









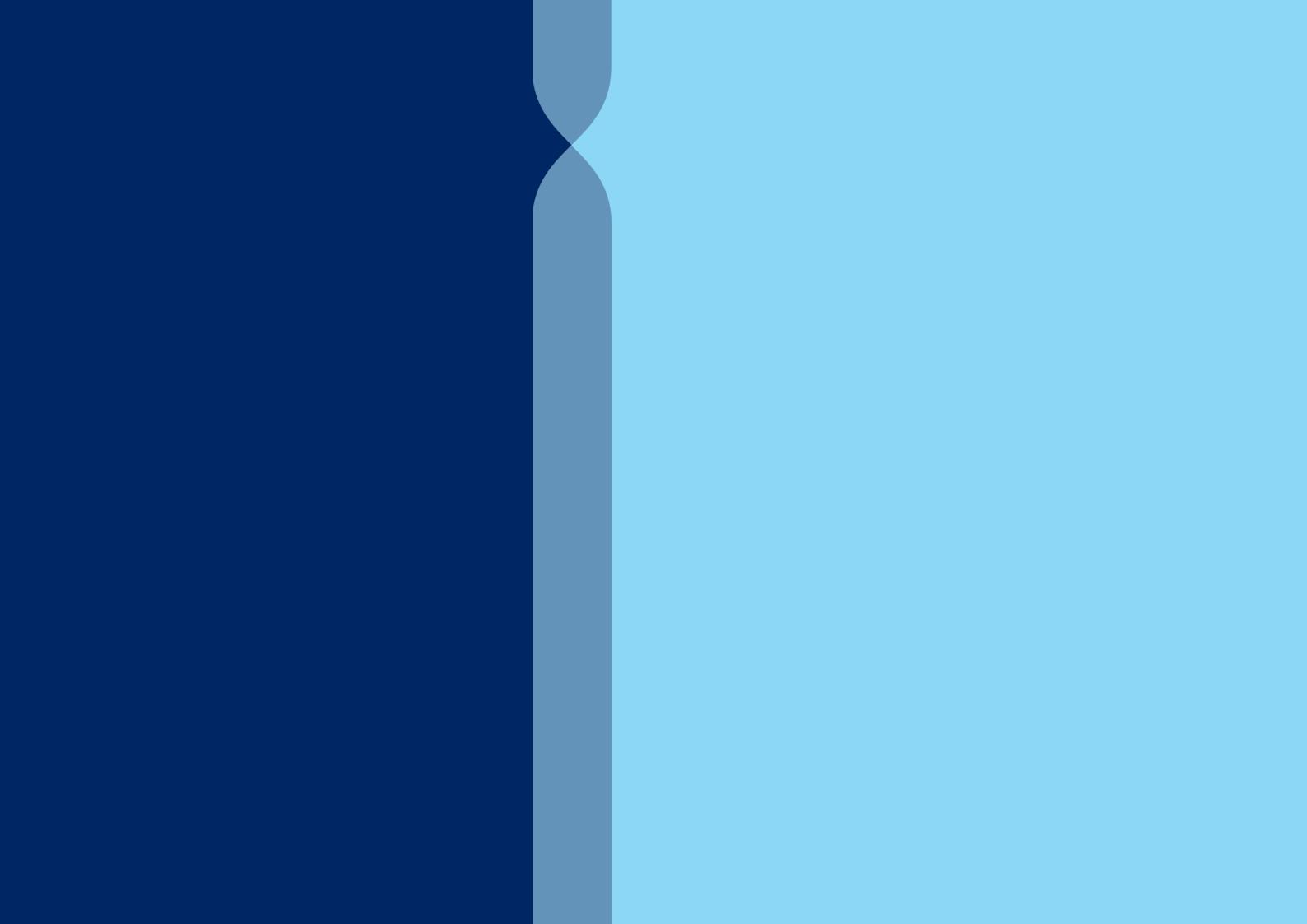


## Parramatta Light Rail

# Activate Parramatta

A Business Activation Plan

September 2021



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### Project background





### Introduction

Building in the heart of existing communities involves significant challenges. The Parramatta Light Rail Business Activation Plan (Plan) provides a framework to support businesses and activate streets and key public places in the Parramatta CBD and across the wider area before and during construction of the Parramatta Light Rail.

The NSW Government is committed to developing a series of activities, events and campaigns that will create vibrant places and attract people to areas to support businesses that are on, or in close proximity to, the light rail route.

The Plan has been prepared as an enabler to proactively manage the periods of disruption and potential impacts to businesses, particularly those that rely heavily on foot traffic.

The Plan is a living document and is intended to generate discussion, stimulate ideas, and propose solutions and actions during the life of the project. The Plan will evolve with the proposed construction activities.

### **Context**

Parramatta Light Rail is one of the NSW Government's major public transport projects, part of a record \$93 billion investment in infrastructure across the state.

The Parramatta Light Rail will connect the Parramatta CBD to the Westmead Health Precinct, Bankwest Stadium, the new science, technology and innovation museum Powerhouse Parramatta, the Rosehill Gardens racecourse and three Western Sydney University campuses at Westmead, Parramatta and Rydalmere.

It will also traverse the Cumberland Campus, the Camellia Town Centre and the private and social housing redevelopment at Telopea.

Light rail in Church Street and Macquarie Street will create an exciting, vibrant pedestrian-friendly entertainment and restaurant precinct, connecting Parramatta River with its commercial city centre. Works are well underway across the light rail alignment:

- Enabling Works completed
- · Hawkesbury Road Widening Works completed
- Main Works started in 2020
- Remediation works at the site for the new Stabling and Maintenance Facility is underway.

Light rail is expected to be operational in 2023.

Once operational, Parramatta Light Rail will improve access to businesses and great public spaces to attract customers to shopping and business centres, and support vibrant restaurant and café precincts.

It is anticipated that by 2026, nearly 28,000 people will use the Parramatta Light Rail every day and an estimated 130,000 people will be living within walking distance of light rail stops.

### **Benefits**

Parramatta Light Rail will provide a new mode of transport for the Greater Parramatta area, creating a sense of place, supporting the diverse mix of customer journeys that link employment, cultural, educational, health and sporting precincts with existing and new communities.

Parramatta Light Rail will bring major benefits to businesses, residents, commuters and visitors, supporting the development of Parramatta as Sydney's second CBD and providing a catalyst for further investment in the local area.

Parramatta Light Rail also supports the significant jobs and population growth underway. The City of Parramatta's resident population is projected to increase to over 487,000 by 2041, with a projected target of 22,000 new jobs created by 2021.

### **Planning approval**

The project alignment from Westmead to Carlingford received planning approval in May 2018 from the then Department of Planning and Environment.

At the end of November 2019, the Department of Planning, Industry and Environment approved Infrastructure works contractor Parramatta Connect's Construction Environmental Management Plan.

Further to this, in January 2020, the Environment Protection Authority issued an Environmental Protection Licence to Parramatta Connect which permits works to be carried out in accordance with the licence conditions being:

- 7:00am to 7:00pm Monday to Friday
- 8:00am to 6:00pm Saturdays
- At no time on Sundays and public holidays.

Construction hours in Eat Street are restricted to:

- 7:00am to 6:00pm Monday to Friday
- 8:00am to 12:00pm Saturdays
- At no time on Sundays and public holidays.

Construction works outside these hours on Eat Street may be granted, subject to agreement from the Business Reference Group.

# **Community Attitudes to Parramatta Light Rail**

Every year since 2016, the project has undertaken an in-depth quantative survey of residents across the project area. In the most recent survey, November 2020, up to 350 respondents were contacted by phone and online surveys.

What we heard:

- 75% of respondents will use the light rail to travel to and from dining/eating out and recreational activities
- 83% of respondents felt 'It will help stimulate the local economy by connecting passengers to restaurants, shops and other businesses'
- Overall sentiment towards the project remains strong with 72% feeling positive about the project.

### **Business support**

Parramatta Light Rail has employed Place Managers who meet regularly with business owners across the alignment to provide information and updates on the project and answer any questions they may have. This engagement will continue throughout the construction phase to ensure issues are identified early and solutions developed.

More than 330 businesses (approximately 85% of businesses at street level) along the Parramatta Light Rail alignment have been surveyed to gain an understanding of how they operate, including information on deliveries, hours of operation, where their customers come from, parking needs for both their staff and customers, how they currently promote their business and measures to mitigate construction impacts.

In addition, the following initiatives are underway:

#### **Eat Street Guarantee**

Transport for NSW is committed to working with local businesses before and during construction of the Parramatta Light Rail.

Following extensive consultation with the local business community, Parramatta's Eat Street (defined as Church Street, between Lennox Bridge and George Streets) was given a guarantee that major light rail construction would not begin until 2020.

By honouring this guarantee, local businesses have been provided with as much certainty, time and support as possible to prepare for light rail construction.

#### **Construction grace period**

Parramatta Light Rail listened to businesses and was planning on implementing a construction grace period and activation known as 'Eat Street Uncovered', from the beginning of November to the end of January each year.

With COVID-19 restrictions in place during 2020 the Eat Street businesses voted to fast track construction and postpone the activation until major construction was finished, outdoor dining permanently reinstated and the hoardings removed.



Andy Fang of Springfield Pharmacy, Dundas

### **Shop Local campaigns**

A number of shop local campaigns have been developed to enhance the local culture, encourage spending and drive foot traffic.

These include:

- Bankwest Stadium opening 'Do Something on Eat Street' April to July 2019 campaign
- Bankwest Stadium 'Do Something on Eat Street' Wanderers October 2019 to April 2020 campaign
- North Parramatta Shop Local campaign August to October 2019
- Christmas 2019 campaign 27 November
   24 December 2019 promoting
   retailers in the Parramatta CBD
- Carlingford to Camellia Shop Local campaign 26 February to 24 April 2020.
- Dine Scan Win Campaign
   24 June 18 September 2020
- Westmead Shop Local Campaign September October 2020.
- Carlingford to Camellia Shop Local campaign 5 August to 2 October 2020.
- NSW Small Business Month campaign 1 October - 31 October 2020

- A Christmas ADVENTure campaign 27 November - 21 December 2020
- Church Street 'We're Open' campaign November 2019 - January 2021
- 'Enjoy Game Day' March June 2021

### Freight and servicing

Transport for NSW is working with businesses and their suppliers to prepare for a changing operating environment, ensuring continuity of service and problem solving to minimise disruption to freight and servicing requirements. Alternatives may include re-timing some deliveries or maintenance work, consolidating some deliveries and investigating the use of loading docks and other off-street loading options.

#### **Business advisory services**

In 2018, Transport for NSW appointed Realise Business to deliver independent advice and business support services to businesses affected by Parramatta Light Rail construction.

As of August 2021, more than 180 businesses, with more than 2,200 personalised advisory support hours or 1999 interactions, including over 50 businesses along Eat Street have received 561 hours of advisory support or 564 interactions.

This free service assists businesses with marketing, strategic planning, social media, staffing, operations and lease arrangements and disputes. Businesses benefit from one-on-one support as well as leveraging the business activation initiatives to ensure they maximise their potential, navigate the challenges of a changing environment and make the most out of the opportunities ahead.

A Realise Business advisor can assist businesses to develop proactive strategies that:

- grow brand awareness
- reach new customers and markets
- get businesses online
- develop an engaging social media presence
- · create compelling marketing campaigns
- build marketing capability

"Together we are working towards the goal of helping local businesses from the beginning to the end of the project".

Chief Executive Officer of Realise Business Jacqui Attard said that providing expert advice to local businesses is a progressive step that will see businesses benefit.

# What we know about businesses along the Parramatta Light Rail alignment



72% promote on the internet



~50%
of all businesses report
that local residents
are >50% of their trade



want
directional
signage



36% promote on social media



60% cite lack of visibility as high impact



~60% want

want preferred construction times



84%

cite disruption to **footpaths and pedestrian access**as the biggest impact

### Business support case studies

#### **CODE RED LASER**



Code Red Laser is an innovative Parramatta business where customers are plunged into a fun laser tag game that is designed to challenge their stamina and skills. The team at Code Red Laser have recently updated their marketing activities to meet the new environment with great results.

Emerging from the tough 2020 pandemic period and heading optimistically towards the Christmas school holiday season, owner Dax Kerai recognised that the business demanded a new strategy, commenting "we really needed some professional marketing help, some fresh insights, and an outside perspective." Realise Business were able to provide the strategic expertise.

Dax met with Realise Business advisor Sara Berry, who conducted a situation analysis and then advised on improvements to Code Red Laser's marketing, explaining how to best promote its unique offering and re-engage existing customers.

### **Marketing issues and solutions**

Realise Business reviewed Code Red Laser's ideal client, their competition, and their current capabilities. Sara worked with them on developing a compelling marketing message and competitive advantage for three different ideal client 'personas' – specific customer types associated with profit generation for the business.

By tracing the customer journey of the three personas, she identified pain points – such as a hard-to-find shopfront, and website issues hindering conversions to sales. She was then able to suggest tailored solutions. Consultations with a digital advertising specialist also helped determine the most cost-effective and optimal advertising options.

#### Peak moments - a key marketing strategy

One key marketing strategy for a business based on 'experiences' is to create 'peak moments' that your customers will be eager to share – through word of mouth including social media connections. Code Red Laser has now delivered this by encouraging user generated content from their key target market – Gen Z on Snap Chat and Tik Tok.

### **Locking in a Christmas season plan**

Code Red Laser had recently secured a liquor licence and wanted to develop their corporate/team building packages to promote in time for the Christmas and holiday season. Dax and Sara looked at marketing strategies to best offer value to the corporate sector for their event and team building needs. This process included making discovery calls and prospecting to determine the features of the corporate packages.

### **Customer safety front and centre**

Dax had already spent the last few months developing and perfecting their COVID-19 Safety Plan so they could meet the need of their customers in a safe and relevant way and Sara worked on clearly communicating this to their existing and prospective clients.

#### Conclusion

Dax believes that, "Sara is a trusted advisor and has a wealth of knowledge. She has given me a clear path on areas of the business where I was struggling to find a way. Our meetings are focused, Sara never gives general advice, all her strategies, tactics and recommendations are applicable to my unique business challenges." Like the immersive game experience at Code Red Laser running a business at the present time will require an agile approach backed up by a great strategy.

Dax Kerai Code Red





### **Case Studies**

### ACTIVE MOVEMENT STUDIO'S OPEN DAY FUNDRAISER



Active Movement Studio (AMS) is a Parramatta based business who have been making the most of the free business support.

Realise Business Advisor, Sara Berry, has been working with owners Mathew and Kyle on raising their brand awareness for almost a year, and over the last couple of months they have been developing a marketing calendar. As a busy small business AMS were struggling to stay on top of their marketing and Sara worked with the team at AMS to create a marketing calendar, which is based around a themed focus for each month, and a blog and social media content then created around the theme.

"We now have a marketing system taking shape which is great, everyone in the business has a part to play in making sure that it happens, and it is really paying off for us," said Mathew.

"Sara has been working with us on developing our brand awareness and as part of that process we have put together an open day to raise funds for one of our charity partners.

As a business we like to give back to our community and events like this are a great way to showcase our studio and raise funds at the same time.

A few of our clients work at the local hospital, so we wanted to do something that supported them and their work, so we decided that for the month of March our focus would be on putting together a corporate fundraiser open day," explains Kyle.

Mathew and Kyle Active Movement Studio



### **RESTAURANT 317**



In times of uncertainty and change, business owners need to take active steps to update the way their business operates across key areas, including cashflow and marketing.

Pierre Sande from Restaurant 317 has been on the front foot, working with Realise Business advisors to change his business model so that it accommodates the way that customers are engaging with his restaurant while the COVID-19 crisis is taking place.

Established in 2005, Restaurant 317 has a great reputation for offering diners a wide array of dishes and the range has continued to expand over the years, as has the size of the restaurant.

Recognising that foot traffic and customer buying habits were significantly changing due to government health and safety restrictions, Pierre sought advice from Realise Business advisor Tim Noye.

They worked together to develop a new tailored business model that was focused on keeping his restaurant afloat throughout the crisis period, with all eyes towards a bright future.

The main strategy was to pivot operations from face-to-face to online.

Some of the key elements involved in the development of Pierre's new food and beverage business model included:

- Delivery services Restaurant 317 changed their delivery menu, offering a reduced number of quality dishes to help control costs and overheads but also cater to the changing market needs.
- Staffing and operations Pierre adjusted staffing and operations to meet the changing circumstances and trim costs wherever possible. His aim was to conserve some cashflow for when the pandemic is over, and trade begins to return to normal.

By actively managing business costs, Pierre is now well positioned to focus on marketing and promotion strategies that are designed to appeal to changing customer preferences and current limitations on the way that customers can purchase dishes through his restaurant.

Pierre from Restaurant 317 said "when we re-open in May, 317 will continue to operate as a 'ghost kitchen' and will be offering modern Italian food deliveries through Ubereats."

Realise Business Advisor, Tim Noye, believes that business owners should take immediate action to access the free advisory services available to them at this time.

Tim recommends that food and beverage businesses can benefit from taking a holistic viewpoint of their current circumstances and leveraging overall opportunities to achieve the best financial and sustainable outcome.

In Pierre's case, the process of working with professional advisors enabled him to gain a better understanding of the business as a whole. Pierre is happy to have been supported with professional, tailored business advice as he puts new structures in place.

When speaking about his experience working with Realise Business, Pierre said "It's just nice to feel supported by people with answers and solutions to the issues I currently have."

Pierre Sand Restaurant 317

### Healthcare Allies - Church Street Pharmacy teams up with new medical centre





By exploring business collaborations, Pharmacy 4 Less Parramatta and Optimum Med Health Clinic have found a cohesive way to meet the needs of Parramatta residents. Launched with a fresh marketing campaign, their pharmacy shop and bulk billing medical centre alliance promotes a new level of patient convenience.

Pharmacy 4 Less Parramatta has been a fixture in Church Street since 2017, combining professional advice and services with pharmaceuticals at lower prices. Optimum Med Health Clinic, a five-year old medical practice, was keen to move to a new location on Church Street, Parramatta.

The clinic boasts a combined total of 90 years medical experience with their three doctors namely Dr Roger Fabian (Principal), Dr Lidia Magaly Barrera and Dr Judith Gonczi. The medical centre services general, women and children health, obesity treatment, lumps and bumps, vaccines, skin care, pathology

(blood collections), onsite podiatrist and other allied health providers."

Pharmacy 4 Less Parramatta owner Jalal Chami and Optimum Med Health Clinic owner Dr Roger Fabian were ready to explore synergies as their combined services could be extremely convenient in terms of the customer experience.

### Sizing up complementary businesses with the help of Realise Business

Since 2020, Realise Business advisor Sue Walsh had been supporting Pharmacy 4 Less Parramatta on marketing campaigns that promoted their products and services as well as providing Point of Sale (POS) for added in-store exposure.

Following the pandemic, local residents have relied more than ever on the quality services and affordable products offered by Pharmacy 4 Less Parramatta.

Open to improving the customer experience and capturing more business, collaboration with a medical practice offered clear advantages, and the relocation of the Optimum Med Health Clinic presented a fantastic opportunity.

It also fitted well with Dr Roger Fabian's vision for Optimum Med Health Clinic: "We want to make a difference in the way healthcare is delivered to our patients by our Doctors and Allied Health Specialists. We strive to achieve a collaborative approach in healthcare."

Working with Pharmacy 4 Less Parramatta, Realise Business advisor Sue Walsh also saw that the proximity of the newest Optimum Med Health Clinic offered great potential for business support, promotion and growth. On learning about the medical centre, Sue organised a joint meeting with both owners to discuss marketing support, digital strategies and launch ideas.

#### **Working in tandem**

It was identified in discussions that both businesses complement each other well and were equipped to provide a badly needed medical and pharmaceutical service with a focus on outstanding customer experience at the convenient location in the heart of Church Street, Parramatta.

Jalal Chami comments, "We believe that our customers are looking for a great customer experience, high level of convenience, prompt service, personal attention and a wide range of products at competitive prices. We strive to continually deliver outstanding customer experience."

Optimum Med Health Clinic are completing their relocation from Macquarie Street to the premises directly behind Pharmacy 4 Less Parramatta at 240 Church Street in June 2021. The owners agreed on a new arrangement, whereby the adjoining businesses are still separate entities but they commit to referring each other and participating in combined marketing initiatives.

The team worked with Sue on a timely marketing campaign. With flu season imminent, it was logical to feature the convenient combination of pharmacy and medical centre in promotions.

### Launching the alliance

The goal of the special launch campaign was to raise public awareness that both businesses are open for business, centrally located and offer a cohesive medical and pharmaceutical service.

It was vital for Pharmacy 4 Less Parramatta to promote Optimum Med Health Clinic, the newcomer to Church Street, ahead of the full relocation.

The marketing team produced posters and flyers for customers announcing details of the new bulk billing medical centre adjacent to the pharmacy.

Sue worked with Optimum Med Health Clinic and their digital partners to ensure they established a good digital presence by the time of the launch, including:

- Creating two booking pages (for the two locations)
- Adding their information on all search engine platforms
- Creating two Google My Business locations
- Promoting the opening with teaser messages on the website and social media.

A procedure for liaising with the web developer on website updates was also part of the ongoing strategy. Sue arranged for POS material promoting flu vaccinations to be displayed in Pharmacy 4 Less Parramatta, as the alliance with Optimum Med Health Clinic will make life much easier for locals during flu season.

Vasu Naidu (Practice Manager) said that Realise Business had been there for Optimum Med Health Clinic, "to support us with promoting the business within Pharmacy 4 Less Parramatta and providing expertise on digital marketing, liaising between ourselves and our digital partners to maximise the digital presence for our launch."

### Results of marketing the alliance

Since the launch, Pharmacy 4 Less Parramatta has informed loyal customers of the medical practice conveniently located at the rear of the pharmacy and the Optimum Med Health Clinic has successfully referred their clients to buy prescription medications and other pharmaceuticals from the pharmacy. This has been a great joint business result for both the pharmacy and the medical practice.

The complementary businesses will continue to support each other.

### **Having Realise Business on board**

With the impacts of the light rail work and the pandemic affecting normal customer patterns, it is important for Parramatta businesses to support each other, and to receive free business support.

Vasu Naidu from Optimum Med Health Clinic comments, "I have found Sue Walsh from Realise Business attentive and value adding. She followed through with what we discussed and delivered on her promises.

She provided valuable support by providing ideas and solutions to the problems we were experiencing, as well as connecting us with support available through Transport for NSW."

Dr Roger Fabian - Optimum Med Health Clinic Jalal Chami - Pharmacy 4 Less Parramatta

### **Case Studies**

#### **WESTMEAD FOOT CLINIC**



Westmead Foot Clinic has been established since 2002, providing expert services to Westmead locals, as well as to the wider Parramatta and Sydney community who come to Westmead to consult health and medical practitioners. Business owner and podiatrist Amelia Fryc had steered operations through challenging times before, including the compulsory acquisition of the premises in 2018.

However, the unprecedented situation in 2020 prompted her to seek advice from the Realise Business team. Amelia and Realise Business Advisor, Sue Walsh, have been working on a marketing and communications campaign to retain the podiatry practice's substantial customer base.

"My business has been greatly impacted by COVID-19 and Realise Business has been going above and beyond working with me to develop and implement communication strategies to build awareness, customer retention and loyalty.

I have been overwhelmed by the support of the Realise Business Advisor Sue Walsh in assisting me to develop and implement a communications plan and I'm really happy with the results. This included an email campaign sent to all our clients generating 6 new bookings and an open rate of just under 50%. A terrific result from just one campaign," said Amelia.

As an established and successful business, Westmead Foot Clinic have developed a number of strategies and programs that will address the changing needs of their clients, which has focused on advising all existing customers that the practice is still open for business, which is especially crucial for customers who have diabetes and elderly patients who need ongoing foot care.

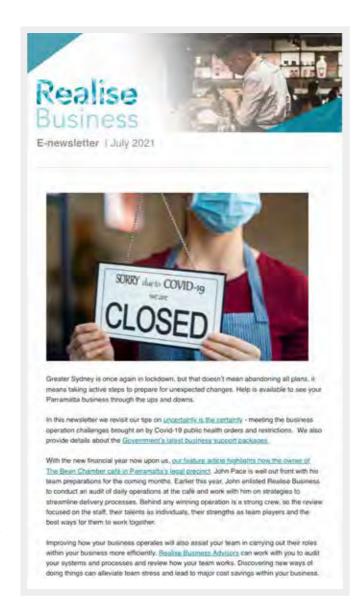
#### This includes:

- Raising awareness of the COVID-19 measures the practice has put in place for social distancing and hygiene
- Letting customers know the business has added a new 'home visit' service in accordance with national health guidelines. While some healthcare professionals have embraced telehealth (medical review and advice via telephone), Amelia believes that the more appropriate option for podiatrists treating chronic foot conditions in elderly patients is home visits. Westmead Foot Clinic's home visits have enabled the practice to enhance their healthcare delivery to their customers, most of whom are aged 65 plus and many have restricted mobility. It means that the customers receive extra value services during this challenging time.
- Offering the use of a dedicated parking space, both adding value to the business and making it more accessible to customers
- Providing BUPA Members First reductions and accepting all major private health funds
- Updating their website, reviewing search engine optimisation (SEO) and linking to social media pages
- Using their client database to send emails including inactive customers
- Developing campaigns on social media, including Facebook and Instagram, and adding a Book Now button, making it quick and easy for customers to book appointments
- Monitoring customer interactions with the website by setting up a Google Analytics account

Westmead Foot Clinic's focus on retaining and building relationships with its customers is relevant now and as a foundation for future growth.

The practice is also working with Realise Business to plan for a period of eased restrictions and the post-pandemic future.

Amelia Fryc Westmead Foot Clinic





#### MR PHILLIP'S COFFEE HOUSE

The owner of a bustling beverage business, Elie Daher was flat out overseeing his three coffee houses, leaving little time to actively market them. But after a drop in local foot traffic signalled changing times, Elie seized the chance to work with Realise Business on a new business website.

The petite Mr. Phillip's coffee house on Phillip Street was established in 2017, long before current COVID-19 restrictions reduced office worker patronage in downtown Parramatta.

Known for its great single origin coffees, moreish muffins and good-looking healthy snacks, Mr. Phillip's hole-in-the-wall café became a local business award finalist in 2018 and 2019 and branched out into three different premises, including another in Parramatta and one in Sydney's Pott's Point.

When customer numbers was at normal levels, the coffee house seemed fine relying on its social media presence, plus the office worker grapevine for recommendations. However, after speaking with a Realise Business advisor, Elie became aware that the company really needed a website to re-engage customer traffic.

In a sea of social media posts, websites stand out as authoritative and the hallmarks of a legitimate enterprise. As Realise Business Adviser Tim Noye explained to Elie, his business was at a stage where a website was necessary to ensure they were displaying a professional, trustworthy business image to further develop the brand.

For what was actually quite a minimal cost, a website has far-reaching potential as a branding and marketing tool. It will set the business apart from its competitors while conveying valuable information to customers. A good website will actually bring in a new stream of patrons and enable easy analysis of the market to inform future growth.

The website was designed to include a streamlined menu across all three stores and the right imagery to give their business brand greater consistency.

Tim also helped Elie develop several blog posts in advance to set the tone for the future and strengthen the ongoing search engine optimisation (SEO).

Elie recommends the process to other businesses stating, "It was a pleasure to work with Tim, he understood our business from our very first meeting, his attention to detail was second to none, I couldn't be more satisfied with the result, the website he created speaks for itself, he did exceed our expectations."

A particular bonus for businessman Elie is that Realise Business helped to set up the website to generate site statistics on a monthly basis to automatically inform him of changing customer patterns and growth.

Mr. Phillip's can now be found online by anyone doing 'coffee searches' in Parramatta.

The website mrphillipscoffeehouse.com.au also looks amazing and Elie can track the number of visitors to his website each day.

Elie is grateful that through Realise Business he has acquired a fully functional website and now understands how achievable it is to manage the ongoing maintenance. A fourth store might even be a possibility.

Elie said, "We are very excited for the future and it feels like the website has reinvigorated us to continue our journey of business growth."

Elie Daher Mr Phillip's Coffee House







### Keep your business moving with FREE business support

Parramatta is experiencing significant change that is transforming the city, from new developments and major public infrastructure to booming jobs and population growth.

One of the NSW Government's major publi transport projects for the Parramatta region is the Parramatta Light Rail. We know that building a new public transport network in the heart of Parramatta will present challenges for local businesses. The NSW Government is committed to ensuring that you have the support and information you will need to prepare for construction.

### Adapting your business for change

Make sure your business is prepared for the changes to come.

Get quick and easy access to FREE business support with **Realise Business**, a specialist support service working with Transport for NSW to ensure your business can maximise its potential, navigate the challenges and mak the most out of the many opportunities ahead. How Realise Business can help

A Realise Business Advisor can visit you workplace to help you develop individual strategies for your business including:

- strategies for your business including:
   Growing your brand awareness
- Adapting your business to
  reach new customers
- Getting your business online
   Developing an engaging
- social media presence
- Creating compelling marketing campaign:

Building your marketing capability.

Your Realise Business Advisor is your partnin business, working alongside you to help you build and strengthen your business.

For more information about the Parramatta Light Rail project, visit www.parramattalightrail.nsw.gov.au



Find out more

02 9545 5900

www.realise.business

A regular e-Newsletter and one-toone business advisory sessions provide further support to businesses along the alignment. Each month the newsletter is emailed to businesses along the alignment with a targeted case study. These case studies provide insights into how Realise Business has provide support and helped the business.

### Supporting Small Business

#### **NSW Small Business Commissioner**

The NSW Small Business Commissioner speaks up for and supports small businesses, particularly during periods of disruption. The team from the NSW Small Business Commissioner can assist small businesses through:

- resolving disputes through mediation
- · better understanding commercial agreements, leases and contracts
- · advocating on behalf of small businesses, both within and outside government
- providing advice on how to address important issues facing your business, such as infrastructure disruption and impacts of natural disasters.

The NSW Small Business Commissioner can be contacted by calling 1300 795 534 or emailing we.assist@smallbusiness.nsw.gov.au.

#### **Business Reference Group**

A Business Reference Group (BRG) was established in September 2018 to provide local business owners the opportunity to influence the project in the provision of local knowledge, advice and recommendations to better support businesses along the alignment.

Membership was initially determined following an Expression of Interest (EOI) process that Transport for NSW conducted. In August 2020 six new businesses joined to add their voices to the development and implementation of Parramatta Light Rail. Participation ensures that the needs of local businesses are at the forefront of discussions across the project, from major construction through to operation. Details on the current members can be found on the Parramatta Light Rail website.



Business Reference Group - September 2019

### **Retail and Commercial Leasing Workshop**

Parramatta Light Rail partnered with the Office of the Small Business Commissioner and Realise Business to deliver two retail and commercial leasing workshops in July 2019.

The workshops were aimed at tenants and landlords and provided:

- information about the latest issues impacting the retail and commercial lease industry
- an overview of rights and responsibilities
- · insights and practical tips when dealing with leasing disputes

Local tenants, landlords, commercial real estate agents, legal practitioners and professionals representing businesses gathered for the sessions in the Parramatta Light Rail offices in George Street.

Michael Miller from the NSW Small Business Commissioner's Mediation Services team presented on the latest issues to affect the leasing industry. analysis of the most common and challenging types of disputes, and understanding the rights and responsibilities of both tenants and landlords. He also provided tips for dealing with leasing

"It was great to be able to speak directly to, and also hear concerns from, tenants, landlords and agents about commercial leasing consideration pre-, during, and post-construction of Parramatta Light Rail," Michael said.

"Often there is a level of uncertainty that can take up a disproportionate amount of time and energy. When you start to see the bigger picture, decision-making is better," he continues. "I wanted to show attendees what's possible, rather than what's not possible."

In 2021 Parramatta Light Rail again partnered with Realise Business to to deliver two webinars:

### **Winning Government Contracts for Parramatta Businesses**

Parramatta Light Rail partnered with the Realise Business to deliver a webinar for Parramatta Businesses on how to win Government contracts.

The webinar saw key presentations from

- Kew Boonyong, Assistant Category Officer, NSW Procurement
- · Sacha Sadler. Procurement Manager, City of Parramatta
- · Keith Whelan, The Grant Guy • Jacqui Attard, CEO, Realise Business



### How to get the Best Deal for your Business and where to go for help - Commercial Leasing

This free webinar hosted by Realise Business gave small businesses insights and knowledge on how to negotiate, re-negotiate and secure a lease that is right for their business model.

The live panel discussion featured some great speakers with commercial leasing expertise, including Jaymie Rowland from Franklin Shanks, Michael Miller, Director Mediation Services, NSW Small Business Commission and Tim Noye, Hospitality Business Advisor, Realise Business.





- The latest issues impacting the retail and commercial leases industry
- Analysis of both the most common and the most challenging types of disputes seen by the **NSW Small Business Commission**
- · Understand your rights and responsibilities as a tenant or landlord
- Insights and practical tips for landlords, tenants and their advisors when dealing with leasing disputes



Presented by Michael Miller, NSW Small Business Commission Michael leads the Mediation Services team in the provision of dispute resolution services to small businesses, and the management of the Retail Lease Bond Scheme in NSW.

Date & Time: Tuesday, 16 July, 7,30am to 9,00am OR Wednesday, 24 July, 5,30pm to 7,00pm Level 10, 130 George Street, Parramatta, NSW, 2150 Includes networking and Q&A session

This event is proudly brought to you by Transport for NSW in association with the NSW Small Business Commission and business advisory service Realise Business. Parramatta Light Rail is one of the NSW Government's major public transport projects for the Greater Parramatta region. The NSW Government acknowledges that building a new public transport network in the heart of Parramatta will present challenges for local businesses and is committed to ensuring that you have the support and information you will need to prepare for construction

For more information about the Parramatta Light Rail project, visit www.parramattalightrail.nsw.gov.au or email ParramattaLightRail@transport.nsw.gov.au



Realise



Business

The Business **Reference Group** was instrumental in ensuring Eat Street construction was ceased from 6pm to midnight.

All out of hours work for Eat Street is required to go through the BRG.

### Hoardings, business wayfinding and signage

Updated bespoke shadecloth was installed on the alignment, using imagery to reinforce the different types of buisnesses that are specific to the locations. New shadecloth was installed in Eat Street in February 2021 highlighting Church Street 'We're Open' and linking to activateparramatta.com.au.

To support local businesses shop local artwork was developed. Open for Business signage has been installed to direct customers to individual businesses.





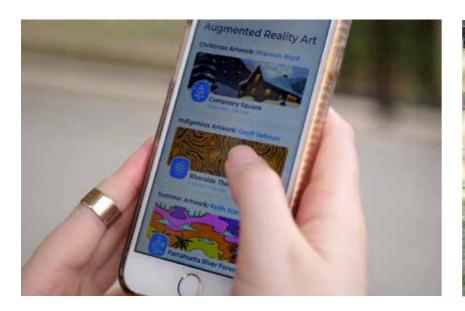








### Business activation approach







### **Objectives**

10

Each business activation initiative endeavours to promote the vibrancy and unique identities of precincts to attract visitors and communicate that businesses are open during construction.

The objectives of the Plan are to:

- maintain foot traffic during construction
- ensure affected businesses feel supported prior to and during construction of light rail
- create unique experiences that encourage the continued use of places along the alignment and the patronage of businesses
- activate streets and spaces in close proximity to construction sites
- minimise the extent to which construction adversely affects public amenity, including noise, dust and obstructions to pedestrian movement.

### **Approach**

The Plan has been developed in consultation with key stakeholders including former Transport for NSW's Sydney Coordination Office (SCO), City of Parramatta Council (COPC), Parramatta Chamber of Commerce and the Business Reference Group to ensure a coordinated approach to minimising the impact of light rail construction.

This coordinated approach to developing and implementing supportive strategies will minimise the impact of light rail construction.

The Plan identifies a series of initiatives that will guide the different types of activities that may be undertaken in each precinct to support businesses before and during construction.

The activities will be developed over time to align with the construction program and any activation must meet at least one of the business activation objectives.

The benefits of this approach are many: activities are designed to meet the needs of individual precincts in a timely manner, better manage and coordinate resources and ensure activities are responsive to the businesses' needs.

Transport for NSW is responsible for delivering the initiatives and activities however, it is hoped that through this collaborative approach the key stakeholders and the Business Reference Group can work together to effectively deliver the Plan.

The Plan identifies five key business activation precincts across the Parramatta Light Rail alignment.

#### These are:

- Westmead Precinct
- · Parramatta North Precinct
- · Eat Street Precinct
- Parramatta CBD Precinct
- Camellia & Carlingford Line Precinct.

It is important to note that this Plan does not preclude other areas or streets of Parramatta affected by construction of light rail from business activation initiatives.

Each precinct outlines a snapshot of the local area and the relevant initiatives that may be explored. It is intended that, as the project progresses, each precinct section will be updated to reflect the activities undertaken and share the success stories and outcomes to ensure the wider community is updated on the progression of the Plan.

The Business Activation Plan is published on the Parramatta Light Rail website.

In the context of this document, business activation includes events and activities that Transport for NSW will undertake to support businesses during the construction of Parramatta Light Rail.

Business activation plan | September 2021 Parramatta Light Rail

### Business activation initiatives

This Business Activation Plan aims to bring life and vitality into each precinct by promoting local businesses, events and activities across the Parramatta Light Rail alignment. Increasing public vibrancy and activity within each precinct will support businesses with the means to remain resilient during construction.

Activation initiatives may be implemented individually or concurrently to address amenity, vehicular and pedestrian access and visibility of businesses.

### **Business forums and networking opportunities**

Realise Business monthly newsletters are published to provide educational tools, informational resources, business forums including webinars and networking opportunities on a range of topics. Business forums allow businesses to build knowledge and skills, share their stories and make fruitful connections in a social but structured event. This includes the opportunity to engage with business mentors who have either been impacted by light rail or other intrusive infrastructure construction and who can provide advice and guidance to businesses on the Parramatta Light Rail alignment.

#### **Business information**

Develop targeted business information to ensure businesses are provided with key information on how they can access help and support including free business advice, as well as project information on construction, parking and traffic changes.

### **Hoardings and wayfinding**

Develop engaging hoardings and business specific wayfinding signage, in consultation with the COPC, for pedestrians and customers to create visually engaging sightlines and to communicate about changed access arrangements to businesses that may be visually obstructed as a result of construction.

#### **Marketing and promotion**

Improve the online profile of small businesses.
This includes undertaking workshops or oneon-one sessions with each business to provide
marketing advice for how to attract new customers,
retain existing ones and grow their business.

Develop strategic online marketing initiatives with online media partners to support businesses through alternate methods to walk-in sales.

#### **Events**

Use public events as activation tools. This includes establishing new events or expanding upon existing. The COPC hosts an active, popular and diverse calendar of events, with multicultural celebrations and festivals which draw strong crowds from within and outside Parramatta each year.

This provides an opportunity for businesses to become involved.

The major events include:

- Australia Day January 26
- · Lunar New Year February
- Parramasala March
- Winterlight July
- NAIDOC (Burramatta) July
- Parramatta Lanes October
- · Loy Krathong Festival November
- Christmas November/December
- New Year's Eve December 31.

Businesses benefit from public events particularly during peak retail and tourism periods such as Christmas. This form of activation attracts visitors, both local and from afar, to Parramatta.

### **Outdoor dining**

Promote the dining on offer throughout Parramatta. Work closely with businesses to enhance the dining experience during construction.

Potential use of mobile parklets which provide temporary seating and greenspace as well as temporary seating, tables and chairs.

### Realise Business Webinar Series Online Events



The Top 3 Successful Strategies for Social Media - Thursday 12th December, 12pm 1pm (Almost sold out)

Standing out on social media has never been more crucial to the success of your business or brand. It's how you get seen, get noticed and connect with potential clients. But where do you even start? In this wobinar, online effluence expect Kirryn Zerna shares three examples of successful social strategies on Instagram. Facebook and Linkedin with tips for you to implament these strategies into your own business.



Everything You Need To Know About Leasing A Premises For Your Business -Monday 16th December, 11.30am-12.30pm

A must-attend for anyone lessing a premises.

Your Lease is the foundation for business success and your due differed in understanding your rights and responsibilities is essential. Join Realine Business Advisor, Katherine Bilizard as she shares the do's and don'ts of leasing a premises for your business. From negotiation to termination, Katherine will help you understand your rights; the clauses to watch out for and your liability as a tenant. From the property of the clauses to watch out for and your liability as a tenant.

### **Upcoming Workshops**



Your Online Brand - Thursday 30th January, 9,30am-12,30pm

Your brand's unique and distinctive qualities create a contrast in the mind of your clients and your audience. This is a sustainable peint of difference because you can't copy a personality. This will help you to sell, stand out and endure, in this workshop attendees will uncover what is unique and distinctive about their brand? And how is that expressed through the language and style of your communication poline? Furnities Now!



Start A Business - Tuesday 5th February, 10am-2pm

Get your business off the ground at speed!
Do you have a business idea but are unsure where to start? Let's make the new financial year your year for new business success.

Geginser New!









Whether you're looking for flowers, jewellery, a local restaurant or bar for a special night out, we're spoiled for choice here in the Parramatta area.

Check out a small selection of the many excellent local retailers and restaurants, or recommend your favourite local shop in the comments below. #supportlinglocalbusinesses

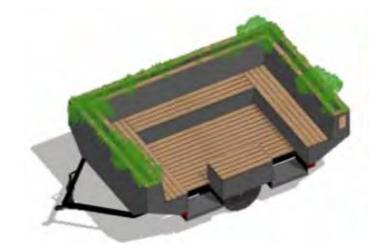












### Frontages and greenery

Protect and promote existing green frontages along the alignment during construction. If greenery is to be removed, temporary pop-up-style green solutions can be provided. These provisions increase the dwell time of pedestrians near businesses.

#### 'Shop Local' campaigns

Develop campaigns focused on promoting shopping at local businesses that front the Parramatta Light Rail alignment. Support is provided through stimulating activity and providing a catalyst for generating pedestrian journeys into each precinct.

#### **Specialist services**

Consider and protect specialist businesses during construction, especially those in areas with low current foot traffic such as North Parramatta. Targeted campaigns and promotions for pampering, check-ups and service 'trails' or workshops can promote multiple service businesses and also provide navigation advice.

### Temporary art and public domain installations

Investigate temporary art, public domain installations and live entertainment to bring life to underutilised spaces and create opportunities for conversation and visitation.



#### **Launch events**

Plan launch and celebration events for completion of different sections of the alignment. Improving public amenity in these newly opened areas will activate the area, bringing in people to the area who will be inclined to shop from businesses fronting the alignment.

### Monitoring and reporting program

Parramatta Light Rail will continually monitor, assess and report on the effectiveness of business activation measures through quantitative analysis.

These metrics include:

- sentiment surveys customer views and behaviour regarding events and activation
- business surveys
- generated media traffic
- pedestrian footfall counts and dwell time surveys
- retail and commercial vacancy rates
- · domain assessment.

### Support for small business

#### **NSW Small Business Month**

A campaign for the whole Parramatta Light Rail alignment was run in October 2020 to celebrate Small Business Month. The campaign celebrated the diversity of businesses across the alignment, especially in the wake of COVID-19.

The campaign gave customers the chance to win some great prizes by scanning the in-store QR code every time they made a purchase. The campaign was supported by a social media campaign and and free giveaways at participating businesses every Monday and Friday.

The campaign was open to All businesses on the alignment from retailers and mechanics to take away and bridal shops, it saw 239 small businesses participate.



### **Parramatta Light Rail Small Business Month**

Here's what we did



239 **Business participated** 



**Email blasts to** 10,248



**5950** Flyers distributed



We gave away...

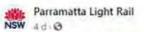
130 free coffees 10 fabulous prizes!

95 small snack & lunches 30 Share teas



Social media posts reached 346,325





DINE, SCAN, WIN. A & VI Heading to Bankwest Stadium tonight see the mighty Parramatta Eels take on the Melbourne Storm?

Make sure you visit one of the 'Dine. Scan. Win.' participating businesses for a bite to eat and scan the in-store QR code for your chance to win a \$100 voucher from Saimai by THAI I'M Restaurant in North Parramatta.

Download 'Activate Parramatta' from your app store today.





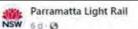


Parramatta Light Rail

COFFEE ON US . Realise Business continues to provide free support to local businesses along the future light rail route. Elie (pictured) of Mr. Phillips Coffee House relied on Facebook and Instagram while trade was at normal levels, but COVID-19 restrictions meant it was time to enlist our help.

Mr Phillips now has a great new website at mrphillipscoffeehouse.com.au and can be found online by anyone searching for 'coffee' in Parramatta. To celebrate, the first 50 people...





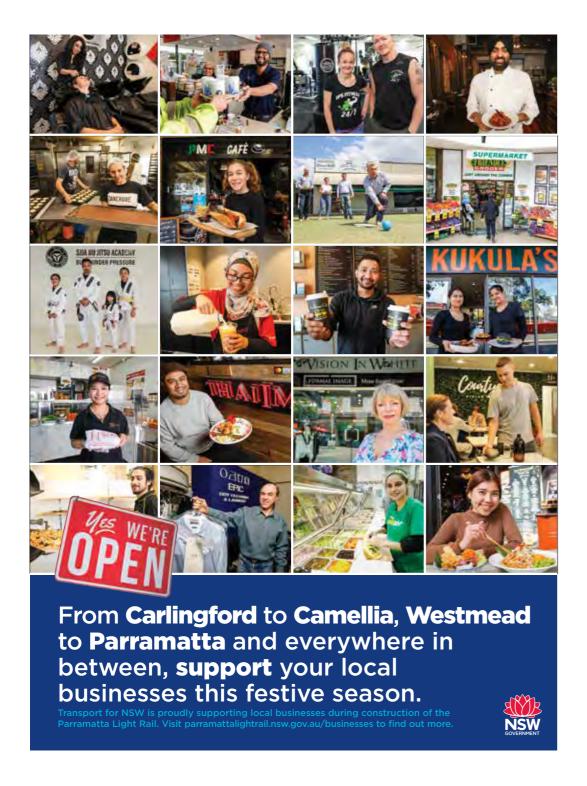
SUPPORT LOCAL BUSINESSES | New signage on Parramatta CBD streets is helping our local community find their way around while construction works are underway.

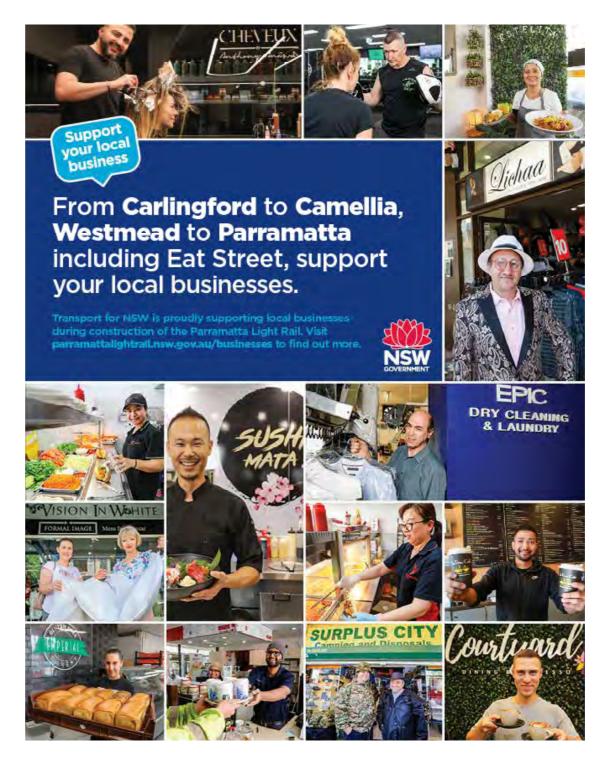
Follow the arrows and show your support for local businesses.



### **Support for Small Businesses - Advertising**

Full page advertisements were placed in the Parramatta Light Rail community newsletter reaching over 65,000 households, as well as a full page advert in the local paper reaching over 50,000 people.





### Dine. Scan Win.

A campaign for all restaurants, cafes and takeaway shops across the Parramatta Light Rail alignment was run from 24 June - 18 September 2020.

The campaign gave customers the chance to win some great prizes by scanning the in-store QR code every time they made a purchase. The campaign was supported by local media and a social media campaign.





### Parramatta Light Rail Dine Scan Win Campaign

What we have done to date



**65**Business participating



Email blasts to 10,248 people



**3,570** Fyers distributed



**3,147**App downloads to date



Social media posts reached
129,040
people







15

# **Realise Business Activation Support**

Realise Business Capital Advisors working one-onone with businesses to develop their offers to become 'Game Day Ready'.

Proactive planning to ensure maximum value is obtained from Bankwest Stadium Activations including preparation checklist:

- update your website
- plan your social media Facebook, Instagram promotion and hashtags
- window decal and restaurant guide booklets
- brief all staff on the Bankwest Stadium opening, activations and games day offer
- · customer service.

### **Game Days**

In the three hours before kick off, an average of 3,000 people per hour walk along Church Street including the popular restaurant area of Eat Street, indicating a vital and popular environment.

'Patrons making their way to and from the stadium will be stopping at one of the many cafes and restaurants nearby - boosting the vibrancy of Parramatta Eat Street'

David Borger, Executive Director, Western Sydney Business Chamber Bankwest Stadium, Analysis reveals economic benefits -Parramatta City Independent, June 2019

'And when you factor the effect it's had (Bankwest Stadium) on the local economy, most notably Eat Street, on game days, there's little doubt, while still in its infancy, has kicked a number of goals'

Adam Leto, Executive Director, Western Sydney Leadership Dialogue Sydney Metro Northwest shows light at the end of the tunnel - The Sunday Telegraph, May 26, 2019





### ☑ Update Your Website

Make sure your game day offer is prominent on your website at least a week in the lead-up to the above game dates.

You may even like to include an alternate splash landing page OR splash ad on your home page highlighting your offer.

Make sure visitors to your site can clearly see where to click in order to book for pre and/or post game day dining.



### Plan Your Social Media – Facebook & Instagram Promotion & Hashtags

Start promoting your game day offer at least one week ahead of the above game dates on social media with series of enticing photos for footy lovers and a call to action. Use the following hashtags with Facebook and Instagram to extend your exposure:





#eatstreetparramatta #parramattaeatstreet #parramattafood #parramattaeats

#parramattafoodie #discoverparramatta #parramattastadium #bankweststadium #westernsydneystadium

#parramattagamefood #activateparramatta

### Customer Service

Above all, ensure your customer service sparkles and is memorable for all the *right reasons*. You have only one chance to make a great first impression with what may be first-time visitors to Parramatta. This is your golden opportunity to secure the dining loyalty of loyal-natured footy-lovers and perhaps create a new family tradition of dining pre and/or post Bankwest Stadium Games at *your venue*.



### Brief All Staff on the Bankwest Stadium Opening, Activations and Game Day Offer

One week ahead, make sure all staff are briefed on:

- The Game dates above
- The Special Offer and what they must show to qualify for it.
- . Where on your website the offer is placed
- · Where the window decal is positioned
- Where the electronic <u>www.activateparramatta.com.au</u> and hard copies of the Restaurant Guide are located
- What and when you are putting out promotions on your Social Media regarding the game day offer.
- What system you will be using to track the number of people claiming special offers. (This will be invaluable for planning around subsequent game days and if you need to change your offer.)



### **Bolstering the local economy**

Parramatta's local economy gets a million-dollar boost every time an event is held at Bankwest Stadium, according to a report commissioned by City of Parramatta Council, Bankwest Stadium - Bolstering the local economy by Micromex Research.

The report shows people heading to Bankwest Stadium are really making the most of their visit to Parramatta:

- 71% of respondents revealed they had made a pre- and/or post-match purchase within Parramatta
- 57% stated they had purchased food or drinks from a café, bar, club, restaurant or convenience store.

Parramatta Light Rail will continue to support and rollout the 'Do something on Eat Street' campaign and Game Day special offers, which we know have been embraced by local businesses and the community.

### **Covid-19 business impacts**

On 22 March 2020, the Prime Minister announced widespread restrictions on social gatherings to fight the spread of COVID-19. These measures impacted a number of Parramatta businesses along or around the future light rail alignment, including:

- restrictions to takeaway and/or home delivery for restaurants and cafes
- closures of pubs, registered and licenced clubs (excluding bottle shops attached to these venues), and hotels (excluding accommodation)
- closures of cinemas, entertainment venues, casinos, and night clubs
- closures of gyms and indoor sporting venues
- restrictions on religious gatherings, places of worship or funerals (in enclosed spaces and other than very small groups and where the 1 person per 4 square metre rule applied).

These measures were in place for a few months and had a significant impact on local business owners and their staff. Additionally, events held by the City of Parramatta Council, Parramatta Park Trust and Bankwest Stadium were cancelled or postponed to reduce spreading of the virus.

In July 2021, the Premier of NSW placed Greater Sydney into lock-down with similar restrictions to 2020. These measures again have significant impacts for small businesses in Parramatta. Parramtta was placed in further lock-down with residents unable to leave their residence unless they were an essential worker and construction was paused meaning no work was able to happen on Parramatta Light Rail.

The Parramatta Light Rail team continues to support businesses during this challenging time. Business Support Services Realise Business has been working with local businesses to revise their business operating models, develop online marketing collateral and enhance takeaway offers.











# Key business activation precincts



### Enabling Works and Hawkesbury Road Widening

### **Scope of works snapshot**

Road works are being undertaken to increase traffic capacity to ensure vehicles can move in and around the Parramatta area during construction and, later, operation of light rail.

These works include construction activities such as the relocation of underground utilities, the modification or installation of traffic lights, road widening, the redirection of traffic flows and changes to parking, to modify and improve the capacity of the existing traffic network.

Enabling Works have been undertaken along George Street in the Parramatta CBD to facilitate the switch to two-way traffic flow on 29 November 2019.

Barney Street and O'Connell Street, as an alternative to Church Street, is being widened to four lanes. Hawkesbury Road is also being widened to improve traffic operations within Westmead.

### **Approach**

The Parramatta Light Rail project team is working with businesses within the Enabling Works and Hawkesbury Road Widening project areas to ensure pedestrian and vehicular access, and servicing arrangements are designed in consultation with the individual businesses. Wayfinding signage was used in George Street, Parramatta, to mitigate impacts to businesses from the Enabling Works program.

Signage was placed on work areas that are located in front of businesses, advising customers and the general public that these businesses are open for business. Social media was also utilised as a way to communicate disruptions and changes.

Business activation initiatives applicable to these works, which are not directly on the light rail alignment, are listed to the right.



# North Parramatta Shop Local Campaign

Parramatta Light Rail ran an 'Open for Business' and 'Shop Local' campaign for businesses located in North Parramatta to support businesses during Enabling Works.



54,000 people reached via media



12,183 people reached via Social media

# **Business activation initiatives**

- ✓ Business forums and networking opportunities
- √ Business information
- √ Hoardings and wayfinding
- √ Marketing and promotion
- √ Specialist services
- √ Shop Local Campaigns
- $\checkmark$  Business activation initiative underway or completed



### Case study - 'We are open'

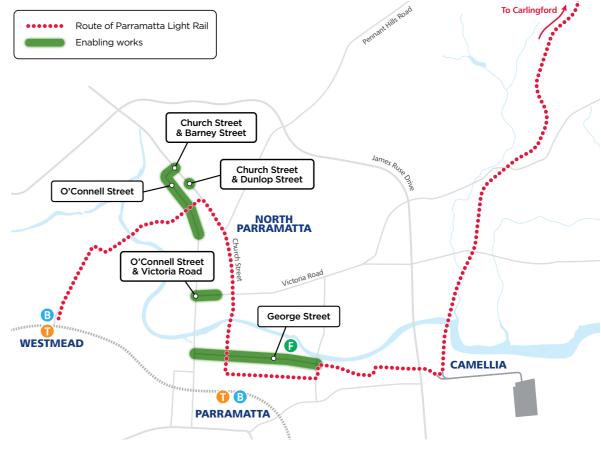
Barney Street businesses in North Parramatta that were impacted by the Enabling Works, collaborated with the Parramatta Light Rail project team to advise customers that their businesses were open. Business owners and staff banded together to produce a social media post that was placed on the Parramatta Light Rail Facebook page and shared amongst the online community. Wayfinding signage was also created and placed on the hoarding at the intersection with Church Street to remind the passers-by that it was business as usual.



# Wayfinding - Horwood Place

To support local businesses during our Enabling Works, Parramatta Light Rail undertook wayfinding to assist businesses affected by the temporary closure of Horwood Place, Parramatta CBD.

19



### Main works - Westmead Precinct

### **Precinct snapshot**

The Westmead Precinct is a hub of medical services, institutions, research and education, projected to evolve into the premier centre of medical technology and the largest Local Health District in Australia by 2031.

The precinct is currently the largest employer of Sydney's seven health and education districts, with a workforce of 18,000 which is predicted to increase to more than 30,000 by 2036, and with the number of students expected to reach more than 10,000.

This precinct is supported by small local retailers who provide supplementary retail and food services to those who come to work, live and socialise in the area.

There are also specialist medical and technical practices within smaller complexes along Hawkesbury Road, Railway Parade and surrounding side streets.

### **Business activation initiatives**

- ✓ Business forums and networking opportunities
- √ Business information
- √ Hoardings and wayfinding
- √ Marketing and promotion

Events

Outdoor dining

- √ Frontages and greenery
- √ 'Shop Local' campaigns

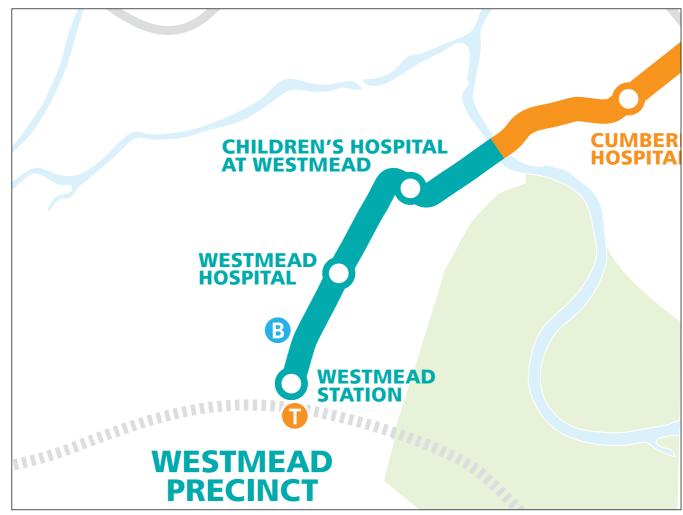
Specialist services

✓ Temporary art and public domain installations

Launch events

✓ Business activation initiative underway or completed













Images of the Westmead Precinct

### Main works - Westmead Precinct

### **Shop Local Campaign**

In September 2020, Parramatta Light Rail ran a shop local campaign for Westmead residents.

A letterbox drop highlighting the 14 unique businesses in Westmead was sent to approximately 14,000 homes, and was supported by a social media campaign.









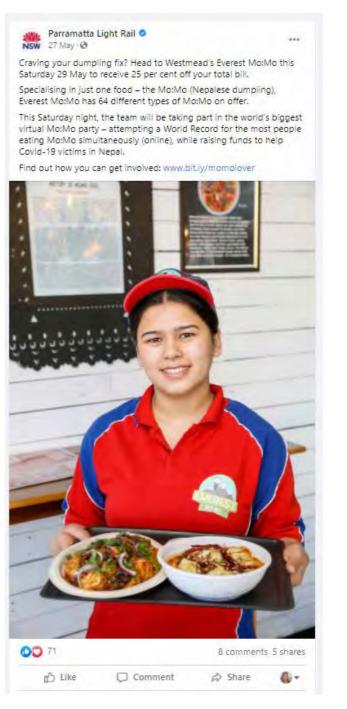


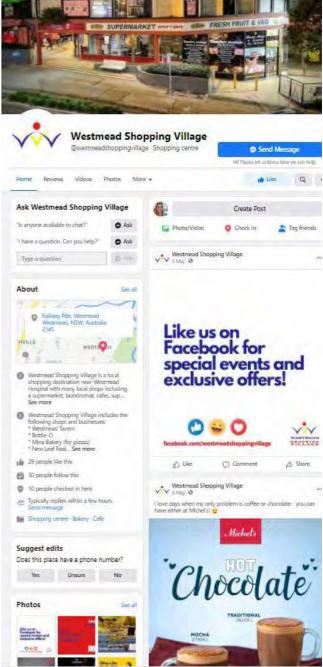












Images of the Westmead Precinct

23

# Main works - Westmead Precinct



















### CASE STUDY EVEREST MOMO



Momo-loving food enthusiasts will be happy to hear the news that 'Everest Mo:Mo:', the popular Nepalese restaurant, has recently launched a second restaurant at Westmead. Realise Business has helped the owners upscale smoothly, to the delight of dumpling devotees.

Santosh Adhikari and his business partner started Everest Mo:Mo: in the heart of Parramatta many years ago, seeing the potential in the Australian market for a truly authentic Nepalese dining experience. With the success of the business they envisaged expansion – their view is to scale up to include five specific sites during the next three to five years, with the potential to then franchise the operation.

They decided to position themselves as Sydney's main supplier of momos – the Nepali dumplings made from various combinations of ground meat, vegetables, tofu and paneer cheese. With its mouth-watering dumplings in hot demand, dfEverest Mo:Mo now offers more than 59 momo varieties. In 2020 they decided to set up a branch restaurant in the neighbouring suburb of Westmead.

#### Plans to realise the dream

Managing their second big business step was potentially as important as launching the first restaurant, so the owners opted to work with Realise Business Advisors Tim Noye and Sue Walsh.

Careful planning was required to successfully scale up the whole business. Realise Business helped with producing operational and marketing strategies to match the demands of a second successful establishment.

In particular Santosh sought advice from Tim and Sue regarding local area operations, marketing tips, securing permits and tips to scale up sustainably.

The Realise Business Advisors worked with Santosh on marketing and operational strategies to leverage the original restaurant's following and carve a new niche for the Westmead branch.

### **Targeted marketing for the new location**

The business was in the fortunate position of having great word-of-mouth recommendations from its Parramatta patrons, but benefited from extra tactics to market the new restaurant, including:

- Revamping the original website paying particular attention to improving the website layout and showcasing two venues
- Blogging effectively
- Local area marketing letterbox drop of flyers
- Targeted marketing advertising to Westmead Hospital and distributing flyers to its reception and waiting areas
- Updating social media, Google my Business and OrderDoorDash presence.

Local community awareness of the new restaurant has since increased.

### Operations overhaul to manage greater workload

From the top down, business operations needed to match the scale of the expanded business, including:

- Business Partners getting the owner and partner on board, monitoring cashflow and cost of goods sold, dividing responsibility with one partner overseeing the floor, the other the back-end operations
- Management improving workflow efficiencies and reorganising the workforce
- Restaurant staff empowering staff to manage specific tasks.

The team are now underway with the above roles. No longer overstretched, they have registered positive improvement within the current operation.

### Securing permits that open up new sales opportunities

Realise Business assisted Everest Mo:Mo: in applying for essential permits, including commencing an application for an On-Premise alcohol licence. This would enable Everest to use the licence in conjunction with a Happy Hour menu promotion to boost sales during quieter times of the day (4-5pm).

#### A positive future

The mission of Everest Mo:Mo: is, "To lead the industry locally and abroad, at the forefront of product development, creating the healthiest yet tastiest Nepalese Momo, using quality Australia local ingredients, crafted by passionate Momo lovers".

Santosh is pleased that despite the many challenges of 2020 they have been able to make so much progress and take the Everest Mo:Mo: brand to Westmead.

Their momo mission has been aided by Sue and Tim's work on business priorities, specifically local area marketing, and Tim's operational advice.

Santosh comments, "Tim has done an outstanding job of helping us understand our current operational capabilities and how to scale sustainably with new businesses within 2021."

#### Santosh Adhikari Everest MoMo



Images of the Westmead Precinct

### **Precinct snapshot**

Parramatta North's main thoroughfares include a mix of leading health and education research facilities, older office and retail complexes and notable destination businesses.

The University of Sydney's planned second campus in Parramatta North is part of a leading international health, education and research precinct in Western Sydney. Over the next 30 years, the NSW Government's vision for the precinct is expected to create more than 20,000 new jobs, inject more than \$13 billion to the NSW economy and generate \$3 billion in exports.

With fast-food outlets, specialty shops and small service-based businesses, and lower foot traffic than Parramatta CBD, this region forms a link to surrounding residential areas and is in a state of transition as businesses in new developments attempt to settle and establish their identities.

The 30,000-seat Bankwest Stadium opened in April, 2019, and caters for a range of sporting and community uses and brings major benefits to the Western Sydney economy. The stadium has brought increased footfall to the area and a high demand for restaurants, cafes and bars for game-goers before and after events.

### **Business activation initiatives**

- ✓ Business forums and networking opportunities
- √ Business information
- √ Hoardings and wayfinding
- √ Marketing and promotion

**Events** 

Outdoor dining

Frontages and greenery

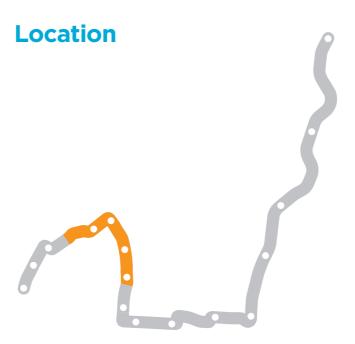
√ 'Shop Local' campaigns

Specialist services

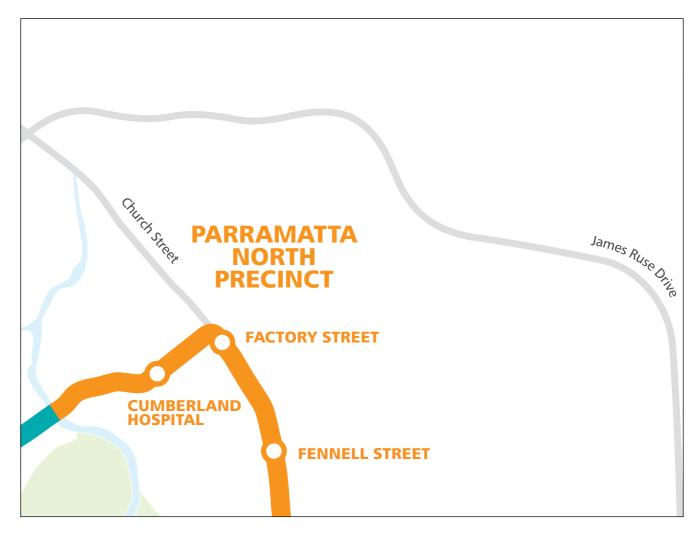
Temporary art and public domain installations

Launch events

 $\checkmark$  Business activation initiative underway or completed















### Main works - Parramatta North Precinct













Shopping locally can save you time and money. Best of all, local business owners love their customers and know how important it is to keep their customers happy. Be a smart shopper: drop by North Parramatta, show your support to our hard-working local businesses and be rewarded.

Transport for NSW is proudly supporting local businesses during construction of the Parramatta Light Rail.

Visit parramattalightrail.nsw.gov.au/businesses to find out more.



# Case Study North Parramatta - Royal Dental Care All smiles at success of new marketing campaign

Multi-practice dental clinic x (RDC) has forged a sound business over the years, with five successful practices, including a newly launched flagship practice in Parramatta.

Like other Parramatta businesses, they faced some challenges due to changed traffic conditions, a drop in foot traffic and the impact of the COVID-19 pandemic.

Realise Business Advisor Sue Walsh has been working with RDC to help them develop a new business strategy that is assisting them to pivot their business, steering it in new directions and building resilience for the uncertain times ahead. The RDC team have been 'truly grateful' for the contribution Realise Business has made to their business to date.

#### Marketing game plan

RDC could rely on strong foundations during a crisis - especially with its recent investment in the team, technology, equipment and customer experience.

However, for the dental care business to survive the pandemic-related downturn and also progress it, was critical that the management team consider new strategies and marketing initiatives to turn their business around.

Their main goal initially is brand awareness of their highly reputable business and promoting exceptional customer experience, therefore converting patients to the practice long term.

Realise Business Advisor Sue Walsh worked successfully with RDC to develop a marketing game plan that kept to the natural strengths of the business – competitive pricing and superb customer service.

The campaign also embraced new content that would appeal to all age groups, and highlighted the fact that their diverse team could speak a total of ten languages, including Bengali, Dari, English, Farsi, Hindi, Korean, Portuguese, Punjabi, Turkish and Urdu.

### **Competitive tactics**

Key tactics of the rebranding and content strategy developed in partnership with Realise Business included:

- Devising a new brand statement that gave clarity to their branding and purpose
- Paying attention to Search Engine Optimisation (SEO) in content to boost the success of being found through Google searches
- Developing an online booking engine to provide convenience and enhance the customer experience
- Building a database for Electronic Direct Mail so they can analyse their customers preferences, and provide better customer service and targeted marketing campaigns
- Creating social media content to target sectors of the customer base – for example, social media posts reflect the fun, convivial approach to work that RDC has – with a 'name the dinosaurchair for kids' competition a recent highlight
- Making the most of public relation opportunities as local media is always interested in business success stories
- Participating in the TfNSW Advent Calendar initiative to raise the profile of the Parramatta flagship practice in the lead up to Christmas.

The RDC team endorse the marketing advice, "Sue has given us some valuable insights on how to improve our website, online booking system including local presence through local area marketing. She consistently follows things up."

### **Scoring goals**

Working with Sue from Realise Business, RDC has begun achieving new goals:

- Brand and service awareness has increased
- Promotions in the local area yielded an increase in foot traffic and local custom
- The online booking portal has led to improved booking and retention rates
- Encouraging word-of-mouth recommendations has led to an increase in enquiries
- Growing Google reviews with 75 five-star reviews now appearing on their Google Business listing.

According to the RDC team, "Sue has already made a huge difference to our business and we look forward to working together in the future."

#### Conclusion

Recognition of the need for changes was really the critical move. From that point RDC has found plenty of innovative ways to stay competitive and take control of the future in uncertain times.



### Main works – Eat Street Precinct

### **Precinct snapshot**

Parramatta's 'Eat Street' is one of Western Sydney's most popular dining districts. Eat Street, defined as being located on Church Street between Market and George Streets, draws locals and visitors on a regular basis to both its casual and formal eateries.

Eat Street features a large number of restaurants, bars, cafés and small food vendors. Outdoor dining contributes to Eat Street's reputation as a food and beverage destination, with small establishments nestled alongside bigger franchises. Close by, the new Powerhouse Museum and a revamped Riverside Theatres performing arts centre will revitalise the riverfront as a performing arts and cultural precinct. The construction schedule for Parramatta's 'Eat Street' has been developed to minimise impact on local businesses as much as possible.

February - June 2020 - From February 2020, Church Street Parramatta became a pedestrian-only zone between Macquarie and Market Streets (including the dining strip known as 'Eat Street'). Mobile work zones were set up along Church Street to enable preparation works ahead of major construction. There was a minimum of one mobile work zone per block between each of the three intersections. These resulted in some disruption, for shorter periods, but helped to ensure that major construction crews 'got in and out' as quickly as possible, and that hoarding along Eat Street is up for the shortest time possible.

**June - November 2020** - From June 2020, major construction along Church Street, between Macquarie and Market Streets including 'Eat Street', began.

**November 2020 - September 2021 -** TfNSW consulted with the Parramatta Light Rail Business Reference Group and the Eat Street businesses on whether to postpone the planned construction grace period, which was scheduled to begin on November 1, and of those who voted, 90% were in favour of fast-tracking the work.

The activation known as 'Eat Street Uncovered' will now take place once major construction is finished and public health orders allow.

### **Activation initiatives to be explored**

- ✓ Business forums and networking opportunities
- √ Business information
- √ Hoardings and wayfinding
- √ Marketing and promotion

**Events** 

Outdoor dining

Frontages and greenery

- √ 'Shop Local' campaigns
- √ Specialist services
- ✓ Temporary art and public domain installations

Launch events

 $\checkmark$  Business activation initiative underway or completed



# Bankwest Stadium opening 'Do Something on Eat Street' April to July 2019 campaign

In collaboration with local businesses, TfNSW delivered a local area marketing campaign that encouraged game-goers at Parramatta's Bankwest Stadium to 'Do Something on Eat Street' and check out the fantastic restaurants, bars, cafes and accommodation in the area prior to and after the games.

The campaign included:

- a restaurant guide featuring local eateries
- the launch of a new website www.activateparramatta.com.au featuring special game day offers from participating businesses

The 'Do Something on Eat Street' campaign was also supported through:

- advertisements in local newspapers targeting both home and away fans
- social media posts by TfNSW and key supporters
- 'Do Something on Eat Street' decals to identify participating businesses
- promotional staff positioned at strategic locations around Parramatta,
   handing out restaurant guides and directing game-goers along Eat Street
- mainstream media interest including coverage by *Nine News* and *The Daily Telegraph*

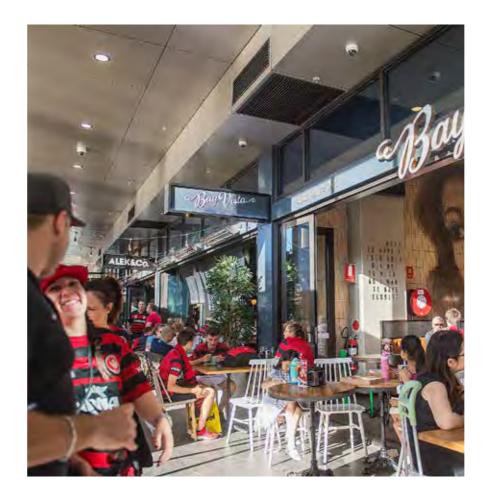
Participating businesses reported:

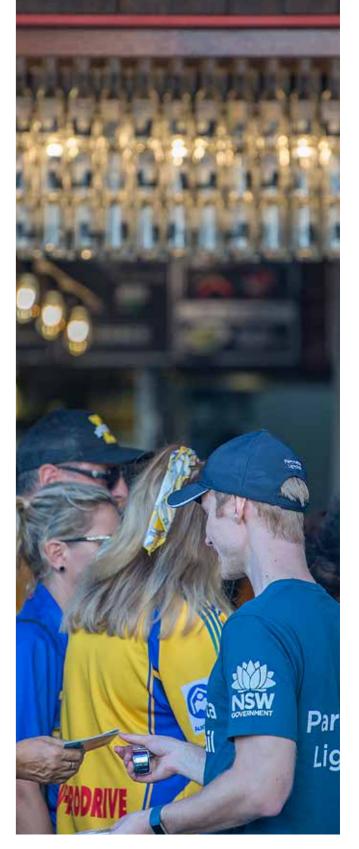
- an increase in foot traffic on game days
- receiving more customers than on New Year's Eve (food and beverage outlets)
- reaching capacity and having to turn away customers
- increased brand awareness with new customers in the area (retail outlets)
- a desire to remain on the Activate Parramatta website
- continued support for the campaign through marketing and social media posts
- a desire to be involved in future activations

Following the success of the 'Do Something on Eat Street' campaign, the Activate Parramatta website will be kept open for future opportunities.

The Bankwest Stadium Activation promotes 'Eat Street' as being the go-to destination for pre and post game eats.







### Main works - Eat Street Precinct

# Bankwest Stadium 'Do Something on Eat Street' opening season April to July 2019 campaign

Targeted date	Event	Game Attendance
Monday 22 April	NRL Premiership Round 6 - Eels v Tigers	29,047
Saturday 27 April	Super Rugby Round 11 - Waratahs v Sharks	10,605
Sunday 5 May	NRL Premiership Round 8 - Eels v Dragons	25,872
Saturday 25 May	Super Rugby Round 15 - Waratahs v Jaguars	13,885
Friday 31 May	NRL Premiership Round 12 - Eels v Rabbitohs	21,645
Friday 7 June	NRL Premiership Round 13 - Tigers v Raiders	12,585
Saturday 8 June	Super Rugby Round 17 - Waratahs v Brumbies	12,016
Saturday 15 June	NRL Premiership Round 14 - Eels v Broncos	16,854
Saturday 20 July	Wanderers FC v Leeds United	24,419

### **Media - Activate Parramatta**

- a story about Bankwest Stadium activation featured on Nine News, the top-rating news hour in Sydney, watched by nearly one million people (933,000), on 14 May 2019
- NSW Waratahs Facebook Post (2 posts) 342,000 followers
- Parramatta Chamber Commerce (1 post) 1,103 followers
- Daily Telegraph Facebook Post 1,302,674 followers
- Western Sydney Business Access article 'Eat St On Board for Game Day' 200,000 page views.







### **Bankwest Stadium opening 'Do Something on Eat Street April to July 2019 campaign**

#### This is what we did



48 businesses participated



Spoke to 4,665 people face-to-face



**7,076** Visitors to the website



**Email blasts to** 60,840 people



16 Advertisements and over 2,541,078 people reached via media



Social media posts reached 2,016,045
people



30 **Activate Parramatta** online offers



**17,600** Restaurant guides distributed



Pop-up stalls at community events





## Main works - Eat Street Precinct

# Bankwest Stadium 'Do Something on Eat Street' Wanderers campaign October 2019 to April 2020

Parramatta Light Rail ran a local area marketing campaign from October 2019 to April 2020 that targeted home games for the Western Sydney Wanderers FC.

We know how important it is to attract visitors and foot traffic to streets in close proximity to construction sites, so we encouraged game-goers to 'Do Something on Eat Street' and check out the fantastic selection of restaurants, bars and cafes on offer.

Activities within this campaign included:

- · publication of a restaurant guide
- website www.activateparramtta.com.au featuring special game day offers and promotions
- a social media campaign for all Bankwest games
- advertising in the local paper, The Parramatta Advertiser
- printed collateral documents including posters for participating businesses.

Targeted date	Western Sydney Wanderers V	Game Attendance
12 October	Central Coast Mariners	17,091
26 October	Sydney FC	28,519
2 November	Brisbane Roar FC	14,216
22 November	Melbourne City FC	12,078
20 December	Western United FC	11,988
1 January	Brisbane Roar FC	11,482
19 January	Perth Glory	10,994







# **Bankwest Stadium 'Do Something on Eat Street' Wanderers campaign**

#### This is what we did



**51**Businesses participated



Activate Parramatta online offers



Email blasts to 10,300 people



9,005
Visitors to the website and social media reach



12,500 Restaurant guides distributed



60,000 Households letterbox dropped



Advertisements and over **281,000** people reached via media



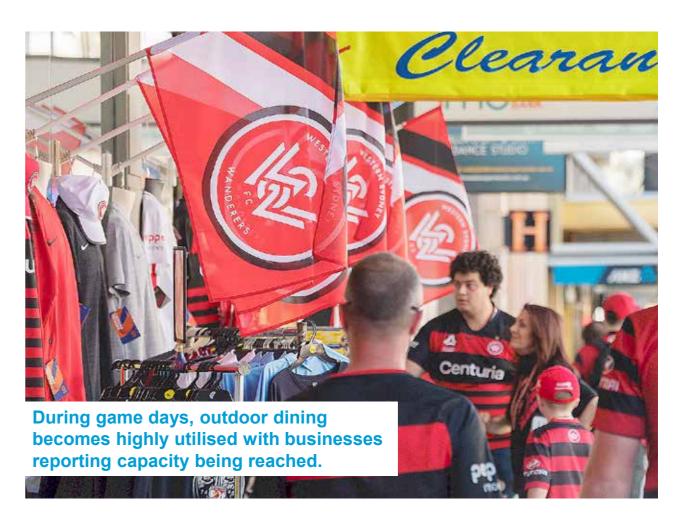
**45,610** Game goers







35 ◀



## Main works - Eat Street Precinct

#### **Eat Street Uncovered**

Major light rail construction on Parramatta's Eat Street dining strip has been fast-tracked for completion in mid-2021, returning the precinct to sophisticated outdoor dining as quickly as possible.

TfNSW consulted with the Parramatta Light Rail Business Reference Group and the Eat Street businesses on whether to postpone the planned construction grace period, which was scheduled to begin on November 1, and of those who voted, 90% were in favour of fast-tracking the work.

The activation known as 'Eat Street Uncovered' planned for August 2021 will take place when public health orders allow, before the second phase of light rail works, installation of light rail stops, testing and commissioning begins.



### **Enjoy game day**





197 Church Street, Parramatta Tel: (02) 9891 2655 Enjoy Game Day **Eat Street Parramatta** 

# **Case Study Thai La Ong**

Pongsathorn Patanan, or Eagle as he is known to his friends and customers, is a restaurateur with experience and a passion for food.

When his restaurant Thai La Ong, located on Parramatta's Eat Street, was faced with looming obstacles to face-to-face business, he received some well-timed support and inspiration from another Parramatta local foodie, Realise Business Advisor Viktoria Darabi.

Eagle spoke with Viktoria and recognised that when light rail construction was in full swing, the noise, road closures and disruptions to foot traffic would necessitate a change of approach. Like many other Eat Street restaurants Thai La Ong already offered customers services like UberEats, Menulog and Deliveroo, but he realised "these alone would not be enough".

With Viktoria's help and encouragement, Eagle put in place plans to draw on his previous catering knowledge, deciding, "If customers could not come to me, then I need to go to customers somehow."

Based on his experience in other venues, he decided to cultivate a market for catered services in Parramatta. "I already had catering experience with my other restaurant in Newtown, catering for Sydney University events, school and corporate events, just to name a few.

So, I decided to use my network to increase catering orders for my Parramatta restaurant by talking to friends who worked in the region to help promote my restaurant and its ability to cater. I also talked to my customers during lunch (my lunch specials are popular for workers and students) and I mentioned that we also do catering", Eagle explains.

The success of Eagle's actions has resulted in some fantastic achievements with his Parramatta restaurant now regularly catering for Western Sydney University and various NSW Government Department events located in Parramatta. The percentage of catering revenue has become more significant to the business.

Working with Viktoria has also been a big source of support, with Eagle highlighting her knowledge on restaurants and catering, her business advice and tip sheets as a key benefit.

Eagle's words of advice for other business owners looking to cater to Parramatta's growing base of office and construction workers is, think of partnering with specialty online office catering services, such as Hampr, noting, "My Newtown restaurant partnered with Hampr, who works a bit like UberEats, but taking a smaller commission and dealing with corporates with large orders (>\$500).

Hampr helped increase our catering orders in Newtown. Hampr only operates in Sydney CBD at the moment but I've been trying to convince them to come to Parramatta, which they plan to do in the near future."

During a recent conversation with Viktoria, Eagle advised that he has now partnered with a group that hosts church events around Sydney, "Just today I catered for approximately 200 people and this will likely be a weekly occurrence. In the next couple of weeks, I am catering for a number of NSW Government agencies", Eagle said.

Pongsathorn Patanan (Eagle) **Thai La Ong** 





## Main works - Parramatta CBD Precinct

### **Precinct snapshot**

Parramatta CBD is an important economic, cultural, retail and leisure centre at the heart of Parramatta. Over the next five years, the Parramatta CBD is set to undergo a major transformation. Within the next 20 years, an estimated 186,000 people will work in the CBD.

The CBD is also known for its popular dining districts, which support the large number of government and private employees who visit the area daily, while the centre itself is poised for huge growth over the coming decades as major developments including Parramatta Square begin to take shape.

The Parramatta CBD hosts a number of destination and specialty local businesses comprising of unique and popular eateries as well as successful specialist and drawcard shops.

People visit this vital centre to shop, work, learn and play, while major annual cultural festivals in central areas such as Centenary Square attract communities from across Sydney and NSW.

### **Business activation initiatives to be explored**

- ✓ Business forums and networking opportunities✓ Business information
- $\checkmark$  Hoardings and wayfinding
- √ Marketing and promotion

**Events** 

Outdoor dining

Frontages and greenery

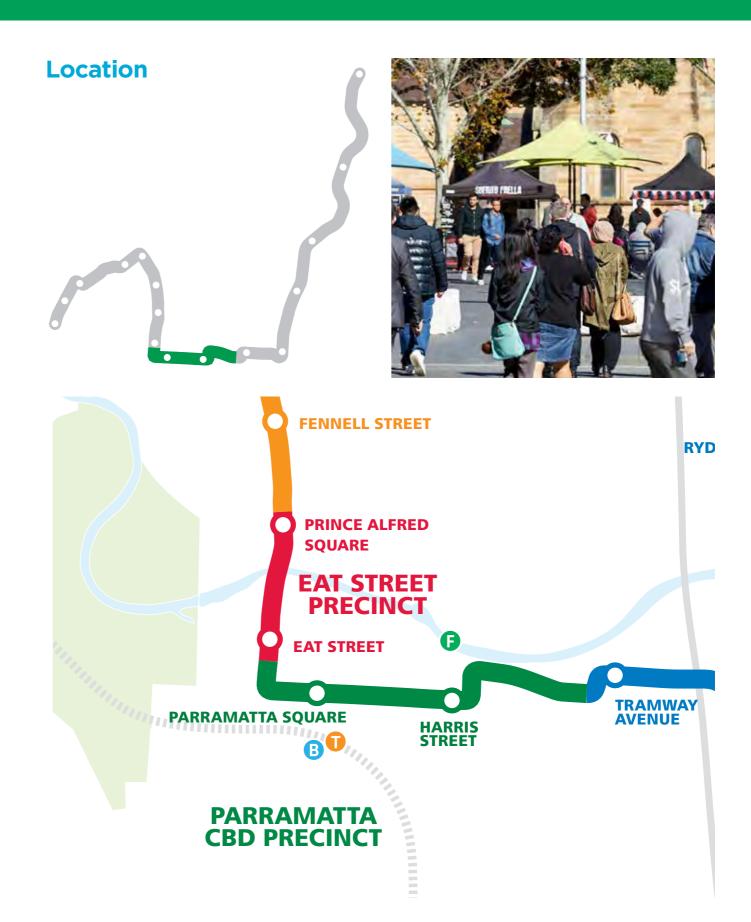
√ 'Shop Local' campaigns

Specialist services

✓ Temporary art and public domain installations

Launch events

✓ Business activation initiative underway or completed



# **Christmas Shop Local Campaign 27 November to 24 December 2019**

Local retailers in the Parramatta CBD benefited from a Christmas Shop Local marketing campaign aimed at attracting people to the precinct and helping the CBD remain a vibrant destination for visitors and residents alike.

Parramatta Light Rail supported local business with an advertising campaign and social media posts promoting shopping local during Christmas.

### This is what we did



13
Businesses participated



Email blasts to 12,700 people



1,000 Fyers distributed



Advertisements and over 281,000 people reached via media



6,710
people



SHOP LOCAL A [ ] [ ] Just 12 days 'til Christmas! Shoppers can take advantage of special discounts and deals this festive season as part of a new Shop Local campaign to promote retailers in the Parramatta CBD.

We are working closely with businesses in Parramatta and have teamed up with a number of local retailers to bring you some fantastic deals this Christmas.

When you shop local, you're not only helping the business but you are also supporting the local economy and the employm... See More



## Main works - Parramatta CBD Precinct

### **Christmas ADVENTure** 27 November to 21 December 2020











Parramatta Light Rail - Christmas Campaign A Christmas ADVENTure 27 November - 21 December 2020 A Wintery Christmas 27 November 2020 - 11 January 2021 Here's what we did



2670 **Entries** 



**Email blasts to** 11,898 people



**5950** Flyers distributed



We gave away...

**300** free coffees **19** fabulous prizes!

130 small snack & lunches



Social media posts reached 492,139 people

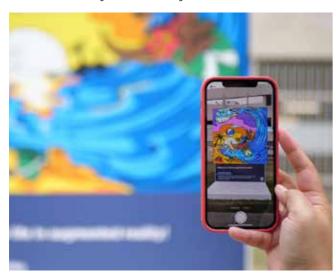




### **Summer in Parramatta**

Summer saw the River foreshore come to life with temporary seating installed along the foreshore.

A large artwork was painted on site and brought to life via augmented reality. The activation ran from 11 January - 1 February 2021.

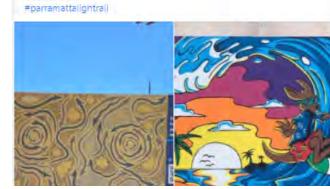












www.parramattalightrail.nsw.gov.au/activate

#ARsummer





1 February alongside Riverside Theatres. If you're visiting Parramatta or dining on Eat Street over the coming weeks, don't forget to take a moment to stop and scan the QR code on artist Geoff Sellman's work using your personal device, inside the

The work highlights the journeys of eels and connections of people through time, showing how 'Burramatta' (the Dharug word for 'Parramatta', 'Burra' meaning the 'eel ancestor of Parramatta' and 'matta' meaning 'place') has always been a meeting place for people, animals and nature alike.

To download the app, visit www.parramattalightrail.nsw.gov.au/activate

#ARsummer

Activate Parramatta app.

#parramattalightrail





From Carlingford to Camellia, Westmead to Parramatta's CBD and 'Eat Street', support your local businesses this summer.

## Main works - Parramatta CBD Precinct

### **Free Parking Initiative**

Parramatta Light Rail in partnership with City of Parramatta offered free parking for Eat Street diners. The pilot program saw 26 businesses participate and ran until 31 January 2021.

Due to its success, the initiative was expanded to include all retailers between Lennox Bridge and Macquarie Streets as well as Macquarie Street between Marsden and Smith Streets.

The initiative was extended initially until the 30 April and then again until the 30 June. With over 76 businesses participating and 16,271 vouchers redeemed.













# **Case Study - The Vision Splendid For Local Brides**

As Australia begins to relax, bridal businesses are anticipating a sparkling summer full of lively wedding celebrations and radiant brides. Longestablished bridal store Vision in White is already reaping the rewards for keeping its brand strong and relevant throughout 2020.

Reliant on in-person purchases, Vision in White confronted significant trading challenges this year, but the store's marketing aided by Realise Business helped it keep going all year to delight brides this summer.

Business owner Jenny Punch sought the assistance of Realise Business Advisor Sue Walsh with raising the profile of Vision in White during times of PLR light rail construction and COVID-19 developments which have tested many Parramatta businesses.

In particular Jenny wanted expert help with a sophisticated media and website campaign and has been thrilled with the input of Realise Business, commenting, "Sue and the team have taken the time to understand my business and what I was trying to achieve, and were able to put my thoughts into action."

When Sue Walsh began working with Vision in White, the business had a sound reputation but needed to extend its reach, especially as the bridal gown market had been disrupted by pandemic restrictions that caused the postponement of so many weddings.

To be prepared for the inevitable surge of weddings that would follow the ending of restrictions, the business needed to be well dressed and ready to celebrate at any time.

Vision in White had regular social media postings to build on, but the objective was to heighten brand awareness and inform wedding parties it was open for business. Another objective was to offer specific promotions for a stock clearance that would enable an increase in the bridal range.

To relay that Vision in White is still open, taking appointments and COVID-safe Jenny used Facebook to explain how they were operating as a safe business as well as advertising in-store promotions. She also sent newsletter updates to a database of 700 subscribers highlighting promotions and providing helpful advice such as guidelines for weddings that incorporate COVID safety.

Facebook and Instagram posts were also used to remind customers of the exquisite creations still available to local brides. Sue also worked with Jenny and a web designer to update her website, and Realise Business will be providing ongoing SEO advice to maximise Google rankings for Vision in White. They also plan to approach local reception venues to promote the business.

Like all local businesses they will still have to navigate post-COVID and PLR light rail construction in the months ahead, but due to the increased marketing activations and content plan Vision in White is humming. Jenny comments, "There has been a huge increase in enquiries being made and many of them February/March wedding dates. Although most designers need a 6-8 month lead time to make a dress, at Vision in White we stock a huge range of gowns in many sizes, from many designers which are perfect for these short turnaround timeframes."

According to Jenny, "Realise Business has been a great help to my business during what has been a very difficult time." Working with them on a marketing strategy has helped this Parramatta business keep its vision of bridal bliss alive. "The support has been invaluable," adds Jenny.

If you are one of the many businesses that would benefit from a good website and a strategy for regular social media and brand awareness, contact the Realise Business team today.

Vision in White Jenny Punch



## Main works - Camellia & Carlingford Line Precinct

### **Precinct snapshot**

Camellia is predominantly an industrial employment area, poised for an exciting journey of renewal that will provide a new riverside town centre serviced by the Parramatta Light Rail. The Carlingford precinct is predominantly residential with clusters of small-scale commercial and some light industrial.

Currently, Camellia employs 3,000 workers, with major employers including Rosehill Gardens Racecourse, while the Australian Turf Club has plans to develop a major lifestyle and entertainment precinct.

The Carlingford precinct runs between the former Camellia and Carlingford train stations, which will be the locations of the new light rail stops. The precinct is characterised by established residential communities with small-scale retail and commercial premises located near the former rail stations. Proposed development across the precinct is making way for new town centres and residential development. At Telopea, the urban revitalisation program will include 3,500 - 4,500 new homes as part of a mixed-use redevelopment of the existing social housing estate.

Growth in Carlingford is evident with several multi-storey residential developments in planning and under construction around the station area. Carlingford is home to a vibrant mix of professional services, retail shops and places to eat. The Carlingford workforce is nearly 12,000 people, with more than 7,000 of those working full-time.

The Western Sydney University's Rydalmere campus is situated alongside the former T6 Carlingford heavy rail line.

### **Business activation initiatives to be explored**

- ✓ Business forums and networking opportunities
- √ Business information
- √ Hoardings and wayfinding
- √ Marketing and promotion

Events

Outdoor dining

- √ Frontages and greenery
- √ 'Shop Local' campaigns

Specialist services

Temporary art and public domain installations

Launch events

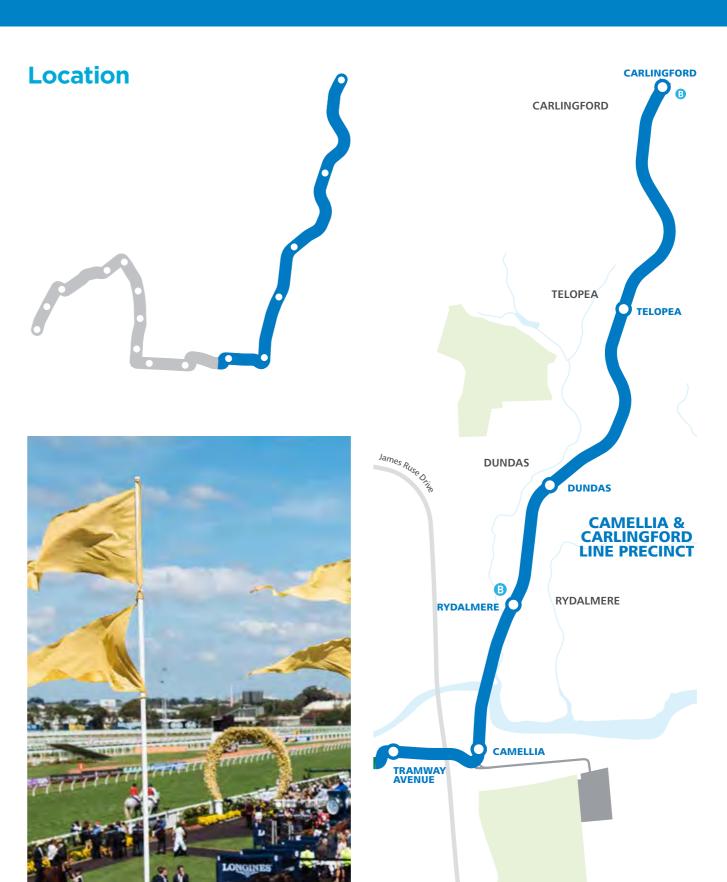


IMAGE © PAUL MCMILLAI

<sup>✓</sup> Business activation initiative underway or completed

# Carlingford to Camellia Shop Local campaign 26 February to 26 April 2020 (suspended) 5 August to 2 October 2020 (relaunched)

The Carlingford to Camellia Shop Local Campaign focused on businesses between Carlingford to Camellia and encouraged people to shop at a participating business with the opportunity to win weekly prizes. With over 20 participating businesses, people joined the competition by scanning the in-store QR code which provided them an entry into the draw to win a prize.

On 26 April 2020, Parramatta Light Rail suspended the Carlingford to Camellia Shop Local Campaign as businesses could no longer participate due to the COVID-19 pandemic. Parramatta Light Rail remained committed to supporting local businesses and relaunched this campaign on the 5 August 2020.



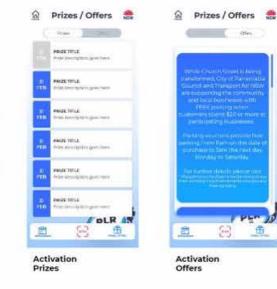












## Main works - Camellia & Carlingford Line Precinct

### **Supporting local business**

















# **Case Study - Imperial Gluten Free Bakery**

Conducting a deep operational audit with Realise Business has uncovered significant cost savings and new growth strategies for Imperial Gluten Free Bakery in Rydalmere.

As the owner of Imperial Gluten Free Bakery, Danny Haddad has worked with Realise Business advisor, Tim Noye, to improve business productivity while continuing the company mission to produce delicious gluten-free items.

"We are passionate about maintaining the quality of our goods and offering high-end gluten-free goods to the market," says Danny.

## The quest for quality growth and wider markets

In May 2019, Danny purchased the bakery that was established in 2011, attracted by the Victoria Road based business and the potential to scale up. The focus on gluten-free products gave it a unique selling point within a competitive marketplace.

The bakery sells gluten-free breads, cakes, pastries, and pies suitable for anyone with coeliac disease or gluten intolerance. Fresh preservative-free breads are baked daily and shipped Australia-wide in special vacuum sealed packaging.

Incorporating the gluten-free experience in the average family's shopping and dining habits was a key area of potential growth to consider.

"From the very early stages of taking over the business, we noticed that it was a challenge for parents and partners to find food that was appealing to both gluten-free and non-gluten-free family members, and for the gluten-free customers to not feel as though they were singled out because of their dietary requirements," observes Danny.

#### Plan of action

Expanding the business to cater for this wider market was a good idea, but Danny wanted to grow sustainably and not sacrifice quality. To develop the right strategies, Danny consulted Realise Business advisor Tim Noye.

After learning more about the gluten-free baked goods business, Tim proposed a three-point action plan:

- Operational audit and analysis of the cost of goods sold (COGS),
- Sustainable expansion
- · Streamlining operational efficiencies.

"Without the support of Tim, we would have had no idea where to start," comments Danny.

#### **Operation audit and COGS analysis**

The Deep Operational Audit was conducted to determine current business performance and reduce costs while not decreasing quality or value.

The tailored Operational Audit accumulates all business expenses then provides details of accurate running costs that can be worked on - with the overall aim of bringing costs down.

The audit of Imperial Gluten Free Bakery resulted in an advisory to:

- Review arrangements with core suppliers
- Negotiate or tweak what and how the bakery orders, to make the supply chain as cost-effective as possible
- Make in-house those major items that represent the highest bills for the business, rather than outsourcing.

Analysis within the operational audit, for example, cross-compared the costs of in-housing versus outsourcing items. It produced costings that showed this fresh 'in-sourcing' approach would mean considerable savings to the business.

#### **Sustainable expansion**

Tim supported the bakery's aims of expansion as well as advising on strategic supply chain refinement and cost-trimming.

"I personally would say our growth has a lot to do with his support," says Danny.

The first phase of the bakery's expansion has been a success, according to Danny. He was able to land a major contract with a well-known large capacity stadium. As well as providing security, the contract enables further scaling of the business – operational costs may be reduced by as much as 10%.

Danny comments, "Business Advisor Tim Noye played a crucial part in streamlining our operations, restructuring the business and implementing new strategies. This, in turn, enabled us to grow our business and operations sustainably."

#### The next phase of growth

The bakery is well on track to succeed, and Danny has further expansion on the agenda. "Our future aim is to expand, hiring more staff and producing our own flour blends to reduce operational costs."

This will put the bakery in an excellent position to compete with larger similar organisations. Danny envisages that "attracting blue-chip clients and high-volume clientele such as stadiums and airlines" will be associated with the business expansion.

He endorses the advisory experience. "We wanted to grow sustainably without sacrificing quality, and the advice given has enabled us to do this," says Danny. As part of their profile-raising in the local area, Imperial Gluten Free Bakery will be offering seniors and pensioners a 10 per cent discount when they buy from the store.

Find out how the experienced advisory team at Realise Business can help your business achieve sustainable growth and what is involved in a deep operational audit. Book your advisory session today.

Imperial Gluten Free Bakery **Danny Haddad** 





