

ECONOMIC DEVELOPMENT PLAN 2017–2021

Adopted 10th July 2017



**CITY OF
PARRAMATTA**

CONTENTS

GLOSSARY

PART 1 INTRODUCTION

- 04 DEFINING LOCAL ECONOMIC DEVELOPMENT
- 04 PURPOSE OF THE PLAN
- 04 SCOPE AND TIMEFRAME FOR REVIEW
- 05 RATIONALE FOR THE PLAN
- 06 COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT
- 06 A WELL PLANNED CITY
- 07 GOOD GOVERNANCE, REGULATION AND REDUCING RED TAPE
- 07 IMPROVING SAFETY
- 07 AMENITY
- 07 CITY MARKETING

PART 2 WHERE ARE WE NOW?

- 09 STRATEGIC CONTEXT
- 09 A PLAN FOR GROWING SYDNEY 2014
- 09 THE GREATER SYDNEY COMMISSION
- 10 WEST CENTRAL DISTRICT PLAN 2017
- 10 CENTRAL CITY: GREATER PARRAMATTA AND OLYMPIC PENINSULA (GPOP) PLAN 2016
- 11 CITY OF PARRAMATTA—STRATEGIC PLANNING
- 12 CITY OF PARRAMATTA VISION AND PRIORITIES 2017–2018
- 12 PERCEPTION RESEARCH—THE CHALLENGE
- 13 REGIONAL ECONOMIC TRENDS
- 14 CASE STUDY—TRANSPORT & ACCESSIBILITY
- 14 CASE STUDY—THE VISITOR ECONOMY
- 15 CASE STUDY—THE EDUCATION SECTOR
- 15 CASE STUDY—RETAIL IN THE PARRAMATTA CBD
- 16 CITY OF PARRAMATTA LGA MAJOR DEVELOPMENTS
- 16 CASE STUDY – PARRAMATTA SQUARE
- 16 CASE STUDY – A NEW WORLD CLASS MUSEUM IN PARRAMATTA
- 18 SWOT ANALYSIS

PART 3 WHERE DO WE WANT TO BE?

- 20 CONSULTATION PROCESS
- 22 WHAT WE HEARD...
- 22 WHAT WE'RE DOING...
- 23 GOALS AND TARGETS

PART 4 HOW DO WE GET THERE?

- 25 GUIDING PRINCIPLES
- 25 ECONOMIC DEVELOPMENT THEMES
- 27 CITY OF PARRAMATTA LGA
- 30 WESTMEAD HEALTH PRECINCT (TRANSNATIONAL)
- 32 PARRAMATTA CBD (NATIONAL)
- 35 SYDNEY OLYMPIC PARK (NATIONAL)
- 37 RYDALMERE–CAMELLIA–ROSEHILL–SILVERWATER DISTRICT (REGIONAL)
- 39 LOCAL & NEIGHBOURHOOD CENTRES (LOCAL)

PART 5 IMPLEMENTATION AND DELIVERY

- 40 ANNUAL IMPLEMENTATION PLAN
- 40 BUSINESS ENGAGEMENT AND CONSULTATION PLAN
- 40 DELIVERY PARTNERS AND STRATEGIC RELATIONSHIPS
- 41 BUDGET AND RESOURCES
- 41 ECONOMIC DEVELOPMENT SPECIAL RATE
- 41 EDSR EXPENDITURE ACROSS PROGRAMS AND FINANCIAL YEARS
- 42 EDSR CATCHMENT AREA EXTENSION
- 42 EVALUATION AND MONITORING
- 42 GOVERNANCE AND REPORTING

APPENDICES

- 44 DEMOGRAPHIC PROFILE
- 45 ECONOMIC PROFILE
- 46 REFERENCES

GLOSSARY

CBD	Central Business District
Council	City of Parramatta Council
DMP	Destination Management Plan
EDP	Economic Development Plan 2017 – 2021
EDSR	Economic Development Special Rate
FCRC	Former Councillor Representation Committee
GDP	Gross Domestic Product
GPOP	Greater Sydney Commission's Greater Parramatta and Olympic Peninsula Plan
GRP	Gross Regional Product
GSC	Greater Sydney Commission
IHAP	Independent Hearing and Assessment Panel
IPART	Independent Pricing and Regulatory Tribunal
IP&R	Integrated Planning and Reporting
KPI	Key Performance Indicator
LGA	Local Government Area
LRAC	Local Representation Advisory Committee
MAAS	Museum of Applied Arts and Sciences
NSW	New South Wales
P.A.	Per Annum
SOPA	Sydney Olympic Park Authority
SWOT	Strengths Weaknesses Opportunities Threats
UNE	University of New England
WSU	Western Sydney University
VFR	Visiting Friends and Relatives (tourism market)

1 | INTRODUCTION

DEFINING LOCAL ECONOMIC DEVELOPMENT

“The purpose of local economic development is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation.” (World Bank, 2016).

An economic development plan is concerned with creating more jobs in a specific area by stimulating the economy and making it more competitive. It seeks to improve people’s lives through business activities.

The definition of local economic development by the World Bank helpfully provides an insight into the process of how local economic development planning happens, that is, in partnership with stakeholders. More recently, the practice of local economic development is increasingly concerned with sustainability (e.g. resource efficiency) and resilience (e.g. affordable housing).

PURPOSE OF THE PLAN

The purpose of the Economic Development Plan (EDP) is to grow the number of jobs in the City of Parramatta Local Government Area (City of Parramatta LGA). It achieves this by communicating the following:

1. Providing a clear economic direction for the City of Parramatta LGA;
2. Outlining the challenges and opportunities in the local economy;
3. Encouraging strategic partnerships and collaboration between key stakeholders;
4. Detailing specific goals, objectives and programs; and
5. Guiding the appropriate expenditure of the Economic Development Special Rate (EDSR).

The EDP articulates the actions that City of Parramatta Council (Council) commits to undertake between now and 2021 to address the challenges and capitalise on the many opportunities. It importantly recognises that Council alone cannot deliver the economic ambitions for the City of Parramatta LGA. The development and facilitation of strategic partnerships between stakeholders is key to the plan.

SCOPE AND TIMEFRAME FOR REVIEW

The EDP is intended to be a high-level four-year plan that articulates the direction for economic development in the City of Parramatta LGA. Each year of the EDP an annual implementation plan will guide the specific projects undertaken in that 12-month period.

It is acknowledged that Council is currently undertaking the preparation of both a new City of Parramatta Community Strategic Plan and the corresponding four-year Operational Plan 2018 – 2022. These two documents guide the overall strategic and operational function of Council activities.

The City of Parramatta LGA will welcome a new elected Council in September 2017 which will be a critical part of that process. Given these significant planning documents and strategic leadership changes are occurring in the near future, it is intended that the EDP can be reviewed by the newly elected Council to provide input and direction on the EDP Implementation Plans for years two, three and four.

RATIONALE FOR THE PLAN

From Parramatta Square to the river foreshore, Parramatta is transforming with unprecedented support at State and Federal levels. All levels of Government recognise that from a sustainability perspective, for Sydney to work, Parramatta has to work. Already, 1 in 10 Australians live in Greater Western Sydney (2 million). Over the next 20 years Western Sydney is forecast to be home to one million additional residents – contributing to more than half of Sydney's overall expected population growth during this period. By 2021, it is expected that the City of Parramatta LGA's economic growth rate will nearly double from 2.4 to 4.6 per cent per annum, and more than \$10 billion will be invested in constructing light rail, hospitals, schools, universities, a museum, a sports stadium, roads and new public spaces. The intensity of growth and investment in the City of Parramatta LGA will create many opportunities for a liveable, productive and sustainable city.

The growth in housing and residents in Western Sydney has not been matched by growth in business and jobs. Every weekday 225,000 Western Sydney residents are forced to commute to places of work outside the region due to the undersupply of jobs. It is therefore essential for Western Sydney to build its capacity to retain and grow jobs in the region.

The Greater Sydney Commission (GSC) has identified the City of Parramatta LGA as Sydney's Central City in a three cities plan. City of Parramatta LGA is the most logical choice for a greater density of jobs due to its strategic location as the geographical heart of Greater Sydney, the gateway to investment in Western Sydney and having the capacity to accommodate increased economic growth.

There are various plans and strategies that have been prepared by the NSW State Government, GSC and Council that articulate strategies and actions related to the economic development of the LGA. The EDP seeks to support and complement these higher level strategies and plans. This is achieved by providing more detail on how these job targets might be reached with specific economic development projects.



COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT

In an increasingly globalised economy, there are a myriad of external economic factors and forces that impact on the performance of a local economy (for example free trade agreements, foreign direct investment and technology). There are also many stakeholders involved including land owners, business owners, education providers, other levels of government, and the not-for-profit sector.

Cities compete globally for talent, skills, knowledge and investment. There are many macro forces driving the City of Parramatta LGA's economy. Along with the NSW State Government, Council plays an important role in providing the planning and regulatory framework for sustainable growth. Through strategic property investment the Council also acts as a catalyst for private investment. The program of major events, Riverside Theatres, Artist Studios and street activation create a vibe and authenticity that attracts residents, workers and visitors to the LGA. By creating and maintaining beautiful streets, parks and public spaces and a safe city, Council is an enabler of a strong local economy.

The City of Parramatta 2017-18 Operational Plan demonstrates how Council helps to shape the City of Parramatta LGA, including its economic and employment precincts as well as its neighbourhoods. To that end Council has increased the Regulatory Services budget to manage the impacts of growth and new transport infrastructure. In 2017/18, Council will manage more than \$5.5 billion worth of assets, and spend more than \$233 million on essential services and \$104 million on improving assets and infrastructure. Council wants to ensure that growth is shared with the community. This can be done through initiatives such as upskilling the workforce and supporting local small businesses. Council also wants to ensure that it provides the legacy of a great city for future generations by creating sustainable buildings, efficient transport and skills to cater to the jobs and businesses of the future.

The EDP outlines what work Council will undertake to grow the economy and jobs, and how it will work with business, community, State and Federal governments to achieve the ambition of Building Australia's Next Great City.

A WELL PLANNED CITY

With a focus on design excellence, improving amenity for residents and accommodating growth, the City Strategy, Place Services and Development Assessment sections at Council plan for long term benefits for residents, workers and visitors to the LGA. Working closely with the NSW Department of Planning, priorities for the City of Parramatta LGA include managing growth, better transport connectivity, facilitating jobs close to home to create a '30-minute city', improving amenity and social cohesion, protecting heritage and the environment, and attracting new business and investment into the area.

Council's strategic and land-use plans often balance competing needs; for example, protecting the commercial core of the Parramatta CBD for jobs while delivering new CBD residential development. Planning controls for the new City of Parramatta LGA will be consolidated after the new Council is elected in 2017.

Council has established an Independent Hearing and Assessment Panel (IHAP) to consider all planning proposals and determine development applications that receive more than 10 objections or are deemed to be in the public interest. This process provides greater transparency and enables Council to better focus on driving policies and projects that meet community needs.

Council is constantly exploring ways to improve the Development Assessment process. Electronic tracking of all development applications (DA) is now available across the whole City of Parramatta LGA.

In 2017/18 Council's Land Use Planning team will integrate the Local Environment Plans (LEP) from the five Councils that existed prior to 12 May 2016 and progress the Parramatta CBD Planning Proposal, Development Control Plan, Infrastructure Strategy and Integrated Transport Plan. Council's Place Services Team will complete the preparation of masterplans for:

- Carlingford, incorporating light rail proposals in consultation with local affected communities
- Rydalmere Park
- North Rocks Park
- Hill Road Precinct, Wentworth Point



GOOD GOVERNANCE, REGULATION AND REDUCING RED TAPE

The regulatory functions of Council play a key role in maintaining liveable suburbs and assisting businesses to thrive across the City of Parramatta LGA. Parking Officers, Rangers and Environmental Health Officers help keep the Local Government Area safe and open for business by regulating parking, outdoor dining and conducting inspections of food premises.

Council supports the NSW Government, Easy to do Business program, Easy to do Business-tackles the time issues and complexities that business owners face when starting or growing their business. The aim is to cut the red tape so that entrepreneurs can focus on their business rather than bureaucracy. Combining a digital solution with personalised support, Easy to do Business simplifies applying for government licensing and the approvals needed to operate a business. Easy to do Business launched its first trial with the City of Parramatta Council in May 2016 to businesses in the café, restaurant and small bar sector. In 2017/18, via a partnership with the NSW Government, Council will introduce online lodgement of development applications.

IMPROVING SAFETY

Safety is an important determinant for investors, visitors and workers. A city that is not safe (or not perceived as safe) will not reach its potential. Council's market research on tracking perceptions (McCrindle Research 2014-2016) reveals that safety and security rated poorly in Parramatta. While crime rates are generally decreasing, perceptions of City of Parramatta LGA as an unsafe place, (particularly at night), linger. Recognising the need to continually improve safety, Council works closely with community leaders and the Parramatta Local Area Command to create a safer community – developing a community safety plan, activation, lighting and CCTV.

In 2017/18 Council will work with business and regulatory authorities to implement a Night Time Economy strategy – encouraging small bars and live music to create a vibrant nightlife and in doing so improve safety. The award winning Parramatta Lanes held annually, activates Parramatta CBD's back streets, public spaces and lanes – with its strong message that it is safe to be in Parramatta at night and there is plenty to see and do.

In 2017/18 Council will invest \$100,000 in public domain lighting, \$100,000 in Rapid Deployment CCTV Cameras, \$500,000 in the Public Safety CCTV network and \$500,000 in the LED Street Lighting Upgrade.

AMENITY

A great place to live is a great place to work and visit. When residents love their city it attracts visitors, workers and investors. Council's City Infrastructure Plan, Civic Link Framework Plan, Parramatta Square Public Domain, Parramatta City River Strategy, Cool Parramatta campaign along with the dedicated cleaning and maintenance crews are all deployed to create and maintain a city that is a great place to live.

In 2017/18 Council's Place Services Team will manage the delivery of Capital Works Programs to improve amenity across the City of Parramatta LGA, including:

- Better Neighbourhoods Program
- CBD Special Infrastructure Rate Program
- Design Parramatta
- City Centre Lanes Strategy
- Church Street Retail Frontage Improvement Program.

CITY MARKETING

Recognising the need to positively influence perceptions of the City of Parramatta LGA and position it for investment, Council has consolidated and focussed its resources that affect these outcomes. This includes the key functions of city marketing, economic development, strategic partnerships, visitor services, research and consultation, community engagement, media and communications as well as the services of Council that provide great cultural and leisure experiences, including events, city activation and arts and culture.

The City of Parramatta LGA is in a competitive marketplace for government and private investment. Longitudinal Perception tracking (McCrindle Research 2014-16) indicates that negative perceptions of Parramatta linger and impact decisions made by potential investors, workers and visitors. The "Parramatta We're Building Australia's Next Great City" campaign is designed to attract investment and improve perceptions of the City of Parramatta LGA. Developing Council's digital marketing and communications further will leverage three new online platforms to engage the community – Council's website, as well as a business and a visitor website, which will be supported by integrated social media strategies.

In summary, the specific role of Council in economic development is as follows:

- 1. LEADERSHIP** – through vision and priorities preparing the Community Strategic Plan and advocating for our community;
- 2. LOCAL GOVERNMENT SERVICES** – through a wide variety of services such as waste collection, land use planning and development assessment, community events and celebrations, communications and marketing, traffic management and road maintenance, green spaces and neighbourhood playgrounds, and a wide range of community services such as child care;
- 3. RESEARCH AND ANALYSIS** – to be the communicator of economic and demographic information and making this available to the community and investors;
- 4. FACILITATING PARTNERSHIPS** – through facilitating partnerships by putting relevant stakeholders in contact with each other to work on mutually beneficial economic development projects; and
- 5. ECONOMIC DEVELOPMENT PROGRAMS** – Council will also be responsible for the delivery, promotion of, and/or support for specific local economic programs. Council will always seek to work in partnership with specialist business organisations, local community stakeholders and other levels of government in the delivery of such initiatives, programs, grants and sponsorships.

2 | WHERE ARE WE NOW?



STRATEGIC CONTEXT

The NSW State Government recognises the critical role of Parramatta in the future of Greater Sydney and also the State. Council also recognises City of Parramatta LGA's regional significance and its potential both nationally and internationally. Council seeks to ensure the needs and aspirations of its existing and future communities are met, whilst also performing a regional leadership role with long-term horizons.

A PLAN FOR GROWING SYDNEY 2014

A Plan for Growing Sydney, released in December 2014, is the NSW Government's plan for the future of the Sydney Metropolitan Area over the next 20 years. The Plan provides key directions and actions to guide Sydney's productivity, environmental management, and liveability – including the delivery of housing, employment, infrastructure and open space.

Particularly for the City of Parramatta LGA, the plan seeks to:

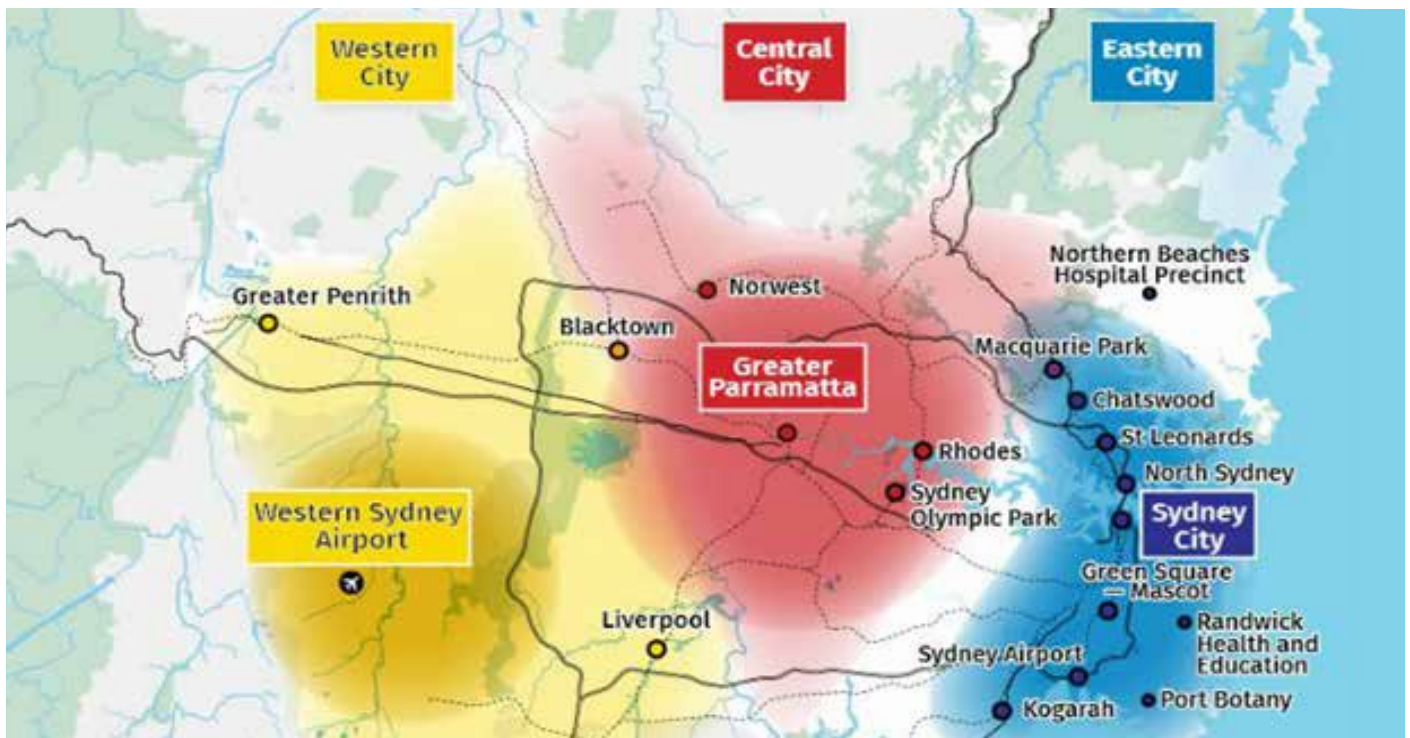
- Recognise and plan Greater Parramatta as a transformational place;
- Plan Greater Parramatta as Sydney's Second CBD and Western Sydney's number one location for employment, health and education services, supported by a vibrant mixture of land uses and cultural activity, with the Parramatta River foreshore as a focus for recreational activities;
- Provide capacity for long-term employment growth

in Greater Parramatta, particularly in its CBD;

- Provide capacity for additional mixed-use development in Parramatta CBD and surrounding precincts including offices and retail in Parramatta CBD, health services in Westmead, an education hub around the new Western Sydney University (WSU) CBD Campus, a technology and education precinct in Rydalmere, arts and culture in Parramatta, a sports precinct around the new Western Sydney Stadium and housing in all precincts;
- Improve transport connections between Greater Parramatta and other Western Sydney centres and precincts, commencing with Macquarie Park via Carlingford, Castle Hill via Old Northern Road, Bankstown and Sydney Olympic Park;
- Enhance the role of the Parramatta Transport Interchange as the major bus/rail and future light rail interchange for Western Sydney; and
- Improve walking and cycling connections between the Parramatta CBD, the Greater Parramatta precincts, Sydney Olympic Park, Parramatta River and the surrounding area.

THE GREATER SYDNEY COMMISSION

The role of the Greater Sydney Commission is to coordinate and align the planning that will shape the future of Greater Sydney. It has outlined a vision to develop Sydney as three great cities – Western City, Central City and Eastern City, identifying City of Parramatta LGA as Sydney's Central City.



WEST CENTRAL DISTRICT PLAN 2017

Key to a coordinated planning approach is the Greater Sydney Commission's (GSC) District Plans, which are the link between the State Government's Greater Sydney Region Plan – A Plan for Growing Sydney – and Councils' Local Environmental Plans. The goal of these plans is to have well coordinated, integrated and effective planning for land use, transport and infrastructure. The District Plans set out the opportunities, priorities and actions and provide the means by which the Greater Sydney Region Plan, and A Plan for Growing Sydney can be put into action at a local level.

The City of Parramatta LGA is located within the West Central District Plan (along with Cumberland, Blacktown and the Hills LGA's). The actions within the draft Plan that are related to the economic development of the City of Parramatta LGA are:

- Recognise and strengthen the subregion's role in Sydney's manufacturing industries;
- Work with councils to identify and protect strategically important industrial zoned land;
- Work with Parramatta Council to provide capacity for additional mixed-use development in Parramatta CBD and surrounding precincts (includes Westmead, Rydalmere and Camellia);
- Investigate the potential for a business park around the University of Western Sydney at Rydalmere linked to the specialisations of the University; and
- Investigate urban renewal options in Camellia and develop a structure plan to guide future development.

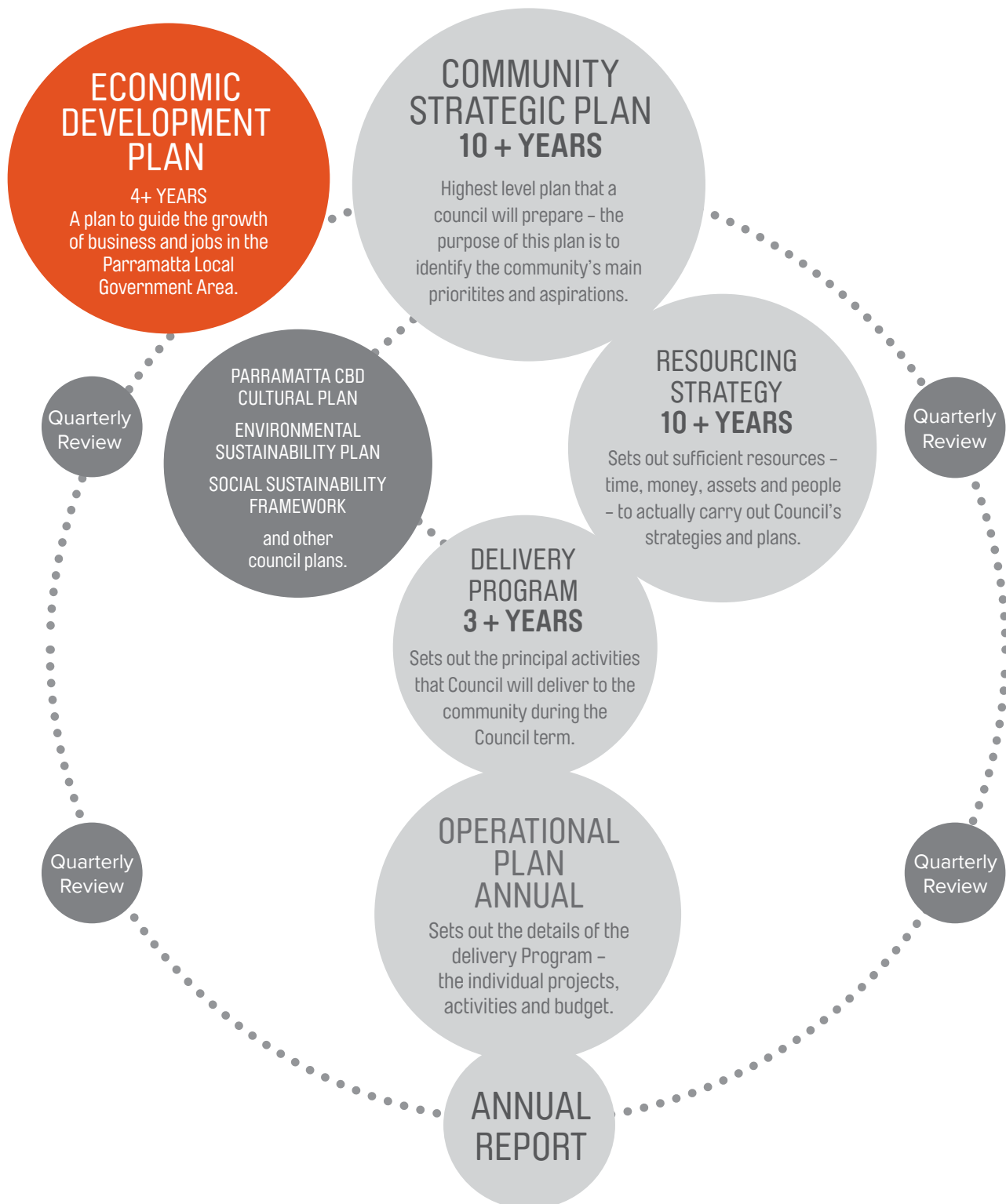
CENTRAL CITY: GREATER PARRAMATTA AND OLYMPIC PENINSULA (GPOP) PLAN 2016

The West Central District Plan has a specific focus on the 4,000-hectare area of the Greater Parramatta and the Olympic Peninsula, known as GPOP; spanning 13km east-west from Strathfield to Westmead, and 7km north-south from Carlingford to Lidcombe. GPOP will form a critical economic corridor and crucial to this vision will be the delivery of key cultural and transport infrastructure. Stage 1 of the Parramatta Light Rail network will be the connective spine of this area that includes Westmead Medical District to the west, through Parramatta CBD and connecting right through to Sydney Olympic Park in the east. This new economic zone will play a critical role in Greater Sydney.

The key components of the Plans vision are four major opportunities:

- Parramatta CBD and Westmead Health and Education Super Precinct;
- Next Generation Living from Camellia to Carlingford;
- Essential urban services, advanced technology and knowledge sectors in Camellia, Rydalmere, Silverwater and Auburn; and
- Olympic Park Lifestyle Super Precinct.

CITY OF PARRAMATTA – STRATEGIC PLANNING



The Council's strategic planning activities sit within an Integrated Planning and Reporting Framework (IP&R) as required by the Local Government Act. The Community Strategic Plan is the highest order plan and this is currently being developed as a draft for

consideration by the new Council in order for it to commence in 2018/19. This is a long term strategic vision for the City of Parramatta and will have a 20-year horizon.

CITY OF PARRAMATTA VISION AND PRIORITIES 2017- 2018

To assist with the development of the Community Strategic Plan (and also as a requirement of new Councils by the NSW State Government), the City of Parramatta Vision and Priorities for 2017-18 were developed in 2016 through significant community engagement. Over 9,000 people contributed their views through a number of channels, including online and telephone surveys, or in person by visiting a pop-up kiosk, attending a workshop or focus group.

Vision

- As Sydney's Central City we will be sustainable, liveable, productive and inspired by our communities.

Pillars

- **Liveable** – Support all of our community to live well and succeed: champions of our community and culture.
- **Sustainable** – Stewards of our built and natural environment: fostering vibrant neighbourhoods, places and development that is well-balanced.
- **Productive** – Drivers of the economy: creating local jobs by positioning Parramatta as a global centre for business and investment.
- **Leading** – Accountable: an agile, listening and transparent Council working in partnership and providing great services now and for the future.

Priorities

- Building a stronger, more innovative council for our community's future.
- Managing growth and transport.
- Promoting green spaces and the environment.
- Providing opportunities for recreation and leisure.
- Creating a strong economy with a strong city centre
- Having a community focus.
- Supporting arts and cultural celebrations and destinations.
- Creating vibrant neighbourhoods and precincts.

Every four years, Council develops a four-year Operational Plan, which articulates its budget and actions to deliver on the Community Strategic Plan during this timeframe. Given the unusual Council term following the Council amalgamations and the proclamation of the new City of Parramatta Council, a one-year Operational Plan has been developed

for 2017/18. A new four-year plan will be developed following the appointment of the new Council.

The EDP is one of four high order plans developed by Council, the other three being:

- City of Parramatta Social Sustainability Framework 2017
- Environmental Sustainability Strategy 2017
- Parramatta CBD Cultural Plan 2017

Other highly relevant Council plans and policies that influence and respond to the EDP include:

- Parramatta Local Environmental Plan 2011
- Parramatta Development Control Plan 2011
- Parramatta Employment Lands Strategy 2016
- Parramatta CBD Parking Strategy 2017
- Parramatta CBD Planning Strategy 2015
- Westmead Strategic Vision 2016 – 2036
- Sydney Olympic Park Master Plan 2030
- Reconciliation Action Plan for the City of Parramatta 2017-2020

PERCEPTION RESEARCH – THE CHALLENGE

One of most significant findings from the perception research commissioned by Council 2014-2016 was that people still feel there is a lack of a unique offering that would draw them into City of Parramatta LGA. The perception of City of Parramatta LGA being an 'unsafe' area was found to still be prevalent, although this perception had improved over time.

People wish to see City of Parramatta LGA as a more enlivened place that projects a 'vibe and buzz'. A greater range of things to do is required to entice people to visit, stay longer and have a great experience.

City of Parramatta LGA's identity and distinctiveness, its culture, heritage, down to earth nature, and its people are all attributes that people recognise. Together with the central location, services and transport facilities, these characteristics provide a foundation to define and position City of Parramatta LGA.

Providing a compelling reason for people to visit the City of Parramatta LGA is important, as research demonstrates that the more recently someone has visited, and the more frequently they visit, the more positive are their perceptions.



REGIONAL ECONOMIC TRENDS

There are important economic trends affecting the broader region of Greater Western Sydney of which City of Parramatta LGA is a part. A summary of some of the significant economic trends and forces are outlined below:

Population growth

Greater Western Sydney is growing fast. Already one in ten Australians live in the region, but over the next 20 years there is forecast to be an additional 1 million residents. The centre of Sydney is moving further west. This will create new markets for expanding businesses, create additional need for jobs closer to home and place increased stress on infrastructure and services.

Housing Affordability

The average Sydney house price is now \$1.1 million. This creates many problems for economic development in terms of the distance between where people live and work. One of the possible advantages of this situation is a younger, more talented workforce based in the region. Greater Western Sydney will increasingly have a younger and more talented workforce. Equally though, higher demand for housing could contribute to affordability problems for the City of Parramatta LGA.

Logistics and Manufacturing Industry

Transport, warehousing and logistics operations are also moving further west as land prices increase in value across Sydney. Manufacturing is in decline across Australia as more work heads offshore and this has traditionally made up a large portion of jobs in Sydney's west. If this industry is to survive, it must become smarter and more technology-driven.

Retail Trade and Hospitality

The retail sector has fundamentally changed with the rise of online shopping. Retailers must now provide more services and a unique shopping experience to create perceived value for customers. Hospitality, though, has grown in importance. Australians are spending more money eating out than ever before. Council and land owners need to put more effort into making their main retail precincts attractive to visitors if they want to deliver thriving town centres.

Nature of Development

The appetite for residential development is very strong. Local councils across Greater Sydney are receiving record levels of residential development applications. Subsequently, it is even more important to identify critical strategic industrial lands that must be preserved. It is also a challenge to encourage developers to build more commercial office stock in Western Sydney locations as opposed to residential buildings.



CASE STUDY – TRANSPORT & ACCESSIBILITY

Strong transport capacity and connections will be crucial for the success of the City of Parramatta LGA in its role as Central City. The development of Council's Integrated Transport Plan, which responds to major transport and parking challenges, driven by substantial growth forecast in the residential population and jobs within the CBD by 2056, will be a priority in 2017/18.

Parramatta Light Rail – Stage 1 of the network will connect Westmead to Parramatta and Carlingford via Camellia with a two-way track spanning 12 kilometres. This first stage is expected to open in 2023. Council advocates for an entire light rail network for the City of Parramatta LGA and that light rail must be connected with other major proposed projects.

Sydney Metro West – is a new underground metro railway line linking the Parramatta and Sydney CBDs with communities along the way. It will have capacity to move about 40,000 people an hour in each direction. Sydney Metro West will work together with the T1 line, effectively doubling the rail capacity of the Parramatta to Sydney corridor. It is expected to be operational in the second half of the 2020's.

WestConnex – is the largest transport infrastructure project in Australia, and is intended to reduce the \$6 billion annual cost of congestion in Sydney, creating faster links between Parramatta and eastern Sydney. There will also be significant urban renewal along this corridor.

Western Sydney Airport – the 2017 Federal Government budget includes a commitment of up to \$5.3 billion over 10 years to build the Western Sydney Airport. The Western Sydney Airport is scheduled to begin operations in 2026. Council welcomes the decision and funding to build the Airport and advocates for high speed rail connecting the new airport to the Central City at Parramatta, and the eastern CBD in Sydney.

Parramatta Ferry – the Parramatta River Strategy recognises the significance of the ferry terminus and the importance of this area to the renewal of the river foreshore. Parramatta Quay is proposed as the major ferry arrival point connecting Circular Quay to Parramatta Quay. In June 2017, the NSW State Government announced a boost for ferry customers, with 90 extra weekly services from Parramatta to the CBD set to launch during 2017.

Car Parking – The Draft Parramatta CBD Public Car Parking Strategy (May 2017) is intended to guide future parking arrangements in the Parramatta CBD. Council operates paid ticket parking in the City Centre and North Parramatta that helps visitors to find parking spaces and encourage greater patronage of local businesses. In 2017/18, improvements will be made to a number of the commuter car parks to support transport mode shift (such as park and ride), to provide parking for major CBD events, reduce congestion and meet the demand on the CBD from additional residents, workers and visitors.

CASE STUDY – THE VISITOR ECONOMY

Council is currently developing a Destination Management Plan (DMP) for building and managing the City of Parramatta LGA's growing visitor economy. The DMP will have a strong focus on 'uniquely Parramatta' experiences around food, cultural heritage, the outdoors, arts, culture, entertainment, sports, events and festivals.

Attendance at the nine major Council-managed and partnered events has increased by 170% from 98,000 people in 2012 to an estimated 265,000 people in 2016. In 2016, Riverside Theatres contributed \$18 million to the local economy, with more than 209,000 people attending. In its first year of operation the National Theatre of Parramatta produced six major pieces, and performed to audiences of 7,420. Demand for events and cultural experiences continues to grow.

In the next five years Parramatta CBD will see a doubling of capacity in the hotel beds and serviced apartments. A strong business events market and expectations of an increased visitor market facilitated by light rail, a new stadium and a world class museum in Parramatta are driving investment in this sector.

While Western Sydney currently attracts over 9.6 million visitors per year, the tourism economy currently constitutes only 3% of the region's gross product. (WSBC May 2017). Across the region, partnership opportunities exist to build and promote local leisure experiences.

When it opens in 2019, the \$300 million Western Sydney Stadium will have a capacity of 30,000. Council understands the value sport brings to the City of Parramatta LGA economy. Based on an expenditure figures provided by Tourism Research Australia, the total direct impact on the City of Parramatta LGA's economy of the Western Sydney Wanderers home games is estimated at \$19.53 million across the 2015/16 season.

Sydney Olympic Park is Australia's major event, sport and entertainment precinct able to successfully host major games and multiple event types concurrently in a range of venues and open spaces. A green precinct, surrounded by 430 hectares of parklands, it continues to maintain its major events capacity and offers 10 world-class venues. ANZ Stadium will benefit from an upgrade as part of the Stadiums package announced by the NSW State Government in April 2016. Likewise, the Royal Agricultural Society plans for a \$70 million makeover of its precinct.

Other key assets within the City of Parramatta LGA include; Rosehill Gardens - home to the world's richest race for two-year-olds; the \$3.5 million Golden Slipper, and the world heritage listed Parramatta Park. Each one presents a significant opportunity to build the visitor economy.

CASE STUDY – THE EDUCATION SECTOR

Adding to the existing Parramatta South Campus, is Western Sydney University's \$221 million flagship vertical campus on Parramatta Square. Western Sydney University joins the University of New England with a campus in the Parramatta CBD. The universities, along with the proposed vertical high school, a significant number of private training colleges, TAFE NSW and 700 researchers based at the Westmead Medical Precinct, present a picture of a city with a competitive advantage in the education sector. Government and independent schools of high reputation are well represented in the LGA.

Council is working with the tertiary sector, the NSW State Government and small business to leverage

and improve the City of Parramatta LGA's strong position in the education sector. Opportunities include leveraging the growing international student base, exploring education as an export, and using tertiary strengths to find solutions to complex problems facing cities. City of Parramatta LGA has the capability to attract and retain the best talent - educated locally, then choosing City of Parramatta LGA as the best place to start a career and make a difference. With strong local language and cultural connections into China and India, City of Parramatta LGA offers a strategic advantage for building commercial and educational opportunities in Asia and South Asia.

CASE STUDY – RETAIL IN THE PARRAMATTA CBD

Retail is recognised as a significant sector for Parramatta CBD. As detailed in the recent report prepared for Council by Price Waterhouse Coopers, Parramatta 2021: Unlocking the potential of a new economy (2016);

“Within five years, it’s forecast that an additional \$1.2 million will be spent by workers, residents and visitors on retail each and every day in Parramatta...

...The anticipated growth both in terms of population and commercial development will see an additional \$3 billion in retail turnover in city centre over next 5 years...

...With the population growth, alongside infrastructure and cultural investments, comes increased interaction at street level, higher retail and restaurant patronage. The growth in workers in the CBD will lead to demand for cafes, restaurants and retail activity.”

Critical to Parramatta CBD’s success is its urban vitality, including a diverse and high quality retail offering. In addition to providing for the increasing residential population and worker market, unique and quality retail experiences have the potential to drive leisure visitation to Parramatta and change perceptions.

There are major factors that influence the retail mix in the Parramatta CBD. Many of these are beyond the direct control of Council – market forces, global trends including online retail, federal and state government policy, commercial property ownership patterns, and property market dynamics. In reality, Westfield Parramatta dominates the retail landscape with 130,000 sqm of an estimated total on 200,000 sqm in the Parramatta CBD, and it attracts over 28 million visitors a year. It is likely that Westfield will continue to dominate the mainstream retail landscape.

The growth of retail outside of Westfield and in the town centres is critical. Council’s role in promoting the development of the retail sector includes strategic land use planning, encouraging investment at the street level by property owners, and building market awareness of the extent of development in Parramatta and the opportunity to connect with thousands of new workers, residents and visitors.

CITY OF PARRAMATTA LGA MAJOR DEVELOPMENTS

City of Parramatta LGA has approximately \$10 billion in infrastructure and development occurring in the next five years. The scale of this once-in-a-lifetime construction boom cannot be overstated. Some of the major development projects occurring within the next five-year period include:

- Parramatta Square, including a new Western Sydney University CBD Campus.
- Western Sydney Stadium rebuild
- High-tech vertical high school
- Parramatta Light Rail network
- Revitalisation of the Parramatta River connecting to the CBD
- Museum of Applied Arts and Sciences
- Westmead Hospital upgrade
- WSU Westmead redevelopment
- WestConnex and Hill Road ramps
- ANZ Stadium redevelopment
- Telopea town centre master plan
- Parramatta North Urban Transformation
- Ferry wharf upgrade
- Urban renewal along the light rail network
- Many large residential developments
- Civic Link Framework Plan

The challenge for Council will be to manage these developments in such a way as to maximise the benefits to the community and minimise any negative impacts on existing businesses. The City of Parramatta LGA must be perceived to still be ‘open for business’ during this construction phase.

CASE STUDY – A NEW WORLD CLASS MUSEUM IN PARRAMATTA

The NSW State Government has reconfirmed its commitment to the development of a new world class museum in Parramatta. The flagship Museum of Arts and Applied Sciences on the Parramatta foreshore is proposed to be open by 2022 and will be a key driver to growing the visitor economy. The museum will be a catalyst for increased opportunities and an enhanced arts and culture economy. Create NSW, the NSW Arts and Cultural Policy Framework, outlines the plan to create a Parramatta Cultural Precinct in partnership with the Council, private sector partners, Western Sydney arts and cultural organisations and local artists.

CASE STUDY – PARRAMATTA SQUARE

Parramatta Square, a three-hectare precinct in the heart of the Parramatta CBD, is one of the largest, most exciting urban transformation projects in Australia today. When complete, the Council's \$2 billion urban renewal project will include three A-grade commercial towers Western Sydney University's CBD campus, the tallest residential building in NSW and an iconic civic and community building.

At least 160,000 square metres of A-Grade commercial space will be delivered across the three commercial towers in Parramatta Square. Between the National Australia Bank (NAB) and the NSW Department of Planning and Environment, the NSW Office of Environment and Heritage, the Environment Protection Authority, and NSW Department of Finance, Services and Innovation,

10,000 additional workers will be just the start of a new workforce to be based in the Parramatta CBD, joining Western Sydney University and Sydney Water already on the Square.

Council has commissioned an iconic new civic and community building to be the heart of Parramatta CBD. Known as 5 Parramatta Square (5PS), the five storey transparent glass building will seamlessly connect to the public domain and will define the character and identity of the future precinct. It will be a major hub for activating the community of residents, student and workers and an extraordinary site for visitors to the region.



SWOT ANALYSIS

The key economic issues facing the City of Parramatta LGA are outlined in a SWOT analysis below.

STRENGTHS

- Strategic location at the geographical centre of Greater Sydney in terms of north – south and east – west.
- Western Sydney's population is set to grow from 2.2 million to 3 million over the next 10-15 years. The City of Parramatta LGA will soon reap the benefits of a new airport, science and innovation corridors, medical research hubs as well as a roads, transport and residential infrastructure.
- The City of Parramatta LGA is forecast to almost double its current economic growth rate of 2.4% to 4.6% p.a. over the next five years.
- City of Parramatta LGA has comparatively good transport connectivity by train, bus, car or ferry compared to other centres within Sydney.
- A young, educated and diverse labour force.
- Approximately \$10 billion invested in a wide range of projects such as light rail, schools, hospitals, universities, offices, retail, accommodation, museum, stadium and civic spaces.
- Young families are increasingly seeing a positive future for their children in the City of Parramatta LGA with leading schools including James Ruse Agricultural High School and the new high-tech vertical high school in the Parramatta CBD.
- City of Parramatta LGA has all the necessary qualities to be a 30-minute city (e.g. education, entertainment, housing, services etc.).
- Cultural diversity provides language skills, cultural competencies, global connections and entrepreneurial spirit.
- The City of Parramatta LGA is increasingly being recognised for exceptional cultural events that attract a growing proportion of Sydneysiders (e.g. Parramatta Lanes, Tropfest and Winterlight).
- High levels of qualification in the IT, engineering, mathematics and medical sectors.
- The vacancy rate for Parramatta's office market is the second lowest vacancy rate in the country.
- The Parramatta CBD is becoming a genuine city, with restaurants, entertainment, transport, housing and professional services.
- Very strong growth prospects and a reputation for having a stable, robust economy.
- At present, City of Parramatta is accessible to 2.3 million people (half of Sydney) within 45 minutes.

WEAKNESSES

- The City of Parramatta LGA's economic strengths and industry specialisations (e.g. health and finance) are not well known in target markets thus reducing investment.
- Whilst City of Parramatta LGA is comparatively good, transport connectivity within the Western Sydney region has been identified as a barrier to growth. There is a need to improve train lines, such as a new north-south line, connecting Western Sydney centres with each other.
- The local tourism, heritage and visitor economy industry is still maturing a greater degree of coordination between stakeholders.
- It is very difficult to change lingering negative perceptions about City of Parramatta to people who live to the east and north-east who rarely visit the area.
- Some businesses and investors are standing back and 'waiting to see what happens' in Parramatta before committing to major projects.
- Parramatta CBD doesn't yet feel like a genuine CBD. This is due in part to the lack of density, population and the need for more A-grade office space.
- In spite of virtually zero vacancy rates for A-grade commercial office stock, many in the development industry overlook Parramatta CBD in favour of Sydney CBD.
- It can be difficult to find large enough anchor tenants to make commercial developments viable / less risky for developers.
- Parramatta CBD is perceived by many as being difficult to drive through, and difficult to find a park (especially for visitors). It is generally viewed as an undesirable driving experience.
- The public domain in many parts of the City of Parramatta LGA is in need of improvement (e.g. footpaths, tree planting, graffiti and civic places etc.).

OPPORTUNITIES

- Above average population growth in Western Sydney creates new emerging markets for business.
- It is possible to change negative perceptions via the many successful events and festivals hosted by the City of Parramatta LGA, giving people a positive experience and debunking misconceptions.
- Potential to leverage a city's pre-existing assets such as housing, commercial centres, hospitals, universities, open spaces, leisure hubs and urban services.
- Western Sydney Airport will unlock new investment and business opportunities in Western Sydney. It will strengthen the case for Sydney CBD-based businesses to open a Western Sydney office.
- Architectural design excellence standards and incentives for future development.
- A more affordable urban lifestyle with impressive civic assets, great open spaces and the prospect of rapid job growth close to quality housing.
- Western Sydney University's vertical campus can support a knowledge economy, activate the CBD, improve industry engagement, social access and industry collaboration.
- Parramatta CBD and Sydney Olympic Park offer half the cost for equivalent rental accommodation over Sydney CBD (e.g. 2 bedroom units within 5kms of CBD).
- The continued growth of young skilled professionals and their families looking for more affordable homes within reach of employment and civic centres.
- With over 8 million people visiting Sydney Olympic Park annually, it makes sense to explore opportunities to leverage that visitation as well as Australian Turf Club's Rosehill Gardens for the benefit of the broader City of Parramatta LGA.
- Consideration should be given to restoration, upkeep and utilisation of the historic buildings and places in and around Parramatta for the purpose of improving the visitor economy.
- Transformative investment is on the horizon with many projects planned and unprecedented levels of attention from the NSW Government and its partners, momentum and entrepreneurial activity builds daily.
- Sydney is talking a lot about Parramatta. The story of growth and change has captured people's attention and interest.

THREATS

- Other business parks and office markets in Sydney (e.g. Macquarie Park or Norwest Business Park) may soak up a lot of the latent commercial office development demand and subsequent jobs growth.
- Lingering negative perceptions of the City of Parramatta LGA and at times unhelpful media coverage delays progress and reinforce negative perceptions.
- The disruption caused by major developments and infrastructure projects may make the City of Parramatta LGA feel as though it is 'closed and under construction' rather than 'open for business' thus slowing growth.
- An economic downturn in the national economy may slow progress and investment into City of Parramatta LGA.
- Delay in delivery of major infrastructure projects.
- Adverse effects of Sydney's chronic challenges such as social cohesion, congestion and economic inequality.
- Potential for a lack of cohesion at a regional level across Western Sydney when advocating or planning for major investments, plans or infrastructure upgrades (e.g. Western Sydney Airport).
- The roll out of the Parramatta Light Rail, particularly through Rydalmere, Dundas, Telopea and Carlingford, will not result in increased private investment in retail and professional services.
- The industrial areas around Rydalmere and Silverwater will be slow in evolving to an advanced creative manufacturing hub and in the meantime continue to lose jobs.
- There may be a lack of buy-in among key stakeholders and decision makers regarding the recent adoption and implementation of plans for the city.

3 | WHERE DO WE WANT TO BE?

Council has undertaken significant consultation throughout the process of preparing the EDP. Various methods of consultation were used including formal interviews, informal conversations, surveys, roundtable discussions, and written submissions.

The consistent underlying message received throughout each stage of consultation was that the community wanted the City of Parramatta LGA to become a world-class city. Many of the challenges identified during the consultation were associated with the growing pains of a regional centre that is becoming a city. What is clear is the community wants more jobs, more vibrancy and more small businesses. A summary of the key issues raised are outlined below.

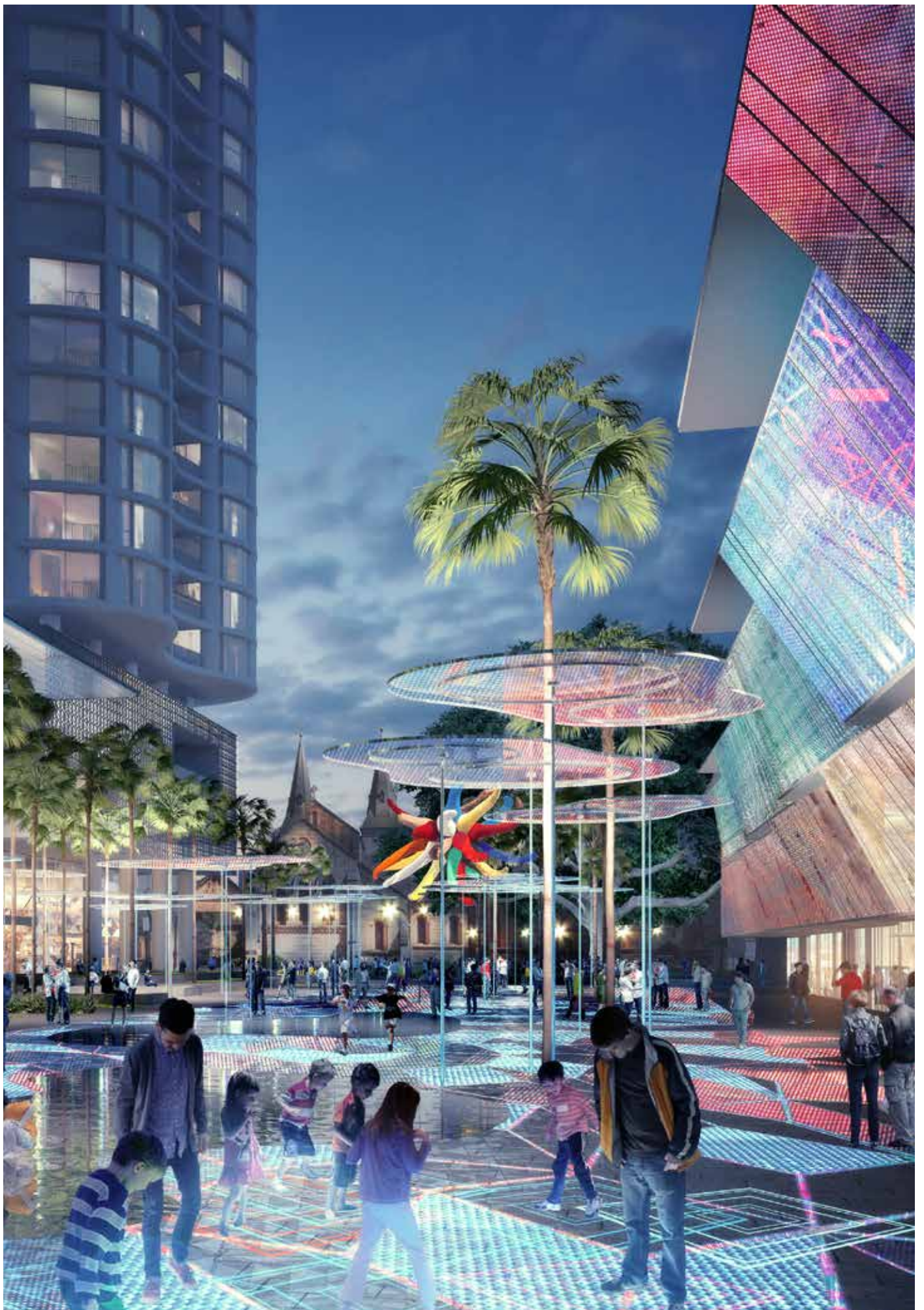
CONSULTATION PROCESS

In addition to the research undertaken, community, industry and stakeholder insights have been critical to the process of preparing the EDP. This consultation has taken place at different points in time during the preparation of the draft plan, during the public exhibition, and in the finalisation of the EDP.

A short summary of the consultation process is as follows:

- Desktop analysis of secondary research and a high-level strategic analysis of existing plans;
- 50 one-on-one interviews with business leaders and key stakeholders;
- 678 surveys completed by business owners and employees from every suburb and industry sector within the City of Parramatta LGA;
- The results of this consultation were discussed further with 25 business leaders at a roundtable discussion to determine the priorities of the EDP;
- These results were then presented to Council's Local Representative Advisory Committee (LRAC) and the Former Councillors Representative Committee (FCRC) for their consideration;
- Further consultation was then undertaken with City of Parramatta staff, economic development staff from surrounding local councils, other NSW Government agencies, and the GSC;
- Draft EDP reported to Council and approved for public exhibition;
- 22,000 business owners in the City of Parramatta LGA were notified that Draft EDP was on public exhibition;
- 148 surveys were completed providing feedback on the Draft EDP;
- 18 formal submissions were received on the Draft EDP;
- Two consultation meetings were held with Parramatta Chamber of Commerce to obtain feedback;
- Further changes were made to the Draft EDP based on feedback during the public exhibition period; and
- The final Economic Development Plan 2017-2021 reported to Council on 10th July, 2017.





WHAT WE HEARD...

You want to become Sydney's Central City

"Creation of a real CBD feel"

"I would like to see Parramatta become a powerhouse for Western Sydney"

"Parramatta should keep the reputation of being a satellite CBD to Sydney"

You want more jobs

"Local jobs that are centralised to Parramatta, don't have to travel into the CBD for business jobs"

"Creating jobs in the region and in the City of Parramatta is a good thing"

"I believe the jobs are the most important asset"

You want the City of Parramatta LGA to be vibrant

"Making Parra a fun place."

"Increase the vibrancy for workers and students alike on workdays as well as weekends."

"Good locations for more attractions and places to go to"

You want to support small business

"Deliver small business training courses to enhance the business owners' skills and knowledge"

"Good to have employment and business programs for people who need it"

"Address ease of starting a small business and the council's role and support"

You want the City of Parramatta LGA to have its own identity

"The cultural heritage element is a founding 'point of difference' to other business centres"

"Make the City unique rather than 'just another CBD'"

"Every city is known FOR something"

You want more trains and parking

"More trains to ease congestion"

"Trams would be another great addition for the CBD"

"Areas in Parramatta Council have no parking spaces"

WHAT WE'RE DOING...

What we're doing to become a Sydney's Central City

- Supporting the delivery of City of Parramatta LGA as Sydney's Central City
- Planning for increased population, jobs and infrastructure
- Getting the City ready for the once in a life time construction boom

What we're doing to encourage more jobs

- Helping people start and grow businesses
- Supporting ambitious employment targets
- Proactive investment attraction strategy

What we're doing to create vibrancy

- Delivering a variety of community and cultural events
- Encouraging a culture of live music and the arts
- Developing a Night Time Economy Strategy

What we're doing to support small business

- Delivering a variety of small business programs
- Partnering with the NSW Government on the Easy to do Business Program
- Sponsoring local small business awards

What we're doing to support the City of Parramatta LGA's own identity

- Delivering a CBD Cultural Plan
- Valuing and promoting heritage items and locations
- Preparing a marketing and branding plan

What we're doing about transport and access

- Developing an Integrated Transport Strategy
- Advocating for the best outcomes for the Parramatta Light Rail
- Parramatta CBD Parking Plan

GOALS AND TARGETS

The 10 goals and corresponding targets below provide a means of assessing the progress of the EDP. Five of them are concerned with the economic performance of the City (e.g. jobs growth) of which Council has a limited capacity to positively influence – but nonetheless should be closely monitored.

The other five objectives are concerned with the performance of economic development programs of which Council has greater degree of control.

CITY-WIDE ECONOMIC INDICATORS

	GOALS	TARGETS	DATA SOURCE
1	Jobs – The City of Parramatta LGA will be the centre for employment in Greater Western Sydney employing a total of 185,000 people.	By 2021 20,000 jobs added (185,000 jobs total).	Economy ID
2	GDP – City of Parramatta LGA will be established as Sydney's Central City with a strong and growing economy.	By 2021 GDP will grow by \$8 billion (to \$32 billion total).	Economy ID
3	Unemployment – The City of Parramatta LGA will have a healthy and resilient economy with unemployment kept below the NSW average.	By 2021 unemployment will be below the average for NSW.	Economy ID
4	Commercial space – The City of Parramatta LGA will feel more like a genuine CBD with increasing levels of commercial office space.	By 2021 +200,000 m2 of commercial space will be added.	PCA Office Market Reports
5	Small business – The City of Parramatta LGA will be a thriving innovative economy with a strong and growing small business sector.	By 2021 there will be 2,000 new small businesses added to the City of Parramatta LGA (25,500 in total)	Economy ID

EDP MEASURES OF SUCCESS

	GOALS	TARGETS	DATA SOURCE
6	Programs – The City of Parramatta LGA will be known for delivering highly successful business and employment programs that respond to the needs of the community.	By 2021 City of Parramatta LGA will achieve a satisfaction rating of 80% or higher for programs and events.	Survey
7	Regulation – The City of Parramatta LGA will have a business-friendly environment with Council making it easier to start and run a business.	By 2021 businesses will report a 10% improvement in the business environment on 2017 levels.	Survey
8	Innovation – The City of Parramatta LGA will be a centre of innovation in Greater Western Sydney where new business ideas can be fostered and commercialised.	By 2021 there will be a 10% increase in the number of social enterprises, co-working spaces, enterprise incubator programs, technology hubs, social enterprise hubs and entrepreneurial start-up hubs.	Audit
9	Major developments – The benefits of major developments will be shared with the community, and negative impacts on businesses will be mitigated.	By 2021 businesses impacted by major developments will report a 70% satisfaction rating in Council's level of engagement.	Survey
10	Vibrancy – Residents, workers, students and visitors will enjoy improvements in retail, hospitality, entertainment, cultural events and attractions.	By 2021 the community will rate the retail, hospitality and entertainment as having improved by 10% on 2017 levels.	Survey

4 | HOW DO WE GET THERE?



The City of Parramatta LGA is comprised of very distinct business precincts each with their own unique identity, challenges and opportunities. For example, the economic circumstances facing Westmead Health Precinct are quite different from a local shopping centre. It is for this reason that a precinct based approach has been applied, rather than a homogenous approach to economic development across the LGA.

Part 4 identifies priority precincts and precinct types, selected specifically for their potential impact on the overall economy of the City of Parramatta LGA and their potential jobs growth capability. Specific job targets, industry specialisations and actions have been assigned to each precinct. The actions have been categorised as follows:

- Business attraction and industry development
- Workforce and skills
- City culture and liveability
- Infrastructure
- Branding and Communications
- Regional leadership, advocacy and governance
- Research

NOTE – these categories reflect the programs identified within the Council submission to the Independent Pricing and Regulatory Tribunal (IPART) in application for the Economic Development Special Rate (EDSR)

GUIDING PRINCIPLES

The following guiding principles have been applied to identify and prioritise the actions and projects in the EDP and implementation plans:

1. Employment growth is key – economic growth in the form of Gross Domestic Product (GDP) is essential, but for local economic development to be successful increasing the number of jobs locally is necessary. Jobs growth provides a better measure of success in local economic development projects. Jobs growth is the common thread that runs throughout the EDP.

2. Creating great places – City of Parramatta LGA must be a place that is attractive for residents, visitors, investors, students, workers and business owners. There must be a good offering of entertainment, hospitality and retail. Workers need to see professional development opportunities. And there must be opportunities for small business owners. The City of Parramatta LGA needs to be vibrant, innovative and productive.

3. Inclusive growth for all – there is significant development and growth occurring in the City of

Parramatta LGA over the next five years. The EDP seeks to share the benefits of this growth with the community through initiatives such as increased access to employment, training and business opportunities.

4. Working in partnership – for the EDP to be successful it requires effective partnerships with key stakeholders. Council will work to implement the plan using a whole of organisation approach, and with the consultation and ‘buy in’ of external stakeholders.

5. Evidence-led and outcomes focused programs – the programs and initiatives articulated in the plan must be capable of clearly demonstrating how they achieve the goals and objectives of the EDP. They must present value against the investment and, wherever appropriate Council will seek to adopt a competitive process to determine the best program, quotation, provider and / or delivery partner.

ECONOMIC DEVELOPMENT THEMES

The EDP suggests five high-level themes to promote continued growth in business and employment. All actions for employment precincts have been categorised under the following themes:

1. Urban Transformation and Sustainability - City of Parramatta LGA's major employment centres have an environment that is people friendly, inspiring and sustainable.

2. Small Business and Employment - City of Parramatta LGA has a thriving small business sector where new businesses can grow and employ additional staff while being supported by a business-enabling environment.

3. Marketing and Investment Attraction - City of Parramatta LGA is recognised as ‘Sydney’s Central City’ and attractive for investment with industry specialisations in health, government services, finance and education with an emerging technology sector.

4. Education and Training - City of Parramatta LGA is a sought after location to build a career and a centre of excellence for education, research and training.

5. Visitor and Cultural Economy - City of Parramatta LGA is a valued cultural centre that celebrates diversity, inspires creativity and draws visitors to enjoy the City.



CITY OF PARRAMATTA LGA

ECONOMIC ROLE:

The City of Parramatta LGA will successfully transition into Sydney's Central City with industry specialisations in health, finance, government services, education and an emerging technology sector. As the major economic driver and innovation hub of Western Sydney, the City will increasingly attract investment into what is Australia's fastest growing region. The City will celebrate its important cultural heritage and identity as it seeks to share the growth, and leave a legacy for the future.

JOB NUMBERS IN 2016:

165,296 jobs in 2016

SUMMARY OF JOB TARGETS BY 2021:

- +3,500 Westmead Health Precinct
- +9,500 Parramatta CBD
- +3,000 Sydney Olympic Park
- +1,500 Rydalmere-Camellia-Rosehill-Silverwater District
- +2,500 Local & Neighbourhood Centres
- = **20,000 City of Parramatta LGA**

KEY INDUSTRIES:

- Health
- Finance
- Government Services
- Education
- Technology

1.00	ED	CITY OF PARRAMATTA LGA	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
URBAN TRANSFORMATION AND SUSTAINABILITY						
1.01		Research and advocate for improved rail access such as Sydney Metro West Link and the proposed North-South rail corridor in Western Sydney to better connect people to employment and destinations.	Research			
1.02		Manage the 'construction disruption' of major developments over the next five-year period through improved communication, signage, events and activation vibrancy programs to ensure the City of Parramatta LGA is still perceived by visitors as inviting and open for business.	Regional leadership, advocacy and governance			
1.03		Support the delivery of Stage 1 Parramatta Light Rail to ensure that active transport connect to light rail stops and high quality amenity is provided for user comfort.	Infrastructure			
1.04		Continue to revitalise the public domain, including Parramatta Square, Civic Link, and the City River Foreshore, to improve civic spaces, liveability and vibrancy of public life in the Parramatta CBD.	Infrastructure			
1.05		Implement Parramatta Ways to connect green spaces across our neighbourhoods and improve walkability by greening our streets and improving shading and amenity.	Infrastructure			
1.06		Deliver the Parramatta Ways Plan to encourage walking and boost the local economy by encouraging a greater level of street level activation and trade.	Infrastructure			
1.07		Implement the Affordable Housing Policy and Council's planning controls for housing diversity and accommodation for a broad range of income levels and key workers.	Infrastructure			
1.08		Implement the Environmental Sustainability Strategy and the Cool Parramatta Initiative to create more connected, healthy and resilient communities in the face of extreme weather events, including increased flooding, heat stress and rising energy costs.	Regional leadership, advocacy and governance			
1.09		Advocate for the continued and expanded delivery of a regular ferry service to Parramatta.	Regional leadership, advocacy and governance			

* Denotes Economic Development as the lead department in delivery

Denotes being funded (in part or in full) by the Economic Development Special Rate

Denotes being funded by Council General Reserves

1.00	ED	CITY OF PARRAMATTA LGA	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
SMALL BUSINESS AND EMPLOYMENT						
1.10	*	Investigate and support an innovation hub/s to assist start-up businesses through subsidies space, networking, workshops and support services to improve the success rates of new technology-based small businesses.	Research			
1.11	*	Offer support to local businesses investigating exporting opportunities to seek to encourage increased trade with new and emerging international markets.	Business attraction and industry development			
1.12	*	Conduct regular business sentiment surveys on local business to receive timely feedback and report this back to the community.	Research			
1.13	*	Support the delivery of programs and initiatives to support new small businesses.	Business attraction and industry development			
1.14	*	Support small business awards programs that promote City of Parramatta LGA's leading businesses.	Business attraction and industry development			
1.15	*	Support local chambers of commerce in the delivery of their programs and services to the community.	Business attraction and industry development			
1.16	*	Support the NSW Government 'Easy to do Business Program' and the 'Business Connect Program'.	Business attraction and industry development			
1.17	*	Investigate a small business grants program to encourage business development and attraction such as for start-ups, innovation, small bars, and international trade.	Business attraction and industry development			
1.18		Implement Social Investment Action Plan to strengthen the social enterprise sector in the City of Parramatta.	Business attraction and industry development			
1.19		Implement the ATSI Employment Strategy and Disability Inclusion Action Plan to ensure a diverse workforce for Council.	Regional leadership, advocacy and governance			
MARKETING AND INVESTMENT ATTRACTION						
1.20		Develop a City Marketing Strategy that includes investment attraction, visitation and perception change as outcomes.	Branding and communications			
1.21		Leverage the economic benefits of international students contributing to the City and the flow on of family visitations.	Business attraction and industry development			
1.22	*	Provide accurate and timely investment information such as economic, demographic and development information, and making this available to investors as a means of attracting business.	Business attraction and industry development			
1.23	*	Provide walking tours, introductions, insights and customer service.	Business attraction and industry development			
1.24	*	Deliver a bi-annual investment attraction event for the City of Parramatta LGA targeting target markets to highlight opportunities.	Business attraction and industry development			
1.25	*	Issue a regular online enewsletter to the business community on important initiatives such as programs, events, significant developments and economic updates.	Branding and communications			
1.26		Investigate international marketing and trade opportunities for the purpose of increased trade and international students.	Branding and communications			
1.27		Continue to conduct perception tracking market research for the City of Parramatta LGA to assist in marketing and business attraction strategies.	Research			
1.28		Prepare and deliver digital marketing strategies to position and promote the City of Parramatta LGA for investment.	Branding and communications			
1.29		Preparation of an overall branding and marketing plan and associated marketing materials for the City of Parramatta LGA.	Branding and communications			



1.00	ED	CITY OF PARRAMATTA LGA	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
EDUCATION AND TRAINING						
1.30		Investigate Smart City initiatives to deliver world's best practice to solve city planning challenges.	Research			
1.31		Continue to support and implement lifelong learning programs across all libraries and community centres.	Workforce and skills			
1.32	*	Investigate suitable programs that seek to integrate skilled migrants into the workforce and support specialist organisations to deliver the services.	Workforce and skills			
1.33	*	Support refugees by providing welcome and orientation programs, education programs and small business programs delivered by specialist organisations.	Workforce and skills			
1.34	*	Investigate the feasibility of an education forum for the purpose of supporting the growth of the education industry.	Workforce and skills			
1.35		Update and implement Council's MOU with Western Sydney University to ensure shared opportunities for learning and research.	Workforce and skills			
1.36		Continue to implement the Parramatta Skills Exchange partnership with TAFE NSW, and support similar programs to improve access to jobs, skills and learning opportunities.	Workforce and skills			
1.37	*	Seek to support and promote the Western Sydney Careers Expo as a means of promoting education and training opportunities to the local community.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
1.38		Promote the City of Parramatta LGA as the 'live music capital of Australia' through a wide range of programs such as the 'Live and Local' events, 'Amplify', a mentoring program for young musicians, a regulations review to encourage live music, and the provision of performance spaces.	City culture and liveability			
1.39	*	Encourage more small bars into the City of Parramatta LGA through the Small Bars Policy and associated workshops and initiatives.	City culture and liveability			
1.40		Prepare marketing materials to promote local restaurants, events and attractions.	Branding and communications			
1.41	*	Prepare and adopt a Late Night Trading DCP to encourage and plan for a safe and vibrant night life.	Regional leadership, advocacy and governance			
1.42	*	Prepare and implement the Night Time Economy Strategy that seeks to adopt an all-of-Council approach to delivering an attractive, safe, vibrant and diverse experience of the City of Parramatta LGA after dark.	City culture and liveability			
1.43		Deliver a major events program, that includes events produced by the Council, events produced in partnership, as well as independently produced events.	City culture and liveability			
1.44		Implement the CBD Cultural Plan and develop cultural plans for the neighbourhoods.	City culture and liveability			
1.45		Increase the number of artist studios and develop a bi-annual event to contribute to support local artists.	Regional leadership, advocacy and governance			
1.46		Prepare a plan to make better use of the City of Parramatta LGA's significant and valuable heritage buildings and places for the purposes of attracting tourists and visitors.	City culture and liveability			
1.47		Prepare and deliver a 'Destination Management Plan' for the City of Parramatta LGA to attract more visitors and encourage them to spend more time and money.	City culture and liveability			
1.48		Support the programs delivered by Riverside Theatres and progress the plans to renovate/redevelopment the facility.	Regional leadership, advocacy and governance			



WESTMEAD HEALTH PRECINCT (TRANSNATIONAL)

ECONOMIC ROLE:

Westmead Health Precinct will establish itself as Australia's largest health precinct and the source of world-leading medical innovations. Westmead Hospital will continue to serve the needs of Sydney residents and attract the best medical students, practitioners and allied health industries, and in doing so commercialise world-leading medical research. Westmead will be more accessible, have better amenity, improved retail and hospitality and improved connections to Parramatta CBD's growing night time economy.

JOB NUMBERS IN 2011:

- 15,000 jobs in 2011 (based on Census figures)

JOB TARGETS BY 2021:

- +3,500 additional jobs by 2021

KEY INDUSTRIES:

- Health Care and Social Assistance
- Professional, Scientific and Technical Services
- Education and Training



2.00	ED	WESTMEAD HEALTH PRECINCT	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
URBAN TRANSFORMATION AND SUSTAINABILITY						
2.01		Via the Westmead Alliance, successfully implement the recommendations outlined in the Westmead Strategic Vision 2016 – 2036.	Regional leadership, advocacy and governance / Infrastructure			
2.02		Advocate for Westmead Medical Precinct to be recognised as a 'specialised precinct' by the NSW Government and in so doing attract increased infrastructure investment.	Regional leadership, advocacy and governance			
2.03		Plan for the successful delivery of the Parramatta Light Rail network to Westmead and improve linkages with Parramatta CBD.	Infrastructure			
SMALL BUSINESS AND EMPLOYMENT						
2.04	*	Organise a forum or event to assist entrepreneurs seeking to bring new technology to market through things such as export development grants, angel investor meetings, and R&D grants.	Business attraction and industry development			
2.05	*	Investigate the feasibility of an innovation hub or business incubator facility to support start-up businesses in the medical industry.	Research			
2.06	*	Seek to hold an increased number of small business events and workshops in Westmead.	Business attraction and industry development			
MARKETING AND INVESTMENT ATTRACTION						
2.07		Promote Westmead Health Precinct as Australia's leading medical research centre.	Branding and communications			
2.08		Prepare of marketing plan for Westmead Health Precinct for the purpose of attracting businesses, investors, students and researchers.	Branding and communications			
EDUCATION AND TRAINING						
2.09	*	Support initiatives that foster increased collaboration between the universities and hospitals in the precinct.	Workforce and skills			
2.10	*	Host or support medical research and industry events in Westmead to both position the precinct as a national leader and assist knowledge-sharing.	Workforce and skills			
2.11	*	Promote education and training programs and opportunities to the local community in health care and social assistance industry.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
2.12		Encourage retailers and hospitality businesses in Westmead to improve the amenity and worker experience of the precinct.	City culture and liveability			

* Denotes Economic Development as the lead department in delivery

Denotes being funded (in part or in full) by the Economic Development Special Rate

Denotes being funded by Council General Reserves



PARRAMATTA CBD (NATIONAL)

ECONOMIC ROLE:

Parramatta CBD will become Sydney's Central CBD, specialising in finance and government services whilst attracting more professional services, high quality retail and hospitality providers. Access to and within Parramatta CBD will be improved through continued improvements to transport infrastructure and services. The CBD will be more attractive and liveable with improved hospitality, entertainment, arts, cultural offerings, retail and increasingly integrated with green spaces. North Parramatta will experience a renewal with heritage conservation at its heart.

JOB NUMBERS IN 2011:

- 47,000 jobs in 2011 (based on Census figures)

JOB TARGETS BY 2021:

- +9,500 additional jobs by 2021

KEY INDUSTRIES:

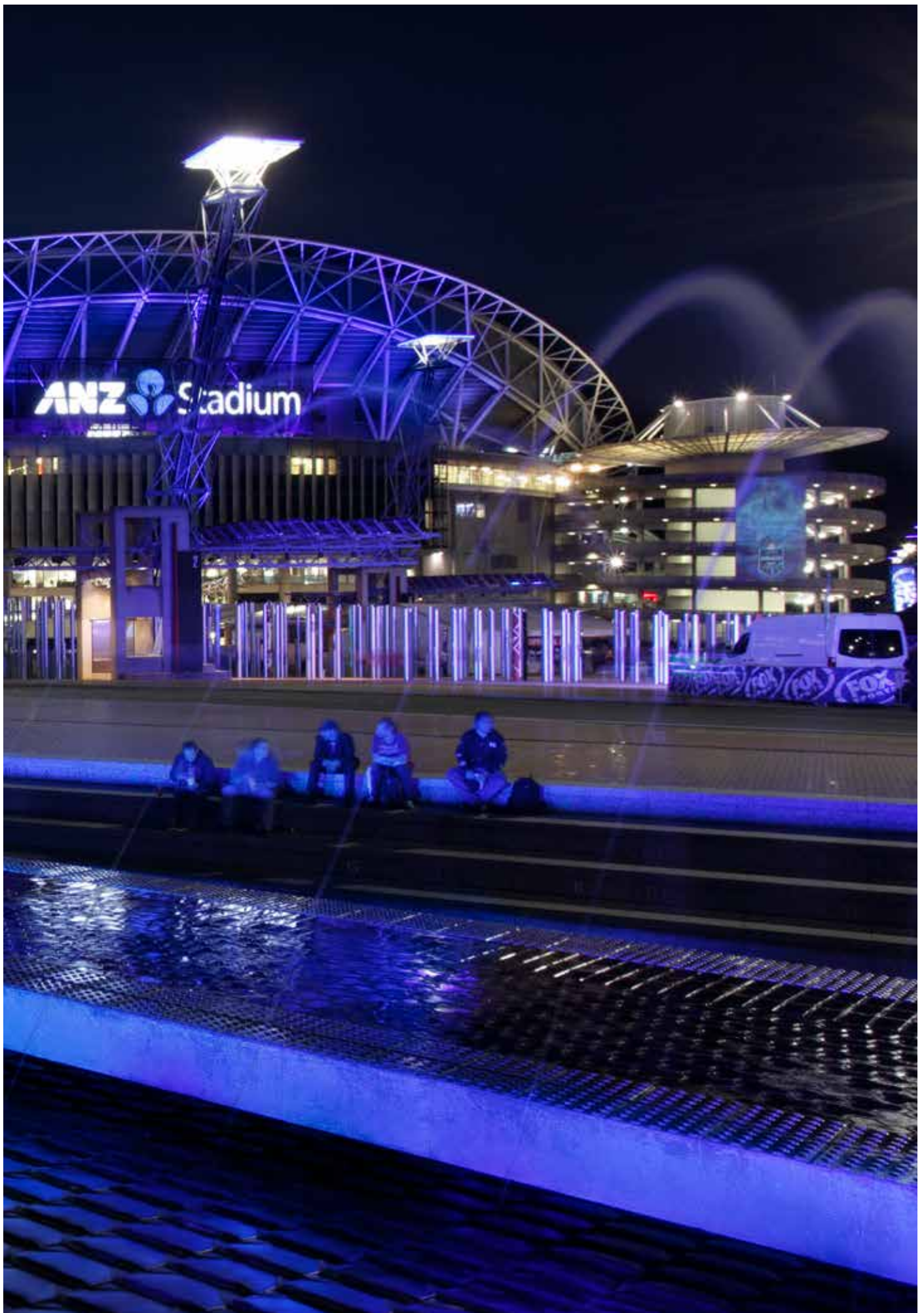
- Public Administration and Safety
- Finance and Insurance Services
- Education and Training
- Construction
- Professional, Scientific and Technical Services
- Retail and Hospitality

3.00	ED	PARRAMATTA CBD	IPART Program	Year 1-2	Year 3-4	Year 5-6
URBAN TRANSFORMATION AND SUSTAINABILITY						
3.01		Finalise the preparation of the Parramatta CBD Planning Proposal which will expand the commercial core, incentivise new office development and provide for 49,000 new jobs.	Infrastructure			
3.02		Undertake a retail strategy for the Parramatta CBD to identify the character and hierarchy of shopping precincts, as well as the projected capacity for retail and floor space.	Research			
3.03		Prepare and delivery the CBD Pedestrian Strategy to prioritise pedestrians and encourage people to visit and spend money in the CBD.	Regional leadership, advocacy and governance			
3.04		Finalise and implement the Parramatta CBD Car Parking Strategy through such measures as prioritising local business parking needs, shifting long term parking to the outer core, and maintaining sufficient supply of parking during significant development projects.	Regional leadership, advocacy and governance			
3.05		Continue the delivery of street cleaning and graffiti removal services to keep the CBD looking presentable.	Regional leadership, advocacy and governance			
SMALL BUSINESS AND EMPLOYMENT						
3.06		Support existing small businesses through shopfront and façade revitalisation initiatives.	Business attraction and industry development			
3.07		Continue to deliver events and activation programs that draw visitors to Parramatta CBD to spend money in local businesses.	City culture and liveability			
MARKETING AND INVESTMENT ATTRACTION						
3.08		Leverage major developments to promote Parramatta CBD as a key investment opportunity to access the growing Western Sydney market and as a centre of excellence for government services and finance.	Business attraction and industry development			
3.09		Embrace the opportunity that Council has to drive the brand and success of the Smart Hub by attracting and securing key anchor tenants in new buildings at Horwood Place.	Branding and communications			
3.10		Prepare and implement a retail attraction strategy for Parramatta CBD to improve the retail and hospitality offering.	Business attraction and industry development			
3.11		Effectively use signage and other communications to make parking, way-finding and site seeing a more convenient, understandable and pleasant experience.	Branding and communications			
EDUCATION AND TRAINING						
3.12	*	Seek to support increased collaboration between Western Sydney Universities new CBD campus and businesses located in the CBD for research, student internships and commercialisation.	Workforce and skills			
3.13	*	Seek to leverage the Parramatta Skills Exchange to equip and upskill the community for a range of vocational training programs.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
3.14		Support the arts industry and key stakeholders such as Riverside Theatres, Parramatta Artists Studios and MAAS.	City culture and liveability			
3.15		Seek to leverage the new Western Sydney Stadium opening by encouraging a greater range of events and sports, and subsequent multiplier effects on local businesses through increased visitors to Parramatta CBD.	City culture and liveability			
3.16		Continue to deliver measures to increase safety and the perception of safety through things such as CCTV, lighting and working with police in implementing best practice.	City culture and liveability			
3.17		Support a range of creative industries being located in Parramatta CBD and investigate Parramatta CBD becoming a film location destination.	City culture and liveability			
3.18		Work collaboratively with business to build their understanding of homelessness issues and support their response to homelessness in the city.	City culture and liveability			

* Denotes Economic Development as the lead department in delivery

Denotes being funded (in part or in full) by the Economic Development Special Rate

Denotes being funded by Council General Reserves



SYDNEY OLYMPIC PARK (NATIONAL)

ECONOMIC ROLE:

Sydney Olympic Park will continue to be Australia's preeminent entertainment venue attracting the best sporting, music and other cultural events supported by a growing recreation, arts and finance sector. The Sydney Olympic Park Master Plan will be successfully implemented to herald in the next stage of development for the precinct with increased residential, commercial and educational development and serving as a vibrant town centre within City of Parramatta LGA.

JOB NUMBERS IN 2011:

- 14,000 jobs in 2011 (based on Census figures)

JOB TARGETS BY 2021:

- +3,000 additional jobs by 2021

KEY INDUSTRIES:

- Finance and Insurance Services
- Professional, Scientific and Technical Services
- Arts and Recreational Services

4.00	ED	SYDNEY OLYMPIC PARK	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
URBAN TRANSFORMATION AND SUSTAINABILITY						
4.01		Work closely with the SOPA and SOPBA to successfully implement the Sydney Olympic Park Master Plan with increased amenity and industry diversification.	Regional leadership, advocacy and governance			
4.02		Support the delivery of the Parramatta Light Rail network to Sydney Olympic Park as a catalyst for improved liveability and connectivity.	Infrastructure			
SMALL BUSINESS AND EMPLOYMENT						
4.03	*	Support the Sydney Sports Incubator that exists to assist start-up businesses in the sports industry.	Business attraction and industry development			
4.04		Support the Sydney Olympic Park Master Plan which seeks to grow and diversify the number of jobs in the precinct.	Business attraction and industry development			
MARKETING AND INVESTMENT ATTRACTION						
4.05		Promote Sydney Olympic Park as Australia's preeminent conference and events venue and support events of significance such as the Royal Easter Show and Invictus Games 2018.	Branding and communications			
4.06	*	Highlight the new investment potential and opportunities of the precinct with the introduction Parramatta Light Rail network.	Branding and communications			
EDUCATION AND TRAINING						
4.07		Promote the Education Centre based in Sydney Olympic Park with curriculum outcomes linked to syllabus areas in Geography, Science, Biology, Senior Science, Mathematics and Design and Technology.	Workforce and skills			
4.08	*	Investigate the potential to increase the presence of education and training providers within Sydney Olympic Park and diversify the economic base.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
4.09		Maintain the linkages between Parramatta's sporting teams such as Western Sydney Wanderers and Parramatta Eels whilst they are playing at Sydney Olympic Park during the construction period of the new Western Sydney Stadium.	City culture and liveability			
4.10		Investigate the potential of increased international tourism leveraging the history of the precinct from the 2000 Olympic Games through targeted packages.	City culture and liveability			

* Denotes Economic Development as the lead department in delivery

Denotes being funded (in part or in full) by the Economic Development Special Rate

Denotes being funded by Council General Reserves



RYDALMERE-CAMELLIA-ROSEHILL-SILVERWATER DISTRICT (REGIONAL)

ECONOMIC ROLE:

The Rydalmere-Camellia-Rosehill-Silverwater District will build upon its strong and growing education sector base in Western Sydney University. The Rydalmere area will transition into a business park by collaborating with the University. Silverwater will transition from older-style manufacturing to smarter manufacturing and will remain an important logistics centre in the heart of Greater Sydney. Rosehill will continue to attract visitors to horse racing and motor sport events and drive diversified jobs growth through business tourism attracting conferencing and exhibitions.

JOB NUMBERS IN 2011:

- 27,000 jobs in 2011 (based on Census figures)

JOB TARGETS BY 2021:

- +1,500 additional jobs by 2021

KEY INDUSTRIES:

- Manufacturing
- Wholesale Trade
- Transport, Postal and Warehousing
- Education and Training
- Arts and Recreational Services

5.00	ED	RYDALMERE-CAMELLIA-ROSEHILL-SILVERWATER DISTRICT	IPART Program	Year 1-2	Year 3-4	Year 5-6
URBAN TRANSFORMATION AND SUSTAINABILITY						
5.01		Ensure the important logistic operations of Silverwater and Camellia areas are supported with the provision of necessary infrastructure and retained for employment uses.	Infrastructure			
SMALL BUSINESS AND EMPLOYMENT						
5.02	*	Seek to offer assistance to manufacturing, wholesale trade and logistics businesses through better understanding their needs and barriers to growth.	Business attraction and industry development			
5.03	*	Keep businesses informed and consulted about major construction and urban renewal projects in the precinct.	Business attraction and industry development			
MARKETING AND INVESTMENT ATTRACTION						
5.04		Market, promote and value the precinct for the important manufacturing and wholesaling precinct that it is.	Branding and communications			
EDUCATION AND TRAINING						
5.05	*	Further investigate the feasibility of a high-tech business park supporting the transition from older-style big box manufacturing to smarter manufacturing.	Research			
5.06	*	Seek to extend some of the same training opportunities available in Parramatta CBD to this precinct with satellite programs and events and encourage the increased uptake of technology and innovation.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
5.07		The Rosehill Racecourse and Valvoline Raceway (formerly Parramatta Speedway) are both promoted and leveraged as national and international visitor destinations and business events.	Branding and communications			



LOCAL & NEIGHBOURHOOD CENTRES (LOCAL)

ECONOMIC ROLE:

The many local and neighbourhood centres across the City of Parramatta LGA will be vibrant, attractive and sustainable with a wide variety of businesses that provide opportunities for small business and employment whilst also serving the needs of the community. Local centres will continue to play an integral role in the cohesion and social fabric of the City of Parramatta LGA by connecting residents with each other and fostering a stronger sense of community and social cohesion.

JOB NUMBERS IN 2011:

- 12,000 jobs in 2011 (based on Census figures)

JOB TARGETS:

- +2,500 additional jobs by 2021

KEY INDUSTRIES:

- Retail and Hospitality
- Professional, Scientific and Technical Services

6.00	ED	LOCAL & NEIGHBOURHOOD CENTRES	IPART Program	Year 1 - 2	Year 3 - 4	Year 5 - 6
URBAN TRANSFORMATION AND SUSTAINABILITY						
6.01		Town centre-specific planning and audits to support convenient, healthy and sustainable local centres and encouraging a growing proportion of local jobs and diversity of industry in local centres.	Infrastructure			
SMALL BUSINESS AND EMPLOYMENT						
6.02		Plan for the successful delivery of the Parramatta Light Rail along the Dundas to Carlingford corridor and promote the new business opportunities, particularly in retail, hospitality and professional services, created by this infrastructure.	Business attraction and industry development			
MARKETING AND INVESTMENT ATTRACTION						
6.03	*	Promote local businesses, local investment opportunities, and encourage the community to 'buy local', prepare home-based business factsheets, workshops and networking events.	Branding and communications			
EDUCATION AND TRAINING						
6.04	*	Work with local services to ensure young people, and other target groups, have strong pathways to employment and access to relevant initiatives.	Workforce and skills			
VISITOR AND CULTURAL ECONOMY						
6.05		Encourage visitors to City of Parramatta LGA to visit the local 'hidden gems' in local and neighbourhood centres with a variety of unique restaurants and retail offerings.	City culture and liveability			
6.06		Support the delivery of more community events in local and neighbourhood centres.	City culture and liveability			

* Denotes Economic Development as the lead department in delivery

Denotes being funded (in part or in full) by the Economic Development Special Rate

Denotes being funded by Council General Reserves

5 | IMPLEMENTATION AND DELIVERY

ANNUAL IMPLEMENTATION PLAN

An annual implementation plan has been developed for the 2017/18 year, and it is intended that further annual implementation plans for 2018/19 to 2020/21 will be prepared and delivered as part of Council's Operational Plan and reporting framework. This will contain program and budget forecasts for expenditure from the Economic Development Special Rate according to goals and objectives stated in the EDP.

BUSINESS ENGAGEMENT AND CONSULTATION PLAN

Councils endorsed business engagement and consultation strategy based on the IAP2 best practice framework will guide the implementation of the EDP and will:

- Ensure industry peak bodies and affected businesses are consulted on Council's plans, policies and projects
- Involve the LGA's diverse business community in a refresh of Council's Economic Development Plan
- Continue Council's membership of key business organisations including Parramatta Chamber of Commerce, Epping Chamber of Commerce, Sydney Business Chamber and Western Sydney Business Connection
- Continue partnerships that actively lobby for the business and economic needs of the LGA including the Committee for Economic Development (CEDA), the Committee for Sydney, the Property Council of Australia, and key state agencies
- Continue Council's support for Parramatta's thriving social enterprise and emerging start-up ecosystem
- Work collaboratively to deliver on Council's key strategies to promote Parramatta as a destination for private and public investment

DELIVERY PARTNERS AND STRATEGIC RELATIONSHIPS

The EDP recognises the development and facilitation of strategic partnerships with and between stakeholders such as other levels of government, industry, local business, representative organisations, education providers, community groups and residents is critical to achieve the economic ambitions of the LGA. The strategic partnerships that might emerge between stakeholders have the capability

of improving the way each organisation does business with greater insight of how the City of Parramatta LGA operates.

Council maintains close relationships and is represented on and by a wide variety of business advisory groups and networks, including chambers of commerce, property development industry groups, advocacy groups and industry associations etc.

The list below, whilst not exhaustive, serves to identify key delivery partners to assist in the successful delivery of the projects, programs and activities contained in the EDP.

1. AusIndustry
2. Austrade
3. Committee for Sydney
4. Committee for the Economic Development of Australia (CEDA)
5. Community Migrant Resource Centre (CMRC)
6. Destination NSW
7. Epping Chamber of Commerce
8. Greater Sydney Commission
9. Local business and industries
10. NSW Department of Education & Training
11. NSW Department of Industry
12. NSW Department of Planning & Environment
13. NSW Office of the Small Business Commissioner
14. NSW TAFE
15. Parramatta Chamber of Commerce
16. Parramatta Community College
17. Property Council for NSW
18. Property NSW
19. Real Estate Agents
20. Representative and Advisory Committees of Council
21. Residents and property owners
22. Schools and education providers
23. Service NSW
24. Sydney Business Chamber, Western Sydney
25. Sydney Olympic Park Authority
26. Sydney Olympic Park Business Association
27. Tourism Associations
28. Tourism and Transport Forum
29. Transport for NSW
30. University of New England
31. Urban Growth
32. Venues NSW
33. Western Sydney Business Connect (WSBC)
34. Western Sydney University
35. Westmead Alliance

BUDGET AND RESOURCES

ECONOMIC DEVELOPMENT SPECIAL RATE

The EDSR is a special levy on business lands. It is raised for the purpose of business development and employment generation in the City of Parramatta LGA. Authority to charge the EDSR was approved by the Independent Pricing and Regulatory Tribunal (IPART) in 2010/11. The projects, programs and activities, against which the funds collected through the Special Rate are to be spent against, are:

- Business attraction and industry development
- Workforce and skills
- City culture and liveability
- Infrastructure
- Branding and communications
- Regional leadership, advocacy and governance
- Research

The EDP will be used to guide the most effective allocation of the levy funds to achieve desired economic development outcomes. The yearly Implementation Plan will identify which specific projects, programs and activities are funded by the EDSR.

It should be noted that the majority of activities undertaken by Council to support economic development outcomes are not funded from the EDSR but from Council General Revenue.

EDSR EXPENDITURE ACROSS PROGRAMS AND FINANCIAL YEARS

The table below provides information on the EDSR forecast collection and expenditure across IPART approved programs for the four years of the EDP. This guides the appropriate expenditure of the EDSR in order to achieve stated goals and actions.

IPART Programs	Year 1 - 17/18	Year 2 - 18/19	Year 3 - 19/20	Year 4 - 20/21
Business attraction and industry development	\$170,000	\$170,000	\$170,000	\$170,000
Workforce and skills	\$150,000	\$150,000	\$150,000	\$150,000
City culture and liveability	\$150,000	\$150,000	\$150,000	\$150,000
Infrastructure	\$50,000	\$50,000	\$50,000	\$50,000
Branding and communications	\$120,000	\$120,000	\$120,000	\$120,000
Regional leadership, advocacy and governance	\$57,000	\$83,000	\$111,000	\$139,000
Research	\$110,000	\$110,000	\$110,000	\$110,000
Total EDSR Economic Development Programs Expenditure	\$807,000	\$833,000	\$861,000	\$889,000
TOTAL EDSR Collection Forecast	\$807,000	\$833,000	\$861,000	\$889,000



EDSR CATCHMENT AREA EXTENSION

In consultation with key business stakeholders, Council will review the existing ESDR catchment and rate and prepare a submission to the Independent Pricing and Regulatory Tribunal (IPART) for its consideration. The purpose is to ensure the program reflects the new City of Parramatta LGA boundary and to enable Council to equitably collect rates and to continue to work with businesses to deliver economic benefits across the whole LGA (rather than the former Parramatta LGA boundary). It is proposed that this is considered in the lead up to a rate harmonisation process, aligning rates with the boundaries created for the City of Parramatta LGA following the proclamation on 12 May 2016.

EVALUATION AND MONITORING

The progress of all economic development specific actions identified within the EDP will be reviewed regularly to monitor their progress against the annual implementation plan, and also to ensure their value and impact against strategic objectives. Assessment will be undertaken using various qualitative and quantitative forms such as satisfaction surveys, media coverage or other outcomes and activity measures.

Programs will be assessed against predetermined goals to determine whether the programs were successful in achieving the desired outcomes to enable review of the annual implementation plan. This will provide Council with an opportunity to make amendments to programs and ensure the most effective application of resources.

GOVERNANCE AND REPORTING

The funding provided for the execution of the EDP implementation plan from the EDSR is allocated annually by Council as part of its budgeting and delivery plan process.

Reporting will be in accordance with the IP&R Framework utilised by Council, and will provide a quarterly and annual report on progress against the annual implementation plan economic development specific actions and spend. Council's endorsed business engagement and consultation strategy will guide the communication of the reporting of progress against the EDP.

APPENDICES

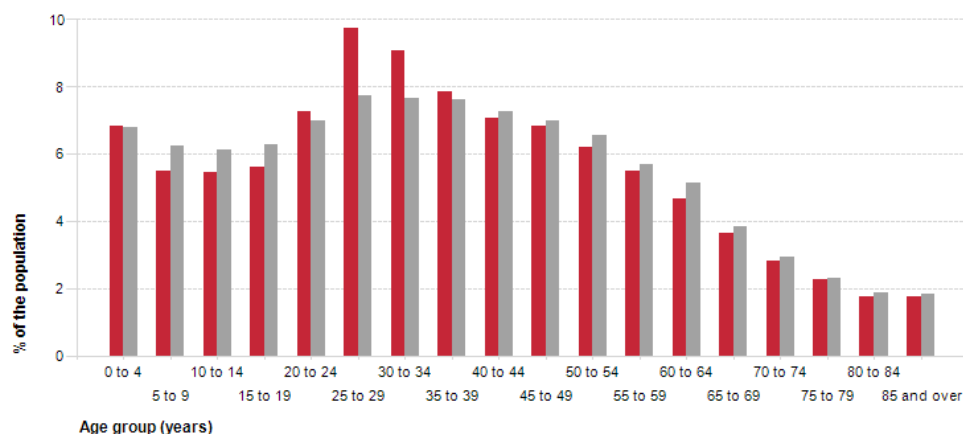


DEMOGRAPHIC PROFILE

Age structure - five year age groups, 2011

Total persons

■ City of Parramatta ■ Greater Sydney

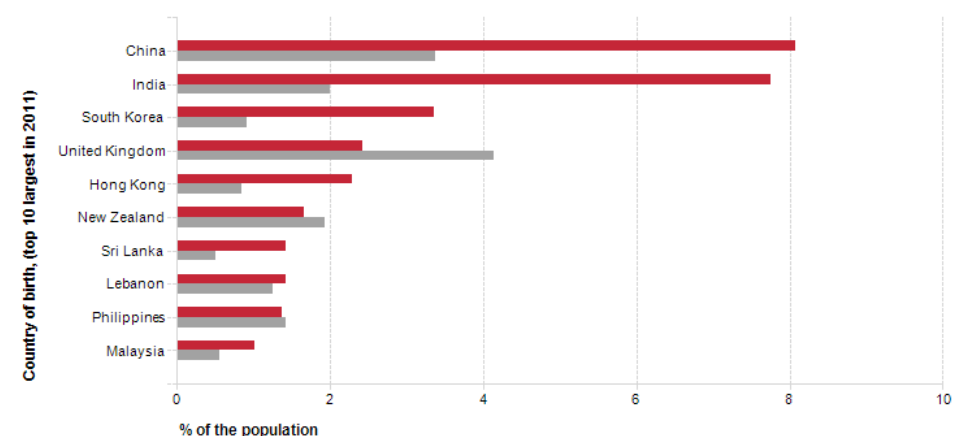


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

Birthplace, 2011

■ City of Parramatta ■ Greater Sydney

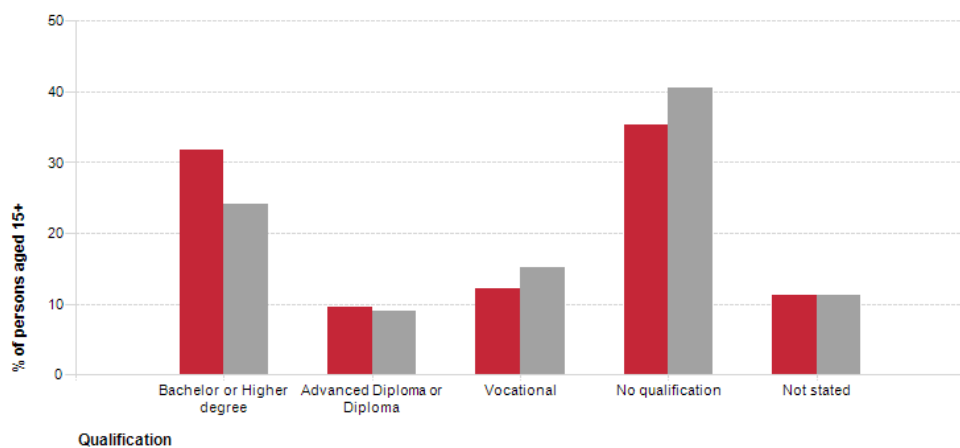


Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

Highest qualification achieved, 2011

■ City of Parramatta ■ Greater Sydney



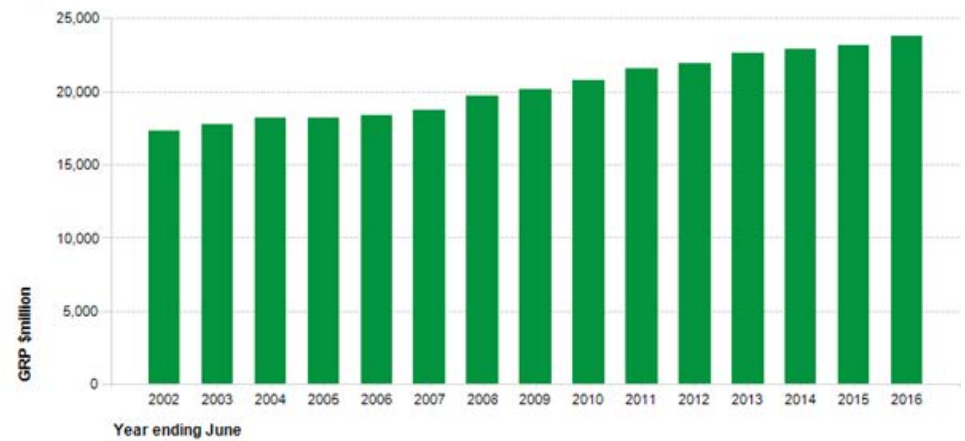
Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

ECONOMIC PROFILE

Gross Regional Product

City of Parramatta

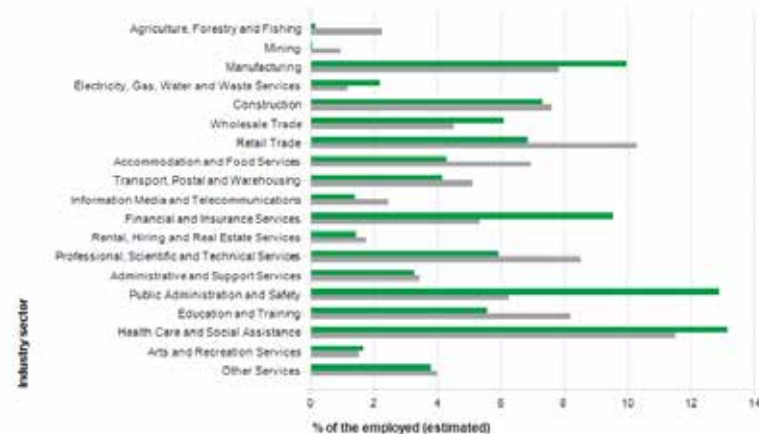


Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts

.id
the population experts

Employment (total) by industry 2015/16

City of Parramatta New South Wales

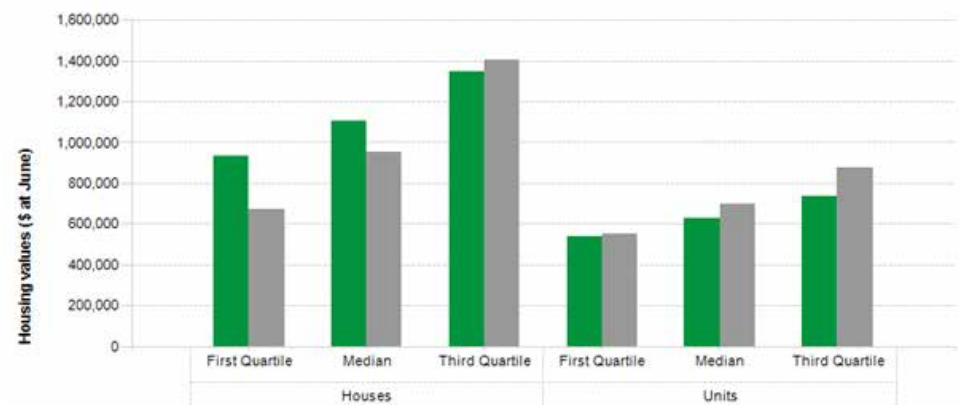


Source: National Institute of Economic and Industry Research (NIEIR) ©2016
Compiled and presented in economy.id by .id the population experts

.id
the population experts

Housing values, 2016

City of Parramatta Greater Sydney



Source: Hometrack 2011-2016, Housing Valuation System

.id
the population experts

REFERENCES

1. City of Parramatta Council, City of Parramatta Employment Land Use Strategy, 2016.
2. City of Parramatta Council, Culture and our City: A Cultural Discussion Paper for Parramatta's CBD, 2017.
3. City of Parramatta Council, Draft Social Sustainability Framework, 2017.
4. Deloitte, Shaping Future Cities: Designing Western Sydney, Printed by Deloitte, 2015.
5. Deloitte, Westmead Innovation District: Building Western Sydney's jobs engine, Report prepared for the Westmead Alliance, 2016.
6. Greater Sydney Commission, Draft West Central District Plan, 2016.
7. Greater Sydney Commission, Greater Parramatta and the Olympic Peninsula Plan, 2016.
8. Hardie Grant Media, Discover Parramatta, Publication prepared for City of Parramatta Council, 2016.
9. Hill PDA, Parramatta Stadium Redevelopment Economic Impact and Mitigation Study, Report prepared for City of Parramatta Council, 2016.
10. Informed Decisions – <http://profile.id.com.au/>
11. NSW Government, A Plan for Growing Sydney: A strong global city, a great place to live, 2014.
12. NSW Government, NSW State Plan: Making NSW Number One,
13. Parramatta City Council, Parramatta Community Strategic Plan: Parramatta 2038, 2013.
14. Parramatta City Council, Parramatta Economic Development Partnerships Plan (2007 – 2011), 2007.
15. Parramatta City Council, Parramatta Economic Development Strategy (2011 – 2016), 2011.
16. PriceWaterhouseCoopers, Parramatta 2021: Unlocking the potential of a new economy, Report prepared for the City of Parramatta Council, 2016.
17. SGS Economics and Planning, Employment Centres Analysis, Report prepared for the NSW Department of Planning and Environment, 2016.
18. SGS Economics and Planning, Evaluation of Macquarie Street Sites, Report prepared for the City of Parramatta Council, 2016.
19. SGS Economics and Planning, Macro-economic and demographic factors shaping jobs growth, Report prepared for the NSW Department of Planning and Environment, 2016.
20. The United States Studies Centre, Growing the Australian innovation economy, Printed by Future Cities Collaborative, 2016
21. Western Sydney Airport website (from the Department of Infrastructure and Regional Development) - <http://westernsydneyairport.gov.au>



