



ECONOMIC DEVELOPMENT STRATEGY

Investing in our City's prosperity

DRAFT FOR EXHIBITION - AUGUST 2023



| PARRAMATTA

2023 — 2032

Parramatta Economic Development Strategy

Draft for public exhibition

This Strategy has been developed in consideration and coordination with other Council Strategies and Plans, ensuring alignment of priorities, objectives and actions over the next 10 years to 2032

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FIRST NATIONS ACKNOWLEDGMENT

We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

Nunanglanungdyu baramada
gulbanga mawa naa Baramadaḡal
dharuḡ ngurrawa badura
baramada dharuḡ yura



City of Parramatta Council recognises the Dharug peoples as Traditional Owners, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations to ensure a sustainable city for all.

Parramatta has always been an important meeting place for First Nations, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name Parramatta is a derivation of the word Burramatta or “place where the eels lie down” (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples and for the waves of migrants who have come to call Parramatta home. City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

First Nations peoples continue to play a vital role in the ecological, economic, and social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta, we imagine a future where the cultures, histories and rights of all First Nations peoples are understood, recognised, and respected by all Australians. The City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council’s Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Throughout 2020 - 2022, Council has continued its development and progression of major outcomes from the RAP including cultural infrastructure, public art and interpretation in Parramatta Square, and in the public domain throughout the Local Government Area (LGA). This has also included usage of Dharug language with permission and protocol, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to its First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes.

We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young peoples’ participation in sport and commenced meaningful dialogue with our First Nations community on the strategic direction of Council including in key documents, and longterm processes such as the Community Strategic Plan.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for First Nation peoples.

LORD MAYOR MESSAGE

Message to be included after
adoption



STRATEGY AT A GLANCE

OUR VISION

Our vision is for City of Parramatta to be the economic centre of Greater Sydney; globally competitive, connected, and vibrant.

Building on the long-term vision established by our Community Strategic Plan 2018-2038 (CSP) and further developed through consultation with our community and stakeholders, the Economic Development Strategy aims to deliver this vision.

By investing in Parramatta’s future, we can build a resilient and vibrant economy in our City.

OUR PRINCIPLES

The Economic Development Strategy is founded on five principles. These principles guide decision-making and the implementation of our actions:

- ✔ **Prioritising local business**
- ✔ **Delivering in partnership**
- ✔ **Innovative**
- ✔ **A ‘whole of precinct’ approach**
- ✔ **Inclusive opportunities.**

OUR PRIORITIES

To achieve our vision, this Strategy establishes five priorities for the next 10 years:

- ✔ **A Prosperous City:** Our economy is strong, diverse, and resilient.
- ✔ **An Integrated and Well-planned City:** Our City is integrated and well-planned, with access to jobs, services and leisure.
- ✔ **A Business-friendly City:** Our businesses are enabled to succeed.
- ✔ **A Skilled City:** Our community has the skills and opportunities to succeed in employment.
- ✔ **A Vibrant City:** Our City is vibrant and a destination of choice.

OUR ACTION PLAN

To realise the aspirations outlined in this Strategy, we must actively realise our City’s economic potential and build upon the capacity of our industry sectors and businesses. This will allow us to not only achieve our goals but respond quickly to opportunities as they emerge. The action plan outlines detailed actions that Council will undertake over the span of this Strategy to help us reach the objectives within our priorities and position our City for continued success. It will be updated every four years and monitored annually.

INTRODUCTION

01



Council will strategically guide the economic development of Parramatta and realise the benefits of our City's transformation for our community.



OVERVIEW

ECONOMIC DEVELOPMENT IN PARRAMATTA

Economic development ensures that job growth and business investment benefits our whole community. Thoughtful economic development can improve economic conditions and general liveability in our City. Council's role is to facilitate economic development in Parramatta. This means it is our job to monitor economic changes over time, to recognise trends, and to identify new opportunities for the City and our community.

Positioned at the heart of Greater Sydney, the economic success of Parramatta benefits not just those living within our City, but all of Greater Sydney. By 2036, the majority of Greater Sydney residents are expected to reside west of Parramatta. This highlights the growing importance of greater investment, job growth and prosperity in our City. To build a more resilient economy, we need to create more jobs in a wider range of sectors by attracting investment to our area.

Council supports our industry sectors. We understand and anticipate the needs of industry through a variety of

programs and initiatives, including direct business engagement and strategic partnerships. Council also plays a crucial role in promoting visitation to our City and marketing our business community.

We are proud to welcome innovative new businesses to our City as well as supporting established businesses to continue to thrive. Parramatta has a growing and diverse local economy, however it's imperative that job growth matches population growth and is supported by appropriate infrastructure and reform. The City will continue to lobby state agencies to ensure that our industries and businesses are given the strongest possible competitive foundation to grow and prosper.



Credit: City of Parramatta

Good planning is fundamental to the success of our businesses, and Council is continually engaged in precinct plans and upgrades to deliver local centres that are desirable, accessible, and thriving. It is vital that our City provides the amenity, lifestyle, and access to a range of services to support our growing community of residents, workers, students, and visitors.

This Strategy outlines the actions that City of Parramatta will take across our five priority areas, including prosperity, integrated planning, business success, upskilling, and round-the-clock activation. Council will champion and leverage these opportunities, alongside our partners, government, business, and the community, to create a prosperous and growing local economy, with improved quality of life outcomes for our community.

OUR JOURNEY

OUR JOURNEY SO FAR

Parramatta has experienced unprecedented investment and development in the last five years. Underpinning this investment was the release of the Greater Cities Commission's Central City District Plan 2018 which recognised Parramatta's role as an economic hub for Greater Sydney.

Major investment into the City has seen significant commercial developments. These include the completion of Parramatta Square and 32 Smith Street which have added over 280,000 sqm of commercial floor space for 27,000 workers. The development of Parramatta Light Rail Stage 1 and Metro West will reshape transport in our City and provide transformative urban renewal opportunities in terms of over station development. The Powerhouse Parramatta will also be a city-shaping project for the area. The Powerhouse will be the largest cultural infrastructure project in NSW since the Sydney Opera House and is expected to attract over 2 million visitors to our City in its first year.



PROJECTS

Between 2017 and 2021, Council was guided by the City of Parramatta's Economic Development Plan (EDP). The plan set the blueprint to harness growth and investment in our City to grow our local economy and provide benefit to our community.

Under the EDP, Council delivered several strategic projects, advocacy campaigns, and programs. These projects aimed to address issues in our City which hindered economic growth and sustainability. These projects included:

- Launching a comprehensive program of workshops and initiatives to support small businesses, start-ups, and aspiring business owners. Our programs provide foundational skills and aim to build the capacity of our businesses to thrive and grow.

- Establishing Parramatta Legal & Justice Coalition to advocate for the expansion of the Legal and Justice Precinct in Parramatta and transform the CBD into one of Australia's key legal hubs.
- Advocating for improved public transport infrastructure and the delivery of key rail routes connecting Parramatta to Greater Sydney, with the delivery of the Central City Rail Economic Impact Study.
- Delivering the Night City Framework 2020-2024 which sets the foundation for Parramatta to be a thriving night city through the prioritisation of the night time economy.

RESPONDING TO THE PANDEMIC

Our momentum carried throughout the COVID-19 pandemic as Council proactively supported our business community. Council approved the COVID-19 Community Resilience and Economic Relief Packages which included the COVID-19 Business Response Grants program providing \$150,000 in funding for businesses to adapt and diversify to keep trading during the COVID-19 pandemic.

Council provided frequent and targeted communication to keep businesses updated on the changing trading conditions; pivoted our business workshops and programs online; introduced gift cards for local businesses; and championed an online networking platform.

Council continues to deliver strong programming and support for local businesses to facilitate Parramatta's post COVID-19 bounce back. This includes achieving Purple Flag accreditation; the Parramatta CBD precinct was Australia's second location to be internationally recognised for meeting standards of excellence in vibrancy, diversity, and safety at night.



OUR JOURNEY AHEAD

As Parramatta is set to become the economic hub of Greater Sydney, the NSW Government has identified a number of priority growth areas and precincts. Westmead and Parramatta North as centres of innovation delivering health, education, and research; Camellia-Rosehill as home for advanced manufacturing and urban services; and Sydney Olympic Park as a premier sports and entertainment precinct supporting the City’s visitor economy.

Council will ensure these precincts also deliver on our strategic objective to preserve employment lands, create jobs and business opportunities, and provide greater access to retail and essential services.

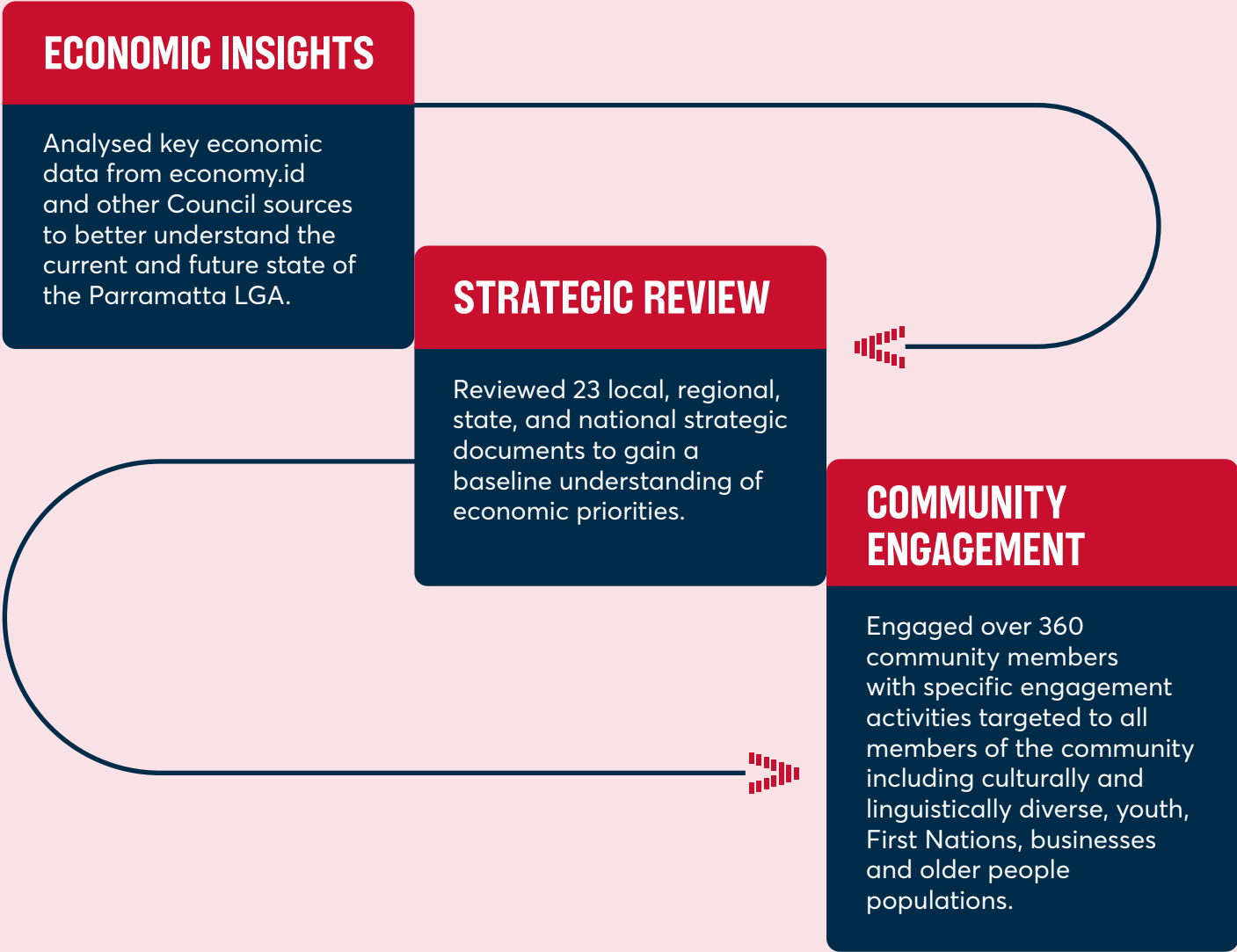
Parramatta CBD continues to be the primary economic hub of the region. Council recognises that the emergence of hybrid and remote work models have increased the importance of local centres and precincts.

To ensure job growth matches population growth, critical investment and infrastructure over the next 10 years is required. The City must capitalise on significant investment including: Metro West and future stages of Parramatta Light Rail; Riverside Parramatta’s revitalisation and the Powerhouse precinct; universities and the health sector; and residential developments across our LGA. This ensures benefits flow to our industry sectors, and new opportunities for business and jobs are created.

Council will strategically guide the economic development of Parramatta and realise the benefits of our City’s transformation for our community.

HOW WE DEVELOPED THIS STRATEGY

ENGAGEMENT



COMMUNITY AND STAKEHOLDER ENGAGEMENT

We recognise the importance of involving our community in our planning and decision-making process. Community engagement has been at the core of the development of this Strategy. For Council, engagement also provides the opportunity to understand varied points of view and to gather comprehensive information to inform the delivery of our services.

To develop the Strategy, Council assessed feedback from more than 360 people. Specific engagement activities were undertaken to target all members of the community including people who are culturally and linguistically diverse, young people, First Nations peoples, businesses and older people.

KEY AREAS TO ADDRESS

Emerging themes and areas to address:

NIGHT TIME ECONOMY

- Diversifying night life and businesses to activate the night time economy
- More diverse and safe night time activities.
 - Improve the night time economy and activations after dark.

SMALL BUSINESS SUPPORT

- Supporting local businesses through promotion and business education
- Provide more support and opportunities for small businesses.
 - Foster a culture of entrepreneurship in Parramatta.

VIBRANT ENTERTAINMENT AND CULTURE

- Placing more value on entertainment and culture
- Creation of local entertainment precincts.
 - More venues for live performances.
 - More small activations outside of the CBD.

INDUSTRY, BUSINESS AND JOB GROWTH

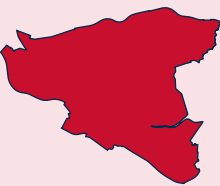
- Focus on industry sector growth, particularly health and law.
- Ability to easily access retail and services.
- Increase affordable spaces for businesses and other uses in the CBD and across the LGA.
- More jobs outside of the CBD.

IMPROVE CONNECTIONS AND PUBLIC SPACE

- Improve connections, transport and access across the LGA.
- Create attractive public spaces that are designed for universal access.

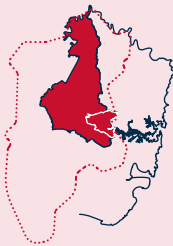
STRATEGIC CONTEXT

Council reviewed the following strategic documents which have informed the Economic Development Strategy:



LOCAL

- Parramatta LGA
- Integrated Planning and Reporting Framework (Community Strategic Plan, DPOP)
- Council's strategies, policies and plans
- Parramatta 2035
- Westmead Place Strategy
- Camellia-Rosehill Place Strategy.



REGIONAL

- Dharug Nation (dotted)
- Central District Plan (red)
- Metropolis of Three Cities Region Plan
- Central River City District Plan
- The Six Cities Region Discussion Paper
- GPOP The Future Made Here
- Western Sydney Visitor Economy Strategy
- Sydney 24 Hour Economy Strategy.

STRATEGIC ALIGNMENT

This Economic Development Strategy aligns with the state government's vision for Parramatta. There is recognition at local and state levels that Parramatta's rapid population growth must be met with an equitable share of Greater Sydney's jobs, infrastructure, cultural assets, and investment. These four key strategic documents underpin the foundations of our Strategy:

The Six Cities Region Discussion Paper 2022:

The Greater Cities Commission (GCC) released the discussion paper to stimulate conversation about planning in the region (Lower Hunter and Greater Newcastle, Central Coast, Greater Sydney and Illawarra-Shoalhaven). This Strategy positions Council to respond to the directions established by the GCC in the Six Cities Region Plan (set to be published late 2023).

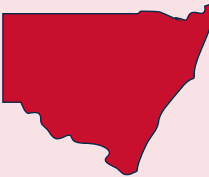
Greater Sydney Region Plan, A Metropolis of Three Cities 2018:

Positioning Parramatta as the metropolitan centre of the Central City, the plan recognises the Greater Parramatta and Olympic Park (GPOP) areas require optimal infrastructure investment to keep pace with growth in the region.

Central City District Plan 2018: The plan envisions a stronger and more competitive Greater Parramatta. To bolster its position as one of Greater Sydney's metropolitan city centres, the plan proposes providing capacity for job growth, new opportunities for investment and business, accessibility to a larger and more diverse labour pool, and improving business and job agglomerations.

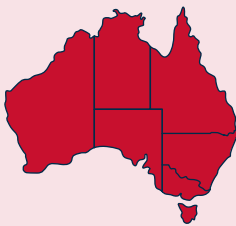
Local Strategic Planning Statement 2020:

The Local Strategic Planning Statement City Plan 2036 (LSPS) sets out a 20-year vision for land use planning. It balances the need for housing and economic growth, while also protecting and enhancing housing diversity, heritage and local character.



STATE

- NSW 2040 Economic Blueprint
- NSW COVID-19 Economic Recovery Strategy
- Investment NSW Strategy
- Staying Ahead State Infrastructure Strategy
- Future Transport Strategy
- TfNSW Connecting to the future: 10 Year Blueprint
- Cultural Infrastructure Plan
- Smart Places Strategy
- NSW Visitor Economy Strategy.



NATIONAL

- Make It Happen Modern Manufacturing Strategy
- Australian Digital Economy Strategy
- Australian Infrastructure Plan.

Figure 1: Local to global policies and initiatives that influence, guide, and support this Strategy.

HOW WE PLAN

INTEGRATED PLANNING AND REPORTING

All planning at Council is conducted within the Integrated Planning and Reporting (IP&R) framework – a mandatory framework for all NSW councils.

City of Parramatta’s Community Strategic Plan 2018 – 2038 (CSP) is the leading plan in this framework. The CSP sets out the City’s long-term goals and outlines our vision to become

“Sydney’s Central City: sustainable, liveable and productive – inspired by communities.”

COUNCIL’S ROLE

Council plays a very broad role in delivering the Strategy across the City. To support clarity around our levels of responsibility this Strategy uses a ‘deliver, partner, advocate’ model.

➤ DELIVER

Council delivers a wide range of programs and services including waste collection, libraries, childcare, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.

Example: We can deliver economic outcomes through a variety of business events in Parramatta which provides the business community with opportunities for thought leadership and discussion, networking, and learning.

The Economic Development Strategy 2023-2038 has been developed in response to the CSP, and addresses the challenges currently facing the community. It supports our CSP vision by establishing further priorities and action areas that foster a thriving and resilient Parramatta.

➤ PARTNER

Council builds strategic partnerships with federal and state government agencies, the private sector, community organisations, and a range of other stakeholders that will contribute to delivering the Strategy’s objectives.

Example: We can partner with other organisations to leverage their expertise, resources and capacity to promote economic growth, new jobs and improved outcomes for our community.

➤ ADVOCATE

When we are not in partnership or do not have direct control over an issue, Council gives voice to the needs and aspirations of the community through advocacy. We advocate for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community and environment.

Example: We can advocate for recognition by government, industry, business and the community as an important economic hub within Greater Sydney.

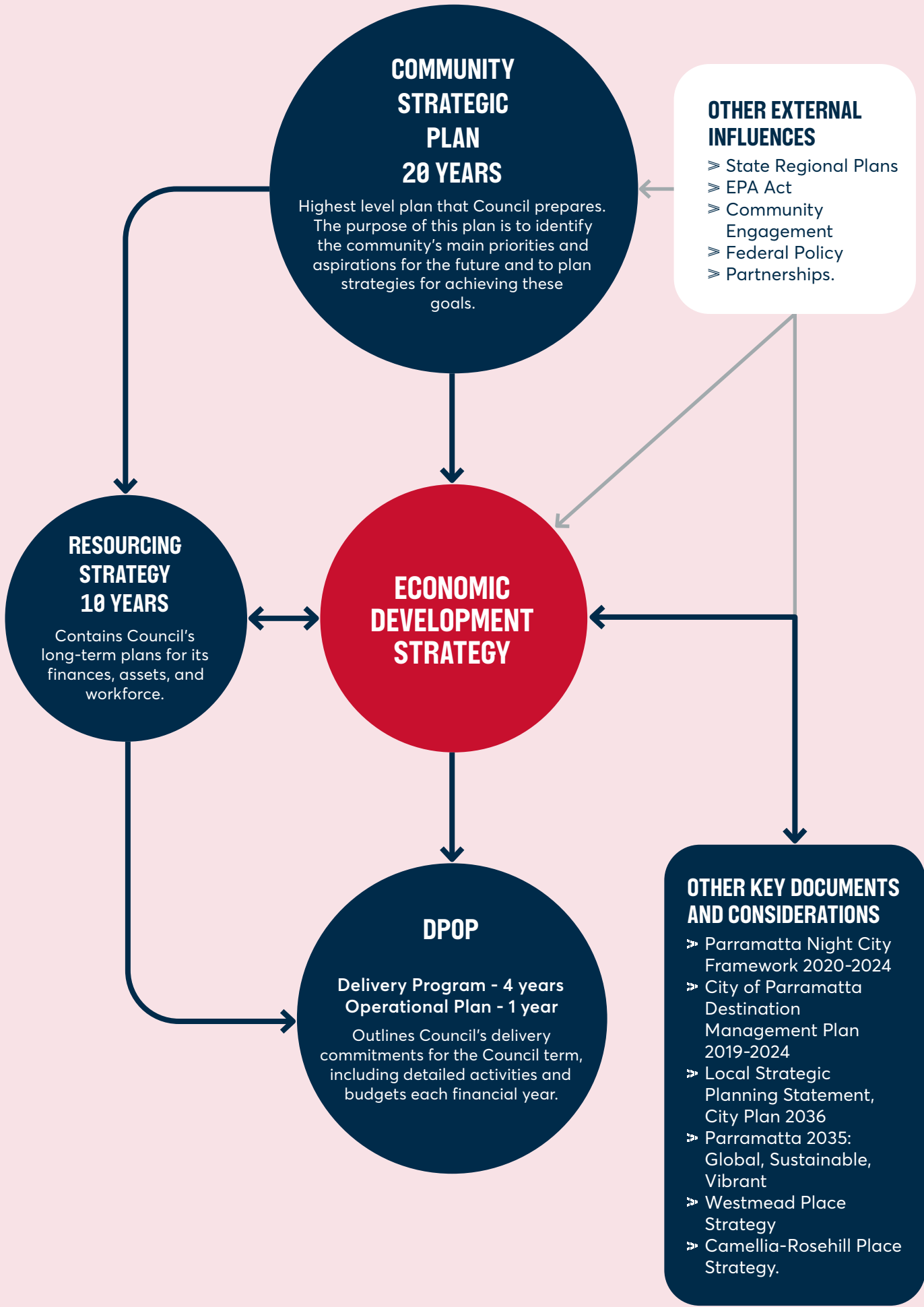


Figure 2: Council's Integrated Planning and Reporting framework

OUR CITY

02



By 2036, the majority of Greater Sydney residents are expected to reside west of Parramatta.



Metro West will revolutionise connectivity between Greater Parramatta and the Eastern Harbour City, with three new stops at Westmead, Parramatta and Sydney Olympic Park. Offering 'turn up and go' frequencies, Metro West will cut journey times from Parramatta to the Sydney CBD to just 20 minutes.



Metro West

\$25 BILLION INVESTMENT

Set to transform the way people move around Western Sydney, the Parramatta Light Rail will have 28,000 daily users by 2026. With Parramatta Light Rail Stage One due to become operational from 2024, Parramatta Light Rail Stage Two will add 14 further stops to connect the Parramatta CBD to Sydney Olympic Park.



Parramatta Light Rail

28,000 DAILY PASSENGERS

Powerhouse Parramatta is set to become the largest museum in NSW and will host 2 million visitors in its first year alone. It will boost Parramatta's visitor economy, attracting local, regional, and international visitors, and create new jobs in the creative industries and hospitality sectors.



Powerhouse Parramatta

30,000 SQM SPACE

A CITY TRANSFORMED



DOUBLING THEATRE CAPACITY

Riverside Theatres

The Riverside Theatre redevelopment is an essential investment in Parramatta's cultural scene and night time economy. With 1,543 seats to be added throughout the theatre, the redevelopment represents a 245% increase on its current capacity, welcoming more events and audiences to our City.



50,000 FULL TIME JOBS

Westmead Health and Innovation District

Already an innovative healthcare hub and Parramatta's largest employer, the Westmead health precinct is undergoing a \$1 billion transformation that will result in more jobs, advanced research, and education facilities. 50,000 full time staff are expected to work in Westmead's Health and Innovation district by 2036.



10 MILLION ANNUAL PASSENGERS

Western Sydney International Airport

Western Sydney International Airport will strengthen Greater Western Sydney's global connections, welcoming 10 million annual travellers by 2031. It will help create new opportunities for Parramatta's industries to thrive.

More than 260,000 people now call Parramatta home. Our population is expected to almost double by 2041, presenting huge opportunities for business and job growth.



GROWING POPULATION

Parramatta's workforce is young, educated and professional. Almost half the City's working age population is between 25 and 44, demonstrating strong demand for high-quality jobs close to home.



YOUNG AND SKILLED

Parramatta is one of the most highly educated communities in the country, with 44.4% percent of residents possessing a tertiary qualification compared to the NSW average, 27.8% and the national average, 26.3%.



HIGHLY QUALIFIED

OUR PEOPLE & ECONOMY



EDUCATION HUB

Parramatta is also home to six universities, with over 25,000 students enrolled across the City's campuses. There are more than 2,400 local jobs in tertiary education.



NEW WORK OPPORTUNITIES

An additional 113,000 jobs will be created in the Parramatta Region by 2036, creating new opportunities to capitalise on a fast-growing, culturally diverse workforce and talent pool for our local businesses.



ECONOMIC GROWTH

Parramatta's Gross Regional Product (GRP) reached \$28.59 Billion in 2022, with Parramatta's local economic growth rate outpacing state-wide growth in the 15 years to 2022.

INDUSTRY HIGHLIGHTS

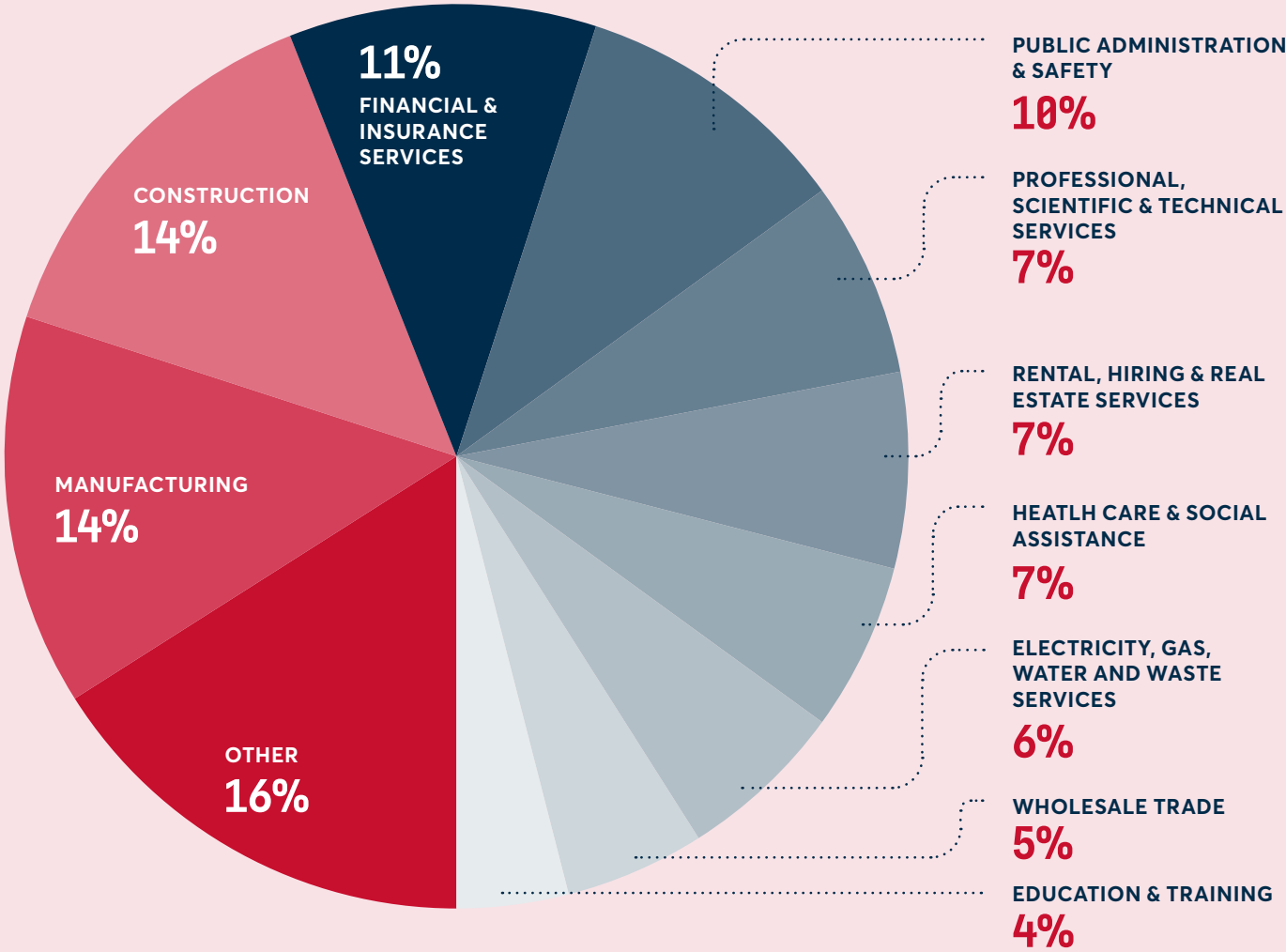


Figure 3: Top industries by output 2021/2022, National Institute of Economic and Industry Research (NIEIR) via economy.id



Healthcare jobs to grow by
49.5%

Health care and social assistance is Parramatta's largest employing industry, generating 27,561 local jobs and \$3.37 Billion in economic output in 2021/22. The industry makes up 16.41% of employment in Parramatta compared to the state wide figure of 14.18%.

Health care jobs are projected to grow by 49.5% from 2020 to 2030.



26.5%
Growth in Professional, Scientific, and Technical Services

Professional, Technical, and Scientific Services contribute 11,514 jobs and \$3.536 Billion in economic output to Parramatta's economy, a growth in output of 25% over 5 years.

A key sector in this industry is legal services. Parramatta is the second largest legal centre in NSW, with 1,000 jobs in legal services.



Financial and Insurance Services produced
\$5.6 BILLION
in output in 2022

Financial and Insurance services contributed 10,886 local jobs and \$5.623 Billion in economic output to Parramatta's economy in 2021/22.

Parramatta is currently home to the four big accounting firms – Deloitte, EY, KPMG, and PwC.

CITY MAP

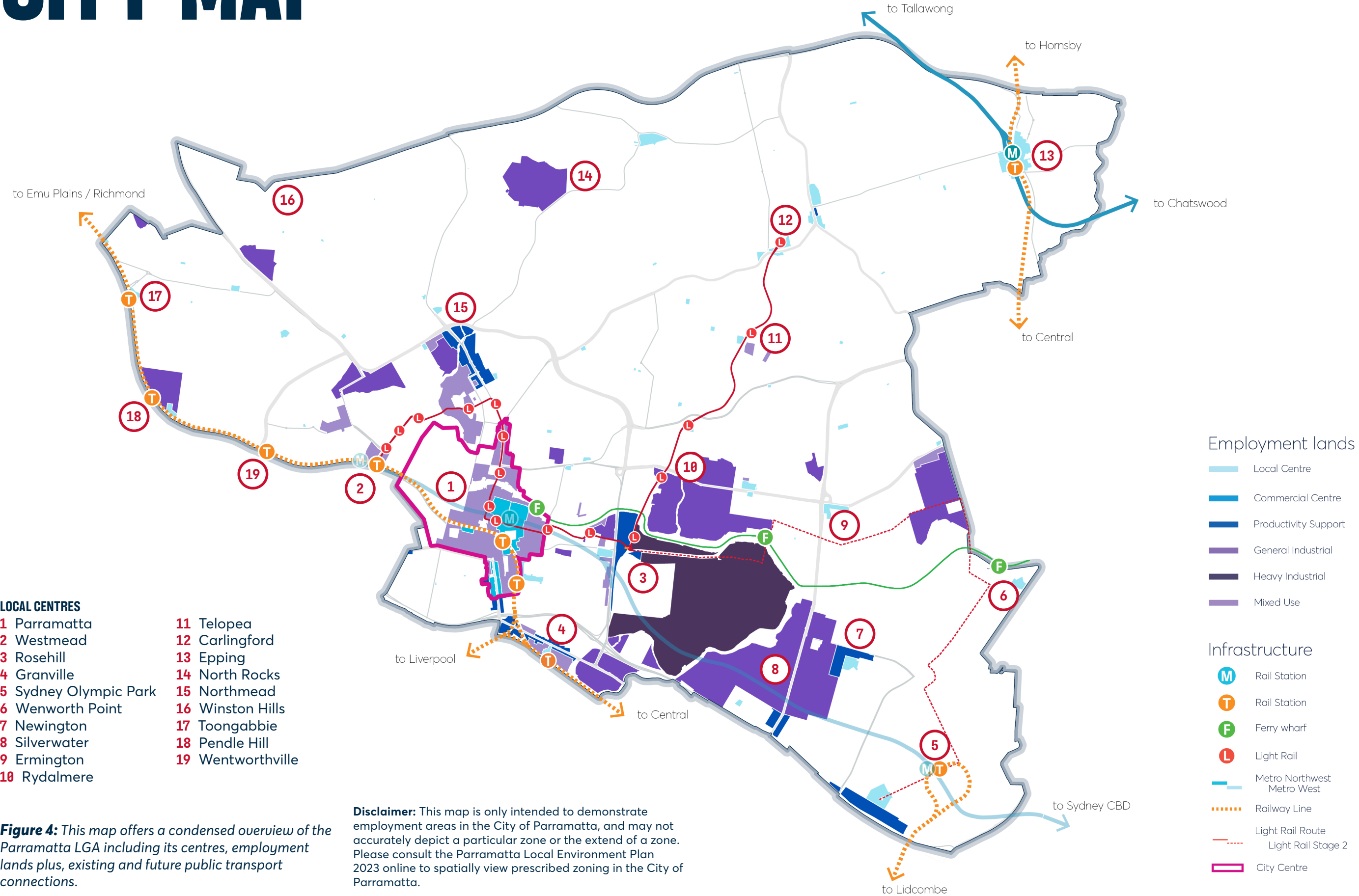


Figure 4: This map offers a condensed overview of the Parramatta LGA including its centres, employment lands plus, existing and future public transport connections.

THE STRATEGY

03



The economic centre of
Greater Sydney; globally
competitive, connected,
and vibrant.



OUR VISION & PRINCIPLES

OUR VISION

The economic centre of Greater Sydney; globally competitive, connected, and vibrant.

Building on the long-term vision outlined in our Community Strategic Plan 2018-2038, and through consultation with the community and stakeholders, Council is investing in Parramatta's future to deliver a resilient and vibrant economy.

Strategically located at Sydney's geographic centre, Parramatta's thriving and resilient economy builds on the success of our diverse industry sectors, and collaboration between enterprises, research institutions, and community. Together we promote a culture of innovation and drive economic competitiveness.

The young, diverse, and educated population of our area serves as the foundation for Parramatta's economic potential. Council will harness Parramatta's six universities to create a talented and educated workforce across Greater Sydney.

Council will ensure that our globally competitive, connected, and vibrant City welcomes investment, strengthens strategic partnerships, and facilitates targeted programs to enable a broad range of businesses and industries to establish and thrive.



Credit:
Sydney Olympic
Park Authority

OUR IMPLEMENTATION PRINCIPLES

The Strategy is founded on five core principles determined through engagement with our residents, businesses, and industry. These principles serve as a value-based guide that will be applied to all economic development projects.

PRIORITISING LOCAL BUSINESS

We will consider the needs of our local businesses and their customers in decision-making and planning, ensuring Council achieves the best outcomes for our business community.

DELIVERING IN PARTNERSHIP

We will work with our partners and stakeholders to deliver outcomes for our City that are in the best interests of our businesses, workers, and residents.

INCLUSIVE OPPORTUNITIES

All members of the community will have equitable access to opportunities to support participation in our economy.

A 'WHOLE OF PRECINCT' APPROACH

Our precincts and neighbourhoods will be viewed holistically to ensure attractive and functional places that, not only meet the needs of local community and businesses, but also serve Greater Sydney.

INNOVATIVE

We will seek, champion, and advocate for new ways of working and innovative ideas to support our City and businesses that provide opportunities for economic growth and community benefit.

OUR PRIORITIES

STRATEGIC DRIVERS

The Strategy responds to opportunities to support Economic Development through the following strategic drivers:

RESILIENT

We want our industry sectors and businesses of all sizes to be able to thrive and adapt to changing conditions ensuring continuous prosperity and job growth for our City.

LIVEABLE

Our precincts and neighbourhoods are attractive places where people can live, work, and easily access retail and essential services to improve quality of life outcomes.

PRIORITIES

Our priorities provide long-term directions and a framework for guiding Council to support our community, businesses, and City to achieve our vision. Our five priorities are:

-  **A Prosperous City:** Our economy is strong, diverse, and resilient.
-  **An Integrated and Well-planned City:** Our city is integrated and well planned, with access to jobs, services and leisure.
-  **A Business-friendly City:** Our businesses are enabled to succeed.

COMMUNITY



All members of our community are supported to succeed in business and employment, and benefit from our City's prosperity.

VIBRANT

Our City is activated day and night, with precincts designed to support businesses and host events and festivals, attracting locals and visitors.

COLLABORATIVE

We work closely with our partners across business, government, and community to deliver on our City's strategic objectives to ensure our shared vision is achieved.

-  **A Skilled City:** Our community has the skills and opportunities to succeed in employment.
-  **A Vibrant City:** Our city is vibrant and a destination of choice.

We envision the City of Parramatta to be the economic centre of Greater Sydney; globally competitive, connected, and vibrant. We will accomplish this by championing local business, supporting our skilled community and attracting further investment.

BY 2032 WE WILL TRANSITION INTO...

01 A PROSPEROUS CITY

From a rebounding and re-emerging economy  ... to a stronger, more diverse and resilient economy.

02 AN INTEGRATED AND WELL-PLANNED CITY

From a developing City  ... to an integrated and well-planned City with access to jobs, services and leisure.

03 A BUSINESS-FRIENDLY CITY

From a City with business  ... to a City for business.

04 A SKILLED CITY

From a skilled community  ... to an economy with opportunities to retain and attract skilled talent.

05 A VIBRANT CITY

From a hidden gem  ... to a destination of choice.

PRIORITY 01

A PROSPEROUS CITY

Our economy is strong, diverse, and resilient.

WHY IS IT IMPORTANT?

A strong and diverse economy means that the community benefits from a variety of jobs across industries allowing for growth and resilience in business and the community.

Our diversified economy is underpinned by a range of high-performing industry sectors. These industries contribute to economic resilience in our City and ensure our community continues to benefit from a strong economy that can withstand external disruptions.

Investment in our City by businesses of all sizes ensures we have the jobs to serve our local community and the people of Greater Sydney, reinforcing the region's economic hub.

INDUSTRY AND BUSINESS

Our industry sectors are diverse, and competitive.

One of Parramatta's economic strengths is the diversity of industry in our City. These industries harbour a concentration of talent, innovation, and capability that make our local economy competitive on a regional and national scale.

As of 2022, Parramatta's best performing sector is the construction industry. This is closely followed by professional, technical and scientific services, and property sector services. Other strong-performing industries include wholesale and retail trade, accommodation and food services, financial and insurance services.

Building on these successes, Parramatta must embrace the burgeoning innovation sector. With the further expansion of our educational institutions in Parramatta, our community will be industry-ready, sustainable, and more globally competitive. Investment being made by universities will ensure that Parramatta is at the forefront of cutting-edge research, innovation and business.

Credit: WSU LaunchPad



INVESTMENT

We are the leading hub for business investment in Greater Sydney.

Parramatta is a city where businesses of all sizes want to have a presence, propelled by confidence in our dynamic economy where they can benefit from opportunities for growth.

New businesses and anchor tenants across a range of industry sectors are drawn to invest in our City, increasing diversity within our industry sectors and strengthening our local economy.

In 2022 there were an estimated 32,000 GST-registered businesses in Parramatta and over 4,000 new business registrations over the year.

JOB GROWTH

We have jobs growth that underpins Parramatta's role as the Central City.

As Greater Sydney grows it is crucial for Parramatta to accommodate new jobs and address the imbalance of employment opportunities between the Central City and the Eastern Harbour City that sees over 250,000 people from the west of Parramatta travel east for work every day.

Parramatta is at the heart of Greater Sydney's metropolitan region with a rapidly growing population through urban intensification in the Parramatta CBD and growth precincts across the LGA. In the City of Parramatta, the health care and social assistance sectors are the largest employers, generating 30,762 local jobs in 2020/21.

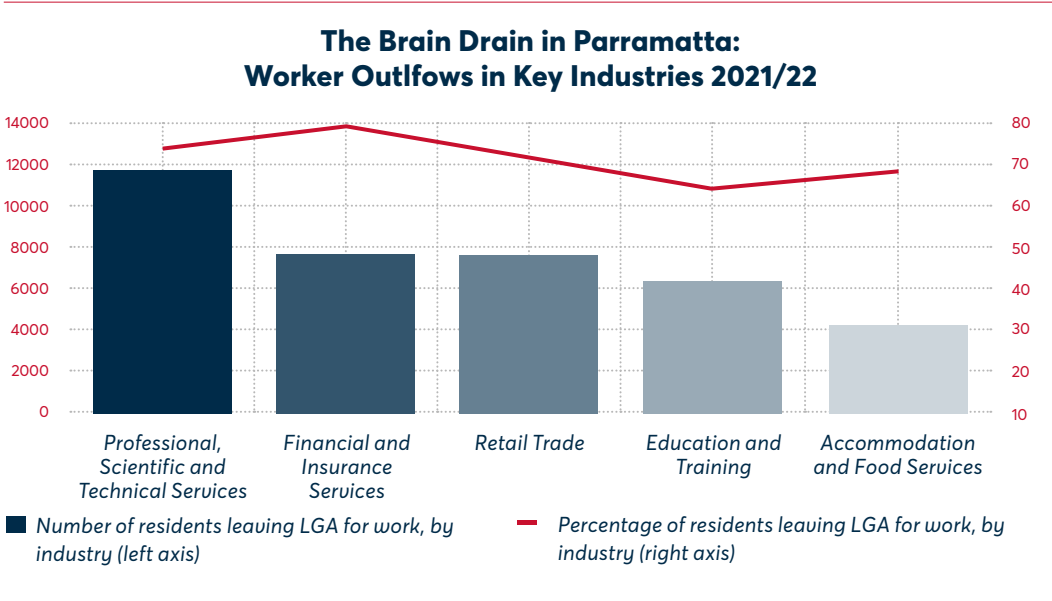
KEY INSIGHTS

Parramatta has seen significant jobs growth in highly skilled, knowledge-focused sectors in recent years, however 69% of our residents still travel outside of Parramatta for work.

Our focus on knowledge and professional industry sectors presents enormous opportunities to provide skilled jobs locally. Significant opportunity is also evident in the growing retail and hospitality sectors.

Parramatta has a large, skilled resident workforce population across a range of sectors but lacks enough local jobs to fully realise the benefit of this skills concentration.

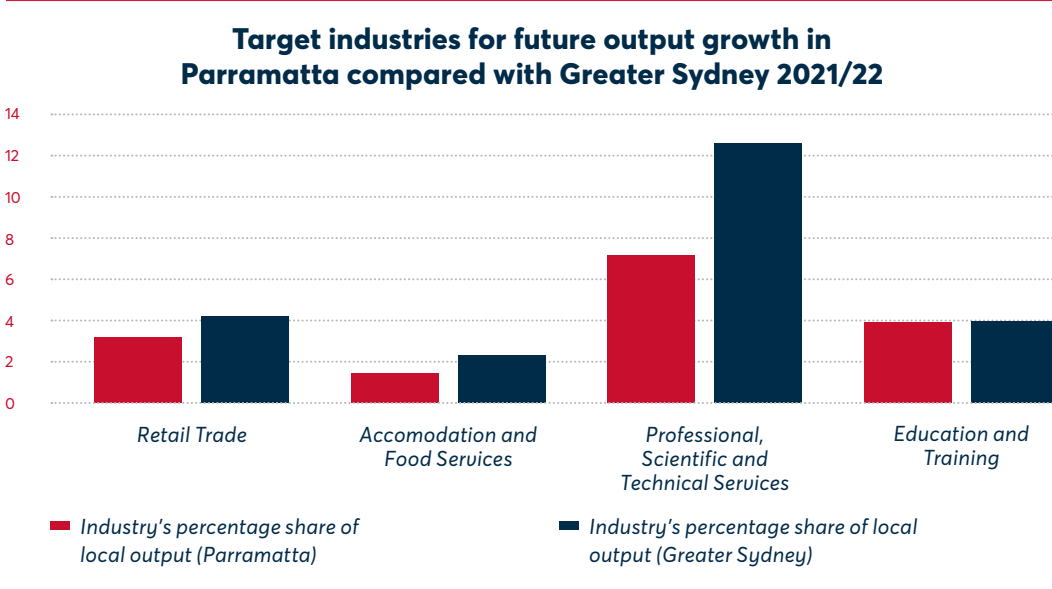
Figure 5: Data Source: Australian Bureau of Statistics (ABS), 2021 Census via economy.id



Parramatta benefits from its skilled, diverse, and growing local workforce, a benefit that can be leveraged into growth in a range of industries that complement our residents' existing skills and contribute to our economy and community.

There are opportunities for further growth in sectors where Parramatta has a lower share of industry output compared to Greater Sydney.

Figure 6: Data Source: NIEIR via economy.id



WHAT WE WILL DO

These are Council's Objectives and expected outcomes relating to A Prosperous City. Further detail can be found in the action table at Section 04.

| OBJECTIVES | OUTPUTS |
|--|---|
| 1.1 Our industry sectors are diverse and competitive | Explore opportunities to further diversify the economy and support industry sectors in Parramatta Explore opportunities to grow the startup ecosystem Investigate sustainable business practices through circular economy initiatives |
| 1.2 We are the leading hub for business investment in Greater Sydney | Attract strategic business investment |
| 1.3 We have jobs growth that underpins Parramatta's role as the Central City | Achieve sustainable and balanced jobs growth between Parramatta and Greater Sydney |

| OBJECTIVES | INDICATORS | TARGETS |
|------------|---|----------------------------------|
| 1.1 | Growth in key identified industries | Increase on previous year |
| 1.2 | City of Parramatta's Gross Regional Product (GRP) | Increase on previous year |
| 1.3 | Net job growth within City of Parramatta LGA | Increase on previous Census data |

INDUSTRY SPOTLIGHT

PARRAMATTA'S INNOVATION AND RESEARCH CAPABILITY

The emergence of innovation and research capability in Parramatta signals a new horizon for our City's economic diversity and presents significant opportunities for our industry sectors.

The opportunity to create an innovation ecosystem in Parramatta is bolstered by investment in health, education, and research across our City stretching from the Westmead Health and Innovation District, to the Parramatta CBD, and to the future Camellia-Rosehill precinct and Sydney Olympic Park.

The release of the state government's Westmead Place Strategy in 2020 amplified Parramatta's innovation potential. The Strategy outlined

a vision for Westmead as Australia's premier innovation and health district, with a focus on investment for start-ups, and partnerships between Council, the government, and stakeholders including the Westmead Research Hub. This aligns with Council's Economic Development Plan 2017-2021 and the foundation on which we build the future innovation ecosystem in Parramatta.

The opening of the Western Sydney Startup Hub in Parramatta North and the Engineering Innovation Hub in the Parramatta CBD in 2022 presents significant opportunities for the innovation sector to connect with the business community.

PRIORITY 02

AN INTEGRATED & WELL-PLANNED CITY

Our city is well-planned, with access to jobs, services, and leisure.

WHY IS IT IMPORTANT?

Good planning and quality spaces create thriving precincts and neighbourhoods. This improves the quality of experience for our residents, workers, and visitors and improves the economic success and liveability of our City.

Council recognises the role of strategic planning and urban design in shaping our city and creating an environment where businesses and industry have functional spaces to flourish. This must be supported by infrastructure that enables people to move seamlessly throughout our City and allows our economy to function efficiently.

PLANNING AND DESIGN

Our planning facilitates employment, housing, and community spaces to achieve a balance of essential uses.

Parramatta is a City of many distinct precincts and places. From the dense commercial and retail hub of Parramatta CBD to the specialised precincts at Westmead and Rydalmere, and neighbourhood centres serving local populations, each area has a unique offering.

Council recognises the importance of a 'whole of precinct' approach to planning at both a local and state level. This enables us to improve the capacity and functionality of our precincts and to maximise their contributions to our economy and community.

This Strategy will help deliver multi-use and integrated precincts that create more competitive economic outcomes and provide opportunities for industry clusters, ancillary services, and collaboration.

Credit: Transport for NSW



CONNECTED PRECINCTS

Our CBD and precincts are well integrated, with public and active transport that connects our community to our precincts and to Greater Sydney.

To bolster our City's productivity we need efficient road networks, and high quality public and active transport. Seamless connectivity enables workers from across Greater Sydney to reach jobs in Parramatta. It also provides our community with seamless access to services and leisure in Parramatta and beyond. Benefit flows to local businesses that experience increased trade and access to customers resulting from a more connected city.

PUBLIC SPACE AND PLACE MAKING

We have public spaces that contribute to the economic vitality of our City.

Quality public spaces contribute to a dynamic and activated city where people want to spend time. Our businesses benefit from spaces that attract residents, workers, and visitors. Amenity and infrastructure invite people to gather, and allow businesses to spill into our public spaces. They also make it easier for our City to deliver events, festivals, and activations that benefit our local businesses, and contribute to the vitality and vibrancy of our City.

Our City's strategic precincts will drive the growth of Parramatta's economy and will provide jobs, housing and services for our growing population. They will contribute to the City's dynamic night time economy, entertainment and cultural uses.

PARRAMATTA’S STRATEGIC PRECINCTS

| PRECINCT | ROLE TODAY | ROLE IN THE FUTURE |
|-----------------------|---|---|
| Parramatta CBD | A thriving finance, business services, and administration centre, it is the primary economic hub for Parramatta and Greater Western Sydney, supported by retail and hospitality | The leading economic hub for Greater Sydney, attracting business investment across industry sectors, with a diverse mix of retail, hospitality, and cultural offerings |
| Westmead | One of Australia's largest health and education precincts, Westmead is the premier innovation and research district in Greater Western Sydney | Australia's premier innovation district with world leading and globally connected health, research, and education services and institutions |
| Parramatta North | An historic culturally significant hub with an emerging innovation focus | Integrated with the Westmead Health and Innovation District, it will champion innovation, education, and creative industry |
| Rydalmere-Silverwater | Parramatta's largest industrial precinct, it is home to manufacturing, warehousing, and logistics businesses | Continue as Parramatta's manufacturing hub and will provide opportunities for the City's advanced manufacturing future |
| Camellia-Rosehill | An urban services and heavy industry precinct supported by Rosehill Gardens events centre and racecourse | Future advanced manufacturing hub for the Parramatta LGA and Greater Sydney, showcasing innovation and sustainability with a growing night time economy |
| Sydney Olympic Park | Sydney's sporting and entertainment super-precinct, it is an elite sport, lifestyle, commercial, and residential community | Sydney's premier entertainment and sporting precinct, it will also be a major employment and business centre, and a hub for sports science, conferences and conventions |
| Epping | A strategic local centre serving a fast-growing population with strong public transport connections | A major employment and business hub, it will capitalise on improved transport links to Parramatta CBD, and proximity to the Macquarie Park Innovation District |
| Local centres | Population serving centres providing the day to day needs of their respective communities | Well-connected and vibrant places providing access to a diverse range of jobs, retail, and services, contributing to liveable neighbourhoods |

WHAT WE WILL DO

These are Council's Objectives and expected outcomes relating to An Integrated & Well-planned City. Further detail can be found in the action table at Section 04.

| OBJECTIVES | OUTPUTS |
|---|--|
| 2.1 Our planning facilitates employment, housing, and community spaces to achieve a balance of essential uses | <div>Preserve employment land zoning to protect industry and jobs</div> <div>Create places that facilitate a balance of essential uses to ensure access to employment, housing, and community spaces in our precincts</div> <div>Deliver planning controls that create spaces and conditions for industry, business, and cultural uses to thrive</div> |
| 2.2 Our City is well integrated with public and active transport that connects our community to our precincts and to Greater Sydney | <div>Advocate for connected, efficient and frequent public transport across our City, Greater Sydney and beyond</div> <div>Deliver active transport solutions that improve movement across the LGA and Greater Sydney</div> <div>Investigate efficiencies in road networks and access to improve movement in our LGA</div> |
| 2.3 We have public spaces that contribute to the economic vitality of our City | <div>Create attractive public spaces that support local businesses by encouraging workers, visitors and residents to spend time in our CBD and precincts</div> <div>Deliver public spaces that are equipped to host events, festivals and activations</div> |

| OBJECTIVES | INDICATORS | TARGETS |
|------------|--|---------------------------------------|
| 2.1 | Maintain a balance of usage | Maintain or increase on previous year |
| 2.2 | Community satisfaction rating with Council promoting sustainable transport including footpaths, cycleways and public transport | Maintain or increase on previous year |
| 2.3 | The delivery of Our Better Neighbourhoods Program | Maintain on previous year's budget |

A BUSINESS-FRIENDLY CITY

Our businesses are enabled to succeed.

WHY IS IT IMPORTANT?

A business-friendly environment is crucial for our City's economic development. It attracts investment, creates jobs, increases tax revenue, fosters innovation, and improves quality of life for residents. This leads to better job security, greater job opportunities, higher incomes, and reduced poverty.

Parramatta has a dynamic, competitive, and diverse business community, with over 32,000 businesses calling our city home in 2022. From small and medium businesses to large corporates, start-ups and social enterprises, Parramatta is the region's economic hub and a significant business district within Greater Sydney.

A thriving business community underpins our economy's diversity and resilience. Council can enable all types of business to compete and succeed by implementing effective programs, policy and processes.

By taking these steps, Council can support the growth of both new and existing businesses, in turn strengthening our local economy, bolstering job growth, fostering innovation, and improving community wellbeing.



BUSINESS SUPPORT

Our City is a great place to start and run a business.

Parramatta is a desired location to start, relocate to and run a business. Our business community is also supported by state and Council run programs, and by its proximity to multiple business associations, co-working spaces and start-up hubs.

We want to leverage existing support and facilities that provide opportunities for our businesses to prosper. We want to ensure that it is easy to start, grow and run a successful business in the City of Parramatta and that they receive the support needed regardless of their stage or size.

POLICY AND PROCESS

We have policies and processes that support and prioritise our local businesses.

Council recognises the need to provide policies and plans that prioritise our businesses and support them to maximise their opportunities in our City. We value regulatory processes that are responsive to business needs, and through which our businesses are supported at every step. We will champion our local businesses who are at the forefront of our Strategy and create opportunities for them to work with Council. We will actively support our local businesses in all our activities ensuring community resources are reinvested back into the community.

KEY INSIGHTS

Parramatta LGA has 32,000 small businesses across a range of industries including retail and hospitality, health, administrative services, and professional services. Between 2016 and 2021 there were 23,062 new business registrations in Parramatta.

“Almost two-thirds (65%) of Parramatta organisations are seeking to expand in our City over the 12 months to Dec 2022 – up 7 percentage points since 2021 and 10 since 2020.”

Business Confidence Survey, 2022

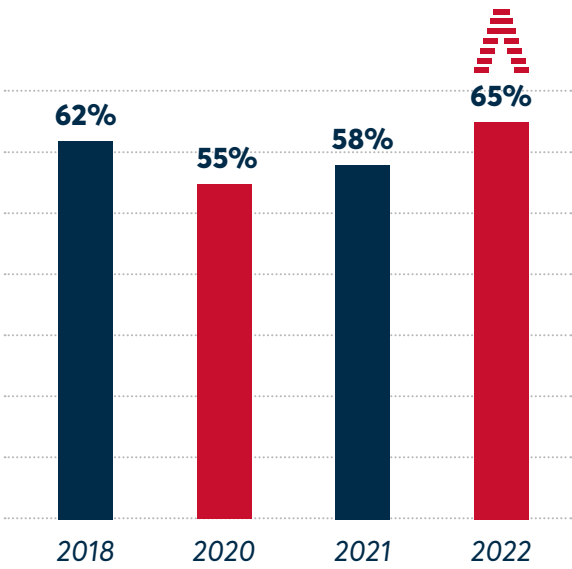


Figure 6: Percentage of businesses seeking to expand in our City.

WHAT WE WILL DO

These are Council’s Objectives and expected outcomes relating to A Business-friendly City. Further detail can be found in the action table at Section 04.

| OBJECTIVES | OUTPUTS |
|---|--|
| 3.1 Our City is a great place to start and run a business | Connect businesses to resources, programs, and initiatives Create a centralised location to access business support Promote the diversity and vibrancy of our local businesses |
| 3.2 We have policies and processes that support and prioritise our local businesses | Improve the customer experience and knowledge of planning and regulatory processes Revise Council policies to provide greater opportunities for local businesses |

| OBJECTIVES | INDICATORS | TARGETS |
|------------|---|---------------------------|
| 3.1 | Net business growth within the City of Parramatta LGA | Increase on previous year |
| 3.2 | Business satisfaction with Council's policies and processes | Increase on previous year |

INDUSTRY SPOTLIGHT
SUPPORTING SMALL BUSINESS

Hardman Communications is a strategic communications agency based in Parramatta that offers a range of communications services to businesses of all sizes. Their mission is to support small businesses in Western Sydney, a goal which is achieved in part through their partnership with the City of Parramatta Council.

Hardman Communications began delivering training programs for start-ups and small businesses in Parramatta in 2020. These training programs offered practical, hands-on training from industry experts on a range of topics such as communication, social media, and content development. The training included interactive sessions, practical exercises, and case studies

that were tailored to the specific needs of the attendees.

In addition to their training programs, Hardman Communications facilitated a “Network and Knowledge” end-of-year event to celebrate and recognize local start-ups. They also organised a virtual event called “Women’s Mentoring Speed Networking” during Small Business Month, which encouraged participants to make professional connections, improve their confidence, and expand their networks.

The programs have been popular, with sign-ups exceeding the predicted number of attendees. A pre-training survey indicated a low level of

experience but a high level of interest in the subject matter. Attendees engaged consistently and positively during the webinars and face-to-face events. Upon completion, 100% of the attendees said they would apply the training they received to their business.

Overall, Hardman Communications has made a significant impact in the Parramatta community by supporting small businesses with their expert communication skills and training programs. They continue to provide valuable resources and opportunities for start-ups and small businesses in the area.



A SKILLED CITY

Our community has the skills and opportunities to succeed in employment.

WHY IS IT IMPORTANT?

Investing in human capital and ensuring all members of the community can find meaningful employment will lead to sustainable economic growth and resilience. Through partnerships with key stakeholders in tertiary education and industry, we can enable our community to reach their full potential.

Our community is incredibly diverse with 53% of residents born overseas and 56% speaking a language at home other than English. In such a diverse and multicultural population, we believe there is unlimited opportunity and that it is our job to ensure that all residents can reach their full potential.

Home to six universities, City of Parramatta has a strong culture of education, research and development. Since the early 2000s Parramatta has been steadily building a pedigree for education and research in Western Sydney. Studies show that education, especially tertiary education is a major driver of economic competitiveness and contributes to greater productivity and economic growth.

To support this priority, Council will continue to work with key stakeholders in tertiary education and industry to ensure the City is a destination of choice for students and that employment pathways can be found.



Credit: WIMR (Westmead Institute for Medical Research)

CAPABLE AND SKILLED

Our community has opportunities to learn new skills to find meaningful employment.

City of Parramatta has been experiencing low unemployment with the unemployment rate steadily declining over the past year. However, Australia’s unemployment rate is forecast to increase over the coming years.

Building the capability of residents and local workers can improve their employability and adaptability to economic changes. Council recognises that there are several factors that affect an individual’s ability to find or participate in the workforce and that some of these barriers are more prominent for certain members of the community than others.

We will work with businesses, industry, and our partners to ensure that all residents have equitable access to opportunities while also facilitating programs that address skills shortages in existing and emerging industries.

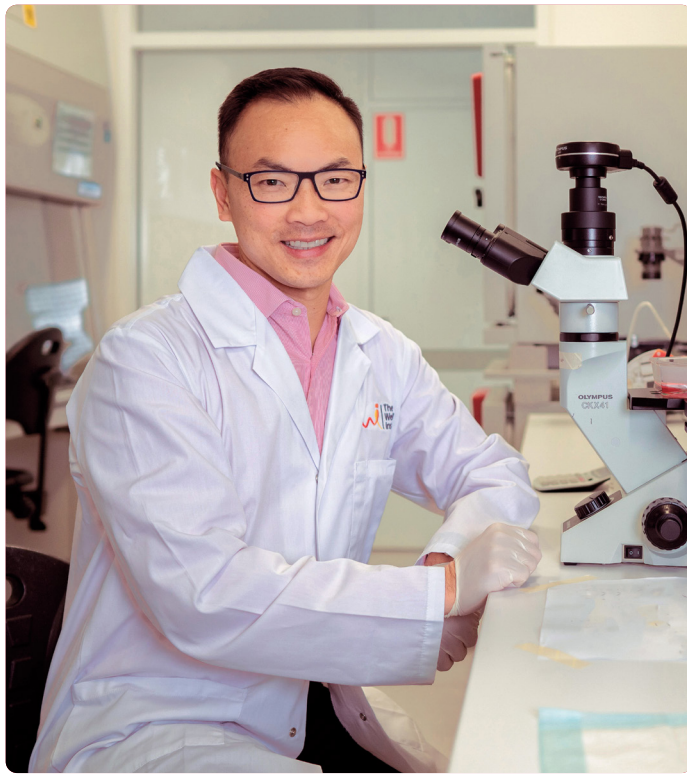
CONNECTING STUDENTS WITH INDUSTRY

Our students have pathways to employment.

City of Parramatta is home to more than 25,000 students across its tertiary institutions. In 2021, over 17,000 residents were attending university, close to 7,500 were attending TAFE or vocational institutions, and just under 4,000 residents were attending another education provider.

Parramatta has a significant local talent pool in our student population and a strong culture of learning. We also have the competitive advantage of six universities located in close proximity within our LGA.

Council already has strong partnerships with the local universities and has been involved in several initiatives to support both domestic and international students. We will continue to work in partnership with educational institutions and the business community to ensure students have clear pathways to employment including opportunities for work-integrated learning.



Credit: WIMR (Westmead Institute for Medical Research)



Credit: Rode Microphones

WHAT WE WILL DO

These are Council's Objectives and expected outcomes relating to A Skilled City. Further detail can be found in the action table at Section 04.

| OBJECTIVES | OUTPUTS |
|---|--|
| 4.1 Our community has opportunities to learn new skills to find meaningful employment | Identify skills gaps in the community which impact access to employment, including for priority communities and groups |
| 4.2 Our students have pathways to employment | Build strong partnerships between key stakeholders in tertiary education and industry |

| OBJECTIVES | INDICATORS | TARGETS |
|------------|---|-----------------------------|
| 4.1 | Community sentiment regarding the degree to which our City provides opportunities for people of all ages to learn and develop skills at any age | Increase on previous result |
| 4.2 | Percentage of students who achieve full time employment upon graduation | Increase on previous year |

CASE STUDY

UPSKILLING AND EMPOWERING INDIVIDUALS THROUGH EDUCATION AND TRAINING PROGRAMS

In today's rapidly changing world, it is essential to have a diverse range of skills and knowledge to thrive in the job market. Education and training programs play a vital role in helping individuals acquire the necessary skills to remain relevant and competitive in the job market.

Council recognises the importance of making skills training and community programs accessible. Through its service hubs, such as the City's libraries, Council offers a range of programs that cater to individuals with different skill levels and needs.

These programs provide individuals with the skills and knowledge they need to succeed in today's competitive job market, through which

individuals can acquire the necessary skills to remain relevant and competitive, whether they are starting a business or looking for employment. Supporting the City's diverse and multi-lingual community, Council has delivered a number of these programs to cater for our largest non-English speaking groups.

Some of the programs included English Conversation, Business Health Check, Job Search, Jobs Skills Course, Enterprise Girls and IELTS Speaking and Writing. The libraries delivered over 50 free programs to almost 800 attendees. The positive feedback from the program highlights the importance of free and accessible programs to ensure equity to jobs and opportunities.

With its wide-ranging networks and partnerships with education providers and industry, Council is well-placed to support similar programs which maximise the contribution education and training makes to inclusive economic development in Parramatta.



Credit: Rode Microphones

A VIBRANT CITY

Our City is vibrant and a destination of choice.

WHY IS IT IMPORTANT?

A vibrant city promotes economic growth and enriches the lives of its residents and visitors through activated spaces, a diverse nightlife, and a lively calendar of events.

Recognised for its creativity and culture, Parramatta is a destination where people come to experience world-class cultural events, entertainment, local eats, quality dining, and our unique heritage. Council is dedicated to creating a liveable and engaging city that celebrates the identity and culture of the community.



NIGHT TIME ECONOMY

We have a safe, thriving and diverse night time economy.

A thriving night time economy is essential for driving economic growth across our LGA. Parramatta is Sydney's second largest night time economy and the third largest in the state by turnover (\$1.03B in 2020).

Our goal is to build on existing successes to ensure Parramatta is known as a 24-hour city. The night time economy will be centred in the Parramatta CBD and be supported by strategic and local centres. We recognise that our City's night time offerings are enhanced by greater diversification of activities including unique and local cultural offerings. A vibrant night scene with a broad range of experiences will encourage people of all backgrounds to be involved in events and activities.

The key to a successful night city is universal accessibility, safety, and effective management. Parramatta's night time economy will be one that encourages participation from everyone, facilitating growth and vitality in the City.

EVENTS AND FESTIVALS

We are a lively City with events, festivals and activations that support the local economy.

Parramatta hosts events, festivals and activations that celebrate the unique identity of our people, cultures, and places. From award-winning festivals like Parramatta Lanes to music, cultural events, and night markets, these activities help to support and grow our economy. This paired with family-friendly and culture-centred night time offerings, attracts creative businesses, cultural producers and major arts events to our City, driving investment, visibility, and engagement by our local and visitor communities.

VISITOR ECONOMY

We are the destination of choice for visitors.

Parramatta has a unique mix of heritage, arts, culture, and sporting events that drive visitation to our City and set it apart from other destinations. Council recognises the importance of the visitor economy as a positive economic driver for our community and businesses.

Council will champion the development of a sustainable visitor economy by enhancing our current offerings and welcoming new experiences. Parramatta will be recognised as a visitor destination of choice, building upon our existing attractions, heritage, sports venues, and our future world-class museums and cultural institutions.



Credit: City of Parramatta



Credit: City of Parramatta

WHAT WE WILL DO

These are Council's Objectives and expected outcomes relating to A Vibrant City. Further detail can be found in the action table at Section 04.

OBJECTIVES

5.1 We have a safe, thriving, and diverse night time economy

5.2 We are a lively city with events, festivals and activations that support the local economy

5.3 We are a destination of choice for visitors

OUTPUTS

Lead the delivery of key night time economy strategies

Deliver unique events and festivals that grow the local economy

Position Parramatta as the city of choice to host flagship events and festivals

Lead the delivery of key visitor economy strategies

Position Parramatta as a destination of choice for visitors

OBJECTIVES

5.1

5.2

5.3

INDICATORS

Night time economy spend

Economic contribution of events and festivals

Number of visitors to the City of Parramatta LGA

TARGETS

Maintain or increase on previous result

Maintain on previous year

Increase on previous year

WHAT IS COUNCIL ALREADY DOING?

LIVE MUSIC

Council is committed to live music. Live music performances provide jobs and opportunities to local musicians and are the soundtrack to our streets and spaces. In a recent report, one dollar of investment in live music provided a return of three dollars to the broader economy. To enable more live music, Council is investigating ways the LGA can be better utilised for live entertainment events, such as Parramatta Nights.

Parramatta Nights is a mix of music, entertainment, food and fun for all ages, aiming to bring people back to the City to engage with arts and culture from local, interstate and international artists. In 2022 Parramatta Nights was attended by 45,000 people over 23 days and nights. There were 250 musicians and artists over 6 stages.

Parramatta Nights took place between 17 March – 23 April and included:

- **Parramatta Nights Street Festival**
- **Jazz After Dark**
- **Sydney Symphony under the Stars**
- **Rock in the Park**
- **Ngana Birrung (Black Stars)**
- **Skate & Play**

This event was a City of Parramatta Council and Festival of Place Partnership.

OUR CULTURAL AND PERFORMING ARTS VENUES

The City of Parramatta boasts several flagship cultural venues and studios which are home to hundreds of artists, traditional knowledge holders and collections, and cultural producers. Our annual programs of performances, talks, exhibitions and workshops welcome thinkers, creative industry innovators and makers from across our nation and around the world for our community to enjoy.

For more than 30 years, the Riverside Theatres has hosted and produced thousands of productions enjoyed by more than a million people. Today, the Riverside Theatres is home to a number of leading professional production companies including Form Dance, Riverside Presents and the National Theatre of Parramatta. In acknowledgement of this, the upcoming redevelopment of the Riverside Theatres secures

our position as a key cultural venue within the national arts and cultural landscape.

Alongside professional programming, local independent producers and community groups are generating unique and locally made, globally resonant performance work, contributing to the vibrant night life of Parramatta.

Alongside Riverside Theatres, PHIVE, the Parramatta Artists' Studios and the new Powerhouse Museum offers cultural producers spaces where local talent is fostered, skills are developed, connections are made, and ambitious new works are presented.

ACTION PLAN

04



This plan details the actions that will drive progress towards Strategy objectives over the next four years and beyond.



Credit: City Of Parramatta

PRIORITY 01

A PROSPEROUS CITY

| NO. | ACTION | HORIZON | RESPONSE TO CSP | COUNCIL'S ROLE |
|--------|---|---------|---------------------|----------------|
| 1.1 | Our Industry sectors are diverse and competitive | | | |
| 1.1.1 | Conduct research to support diversification of our economy focused on high growth, emerging, and existing strategic industry sectors | H1 | Thriving | D |
| 1.1.2 | Work with strategic partners to better understand industry needs and necessary support | H1 | Thriving | D P |
| 1.1.3 | Investigate the retail sector to support the expansion and diversification of retail | H1 | Thriving | D |
| 1.1.4 | Investigate workplace trends and the impact on the CBD, to inform delivery of required planning and initiatives to support industry sectors | H2 | Thriving | D |
| 1.1.5 | Investigate research into the First Nations arts and culture ecosystem in Western Sydney, with a focus on employment in the creative and cultural industries | H1 | Thriving | D P A |
| 1.1.6 | Advocate for strategic investment into the arts, culture and the creative industries | H1 | Thriving | A |
| 1.1.7 | Collaborate with industry bodies and stakeholders to inform decision making to support the start-up ecosystem in Parramatta | H1 | Thriving Innovative | P |
| 1.1.8 | Advocate to State and Federal Governments for greater investment into the local start-up ecosystem | H2 | Thriving Innovative | A |
| 1.1.9 | Leverage key research to inform businesses of the benefits of implementing aspects of a circular economy | H2 | Thriving Green | D |
| 1.1.10 | Share grant and subsidy opportunities with businesses to encourage the adoption of circular economy practices | H1 | Thriving Green | D |
| 1.2 | We are the leading hub for business investment in Greater Sydney | | | |
| 1.2.1 | Develop comprehensive data set which showcases key information on Parramatta's economy that can be leveraged to attract investment from businesses and industry | H1 | Thriving | D |
| 1.2.2 | Develop a Business Investment Attraction plan for City of Parramatta | H1 | Thriving | D |
| 1.2.3 | Design strategic, data driven campaigns and initiatives to support industry and promote Parramatta's key advantages for investment | H2 | Thriving | D |
| 1.3 | We have jobs growth that underpins Parramatta's role as the Central City | | | |
| 1.3.1 | Advocate to the NSW Government to complete the decentralisation of government jobs to Parramatta, including NSW Treasury, Aboriginal Affairs, and Department of Premier and Cabinet | H1 | Thriving | A |
| 1.3.2 | Advocate to the State and Federal Governments to strategically plan for job growth to match population growth in Parramatta | H1 | Thriving | A |
| 1.3.3 | Advocate for the expansion of Parramatta's justice precinct and legal services | H1 | Thriving | P A |

PRIORITY 02

AN INTEGRATED AND WELL-PLANNED CITY

| NO. | ACTION | HORIZON | RESPONSE TO CSP | COUNCIL'S ROLE |
|-------|--|---------|-----------------------|----------------|
| 2.1 | Our planning facilitates employment, housing and community spaces to achieve a balance of essential uses | | | |
| 2.1.1 | Investigate options to demonstrate the economic benefit of thriving employment lands, including Rydalmere and Silverwater | H1 | Thriving | D |
| 2.1.2 | Advocate to the NSW Government to ensure Council's strategic objectives are met in precincts being planned, including in Westmead and Camellia-Rosehill | H1 | Innovative | D A |
| 2.1.3 | Identify alternative funding mechanisms to support business precincts | H1 | Thriving Innovative | D |
| 2.2 | Our City is well integrated with public and active transport that connects our community to our precincts and to Greater Sydney | | | |
| 2.2.1 | Develop an advocacy campaign to support further investment in key public transport initiatives, including heavy rail connections from North-South and to the Aerotropolis and future stages of Light Rail | H1 | Accessible | D A |
| 2.1.2 | Implement and monitor relevant strategies that support access to jobs, retail, and services including Parramatta Ways and the Bike Plan | H1/H2 | Accessible | D |
| 2.1.3 | Deliver wayfinding that supports and encourages active transport | H2 | Accessible | D P |
| 2.1.4 | Investigate smart parking initiatives that improve movement in our precincts | H1 | Accessible Innovative | D |
| 2.1.5 | Explore opportunities to enable a travel demand management approach to reduce congestion through use of travel plans and encouragement programs | H1/H2 | Accessible | D |
| 2.3 | We have public spaces that contribute to the economic vitality of our City | | | |
| 2.3.1 | Monitor and review relevant controls and design guidelines in planning documents, including active frontage controls, to deliver the LEP & DCP objectives including benefits to businesses and enhancing the pedestrian experience | H1 | Thriving | D |
| 2.3.2 | Investigate and prioritise the delivery of infrastructure to support events, festivals and activations in the LGA by Council, businesses, and cultural organisations | H1 | Thriving Welcoming | D |

HOW TO READ THE ACTION PLAN

Horizons will be used to identify the timeframe in which the action will be implemented:

- Horizon 1 (H1): 1-2 years
- Horizon 2 (H2) : 2-4 years

Response to CSP reflects the relevant CSP goal that this work will contribute to (Fair, Accessible, Welcoming, Green, Thriving, and Innovative).

Council's role refers to the Deliver (D), Partner (P), Advocate (A) model of work adopted in the CSP.

PRIORITY 03

A BUSINESS-FRIENDLY CITY

| NO. | ACTION | HORIZON | RESPONSE TO CSP | COUNCIL'S ROLE |
|-------|--|---------|---------------------|----------------|
| 3.1 | Our city is resilient to a changing climate and leads on sustainability | | | |
| 3.1.1 | Provide strategic advice for campaigns and initiatives to best communicate and engage with businesses on programs, events and opportunities | H1 | Thriving | D P |
| 3.1.2 | Explore opportunities to grow social enterprise ecosystems | H1 | Thriving | D P |
| 3.1.3 | Update Council's website to provide a centralised location to address businesses' needs and connect them to essential information | H2 | Thriving Innovative | D |
| 3.1.4 | Investigate opportunities to optimise resources within Council to improve the customer experience for businesses | H2 | Thriving | D |
| 3.1.5 | Use data to understand campaign effectiveness to inform future | H1 | Thriving | D |
| 3.2 | We have policies and processes that support and prioritise our local businesses | | | |
| 3.2.1 | Review and identify process improvements to address inquiries and provide services to businesses, including the development of resources to improve communication on planning and regulatory processes | H1 | Thriving | D |
| 3.1.2 | Review the procurement policy and update to include a provision around the use of local providers as a criteria for selection | H2 | Thriving | D |
| 3.1.3 | Ensure Council's Leasing Policy provides opportunities for local and emerging businesses to benefit from subsidised rents in Council owned assets and spaces | H1 | Thriving | D |

PRIORITY 04

A SKILLED CITY

| NO. | ACTION | HORIZON | RESPONSE TO CSP | COUNCIL'S ROLE |
|-------|---|---------|--------------------|----------------|
| 4.1 | Our community has opportunities to learn new skills to find meaningful employment | | | |
| 4.1.1 | Identify skills gaps in the community which impact access to employment, including for priority communities and groups | H1 | Fair | D P |
| 4.1.2 | Trial new programs which address skills gaps and meet community needs | H2 | Fair | D P |
| 4.1.3 | Enable targeted initiatives including pilot programs and workshops to attract, develop and grow First Nations businesses | H1 | Thriving Welcoming | D P |
| 4.2 | Our students have pathways to employment | | | |
| 4.2.1 | Engage education providers and businesses to facilitate pathways to employment for tertiary students, including for priority communities and groups | H1 | Fair Thriving | D |

PRIORITY 05

A VIBRANT CITY

| NO. | ACTION | HORIZON | RESPONSE TO CSP | COUNCIL'S ROLE |
|-------|--|---------|--------------------|----------------|
| 5.1 | We have a safe, thriving, and diverse night time economy | | | |
| 5.1.1 | Update the Night Time Economy plan for the City | H2 | Thriving | D |
| 5.2 | We are a lively city with events, festivals and activations that support the local economy | | | |
| 5.2.1 | Update the Major Events and Festival Strategy to consider incorporating City wide events and activations | H1 | Thriving Welcoming | D |
| 5.2.2 | Investigate opportunities to increase engagement with local businesses to support their participation in, and benefit from events and city activation | H1 | Thriving | D |
| 5.2.3 | Advocate to key Government Stakeholders and partners, including Destination NSW, Create NSW, Investment NSW, and Multicultural NSW, to position Parramatta as a tier 1 choice for major events | H1 | Thriving | P A |
| 5.3 | We are a destination of choice for visitors. | | | |
| 5.3.1 | Update the Visitor Economy plan for the City | H2 | Thriving Welcoming | D |
| 5.3.2 | Update the Marketing Plan, informed by visitor economy data and insights | H2 | Thriving | D |

SUPPORTING INFORMATION

05



Credit: City Of Parramatta

GLOSSARY

| TERM/ACRONYM | DESCRIPTION |
|----------------------|---|
| Active Transport | Active transport is travelling and commuting by means of walking and cycling rather than via private vehicle and public transport |
| CBD | Central Business District |
| Circular Economy | A whole-of-system approach which tackles climate change, biodiversity loss, waste and pollution. It is a resilient system by design, where finite resources are continuously made and remade, delivering environmental, economic and social benefits to communities, businesses and our natural environment |
| Our City / The City | All areas within the City of Parramatta local government area |
| City Resilience | City resilience reflects the overall “capacity of a city (individuals, communities, institutions, businesses and systems) to survive, adapt and thrive no matter what kinds of chronic stresses or acute shocks they experience”. (Rockefeller Foundation: 2013) |
| Our Community | All residents of the City of Parramatta local government area |
| CSP | Community Strategic Plan |
| DCP | Development Control Plan |
| Employment Lands | Employment lands are areas zoned for industrial and/or commercial purposes, but not residential. These areas range in size and intensity. Rydalmere and Camellia are examples of industrial and manufacturing employment lands |
| GPOP | Greater Parramatta and the Olympic Peninsula |
| Growth Precinct/Area | A defined precinct identified for population growth, usually in combination with local retail and business services. Examples in Parramatta include Sydney Olympic Park, Wentworth Point, and Epping |
| GRP | Gross Regional Product |
| Innovation | Introducing and implementing new ideas, methods, products, or services that result in advancements, improvements, or changes to operational efficiency, customer experience or quality of life for our community |

| TERM/ACRONYM | DESCRIPTION |
|---------------------|---|
| LEP | Local Environment Plan |
| LGA | Local Government Area |
| Local Centres | Local centres are focal points of neighbourhoods and tend to offer a range of day-to-day goods and services for the local community |
| LSPS | Local Strategic Planning Statement |
| Night Time Economy | Night Time Economy, covers economic and activation activity that takes place from 6pm to 6am. Key considerations of The Night Time Economy encompasses drinks, dining, entertainment, transportation and safety. |
| Precinct | A defined area of land that has a particular interest to Council with economic, social, cultural or environmental benefits. Some key precincts include Parramatta Square, Sydney Olympic Park, Camellia-Rosehill and North Parramatta |
| Public Spaces | Public spaces cover all publicly-owned places that can be accessed and enjoyed by the community for recreation, relaxation, and social interaction. These include parks, plazas, footpaths, and cycle ways |
| Strategic Precincts | Strategic precincts are areas which allow Council to realise strategic economic, cultural, or innovation outcomes, and grow industry specialisations. Westmead Health and Innovation District is an example where health services are being leveraged to drive research, development, and new job opportunities |
| Sustainability | Sustainability is about managing the relationship between growth and liveability, as well as creating the right balance between the urban and the natural environment |
| Visitor Economy | The visitor economy is made up of anyone who provides or promotes services to Australia's domestic and international visitors. It includes a diverse set of businesses that span several industry sectors and operate across cities and regional destinations |

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| Address: | 126 Church St, Parramatta PO Box 32, Parramatta NSW, 2124 |
| Phone: | 1300 617 058 |
| Email: | council@cityofparramatta.nsw.gov.au |
| Web: | cityofparramatta.nsw.gov.au |
| Social: | @parracity |
| | @cityofparramatta |
| | @cityofparramatta |

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 **For non-English speakers, phone interpretation services are available via TIS National on 131 450.**

KOREAN

본 소식지와 관련해 통역 지원이 필요하신 경우, TIS (131 450)에 전화하여 Parramatta Customer Service (9806 5050)를 연결해 달라고 요청하시면 됩니다. 업무시간은 월요일에서 금요일, 오전 8시 30분부터 오후 5시까지입니다.

CHINESE

如果你需要翻译协助阅读这份新闻简报, 请联系 TIS, 电话131 450, 要求他们代表你接通巴拉玛打市议会顾客服务处, 电话 9806 5050。顾客服务处的工作时间是每星期一至星期五, 上午8:30至下午5:00。

ARABIC

إذا كنت بحاجة للمساعدة في ترجمة هذه النشرة, اتصل بـTIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.

HINDI

यदि आपको यह सूचना-पत्र समझने में सहायता चाहिए तो कृपया TIS को 131 450 पर फ़ोन करें और उनसे कहें कि आपकी तरफ़ से पैरामाटा कस्टमर सर्विस को 9806 5050 पर फ़ोन करें। यह सेवा सोमवार से शुक्रवार, सुबह 8.30 बजे से शाम 5.00 तक उपलब्ध है।



ECONOMIC DEVELOPMENT STRATEGY

2023 – 2032



| **PARRAMATTA**

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