The 2021 ride is anticipated to bring 5,000 people to the region in the one day event in August pending COVID-19 restrictions.
- **Grand Pacific Walk:** This cycling and walking path along the coast between the Royal National Park and Lake Illawarra. However further investigations and detailed plans are required improve walk south of the Sea Cliff Bridge.

Figure 1.6.1 **Known Improvements**



1.6.2 Central Wollongong Region

Central Wollongong has received a significant improvement focus which may aid future visitation. These include but are not limited to:

Blue Mile Improvements: The Blue Mile stretches from Stuart Park in the north to the Wollongong Golf Club in the south. Projects recently completed include:

- Tramway Seawall and Shared Path Upgrade
- North Beach Bathers Pavilion was upgraded with new amenities and a café.
- New picnic shelters and an accessible pathway
- Replacement of parking with a wide shared path at the front of North Wollongong Surf Club
- A new path was built from Squires Way to the Stuart Park regional playground

Renovations are underway to North Wollongong Surf Club: To include a food and beverage offering.

New Beach Club at North Wollongong Beach: Planning is underway with WCC.

Major Event Site Approvals: Destination Wollongong have existing approval for major event sites which are available for commercial event opportunities at the following locations:

- Stuart Park – Capacity 30,450
- MacCabe Park – Capacity 12,250
- Lang Park – Capacity 14,000
- Osborne Park – Capacity 2,975
- Wollongong Foreshore
- Dalton Park
- The Arts Precinct – Capacity 1,900
- Wollongong Botanic Garden.

CluedUpp’s The Ripper: An app based game event in Wollongong on February 27, 2021
Identified potential future projects:

- Redevelopment of the Wollongong Sports and Entertainment Centre (WSEC)
- Transform the Wollongong Old Courthouse into a Visitor Information Centre
- Illawarra Escarpment Mountain Bike Strategy
- Fishing Co-op redevelopment with hospitality and community facilities at north promontory of Harbour
- Inclusion of Smith Hill Fort as an attraction.
- Restore, repurpose and open-up the Flagstaff Hill Fort, as a Café/F&B Outlet
- Half-court basketball court and fixed fitness facilities north of North Wollongong Surf Club
- Add additional use to Marine Bay Bus Bay
- Pop up and temporary activations
- Major events along the Blue Mile
- Continental Baths Food and beverage services

Figure 1.6.2 Central Wollongong Region Known Improvements



1.6.3 Port Kembla Region

Port Kembla Region has a significant number of improvements underway or funded, with the majority of these projects funded through the Port Kembla Community Investment Fund. The Fund is a merit based program that provides around \$1 million annually for projects that support the revitalisation of Port Kembla and the adjoining community.

Cringila Hills Recreation Park

The Port Kembla region will be enhanced with the new Cringila Hills Recreation Park. The park will provide a mixture of bike and walking trails in addition to other supporting amenities such as playgrounds and parking. The park will also include 11.1 km of mountain bike trails.

Port Kembla Community Investment Fund

Currently funded projects include:

Sports and Recreation

- Testing of pop-up cycle routes
- New equipment at the Allan Street playground, which is enjoyed by residents and visitors.
- Darcy Wentworth Park Oval grandstand seating.
- Enhancement of King George V Oval with new grandstand seating, cricket nets + lighting.
- Fishermans Beach access upgrade project.
- Kully Bay Oval lighting upgrade project.
- Wetherall Park lighting upgrade project.

Art and Culture

- Wonderwalls street art project to attract visitors.
- Port Kembla Aboriginal Dot Art Mural Project.

Environmental

- Big Island remediation project, rehabilitation of native vegetation and nesting habitat for little penguins, shearwaters and petrels.

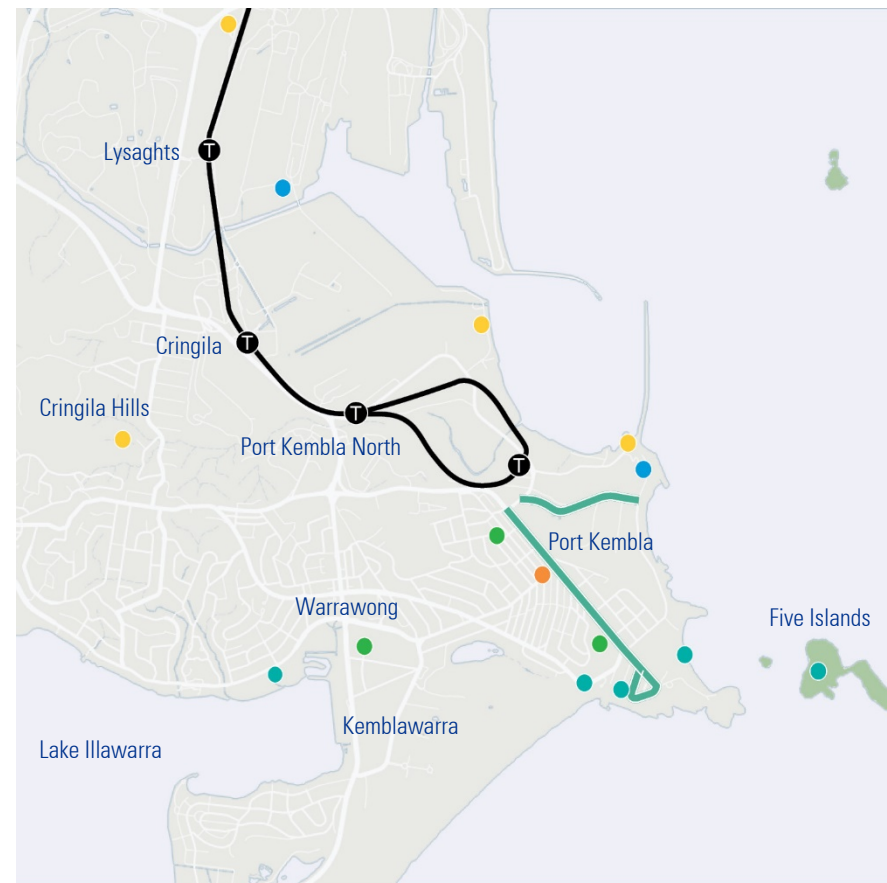
Community Facilities

- Breakwater Battery Military Museum upgrade. stage two project.
- Port Kembla Surf Lifesaving Clubhouse upgrade stage two project.
- Port Kembla Gateway rail infrastructure upgrade project.
- Port Kembla Pool amenities upgrade project

Industry Support

- Port Kembla Marine Services Hub project.
- Tender Funerals expansion project.
- Coregas hydrogen refuelling station project.
- Inside Industry Visitors Centre upgrade stage two
- Cleaver and Co food manufacturing upgrade.

Figure 1.6.3 Port Kembla Region Known Improvements



1.7 Planned Improvements

A number of potential projects are currently undergoing early phase development, business cases and strategy development. These projects have potential to create significant opportunity for the visitor economy.

Major projects and strategies can provide the enabling framework that facilitate excitement in the visitor economy. New facilities, events, public domain improvements, activities and adventure sports opportunities can build or create the visitor economy market.

There are a number of strategies and regionally significant redevelopment plans that are either underway or have been identified as potential future investments. These have the potential to create significant opportunity to increase the visitor economy in Wollongong. The following represent some of the major potential improvements being considered which could have a significant impact to visitation and enhancing Wollongong as a destination:

1. Redevelopment of the Wollongong Entertainment Precinct:

In addition to the refurbishment of the Wollongong WIN Entertainment Centre, a redevelopment of the Wollongong Entertainment Precinct may also be pursued.

2. Illawarra Escarpment Mountain Bike Strategy: The NSW National Parks and Wildlife Service and Wollongong City Council are preparing the Illawarra Escarpment Mountain Bike Strategy, which incorporates new and improved trails between Mt Kembla and Mt Kiera.

3. Lake Illawarra Masterplan:

In February Wollongong City Council voted to approach the NSW government to develop a master plan for Berkeley boat harbour on Lake Illawarra.

Figure 1.7.1 Known Potential, Uncommitted Events and Improvements



2

Trends

This chapter provides insights into social media visitation indicators and case studies of how other places in Australia have responded to similar destination attraction challenges and the COVID-19 pandemic.

Social media has been utilised to identify existing attraction hotspots, the level of satisfaction among visitors over time and opportunity location typologies to improve visitation to inform the place-led recovery strategies.

The information used to ascertain visitor quantity and ratings is limited in its application. The limited nature of the information is sufficient for the purpose of this document as the intent of the information is to demonstrate types of attractions, destinations or services that may be visited, and to identify, at a high level, trends in this behaviour. The information is only used to identify opportunities and initiatives for tourism investment.



2.1.1 Social Media Analysis

Key tourism places identified were analysed against social media data to determine a high-level magnitude of popularity and quality for visitation.

This identified 12 key prominent places and 9 opportunity zones which have potential for short to medium-term enhancement. These 21 hotspots and opportunity locations fell into 3 categories:

- Popular, High Rated Destinations
- Popular But Moderate Rated Destinations
- Less Popular but Highly Rated Zones

The level of popularity and quality for the locations were determined by aggregating the number of reviews and their star ratings on TripAdvisor and Google since 2016. The ratings were weighted by the number of reviews on each of these sites and is represented by different colours in figure 2.2.1 to the right. This information is limited in that it relied on users identifying a location and rating it online which is not necessarily complete, nor does it identify all locations, however it provides a guide to the types of places that are attracting visitation

A significant split emerged as 12 locations had over 2,000 reviews and the remaining were typically far less than 1,000. Ratings had a similar gap, with most locations either typically above 4.5 stars (shown in blue) or under 4.2 stars (shown in gold).

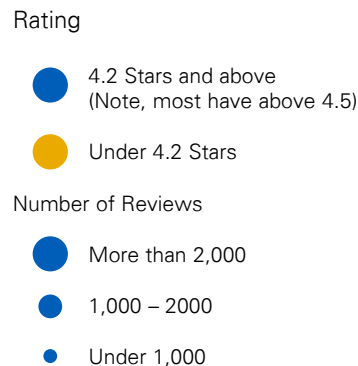
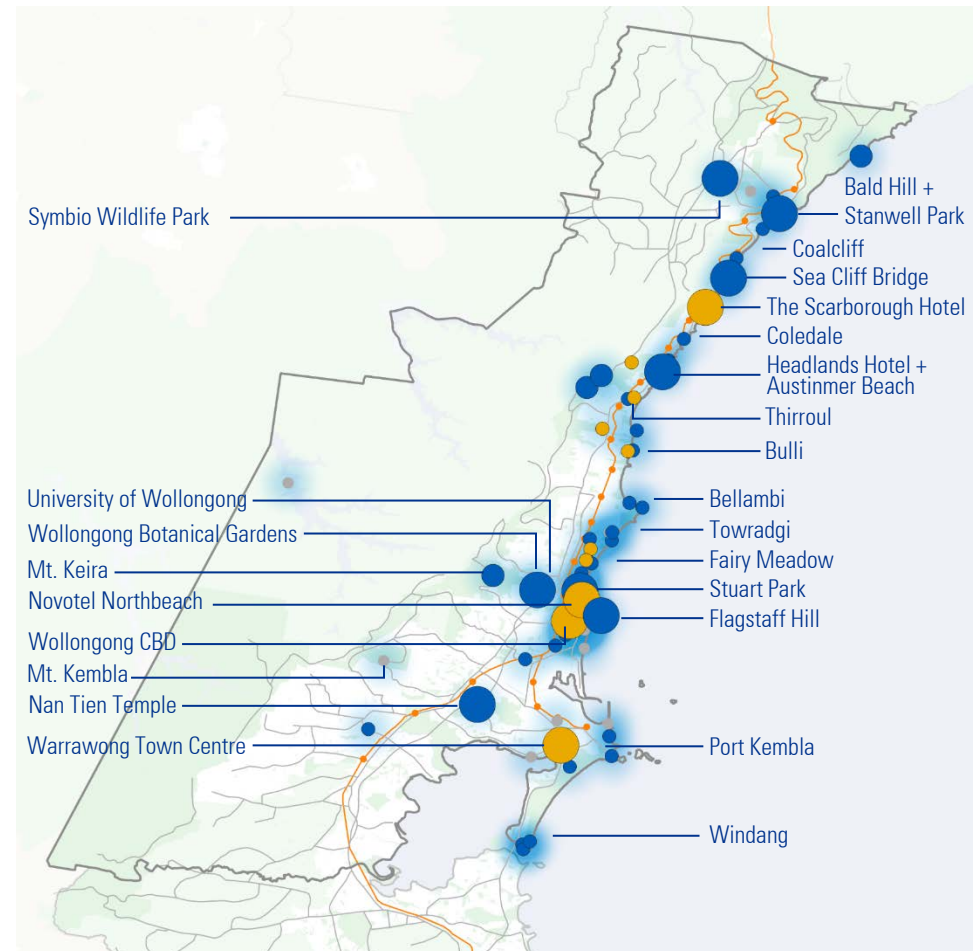


Figure 2.1.1 Analysis of Popular Locations on Social Media



2.1.2 Social Media Hotspots + Potential Opportunity Locations

Popular, High Rated Destinations

These popular locations with high rating mostly consist of natural features, public spaces and amenities. As there tend to be little to no commercial activities at these locations, there are opportunities to introduce / increase commercial activities to take advantage of potential revenue from the large visitation.

- Locations Include:
 - Flagstaff Hill Lighthouse
 - Sea Cliff Bridge
 - Bald Hill lookout
 - Symbio Wildlife Park
 - Wollongong Botanic Gardens
 - University of Wollongong
 - Nan Tien Temple
 - Stuart Park

Popular, Moderate Rated Destinations

These places receive high number of visitors but have moderate to lower ratings. The lower than desired experiences illustrate that these places need to be enhanced to entice people to stay longer and return to maximise commercial opportunities and positive promotion of Wollongong. This can include improving linkages and relationships to other popular and high-rated destinations which may not be maximising commercial potential.

- Locations Include:
 - Wollongong CBD + Central Mall
 - Novotel Northbeach Hotel
 - Warrawong Town Centre
 - Scarborough
 - Headlands Hotel + Austinmer Beach

Less Popular, Highly Rated Zones

There are multiple places which have lower numbers of reviews and likely visitation rates despite having high to moderate ratings. These represent opportunities for enhancement of these zones to increase visitation, drive commercial opportunities while improving benefits to the local community by dispersing visitors from overly congested locations.

- Locations Include:
 - Coalcliff
 - Coledale
 - Bulli / Thirroul
 - Bellambi
 - Towradgi
 - Fairy Meadow
 - Port Kembla
 - Windang
 - Mt. Keira
 - Mt. Kembla

Figure 2.1.2 Social Media Attraction Hotspots + Opportunity Locations



2.1.3 Change in Social Media Ratings

The average rating for both destinations and accommodation in Wollongong has been declining. This could be indicated for a number of reasons including but not limited to:

- individuals are not as satisfied with their experiences as in the past
- decline in use of the platforms

Wollongong will need to improve its quality in order to remain competitive for tourism.

Why is this happening?

The data does not provide enough detail to know exactly why the ratings are declining, but a number of factors might include:

1. Changing Tourism Preferences, Wollongong may not be keeping up with the trends that visitors desire in a destination;
2. Changing of visitor demographics due to the closure of international borders, both in the lack of international visitors and potentially different preferences of domestic visitors;
3. Competitors in the region are advancing the quality of their destinations, reducing Wollongong's relative standing; and
4. Wollongong may not be sufficiently maintaining the quality of its destinations as they age.

There may be a future need to undertake a more in-depth analysis not available during the preparation of this document to provide further insights into visitation trends and experiences.

Figure 2.1.3a Change Social Media Ratings of Destinations (2016-2021)



Figure 2.1.3b Change in Social Media Ratings of Accommodation (2016-2021)



2.2.1 Responding to COVID-19

COVID-19 lockdowns and national quarantines have had a major impact on tourism in Australia. However, some industries have been able to capitalise on these changes to minimise disruption and in some cases even grown their industries.

This section includes examples of how other jurisdictions have adapted in response to COVID-19 to provide insights for Wollongong's visitor economy recovery.

The examples have been grouped into the following categories:

● Food Beverage & Retail

Commercial enterprises in a range of forms and locations ranging from temporary to adaptive reuse of existing facilities.

● Accommodation

Short term accommodation that provides both practical and new and exciting unique experiences.

● Music, Art + Design

Providing opportunities for creative industries to be expressed in the public domain while providing for new events, activities and experiences for both the community and visitors.

● Civic Character + Public Spaces

Evolving and enhancing the city brand with civic improvements, icons and solidifying the unique sense of place.

● Play Spaces, Sports & Outdoor Activities

Developing a series of play spaces and adventure sport opportunities that show off the natural environment and facilitate a broad experience of the locality.

2.2.2 Food Beverage & Retail

Rotating services: Coffee / Pizza

Bonville Head Lookout, Sawtell, NSW



Sawtell, NSW. Source: KPMG, 2021

The Sawtell headlands is serviced by two popular and separate mobile operators that are open at different times. This enables the limited service functionality of the mobile food operators to be focused and respond to the types of people at the headland at different days and times. The coffee trailer is open 6 to 11am every day except Tuesdays with the Pizza Van open on Thursdays, Fridays and Saturdays with a limited range and closes when supply is exhausted. Located in a car park overlooking Sawtell and Bonville Beaches these businesses have become popular for beach goers, walkers, bike riders and runners.

Gin Bus

Botanic Gardens, Brisbane, QLD



Source: Brisbane Distillery Company, 2021

The True Spirit is a rebuilt 1974 Double Decker Bus. The bus comprises a fully self-contained cocktail bar and tastings event space for 25 upstairs and has a full cocktail bar and tastings room downstairs. The bus can cater for up to 150 with outdoor seating and tables. The bus is hireable for private and public events as well as markets and currently has a regular stop on Sundays at the Botanic Gardens in Brisbane.

Food Truck Fridays

Spencer Park, Merimbula, NSW



Source: Food Truck Collective, Facebook Event, 2021

Merimbula is hosting a food truck event along with the Food Truck Collective and WinterSun Festival Merimbula. The Food Truck Collective is a collective of food trucks from across the Bega Valley (and beyond!) that come together to create unique pop up events for their community.

The WinterSun Festival Merimbula is 3 days in June to enjoy an evening celebration of local foodies, a classic movie with mulled wine, a gala of local musical talent and a salty swim on Saturday morning,

Taste of the Beaches

Northern Beaches, Sydney, NSW



Taste of the Beaches



Source: Northern Beaches Council, taste of the Beaches, Facebook Event, 2021

Taste of the Beaches is a month long festival that is an expansion of the 2 day Taste of Manly annual event. The event is a food and wine festival that was expanded to the entirety of the northern beaches of Sydney to help with economic recovery from COVID-19 impacts in 2020.

2.2.3 Accommodation

State of Origin

Townsville, QLD



A tent city dubbed Footy Basecamp has been erected in just three days to accommodate fans ahead of the State of Origin in Townsville this week.



ABC.NET.AU

Prices cut to attract people to tent city ahead of State of Origin clash

Source: ABC News, Facebook, 2021

A tent city has been erected in a Townsville cricket ground in three days by Townsville Enterprise, Townsville's tourism body. The tent city comprises 100 tents with capacity to increase to 200 tents if required. The tent city has been constructed to manage an accommodation shortage created by existing increases in tourism in Townsville and the NRL State of Origin relocation due to COVID-19.

Winter Village

Igloo Accommodation, 5 Locations



TUE, JUN 8 AT 11 AM UTC+10 AND 4...

The Winter Village Brisbane...

The Winter Village

You like The Winter Village

★ Interested



Source: The Winter Village, Facebook Event, 2021

Winter Village is a pop up occurring in 5 locations across Australia this winter. Along with an ice ring and igloo accommodation, a number of complementary activities also occur with bars and food vendors, music, and light shows.

Caravan Demand Surge

Holidays in the Age of COVID



NSW South Coast. Source: KPMG, 2020

With travel restrictions Australians are seeking new ways to enjoy their holidays, including a surge in demand for caravans. The Caravan Industry Association of Australia has reported that sales for caravans have surged 15% in the first two months of 2021. This demand has pushed local production to the highest level of local production in over 30 years.



Crescent Head, NSW Source: KPMG, 2020

2.2.4 Music, Art + Design

Botanica - Contemporary Art Outside

Botanic Gardens, Brisbane, QLD



Source: Artwork Esem Projects (E/P) Superorganism (2021). Brisbane City Council, 2021.

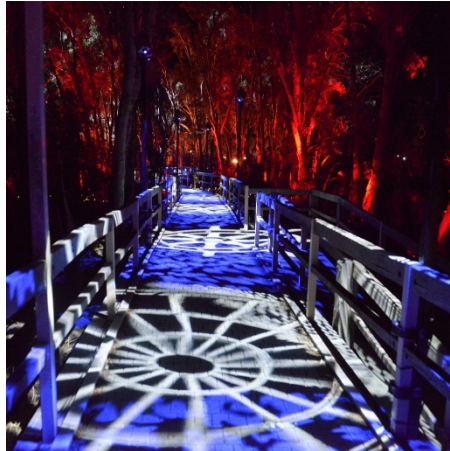
Brisbane's Botanic Gardens is brought to life by Brisbane City Council once the sun sets with large-scale projections, installations and interactive artworks. Open on Friday, Saturday and Sunday evenings during May 7-16 with additional activations, music, food trucks and an outdoor bar.



Source: Brisbane City Council, 2021.

Moama Lights

Echuca Moama, NSW



Source: www.visitthemurray.com.au, 2021.

Taking place in Moama's culturally-significant Horseshoe Lagoon, the 600m trail guides visitors through three defining chapters of Echuca Moama's story – it's indigenous heritage, European settlement, and modern day. Funded by the NSW Government Streets as Shared Spaces program, the light and sound occurred on 8-22 Map on the Murray River and provided vital post COVID-19 economic stimulus to the twin towns of Echuca Moama and wider region

Art Aid

Pop-up Exhibits, Galleries and Shops



Fire on Waters Edge outdoor exhibition, Australian National Maritime Museum, Source: KPMG, 2021

This outdoor exhibition document the effects of Australia's bushfires in 2019-2020 while providing a platform for artwork to promote effected regions. Similar strategies can be utilised to simultaneously enhance public places in Wollongong while promoting cultural establishments and destinations within the city.

Other organisations, such as Art Aid utilise similar strategies as a platform to shine a spotlight on issues while aiding artists and non-profit organisations. This could also include pop-up shops and galleries in vacant storefronts in the CBD.



Fire on Waters Edge outdoor exhibition, Australian National Maritime Museum, Source: KPMG, 2021

2.2.5 Civic Character + Public Spaces

Alfresco Dining Pilot

George Street, The Rocks, Sydney



Outdoor Seating in previous northbound traffic lanes
Source:KPMG, 2021

In response to COVID-19 the NSW government implemented this trial program to make it easier for bars and restaurants to obtain approval for outdoor seating. It was initially trailed in The Rocks before expanding to other neighbourhoods and local council areas.

While its original intention was to enable restaurants and bars more space to comply with COVID-19 social distancing regulations, it has proven popular in creating enhanced dining environments even when restrictions were lifted. As a result, the program is set to become permanent in 2021.

Mobile Temporary Use Parklets

Sydney, Various Locations



Replas mobile parklet at Oishi-Billi Sushi in Millers Point, North Sydney. Source: KPMG, 2021

Temporary parklets is an urban design strategy that became increasingly utilised to provide additional outdoor seating during the COVID-19 pandemic. An example of this is North Sydney Council's active invitation for expression of interest for temporary use parklets. This has been used at various locations to improve commercial activity and local amenity.

The strategy includes the use of premanufactured trailers that can be quickly setup and relocated, including the mobile parklet shown above built locally in Australia by Replas.

Coogee Shared Village Project

Coogee Bay Road, Randwick, NSW



Source: Randwick City Council, 2021

This temporary project provided shared spaces that provided amenities, attractions and additional outdoor seating to aid businesses at Coogee Beach in response to COVID-19.

While the plan initially received backlash from local businesses for its intended three month summer trial, it was extended twice for four additional months due to positive feedback and effects to local businesses.



Source: Randwick City Council, 2021

2.2.6 Play Spaces, Sports & Outdoor Activities

An Increase in Outdoor Activities

A surge in people using public space



Cycling on the Sea Cliff Bridge, Source: KPMG, 2016

There has been a dramatic increase in outdoor activities according to the NSW Department of Planning, Industry and Environment. The Australian Botanic Garden at Mount Annan had its highest visitation ever, Centennial Park visits are estimated to be up by 20% and use of Western Sydney Parklands tracks and trails has doubled. This is due to many reasons, including COVID-19 restrictions in 2020 and that remote working for many has facilitated the time for individuals to enjoy amenities across the state.

As we recover, this could be establishing a new normal of higher demand of our public spaces.

Beach to the Bay

Pop-up Cycleway in Bondi, NSW



Conceptual rendering of proposed pop-up bikeway, Source: Transport for NSW, 2020

Across Australia and the globe cities are taking advantage of changing traffic patterns due to COVID-19. This cycleway proposed by Transport for New South Wales would connect the Rose Bay Ferry Terminal to Bondi Beach to create a safe route for both residents and visitors to link recreational locations.

The People's Loop

Reducing Vehicles in Parramatta Park



Source: Parramatta Park, Parramatta City Council, 2020

This two month trial in 2020 removed vehicles from the core of the Parramatta park to enable more spaces for people to safely walk and cycle by reducing conflicts between different modes of transport.

This upgrade coincided with general increasing demands for outdoor activities during COVID-19 restrictions. However the upgrades proved popular enough that the Parramatta Park Trust proposes to make the changes permanent.



Terry Hills, NSW. Source: KPMG, 2021

3

Opportunities + Initiatives

This chapter identifies investment opportunities and initiatives to increase visitor attraction and in turn the visitor economy in Wollongong LGA.

The project opportunities identified in this chapter have been targeted at a scale which Destination Wollongong may have the feasible ability to undertake, initiate or influence in the short to medium term. The short and medium term opportunities are targeted at facilitating and supporting the recovery of the visitor economy emerging from the series of lockdowns in 2020 and 2021.

This chapter is intended to provide a conversation starting list of opportunities and initiatives that can be initiated to enhance existing and new destination attraction in Wollongong LGA.



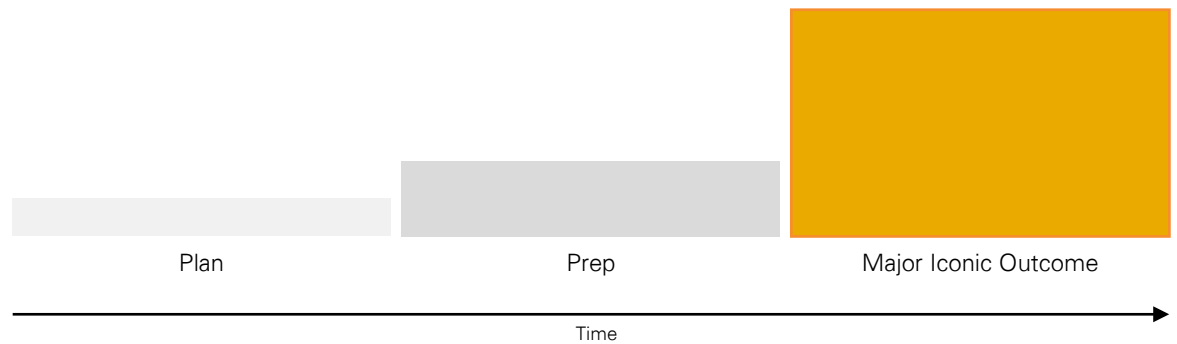
3.1.1 Incremental vs. Iconic Interventions

Visitor attraction has been considered two ways in this section, through incremental interventions and also through major development. Both approaches should be considered within a suite of other complementary initiatives.

Iconic Attraction

Major iconic outcomes require significant planning and preparation which typically do not enable short-term benefits, but can have major impacts

Example: UCI Road World Championships.

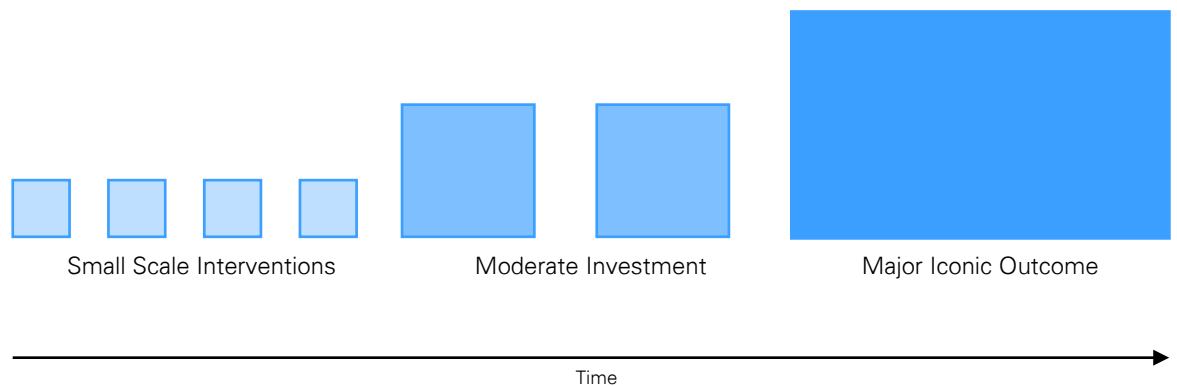


Incremental Attraction

Small scale initial investment / improvements that can grow into major iconic outcomes. This strategy enables quick returns that can respond to demands / market preferences as it evolves.

Example: Evolution of a high street compared to building a shopping centre.

This document focuses on incremental attraction opportunity ideas as these small items can be more quickly implemented and reconfigured as part of multiple potential strategies. This is important to facilitate quick responses to the COVID-19 pandemic and the rapidly approaching UCI Road World Championships in 2022.



3.1.2 Incremental Attractions

Incremental attraction is flexible and can adjust and grow in response to changing demand trends to become large destination anchors.

Example of Incremental Attractions

Facilitating pop-up markets and food trucks can enable existing business to increase their market share / income with these additional sales points that utilise their current assets.

As the needs of the new sales point is explored, it gives the market confidence to invest in increasingly larger capacities to meet these unmet demands / emerging market preferences.

As critical mass increases, these once remote locations can become new hubs of major activity.

This can apply to any commercial or cultural offering.

Collection of food trucks and other mobile vehicles



Wollongong Botanical Gardens Coffee Cart, Source: KPMG, 2021

Grow with cluster of small semi-permanent structures

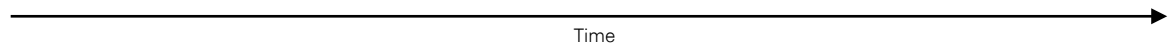


Fever-Tree pop-up gin bar, The Rocks, Sydney, Source: KPMG, 2020

Create a larger permanent attraction



Shake Shack in New York Madison's Square Park grew from a single cart in 2001 to a destination brick and mortar location, Source: KPMG, 2010

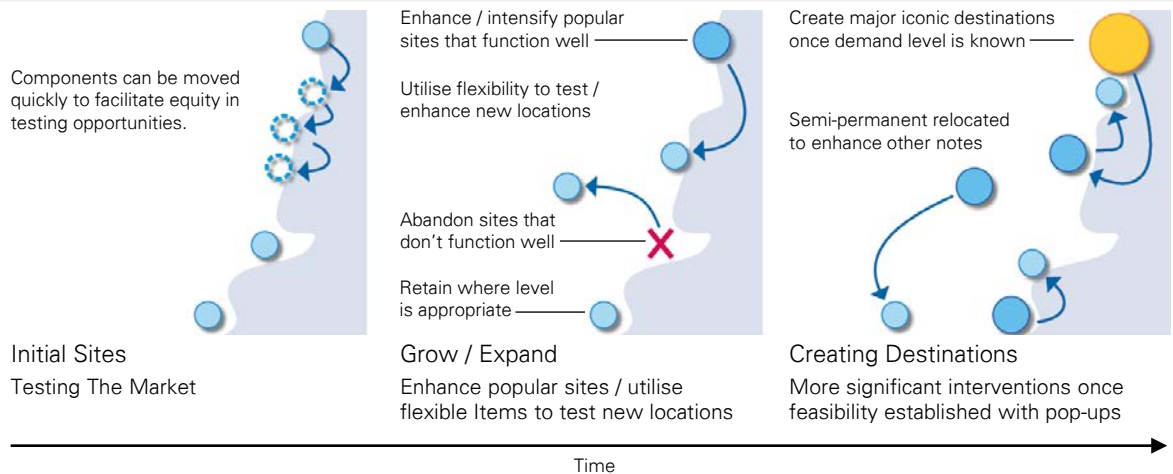


Use of Components to Create + Enhance Places

Utilising flexible components enable places to be trialled to give wider opportunities to the market and enable them to grow in response to demands.

The flexible components such as relocatable food vendors and equipment hire business can be re-used at other sites as offerings and amenities shift to more permanent structures, or add more layers to places as they grow.

This enables lower risk interventions that can quickly embellish existing locations. These can then be easily relocated or removed if more intense interventions are deemed feasible or if the location is less commercially viable than desired.



3.1.3 Types of Attractions

The type of attractions and commercial services and their mix is just as important as identifying locations for intervention. This is to both appeal to a wide variety of individuals and maximise returns though creating synergies of interventions.

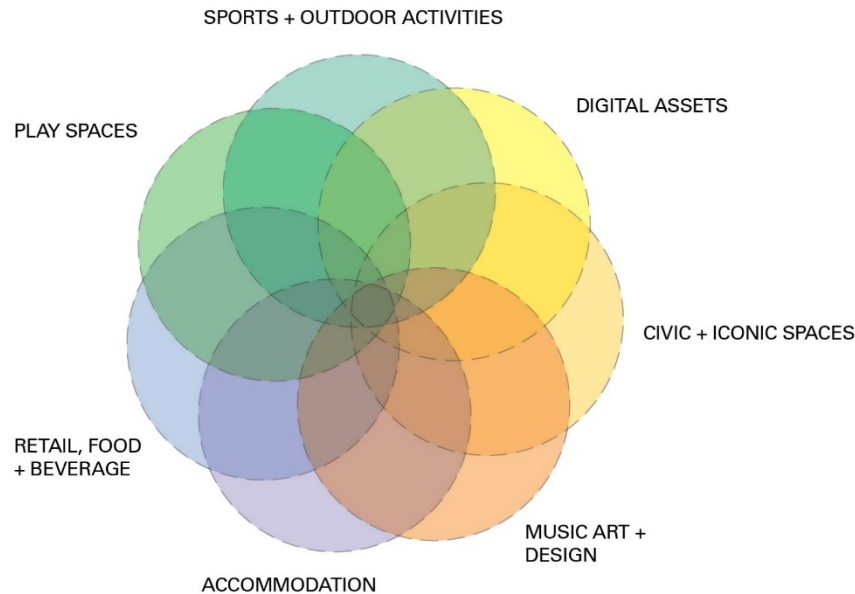
Cater to a Variety of Needs + Tastes

A variety of complementary attraction times and themes should be used to appeal to varying groups. The following represent types of attractions and services which should be considered.

- Civic + Iconic Spaces
- Music, Art + Design
- Accommodation
- Food Beverage & Retail
- Enabling New Business
- Digital Assets & Marketing
- Sports & Outdoor Activities
- Play Spaces

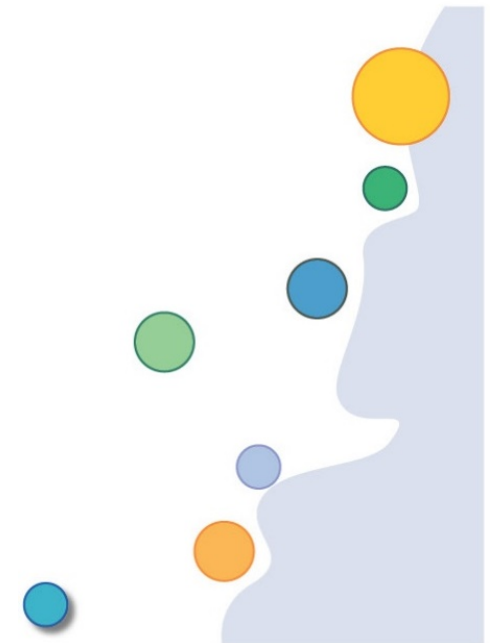
Consider Synergistic Attractions

The overlap of different attraction types should be considered to appeal to a variety of tourism groups.



Create Hubs

These complementary synergies should be utilised to create hubs that appeal to different tourist groups.



3.2.1 Overview of Activations

This chapter presents a list of different potential attraction ideas that can be implemented in the short to medium timeframe. They have been organised following the structure of attraction types identified in the attraction strategies. In considering appropriate attraction components, understanding indigenous cultural heritage and the importance of place can play a powerful role in contributing to the impact of the improvement.

This includes:

- Food Beverage & Retail;
- Accommodation;
- Music, Art + Design;
- Civic + Iconic Spaces;
- Play Spaces;
- Sports & Outdoor Activities;
- Enabling New Business; and
- Digital Assets & Marketing.

Accommodation

- A1 Special Event Camping**
Utilisation of Beach Car Parks
- A2 Glamping**
High-Amenity Camping
- A3 Seasonal Bathing Boxes**
Small Temporary Structures
- A4 Pop-up Modular Hotels**
Seasonal or medium timeframe

Food Beverage + Retail

- F1 Mobile Service Points**
Food trucks, bikes & trailers
- F2 Pop-up Stalls / Kiosks**
Individual or coordinated as markets
- F3 Temporary Structures**
Seasonal or medium timeframe
- F4 Pop-up Storefront Fillers**
Short or seasonal in vacant shops

Enabling New Business

- B1 Food Truck-Sharing**
City Acquired Food Trucks
- B2 Temporary Parklets**
Facilitating Spill-out Activity
- B3 Create Designated Pop-up Zones**
Enabling business to operate
- B4 Parkland Pavilions**
Making it easier for businesses

Play Spaces

- P1 Fostering Places for Kids**
Informal Play Spaces
- P2 Placed Playgrounds**
Quick and / or Temporary Play Spaces
- P3 Coordinated Performances**
Hot Spots for Child Entertainment
- P4 Enabling Attractions**
Creating Iconic Destination Rides

Sports + Outdoor Activities

- S1 Fostering Cycling in Wollongong**
Quick Installation Bike Lanes
- S2 Enabling Mountain Cycling**
Bike Prioritisation
- S3 Promoting Active Businesses**
Facilitating activities in public space
- S4 Providing Recreation Equipment**
Enabling Outdoor Activity Rentals

Digital Assets + Marketing

- D1 Augmented Reality Assets**
Placed and time based
- D2 Pop-up "Secret" Concerts**
Creating Silent Music Events
- D3 Location Enabled Promotions**
Visiting places unlock to rewards
- D4 Utilising Social Media Marketing**
Start a buzz online

Civic Character + Public Spaces

- C1 Tree Planting**
Celebrate the Illawarra Flame Tree
- C2 Painted Street Enhancements**
Quick ways to improve streets
- C3 Temporary Plazas**
Creating Places that Revitalise
- C4 Aboriginal Farming in Parks**
Maximising parklands

Art, Music and Design

- AM1 Graffiti Art**
Utilising blank facades and surfaces
- AM2 Sculptures + Light Art**
Temporary Exhibits
- AM3 Coordinated Entertainment**
Enhancing the draw and atmosphere
- AM4 Pop-up Iconic Event Pavilions**
Short or Seasonal Structures

3.2.2 Food Beverage & Retail

F1

Mobile Service Points

Food trucks, bikes & trailers



Wollongong Botanical Gardens Coffee Cart, Source: KPMG, 2021

Mobile retail service points such as food trucks, bikes or trailers can take advantage of opportunities by being in the right place at the right time. These can be stand alone entities or enhance traditional brick and mortar businesses by both increasing sales points and as a form of marketing.

F2

Pop-up Stalls / Kiosks

Individual or coordinated as markets



Sunday Forages, Wollongong. Source: Destination Wollongong

Pop-up stalls and kiosks can have a similar benefit to trucks but with lower capital costs. However, they require set-up and take-down time. This makes them more appropriate for business which require less infrastructure or utilise remote locations less frequently. They can be done individually or coordinated as markets.

F3

Temporary Structures

Seasonal or medium timeframe



Fever-Tree pop-up gin bar, The Rocks, Sydney, Source: KPMG, 2020

These structures are more suitable or business which require more infrastructure than can typically be serviced with a mobile option, such as a truck or kiosk, but come at a lower cost and more flexibility than permanent buildings. This includes the recent trend of repurposed shipping containers as they can be easily fitted-out and delivered to sites for seasonal or limited multi-year use before being reused elsewhere.

While there are many aesthetics and types, the shipping container shops are typically cheaper, faster to produce and could complement Wollongong's maritime history.

F4

Pop-up Storefront Fillers

Short or seasonal in vacant shops



Art-Aid's Pop-up Shop in Melbourne's CBD Source: artaid.com.au

Facilitating quick and easy approval for temporary pop-ups in existing retail spaces can have similar benefits to other short to medium attraction ideas. Particularly useful in places like the CBD, this can be used to:

- Provide attractions such as galleries or performance venues that increase visits and drive sales of existing long-term tenants;
- Aid business with a high seasonal demand skew which might benefit from temporary expansion; and
- Enable remote temporary secondary locations existing businesses or facilitate start-ups.

Mobile and pop-up attraction ideas can take many forms, be utilized for a wide variety of businesses and function individually or create larger pop-up markets.



3.2.3 Accommodation

A1

Special Event Camping

Utilisation of Beach Car Parks



Mid North Coast, NSW. Source: KPMG, 2019

Multiple car parks along the coast are well suited to create special event camping experiences to entice visitors to stay overnight; particularly when coordinated with major events.

Potential locations, such as Bellambi Point are well suited as the existing restrooms, surf club and other facilities could enable camping or caravans with limited intervention.

These events can utilise other attraction ideas to maximise benefits from the event, such as a co-located food-truck market.

A2

Glamping

High-Amenity Camping



Source: Destination Wollongong

High amenity camping, also known as “Glamping” is a potential offering which may be more appealing to certain demographics. This could be done as short-term special events or seasonally.

Potential locations include public and private lands such as the Botanical Gardens, near existing campsites or in conjunction with surf clubs to leverage existing facilities and services.

This can be utilised in conjunction with other attraction ideas to maximise benefits from the event, such as music festivals, sporting and indigenous cultural events.

A3

Seasonal Bathing Boxes

Small Temporary Structures



Bathing Boxes at Brighton Beach, Victoria
Source: <https://unsplash.com/@mitchel3uo>

Bathing boxes can be easily constructed off site and placed for seasonal or temporary use, particularly if services are self contained.

Similar to camping and glamping, it can provide a unique experience to convert day visitors to overnight stays, but attracts a different crowd who either might desire a different experience or do not own camping equipment and caravans.

Co-locating these near existing surf clubs provide infrastructure for operations and can further help create destination nodes.

A4

Pop-up Modular Hotels

Seasonal or medium timeframe



Pop-up hotel and bar in Faraiya, Lebanon utilising shipping containers, Source: KPMG, 2019

Larger, modular structures can be utilised to create temporary hotels that provide a unique experience while meeting demand peaks in short time frames.

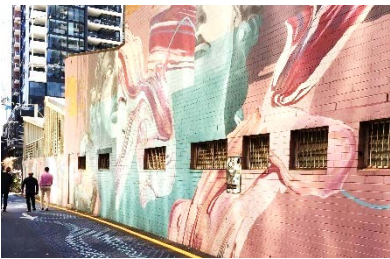
This could be a suitable way to provide accommodation for the 2022 UCI Road World Championships and maximise other visitors before and after the event.

3.2.4 Art, Music and Design

AM1

Graffiti Art

Utilising blank facades and surfaces



Artwork in Fish Lane, Brisbane
Source: KPMG, 2019

Graffiti art is a quick and simple way to enliven a place. This could include coordinating co-located spaces similar to the Bondi Beach graffiti wall, utilising multiple blank walls along a corridor similar to Fish Lane in Brisbane or through painting full structures such as at Taylor Square in Sydney.

AM2

Sculptures + Light Art

Temporary Exhibits



VIVID 2013 Sydney. Source: KPMG, 2013

Other temporary art exhibits could be utilised to create an attraction, such as sculptures, lighting displays or artwork that changes from day to night, enticing visitors to stay longer hours or overnight.

AM3

Coordinated Entertainment

Enhancing the draw and atmosphere



Puckeys Night Market, Wollongong. Source: Destination Wollongong

Besides major events, the coordination of additional, smaller performances at hot-spots can improve the draw to a place and complement other businesses for both visitors and residents.

This could include the programing and co-location of light musical performances with a pop-up food truck market to entice visitors to come, stay, enjoy and return to the experience again while fostering the arts community in Wollongong.

This can also be coordinated to enhance and expand the current City of Sounds Exhibition initiatives to link live entertainment with public art.

AM4

Pop-up Iconic Events

Short or Seasonal Structures



Sydney National Museum 'Container' Exhibition is an example of a temporary cultural installation. Source: Destination Wollongong

Temporary event structures can be a draw in themselves while facilitating events and partnerships. This could exist as pop-ups in vacant storefronts or as pavilions which are iconic in their own right.

Elements can be utilised to create places, define corridors to link destination hot spots creating a city-wide "museum" all while promoting cycling.



Far Left: Asphalt Imprinting, Fish Lane, Brisbane, QLD, Source: KPMG, 2019

Left: Painted shared zone, Kirribilli NSW, Source KPMG, 2021

Right: Embedded zero-energy luminescence granules by Starpath, Source nevanadesigns.com, 2021



3.2.5 Civic Character + Public Spaces

C1

Tree Planting

Celebrate the Illawarra Flame Tree



Illawarra Flame Trees lining both sides of streets. Source: Daleysfruit.com.au, 2021

The Illawarra flame tree is iconic to the region and can create dramatic places. This can be utilised and celebrated to provide an arrival experience to Wollongong, highlight key linkages and create an attraction in its own right when in bloom.

By celebrating the tree with significant plantings along roads, the coast and within public parks Wollongong can create a bloom event that draws visitors similar to the cherry blossoms in Tokyo, tulip blossoms in Holland or autumn colours in New England.

C2

Painted Street Enhancements

Quick ways to improve streets



Painted road treatments at Bligh Street, Kirribilli, North Sydney, Source: KPMG, 2021

Painted paving treatments can be quick ways to create the safety benefits of kerb extensions with lower costs while fostering a create arts community character to draw visitors.

This can also be utilised to also test potential circulation improvements in a more affordable manner before investing in final, heavy construction interventions.

C3

Temporary Plazas

Creating Places that Revitalise



Alfred St. closure and pedestrian activation, University of Auckland, Source: KPMG, 2019

Placed objects and painted paving can be quick ways to transform oversized or redundant vehicular areas to be part of the public domain for pedestrians and cyclists.

This can be utilised to also test potential circulation improvements in a more affordable manner before investing in final, heavy construction interventions.

Interventions could include defining shared ways, creating parklets, slow zones and limited vehicular access areas. This could be particularly useful near train stations and in the CBD including for its laneways.

C4

Aboriginal Farming in Parks

Maximising parklands



Bush Tucker Gardens are common in many urban parks, Source: nationalarboretum.act.gov.au

Similar to Towri Bush Tucker Garden in the Wollongong Botanical Garden, parklands can be utilised to celebrate and learn about the use of plants for food in Aboriginal culture, provide community amenities and facilitate unique dining experiences drawing on urban farm to table trends.

In particular,, use of passive agriculture, such as fruiting trees along the edges of a park or shrubs surrounding the surf clubs can maintain current functions while facilitating harvest events coordinated with mobile market ideas such as food trucks or pop-up kiosks.

3.2.6 Play Spaces

P1

Fostering Places for Kids Informal Play Spaces



Placed Sandstone Rocks as informal play Harold Park, Sydney, Source: KPMG, 2018

Providing conventional playground structures can be an expensive undertaking. Providing multiple, smaller, informal play paces can be less expensive, quick and sufficient to complement amenities for children and their families.

P2

Placed Playgrounds Quick and / or Temporary Play Spaces



Placed Playground in Crown Street, Wollongong CBD, Source: KPMG, 2020

Utilising placed playgrounds, similar to those within the pedestrianized portion of Crown Street in the Wollongong CBD, can create places for children and families while enabling easy seasonal adjustments if needed.

P3

Coordinated Performances Hot Spots for Child Entertainment



Performer, Wollongong. Source: Destination Wollongong

Coordinating small-scale children's entertainers at hot-spots can improve the draw to a place and complement other businesses for both visitors and residents.

This could include providing appropriate performers co-located nearby commercial services such as child friendly food offerings to entice visiting families to purchase, stay, enjoy and return to the experience again.

P4

Enabling Landmark Attractions Creating Iconic Destination Rides



Source: unsplash.com/@kadh

Strategically placed attractions such as a temporary, seasonal use carousel or ferris wheels can create a photogenic destination and opportunity for "Instagramable" moments to facilitate an activity hub to complement commercial activity while facilitating exposure on social media for marketing.

Examples to utilise such attractions as an iconic destination include the carousels in New York's Central Park and Brighton Beach in the UK.

Painting car parks with multiple layers can enable them to quickly switch modes to play spaces when parking demands are lower. For example:



Chalk activities, New York. Source KPMG 2019

- Creating games like hopscotch, snakes and ladders or checkers by painting car spaces.
- Facilitating temporary art and activities by providing chalk in specific locations.

3.2.7 Sports & Outdoor Activities

S1

Fostering Cycling in Wollongong Quick Installation Bike Lanes



Dee Why Beach, NSW. Source: KPMG, 2021

Similar to quick bike lane installations elsewhere in response to the COVID-19 pandemic, but focusing on paths that connect locations for visitors and recreation to increase attraction versus commuting patterns to decrease standard commuting peaks.

S2

Enabling Mountain Cycling Bike Prioritisation



Mountain Bike Trail in Narrabeen, NSW
Source: KPMG, 2021

Implementation for key bike paths already identified could be brought forward, particularly for paths which cater for both residents and visitors. This could also include permitting mountain biking on walking trails to increase visitor draw. This could be done seasonally, for special events or only on strategic paths.

S3

Promoting Active Businesses Facilitating activities in public space



Freshwater, NSW. Source: KPMG, 2021

Facilitating additional pop-up business in open spaces through permitting and strategic public domain upgrades can enable existing businesses to offer new services. This could include training bootcamps, yoga, tai chi, pilates or any other similar form of low infrastructure programing.

This can be complemented by strategic co-location of amenities, such a food truck that makes health smoothies and meals to maximise commercial activity post-workouts.

S4

Providing Recreation Equipment Enabling Outdoor Activity Rentals

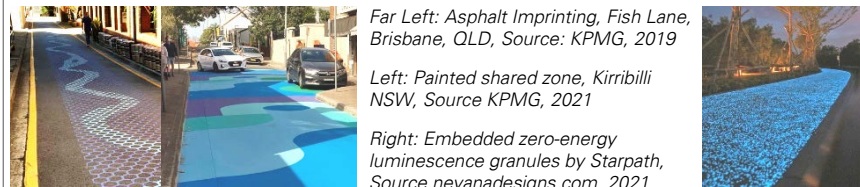


Colorado River Kayak and Canoe Rentals in Austin, Texas, Source: KPMG, 2017

Similar to other mobile or temporary commercial functions, enabling permitting and temporary structures can create opportunities for visitor attractions.

This could include things such as kayak or unique bike rentals to increase the draw for other co-located commercial services. For instance, bikes with seats for children, mountain bikes or with baskets to help carry beach supplies might be a desirable bicycle different than what a cyclist owns.

Fostering of cycling in Wollongong could be combined with other ideas to create places that increase the attraction for active transport users.



Far Left: Asphalt Imprinting, Fish Lane, Brisbane, QLD, Source: KPMG, 2019

Left: Painted shared zone, Kirribilli NSW, Source KPMG, 2021

Right: Embedded zero-energy luminescence granules by Starpath, Source nevanadesigns.com, 2021

3.2.8 Enabling New Business

B1

Food Truck-Sharing

City Acquired Food Trucks



City owned unbranded or City banded mobile food vendor for rent like this example from Bella Manufacturing. Source: Bella Manufacturing, 2021

Operating similar to a shared commercial kitchen on wheels, it could enable sharing of mobile service vehicles to make them more financially viable to local businesses by lowering the cost for entry and total overhead.

The initial capital costs can make business wary to test strategies, particularly if their services have limited demand peaks. By acquiring the vehicles and renting them out similar to a car-sharing program, local business could test the concept or share these resources to make it economically viable for all parties.

B2

Temporary Parklets

Facilitating Spill-out Activity



Replas mobile parklet at Oishi-Billi Sushi in Millers Point, North Sydney. Source: KPMG, 2021

Quick and temporary interventions such as placed parklets can be utilised to create opportunities for new and existing businesses to spill outside and create experiences that draw visitors to come, stay and return. These can be readily acquired and placed in a single parking space, either in a beach car park or street parking location in the CBD to complement an existing commercial offering.

Alternatives include strategies utilising placed objects in conjunction with painted paving.

B3

Create Designated Pop-up Zones

Enabling business to operate



Markets zones in The Rocks, Sydney Source: KPMG, 2011

Creating designated pop-up zones with associated amenities and permits can provide businesses with the confidence to invest in their own mobile infrastructure such as food trucks, carts and trailers.

To achieve this, other strategies would likely be utilised to enhance the public domain and facilitate a draw for visitors, potentially including creating a destination with placed objects, public art events and coordinating live music.

B4

Parkland Pavilions

Making it easier for businesses



Shake Shack in New York Madison's Square Park, The business grew from a single cart in 2001 to brick and mortar locations, Source: KPMG, 2010

Pavilion structures could capitalise on unmet tourist demands at high attraction places while enhancing the quality and experience. However, the process and uncertainty of approval makes many of these endeavours too risky for business to feasibly pursue. Preparing opportunity sites in public places can lower the risk to a level feasible for local businesses.



Existing structures, such as the Flagstaff Hill Fort could also be used. Source: S. Barnes, 2021

3.2.9 Digital Assets & Marketing

D1

Augmented Reality Assets

Placed and time based



Smart phones have created a world of opportunities to augment our physical places with things which could not exist in the real world. These range from hidden games (such as CluedUp), completions zoos and museums tailored to the tastes of different visitor groups.

For example, a virtual “indigenous cultural heritage storyline” could be overlaid along the coast, parks and escarpment, only visible to those who know how and where to look through their mobile device. It can be programed to have special events happen at pre-determined times, such as corroborees, cooking lessons, cave painting or other interactive activity.

D2

Pop-up “Secret” Concerts

Creating Silent Music Events



Smart phones and digital technologies can be utilised to create music events, such as silent raves which provide the benefit of a concert in places that would otherwise be too much of a disruption.

This can be done with devices acquired at a location or through utilising individual smart phones to gain access via something as simple as a QR code.

D3

Location Enabled Promotions

Visiting places unlock to rewards



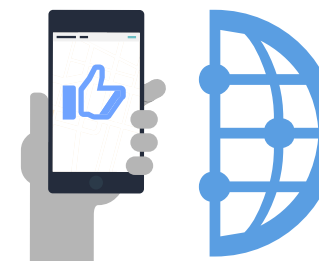
Location based QR code check-ins or contributions to social media can be used to unlock secret rewards to reward users to visit, explore and return.

For example, non-resident users who scan QR codes in multiple locations may be eligible for priority site selection or bookings for events or special beach camping opportunities.

D4

Utilising Social Media Marketing

Start a buzz online



Coordinated efforts across multiple platforms to enhanced targeted destinations. Influencers can enable perpetuating marketing through social media.

3.3.1 Opportunity Types

Five key opportunity types have been identified for attraction opportunities, including:

1. Identifiable Gateways

These improve arrival experience with clear wayfinding and brand activation.

2. Enriched Businesses

These serve to attract more people and improve their quality of experience so they are attracted to stay longer where existing commercial enterprise is already established.

3. Commercialised Destinations

These are newly commercialised popular hotspots with limited existing commercial infrastructure.

4. Enhanced Destinations. Enhance existing destinations of lower utilisation/lower popularity which helps to disperse visitor loads to ease congestion and create new opportunities

5. Creating Destinations

Facilitating larger and longer term business development in conjunction with a business tourism strategy (locations not shown)

Legend

- **Identifiable Gateways**
- **Enriched Businesses**
- **Commercialised Destinations**
- **Enhanced Destinations**

Figure 3.4.1 **Opportunity Place Typologies**



3.3.2 Identifiable Gateways

Gateways provide a key role in the experience of a place or region. The gateway and entry experience can act as a drawcard that entices visitation. Wollongong's gateways are relatively non-existent and rely on natural vistas of the region from the highway. Intentional gateway experiences may provide opportunities to capture passive and clearly define key access points.

The goal for the initiatives are to:

- Improve the image of Wollongong;
- Create an arrival experience that entices people into Wollongong; and
- Improve way-finding to destinations.

Potential opportunities and initiatives

- S1** Create / enhance cycle paths with permanent or temporary means.
- S1** Create cycle / shared path art, particularly at origin / starting locations, could include glowing or decorative painted paving designs.
- C2** Enhance streetscapes with painted or physical upgrades to improve character, way-finding, safety and facilitate business.
- P1** Create unique play spaces for children, including the Southern Gateway Centre
- P2** Gateway Centre that can link into natural features + walkways.
- F1** Strategically placed bright / iconic food truck and / or pavilions as landmarks.
- B4** Create Dharawal Country experiences, which could include overlapping with food, tree planting beautification, storytelling and aboriginal farming to also add layers to other attractions.
- C1** Tree planting to frame views and conceal unsightly elements. Could include celebration of the Illawarra Flame Tree.
- C2** Enhance streetscapes with painted or physical upgrades to improve character, way-finding, safety and facilitate business.
- AM1** Graffiti art, potentially as expansion of Wonderwalls.
- AM2** Sculptural elements; could include glowing or lit elements.
 - 1) Thematic lighting of trees structures and pathways.
 - 2) Make existing structures icons with paint and lighting (such as the Windang bridge).
 - 3) Placing large sculptural icons (A Wollongong version of the Tamworth Guitar)

Figure 3.4.2 Opportunities for Improved Gateways



3.3.3 Enriched Businesses

A number of existing commercial attractions within Wollongong LGA currently receive a relatively moderate-high visitation. The challenge is to entice people to stay longer, visit multiple locations and return and attract more visitors to drive increased spending across a series of commercial enterprises.

The goal for the initiatives are to:

- Aid in the recovery of existing business by creating destinations that improve amenity, attraction and retention visitors; and
- Enable existing businesses to be more successful by improving links to existing attractions.

Potential opportunities and initiatives

- F1** Facilitate complementary food, beverage and retail offerings that create a draw, such as food festivals and art fairs to increase the draw and experiences.
- F2**
- F3**
- F4** Facilitate pop-ups in vacant shops.
- A2** Providing bathing boxes as an attraction and increased amenity.
- S1** Create / enhance cycle paths with permanent or temporary means.
- S3** Facilitate business that provide sporting rentals and activities in parks
- S4**
- P3** Provide attractions for children of all ages, including performers and iconic carnival rides.
- P4**
- P1** Create unique play spaces including utilising placed objects.

- C1** Enhance landscaping, including celebrating the Illawarra Flame Tree to frame views and key links.
- C2** Enhance streetscapes and laneways in the CBD with painted or physical upgrades to improve character, way-finding, safety and enable events and flow-out uses.
- C3**
- AM1** Facilitate art and music events:
 - Expand Wonderwall Festival;
 - Expand 'Sounds' project with digital or pop-up performers;
- AM2**
- AM3**
- AM4**
- D1**
- D2**
- C4** Create Dharawal experiences, which could include aboriginal farming in Port Kembla and working with ATSI organisations

Figure 3.4.3 Opportunities for Enriched Businesses



3.3.4 Commercialised Destinations

Wollongong LGA comprises a large number of natural and man made attractions which attract visitation in large numbers. The attractions often have very few commercial services within a convenient proximity. This results in lost commercial opportunities for the local community. Facilitating appropriate commercial enterprise at key destinations will boost visitation.

The initiatives are to facilitate increased capitalisation of existing visitors by:

- Creating opportunities for additional sales / service points for existing businesses; and
- Facilitating new business opportunities that enhance the draw and experience of the destination.

Potential opportunities and initiatives

- F1** Enable new food and beverage offerings; such as food trucks and “gin bus” from Illawarra distilleries
- F2** Restart events like “Seafood and Sail Festival” over multiple locations.
- F3** Introduce mobile food markets on Flagstaff Hill (WCC) in Summer.
- B3** Facilitate retail pavilion structures or repurpose of unused buildings, such as Flagstaff Hill Fort.
- B4** Provide new accommodation experiences including special event caravan camping, glamping and bathing boxes. Increasing dump point could enable more caravans.
- A1** Create / enhance cycle paths with permanent or temporary means.
- A2** Facilitate business provide sporting rentals and activities in parks.
- A3** Provide planting, including celebrating the Illawarra Flame Tree to frame views and key links.
- C1** Enhance streetscapes with painted or physical upgrades to improve character, way-finding, safety and facilitate business.
- C2** Art events, including potential expansion of Wonderwall Festival that could include glowing, lit and sculptural elements including:
 - 1) Tree, structure & path lighting;
 - 2) Utilise existing structures and walls as canvases; and
 - 3) Inserting sculptural elements;
- AM1** Enabling pop-up digitally enabled concert events.
- AM2** Create unique play spaces that can link into natural features.
- D2** Provide new accommodation experiences including special event caravan camping, glamping and bathing boxes. Increasing dump point could enable more caravans.
- S1** Create / enhance cycle paths with permanent or temporary means.
- S3** Facilitate business provide sporting rentals and activities in parks.
- S4** Provide planting, including celebrating the Illawarra Flame Tree to frame views and key links.

Figure 3.4.4 Opportunities for Commercialised Destinations



3.3.5 Enhanced Destinations

These identified locations tend to have clusters of medium to high rated places but receive relatively less visitation. These represent opportunities to evolve the existing assets and create enhanced destinations that both enable an increase in visitor numbers while potentially de-congesting some places where high footfall has resulted in a significant loss of amenity for residents.

The goal for the initiatives are to:

- Create new destinations that can reduce over-crowding at existing high-profile locations; and
- Create new opportunities for increased visitation and commercial activity.

Potential opportunities and initiatives

- F1** Create roaming festivals that visit a different beach each week.
- F2** Enable new food and beverage offerings; such as food trucks and "gin bus" from Illawarra distilleries
- F3** Facilitate food events, may include multiple for a range of tastes.
- B3** Facilitate food events, may include multiple for a range of tastes.
- A1** Providing new accommodation experiences including special event, glamping, bathing boxes and caravans camping by providing more dump points.
- A2**
- A3**
- S1** Create / enhance cycle paths with permanent or temporary means.
- S3** Facilitate business that provide sporting rentals and activities in parks,
- S4**
- P3**
- P4** Create unique play spaces.
- P1**
- C1** Enhance landscaping, including celebrating the Illawarra Flame Tree to frame views and key links.
- C2** Enhance streetscapes with painted or physical upgrades to improve character, way-finding, safety and facilitate business.
- C3**
- AM1** Facilitate art and music events:
 - Expand Wonderwall Festival to include murals on toilet blocks;
 - AM2**
 - AM3** • Expand 'Sounds' project with digital or pop-up performers;
 - AM4** • Insert pop-up or seasonal pavilions to for events; and
- D1** • Insert sculptures and lighting potentially in partnership with the Wollongong Art Gallery.
- D2**
- C4** Create Dharawal experiences, which could include aboriginal farming in Port Kembla and working with ATSI organisations

Figure 3.4.5 Opportunities for Enhanced Destinations



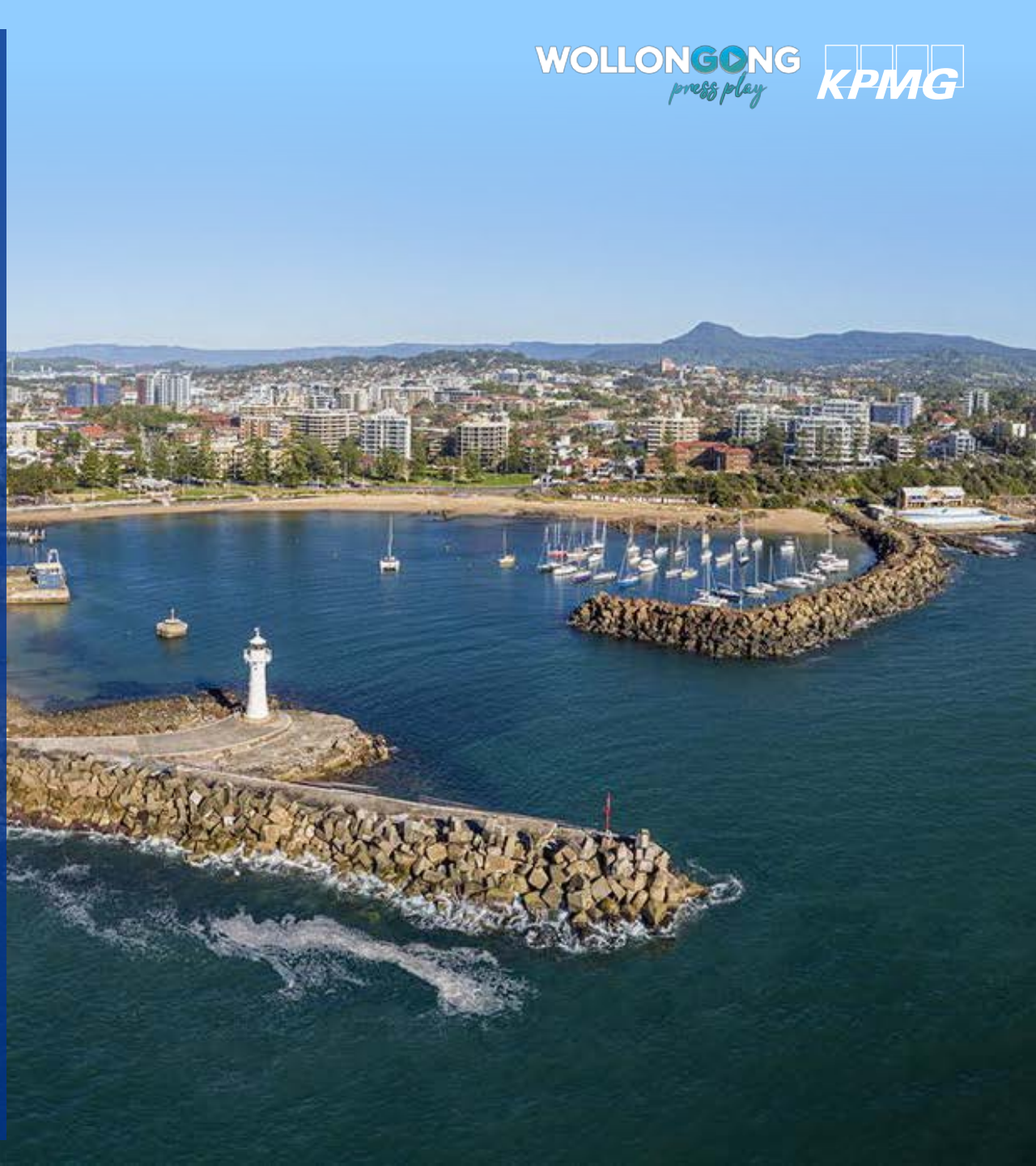
4

Potential Outcomes

This chapter demonstrates how the range of opportunity ideas identified in Chapter 3 could be applied at the following locations:

- Flagstaff Hill;
- Windang; and
- Mt. Kembla.

These sites have been selected as examples due to their range of geographic and environmental factors to demonstrate some of the many ways the opportunity ideas might be applied and clustered. The identification of these three locations does not necessarily represent a recommendation that these should be prioritised over others.



4.1 Opportunities and Initiatives Implementation

This chapter provides three example precincts to demonstrate how opportunities and initiatives identified in Chapter 3 could be implemented at a conceptual level for each opportunity type.

The locations shown are intended showcase multiple ideas and strategies for discussion purposes, acknowledging that the full array may not be optimal for every location of that typology.

Some opportunities can be complimentary to multiple typologies; facilitating multi-layered solutions to unique characteristics of each place or for places which may relate to multiple typologies.

Flagstaff Hill

This location demonstrates how the visitor economy may be improved by introducing complimentary commercial amenities and services at locations with typically high levels of visitation. This correlates to the following opportunity types:

-  **Commercialised Destinations**
-  **Enriched Businesses**

These locations tend to have with higher than average visitation but do not typically provide sufficient amenities and / or opportunities to maximise commercial activity to capitalise on their high visitation.

Introducing appropriate additional services and amenities can directly enable increased commercial sales from visitors and / or increase the dwell time of visitors to improve sales of other existing businesses. These opportunities could be introduced as temporary, seasonal, or more permanent offerings.

Windang and Windang Bridge

This location demonstrates how places with currently below average visitation and gateways can bot be enhanced in addition to utilising their proximity in a complementary fashion. This correlates to the following opportunity types:

-  **Enhanced Destinations**
-  **Identifiable Gateways**

Windang Bridge provides an opportunity for an identifiable gateway that creates a unique and iconic arrival experience that functioning as a landmark and attraction for Windang. This includes:

- Considering how the existing bridge could be enhanced a unique southern counterpart to the Sea Cliff Bridge;
- Drawing from the success of Shellharbour to increase market capture;
- Creating commercial amenities and opportunities to both increase and capitalise on visitation; and
- Celebrate the natural landscape of the beach and mouth to Lake Illawarra to improve attraction to the destination.

Mt Kembla

This location demonstrates how places with lower levels of visitation can leverage their existing infrastructure, natural landscape and historical assets to increase visitation. This correlates to the following opportunity types:

-  **Enhanced Destinations**

Mt Kembla has the opportunity to leverage its assets to enable complementary amenities for visitor attraction to facilitate increased commercial activity. This includes:

- Capitalising on the increase in outdoor activities following COVID-19, including walking, cycling and mountain biking;
- Celebrating the natural beauty and terrain of the landscape; and
- Leveraging the historical assets including those within Mt. Kembla Mine and Village.

4.2.1 Opportunity Ideas for Flagstaff Hill

The following is an example for how components could be utilised in the short-term to enhance lower utilised places, such as those identified in section 3.4.5. The intent is to entice visitors to multiple locations along the foreshore and link back into the CBD.

1. Improve Cycling Links to CBD

Cycle improvements adjacent to and through WSEC can help create stronger links between businesses in the CBD and coastal attractions.



Dee Why Beach, NSW. Source: KPMG, 2021

2. Link + Activate Coast at WSEC

Install multiple temporary and pop-up interventions can be utilised to activate the precinct on both event and non-event days; particularly along the beach and alignments with the CBD street grid.

3. Enable Special Events in Car Park

Simple painted paving and site improvements can enable the car park to be utilised for special events, such as caravan camping, pop-up commercial and recreational uses.

4. Increase indigenous Cultural Programming

Enable indigenous cultural storytelling through events, interventions and digital means at Lang Park to create a stronger and engaging link between Flagstaff Hill and the CBD. This could include special events such as temporary exhibits for light, art, and music as well as more traditional events.

5. Repurpose/Utilise Old Courthouse + Flagstaff Hill Fort

These historic structures could be revitalised as iconic anchor for dining, bars and / or small events.

6. Increase Harbour Uses + Events

Simple painted pavement improvements and small scale structures to the harbour can facilitate a range of maritime related temporary uses and events. This could include an enhanced reintroduction of the 'Seafood and Sail Festival', watercraft rentals or even a spin on food trucks with "food boats".

7. Facilitate Pop-up Uses + Events

Simple painted pavement and landscape improvements to Endeavour Drive can facilitate temporary uses and pop-up for food, sporting and entertainment.

Figure 4.1 Flagstaff Hill Opportunity Ideas



4.2.2 Opportunity Ideas for Windang

The following is an example for how components could be utilised in the short-term to enhance lower utilised coastal places, such as those identified in section 3.4.5. The intent is to increase visitation by providing a range of amenities for various tastes.

1. Enhance Journey Along Coast

Introducing a raised cycle path along the coastal wetlands can create a destination cycling amenity to promote the council's Bike City agenda and improve links with Port Kembla and Warrawong while protecting native habitat. This could be accompanied by virtual museums and sculptures.



Ermington Bay Nature Trail raised above sensitive habitat, Source: atparramatta.com

2. Highlight Village Centre Links

Install signage, tree planting and a marked bike path to highlight the way and improve the arrival experience from the village centre and the beach.



Above, New bike lanes Source: KPMG, 2021

Illawarra Flame Trees, Source: Daleysfruit.com.au, 2021

3. Enhance Windang Bridge Arrival

Lighting, paint and landscape can create a memorable arrival experience.

4. Enliven Windang Village Centre

Painted kerb extensions, strategic tree planting and graffiti art can improve the arrival and visitor experience while improving comfort and safety.

5. Utilise Boat Ramp Car Park + Lawn

The car park and adjacent lawn can be enhanced with planting, play spaces, paving treatments and infrastructure to facilitate food trucks, outdoor fitness and special camping events.

6. Enhance Surf Club Entrance + Lawn

The car park and adjacent lawn can be enhanced for commercial opportunities, amenities and event accommodation. An overlay could celebrate aboriginal relationships with coastal ecosystems for food, medicine and shelter.

7. Enhance Surf Club Beach Amenities

Painting the current block structure and adding new food stalls, sculptures, beach boxes, digital events and glamping can help improve visitor experiences, commercial revenues and attraction.

Figure 4.2 Windang Opportunity Ideas



4.2.3 Opportunity Ideas for Mount Kembla

The following is an example for how place components could be utilised in the short-term to enhance lower utilised places around the escarpment, such as those identified in section 3.4.5. The intent is to create a range of experiences along the cycling paths overlaid with historical and indigenous cultural linkages.

1. Create Cycle Corridor

Creating a bike shoulder along Harry Graham Drive and Cordeaux Road is a simple means to link the existing and potential amenities to each other and the wider bike network.



Source: unsplash.com/@munbaik_cycling

2. Create Mountain Bike Trails

These multiple trails identified in the Illawarra Escarpment Mountain Bike Strategy would primarily run from O’Briens Gap to Mount Kembla Village and cater for a variety skill levels and experiences.



Mountain Bike Trail in Narrabeen, NSW
Source: KPMG, 2021

3. Enhance Kembla Heights Node

Kembla Heights Community Hall, Ruby’s and the Bowling Club grounds can be utilised as anchors for pop-up events and temporary uses to support destination cycling.

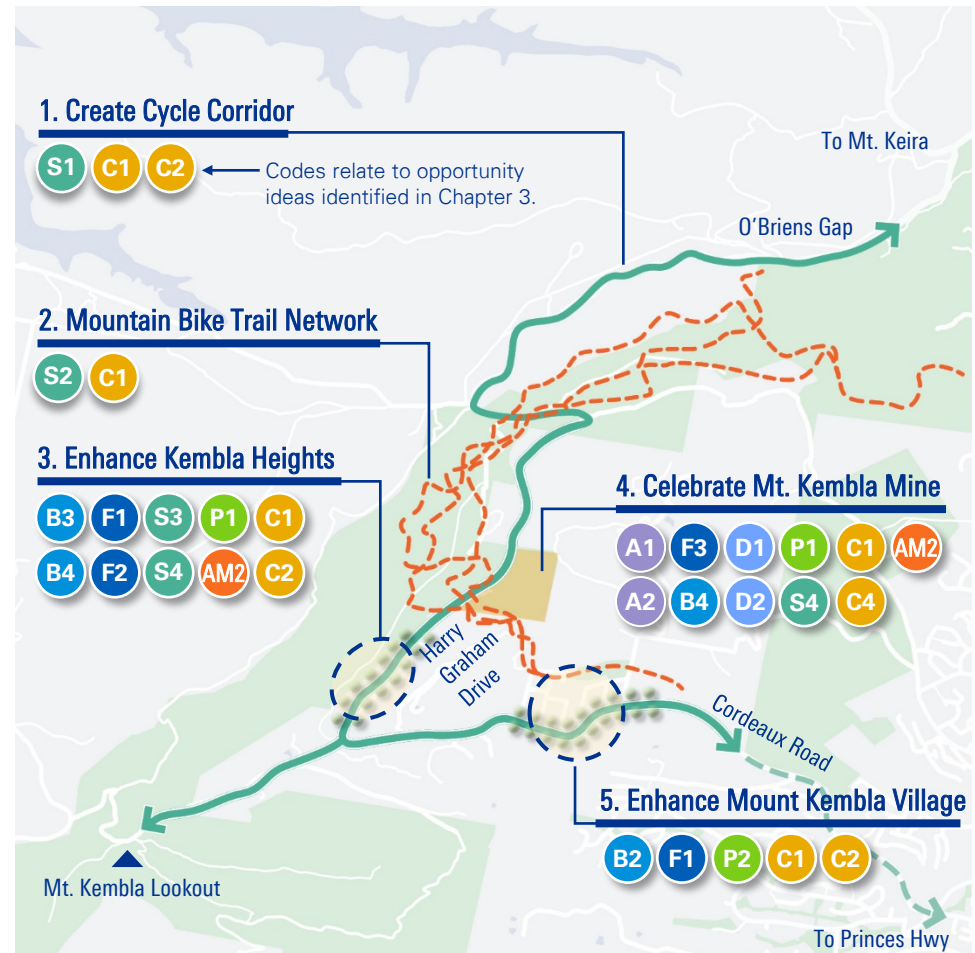
4. Celebrate Mt. Kembla Mine

The historic mine and its surrounds can be enhanced with additional amenities and attractions. This could include camping and glamping to increase overnight stays and related night ghost tours and indigenous cultural tours. An overlay could also celebrate aboriginal relationships with the escarpment.

5. Enhance Mt. Kembla Village

The historic Mount Kembla Village can be leveraged to create a food and beverage stop for cyclists. This could include food and retail trucks in addition to streetscape upgrades, including parklets.

Figure 4.3 Mount Kembla Opportunity Ideas



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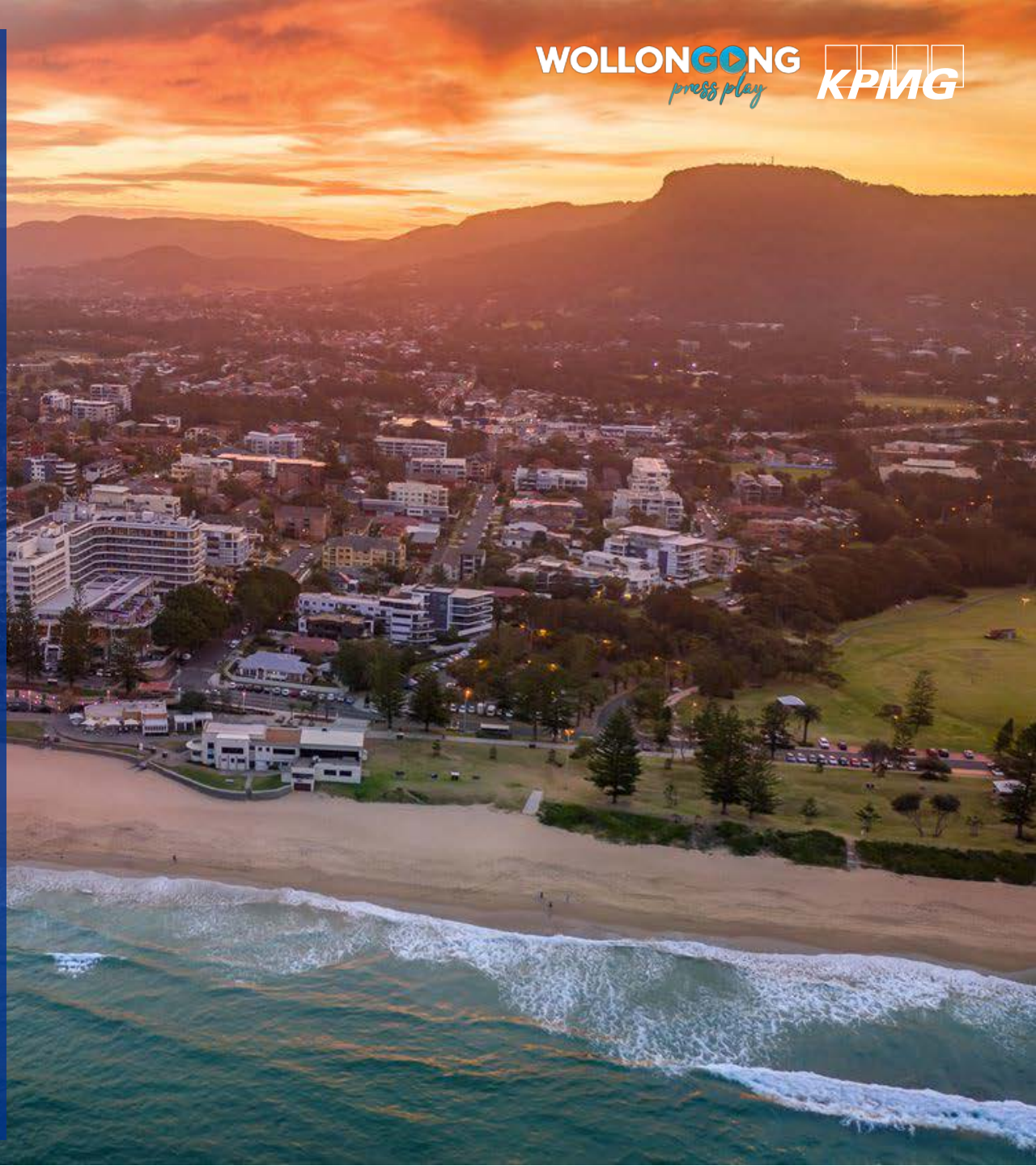
Long-Term Ideation

This document focuses on opportunities that may be implemented in the short term to facilitate an increase in the visitor economy post COVID-19.

In addition to small scale incremental enhancements that are directly seeking to respond to the impacts of COVID-19, Wollongong could consider major interventions to retain and grow its future visitation.

This chapter explores what other places are doing and identifies potential opportunities for future consideration that create new destinations within Wollongong. Potential new destinations include:

- Destination Cycling + Bike Holidays
- Major Tourist Attractions + Enablers
- Creating New Commercial Engines
- Redevelopment + Intensification Opportunities



5.1 What is Happening Elsewhere?

Wollongong is facing increasing competition as other cities in the region have enacted large projects and programs to enhance their cities for visitation. The following are examples of other similar scale cities in the region and their major interventions.

Shellharbour Waterfront

Creating a New Centre + Destination



Future Shellharbour Waterfront
Source: [frasersproperty.com.au](https://www.frasersproperty.com.au), 2021

Shellharbour and the Shell Cove Marina development is rapidly under construction. This investment and growth is currently unmatched in Wollongong as there are currently no similar large scale enhancements or plans underway within the LGA. Without investment and renewal Wollongong risks losing market share to its southern neighbour.

Newcastle Honeysuckle

Giving the CBD a Waterfront



Honeysuckle Waterfront promenade
Source: [hccdc.nsw.gov.au](https://www.hccdc.nsw.gov.au) 2021

Honeysuckle is an example of how a city of a similar scale and economic background can take advantage of its industrial waterfront to create a place that increases visitation, its tourism economy and development potential.

The project's enhancements and residential development opportunities have likely contributed greatly to Newcastle's ability to capitalise on growth emerging from new blended working environments; as the trade-off for longer commutes are more feasible as working from home has reduced the number of days that travel is required.

Auckland Wynyard Quarter

Transforming Post-Industrial Lands



Wynyard Quarter promenade and markets,
Source: [Eke Panuku Development Auckland panuku.co.nz](https://www.ekepanuku.com)

Auckland is transforming some of its previous harbour industrial lands into a new urban neighbourhood known as Wynyard Quarter.

The development has kept its maritime and industrial character to enhance its existing destinations and when creating new amenities, including enhancing dining near the Auckland Fish Markets.

Hobart Macquarie Point

Enhancing a working port



Proposed Development, Source: [Fender Katsalidis Architects](https://www.fenderkatsalidis.com) and [Rush Wright Associates](https://www.rushwright.com.au)

Hobart is planning and in the early stages to transform this industrial zone adjacent to the CBD into a new mixed-use and cultural district.

The plan will repurpose some of the large sheds for entertainment and market events to complement the city centre, its cultural community and its tourism industry while retaining maritime functions including cruise ships.

5.2.1 Guiding Positive Investment Attraction

Wollongong is strategically located 90 minutes from Sydney through the Royal National Park. The city's base structure and geography with the railway and coastal highway running along this narrow stretch between the escarpment provides access while creating memorable vistas. These make Wollongong logistically well placed to increase its attraction to major industries, businesses and visitors.

The following business, tourist, development and cycling attraction ideas represent opportunities for major intervention for Wollongong to investigate to realise its destination potential.

Wollongong must build its future visitor economy by diversifying its source markets; modernising its offer, assets and workforce; and collaborating at all levels to do so.

Regional communities must design the future of the visitor economy to support **diverse** source markets; **modernising** its offer, assets and workforce; and **collaborating** at all levels to do so.

Of these three themes – diversify, modernise and collaborate – the lynchpin is modernisation: putting to good use the innovations of the digital age, and helping people develop the social, cognitive and technology skills they need to serve the visitors to Wollongong, well.

Wollongong's tourism infrastructure investment attraction & visitor economy activations require a strong ecosystem of networked stakeholders across the government, academic and private sectors to

- clearly identify gaps and priority areas (vulnerable sectors/communities, high impact return, strategic value)
- articulate the lead and role of each stakeholder
- develop joint market insights, and jointly advocate to state and federal bodies
- collaborate on resources and attraction campaigns, reduce duplication, increase reach,
- co-design with the private sector and potential investors for tourism infrastructure investment opportunities that will support local jobs, environment and sustainable growth,
- strengthen Wollongong's unique destination brand.



5.2.2 Creating New Commercial Engines

The following represent potential opportunities to create new commercial engines that can enhance a growing visitor economy within Wollongong.

Leveraging 2022 UCI

Maximising Opportunities from the Event



Wollongong, NSW. KPMG, 2016

The 2022 UCI Road World Championships will give Wollongong new exposure to the globe. This has the ability to function both as a large-scale marketing campaign and demonstrate the city's ability to host large-scale events.

UCI should be leveraged to attract other events, including potentially re-occurring events that can assist establishing related industries and cultural imprints that drive visitation and growth.

Attracting Business Events

Conventions + Corporate Meetings



What will the convention market be post Covid-19?
Source: <https://unsplash.com/@apellaes>

New convention and meeting spaces could help enable the city to maximise this potential benefit to increase visitation. Facilities could be arranged to take advantage of the waterfront and facilitate positive flow-on commercial benefits such as how the Vancouver Convention Centre relates to its harbour and city centre.

In light of competition in the region Wollongong should consider the appropriate scale and how this can be provided to create a unique offering that best benefits its tourism industries. Potential consideration could include utilising Wollongong's industrial heritage as a key feature.

Attracting Big Business

Increasing major employers



Source: KPMG, 2021

The new concepts of blended working has facilitated employees in certain industries to live further from their employer due the reduced need to be physically in the office on a daily basis. This has created new housing demands for Wollongong as some individuals would prefer its character, proximity to nature and less crowded beaches.

This reduced commuting need can also work to attract major employers either to create regional offices to facilitate this blended working or by the increased feasibility of long-distance reverse commuting.

Facilitating New Industries

Film/Media, Innovation + Prototyping



Source: KPMG, 2021

Visitation can be increased through the targeted investment attraction of certain industries. This can include:

- Film and Media which have an influx of talent in addition to related industries; and
- Destination manufacturing including food manufactures such as breweries or artisan crafts that test new products;

These also have the potential to utilise and re-purpose many of the older industrial structures in Port Kembla which are no longer needed for their original industrial purpose.

5.2.3 Destination Cycling + Bike Holidays

The following represents potential major projects to aid Wollongong’s transformation to become a destination cycling city. These should be considered in conjunction with other existing assets and improvements to facilitate flow-on benefits to local businesses and the community.

Utilise Otford Railway Tunnel

Utilising an Abandoned Asset



Collingwood Rail Tunnel, Edinburgh, UK, colintontunnel.org.uk

The Otford railway tunnel represents an opportunity to expand on the cycling experience in the Northern Suburbs, creating a cycling tunnel experience to complement the sea cliff bridge. This concept has been around for some time in Wollongong, and with UCI approaching now may be the right time to act on its potential.

This could include large internal murals such the 140m Colinton tunnel in Edinburgh which tells the story of a Robert Louis Stevenson poem about a child’s first railway journey. Wollongong could adopt this idea perhaps by retelling of a Dharawal story.

Create Premier Oceanfront Path

Enhancing the Cycling Journey and Draw



Eden, NSW. Source: KPMG, 2021

Currently significant portions of bike routes along the coast are inland just enough to remove any connection or destination draw with the beaches. A prime example of this is the cycle path along Squires Way.

Wollongong has the potential to create a premier oceanfront cycle path along the coast to link its various nodes.



Cycle and shared paths should consider both day and night cycling experiences, such as the embedded zero-energy luminescence granules by Starpath,

Source: nevanadesigns.com, 2021

Create Station Links via Centres

Improving Transit Amenity



Dee Why beach, NSW. Source: KPMG, 2021

Currently many of the commercial nodes sit back from the coast and other major visitor attractions.

Strategic new bike paths can link these centres to rail stations, the beaches and coastal bike paths to create a continuous high-quality cycling experience and facilitate:

- Increased visitation of the existing centres as end of trip amenities;
- Increased use of rail transport as part of visitor experiences, either as the sole mode to Wollongong or to return visitors to parking; and
- Increased desirability of cycling in Wollongong for residents.

Raised Wetlands Shared Cycleway

Linking Windang, Warrawang and Port Kembla



Ermington Bay Nature Trail raised above sensitive habitat, Source: atparramatta.com

The picturesque 7km long stretch of southern beaches from the Port Kembla Pool to Windang’s Berrwarra Point have limited access points. Currently cyclists must ride along the busy Windang Road / Primbee Bypass between these points.

A new raised shared cycleway over the wetlands can create a cycling destination to enjoy these beaches while protecting the habitat and feeding to commercial opportunities at Windang, Port Kembla and Warrawang.

5.2.4 Major Tourist Destinations + Enablers

The following represent examples of potential major projects and programs of work to evolve the Wollongong brand and activities or events to create and/or enhance destinations to increase the visitor economy across the LGA. These could also be considered as anchor components of districts to facilitate increased flow-on benefits to local businesses and the community.

Create New Cultural Attractions

Museums + Tourism Destinations



Wollongong, NSW. Source: Destination Wollongong.

In addition to the array of small-scale interventions Wollongong could consider creating new destination indigenous cultural anchors. This could include:

- 1) New or Enhanced Museums, such as an Illawarra Interactive Museum;
- 2) Destination markets for food, artisan crafts or art;
- 3) Enhanced industrial tourism;
- 4) 'Bush tucker' farm to table experiences; and
- 5) Indigenous Cultural Heritage Tours

Enhance Arrival + Way-finding

Celebrating the Flame Tree



Illawarra Flame Trees lining both sides of streets. Source: Daleysfruit.com.au, 2021

Holistic public domain upgrades can be utilised to guide people to destination from key arrival points. This can include a variety of interventions, such as:

- 1) Embracing the flame tree by lining key corridors to highlight "the way" while creating a seasonal attraction;
- 2) Improving safety at key places, particularly for pedestrians and cyclists with kerb extensions and enhanced crossing; and
- 3) Reconfigure road network at key bottlenecks which inhibit efficient flow and way-finding to destinations.

Promote Lake Illawarra

Improving Connectivity to an Icon



Lake Illawarra, NSW. Source: Destination Wollongong.

Lake Illawarra is a significant natural asset in the southern part of the Wollongong LGA and is a prime location for water sports and attractions including fishing, paddle boarding, kayaking, boating and sailing in addition to safe and waveless swimming areas.

An enhancement to amenities and organisation for national or international events could improve visitation and traction of the lake, including:

- boating competitions;
- triathlons;
- swim runs; and
- adventure races incorporating mountain bike tracks at Mt Kembla and / or Cringila Hills.

Create Iconic Elements

Celebrating Bridges +



Hume Dam, VIC. Source: KPMG 2016

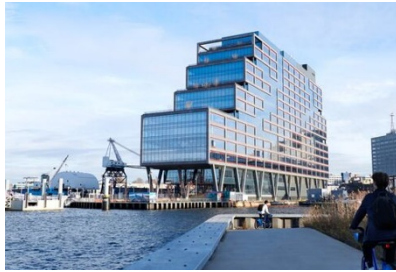
Strategic infrastructure can create destinations, with the Sea Cliff Bridge as a prime example. Enhancing bridges could be an expanded theme through Wollongong, both big and small. This could include bridge enhancements / replacement over the M1 to improve connectivity while being a landmark.

5.2.5 Redevelopment + Intensification Opportunities

Multiple places in Wollongong have significant redevelopment and intensification opportunities that have the potential to capitalise on demand trends to improve visitation while enhancing their existing neighbourhoods. The following represent some of these potential opportunities.

Enhance Industrial Waterfronts

Overlaying New Industries + Uses



Wework adjacent to the active waterfront of the Brooklyn Navy Yard, Source: wework.com

Technology has rapidly changed modern industry; evident in the long gone soot and smells from Port Kembla. Cities world-wide have taken advantage of this by adding layers to these places to create destinations for industry, visitors and city residents. These include Auckland's Wynyard Quarter, Brooklyn's Navy Yard and Copenhagen's Nordhaven.

Transform Industrial Patches

Creating Post-industrial Village Centres



Monterrey Mexico embraced the history of its steel mill in the landscape surrounding its entertainment venues, Source KPMG, 2010.

Wollongong's underutilised industrial lands can be reborn to create places that embrace their past while enabling positive regrowth. Proposals such as Corrimal Coke Works redevelopment could be used as a catalyst to improve multiple strategic sites including Coalcliff and around Port Kembla.



The Grounds at Alexandria is an example of transforming industrial sites into a complementary destination, source thegrounds.com.au

Intensify Beachfront Camp Sites

Creating New Beach Village Centres



Little Bay, Malabar, NSW. Source: KPMG 2020

The multiple beachfront campsites represent opportunities to create a string of new beach front villages that can improve the experience for visitors and the quality of life for residents whilst capitalising on increased housing demands, including:

- Aged Care for Australia's growing needs and enabling aging in place;
- Residents moving to coastal areas due to blended working models; and
- Creating destination accommodation places as a string of European style beach villages with new hotels that are integrated with community.

The Entertainment Centre

Re-connecting the City to the Beach



City Beach, Wollongong, NSW. Source: Destination Wollongong 2020

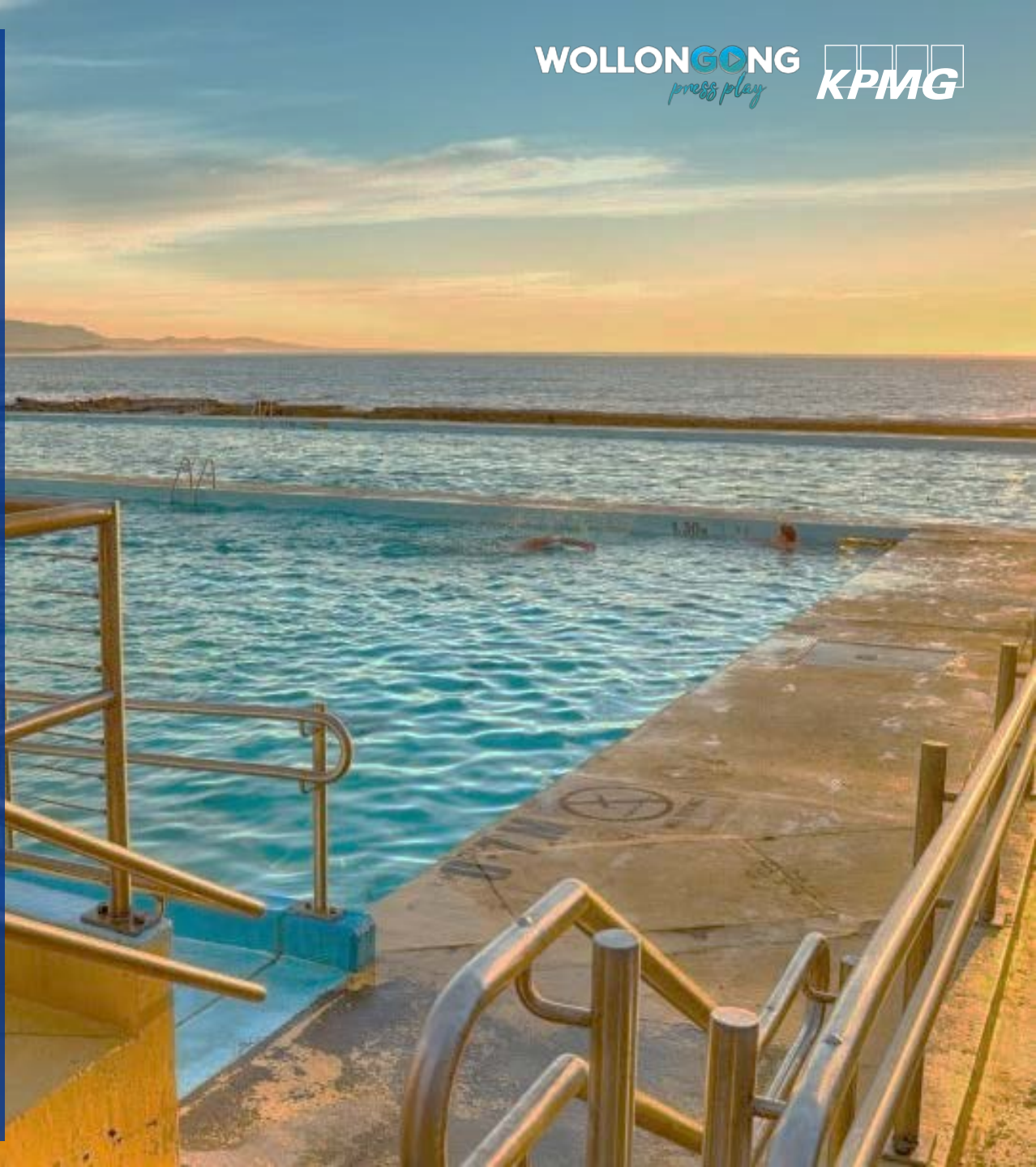
The current configuration and uses of the Sports and Entertainment Centre create a barrier between the CBD and the Beachfront. This large piece of public land represents an opportunity to create an interactive edge for the city centre towards the coast to both improve its quality for its residents and its economic vitality for related commercial uses.

6

Conclusion

Destination Wollongong has the opportunity to work with both public and private partners to facilitate positive transformation in Wollongong that will build on the existing unique destination brand. With major events such as the UCI world championships and a series of existing works programs, small and incremental additions to the public domain that support commercial growth in the visitor attraction can have significant long lasting impacts on the visitor economy.

COVID-19 and the subsequent lockdowns and restrictions have likely led to a change in the visitor economy within Wollongong LGA. This document identifies a range of investment opportunities and initiatives that may be implemented across the LGA in various forms and scales to both attract visitors to a variety of destinations in the LGA, and also to provide commercial opportunities for business to capitalise on the visitor economy, especially in the lead-up to the UCI World Road Cycling Championships in 2022 and Wollongong's Bike City designation.



6.1 Next Steps

The purpose of this report was to identify opportunities and initiatives that could facilitate the economic recovery of the visitor economy in the Wollongong LGA. To support and act on the opportunities and initiatives, a number of actions are recommended to consider implementing in the short to medium time, to assist in maximising the legacy opportunities from the UCI World Road Cycling Championships in 2022 and Wollongong's Bike City designation.

It is suggested that these options could also both disburse the investment across interested and benefiting parties, and also provide ownership, generating momentum for change.

Enhance ecosystem

Enhance the Wollongong visitor economy and investment attraction ecosystem including:

- Mapping priority areas with investment ecosystem partners.
- Collaborating with ecosystem partners in obtaining key measurable metrics, for instance collating real time data for:
 - Spend;
 - Visitor nights
 - Brand and destination awareness
 - Sustainability.

Prioritize interventions

Develop a prioritised action plan, including:

- Prioritise projects and programs over short and medium term using a series of test cases to evolve into long term projects.
- Identify projects and programs within existing capital works projects that could be fast tracked.
- Identify and support Aboriginal tourism and hospitality businesses to grow their businesses and undertake engagement with Aboriginal groups to ensure respectful promotion of Aboriginal history and culture.
- Identify with partners, opportunities on non government owned land to facilitate temporary commercial activities in the short term.
- Facilitate clear decision making framework on prioritisation of new ideas and opportunities.

Initiate policy change

- Review existing Council and government land assets within Wollongong LGA, along with potential improvements and programs identified in this report with the view to create a higher flexibility for the use of government land assets.
- A planning proposal may be required to reclassify Council managed and owned land to enable a wider variety of commercial and community uses.

6.2 Potential and achievable short term projects

A range of projects under the four key location typologies have been identified that may be implemented within 12 months. These projects are intended to represent short term and temporary elements that can evolve to more permanent interventions increasing commercial opportunities and the Wollongong brand.

Commercialised Destinations

1. Enable food trucks across the LGA utilising Council's Food Truck Policy. Destination Wollongong may choose to own the licences for some to facilitate
 - Flagstaff Hill (utilise existing licence)
 - Bald Hill (increased opportunities)
 - Wollongong Harbour/Blue Mile
 - Within proximity of Sea Cliff Bridge
 - Windang Tourist Park
2. Hire facilities (Bike/kayak/beach chairs) opportunities by enabling car park use for hire business facilities at locations such as:
 - Wollongong Harbour
 - Northbeach
 - Stanwell Park
 - Port Kembla
3. Utilise and enhance existing buildings and structures for commercial and educational activities such as:
 - Flagstaff Hill Fort
 - Courthouse
 - Continental Pool
 - Southern Gateway Centre

Enriched Businesses

4. Temporary streetscape improvements such as expanding the sidewalk and turning streets into one way in locations with dedicated bike lines such as:
 - Crown Street East
 - Northbeach
 - Stewart Street
 - Burelli Street
 - Corrimal Street (by WGC)
5. Support and enhance digital and community events/tours by:
 - Encourage an increase in the number of small and medium scale events that require limited infrastructure such as CluedUpp.
 - Assisting/investing to coordinate events and businesses.
 - Increase frequency, extent and locations of events (ie City of Sounds or Wonderwalls)
 - Digital Tours
6. Wollongong City Council provide the facility to be the conduit for to fill empty store fronts with pop up businesses/amenities, especially during events.
 - Lower Crown Street / Mall
 - Cliff Road

Enables Destinations

7. Enhance indigenous experience opportunities at key visitor locations such as South Gateway Centre.
8. Food Truck markets at where they can become the destination in locations such as:
 - Bald Hill
 - Windang
 - Sandon Point
 - Fairy Meadow Surf Club
 - Port Kembla
9. Unique, one off, pop up camping in locations that utilise existing car parks with amenities such as:
 - Beach point car parks (multiple destinations)
 - Botanical Gardens
 - JJ Kelly Park
 - North Dalton Park
10. Enhance bike access through bike lanes connecting key nodes such as beach to train stations and smaller commercial centres along the coast.
 - Burelli Street
 - Stewart Street
 - Bike Track (Stuart Park to Bulli)
 - Port Kembla Station to Cringila Bike Park

Identifiable Gateways

11. Source and plant flame trees at key locations knowing that they will become an entry statement in years to come at locations such as:
 - Bald Hill
 - Windang Bridge
 - M1 exits (Masters Road and Mt Ousley Road)
 - Southern Gateway
 - Wollongong Station
12. Paint pavements/objects to create an arrival event at villages and CBD locations. This can be:
 - Roads
 - Telegraph poles
 - Blank building walls
 - Footpaths.
13. Art of sculpture installations at accessible gateway and arrival locations. These could be temporary or become part of the identity and signage in locations such as
 - Windang Bridge
 - Bald Hill
 - Southern Gateway
 - Blue Mile
 - Mount Ousley Road
 - Masters Road

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