

**EXHIBITION  
COPY**

**Draft City  
Economy Strategy  
2025-2035**



**CITY OF  
PARRAMATTA**



# First Nations Acknowledgement

**Nunanglanungdyu baramada  
gulbanga mawa naa Baramadagal  
dharug ngurrawa badura baramada  
dharug yura**

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

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

For more than 60,000 years, Parramatta has been home to the Dharug people, the traditional Owners of the land we call the City of Parramatta today. The Dharug people care for and nurture the habitat, land, and waters and maintain an ongoing connection to Parramatta and its surrounding areas.

City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between First Nations people and colonists, and that Parramatta remains an important meeting place for First Nations peoples.

First Nations peoples continue to play a vital role in the ecological, economic, social, and cultural life of Parramatta, while maintaining distinct cultures built on the principles of caring for Country, the primacy of family, and the dignity and governance of Elders. As a community, we can learn from the

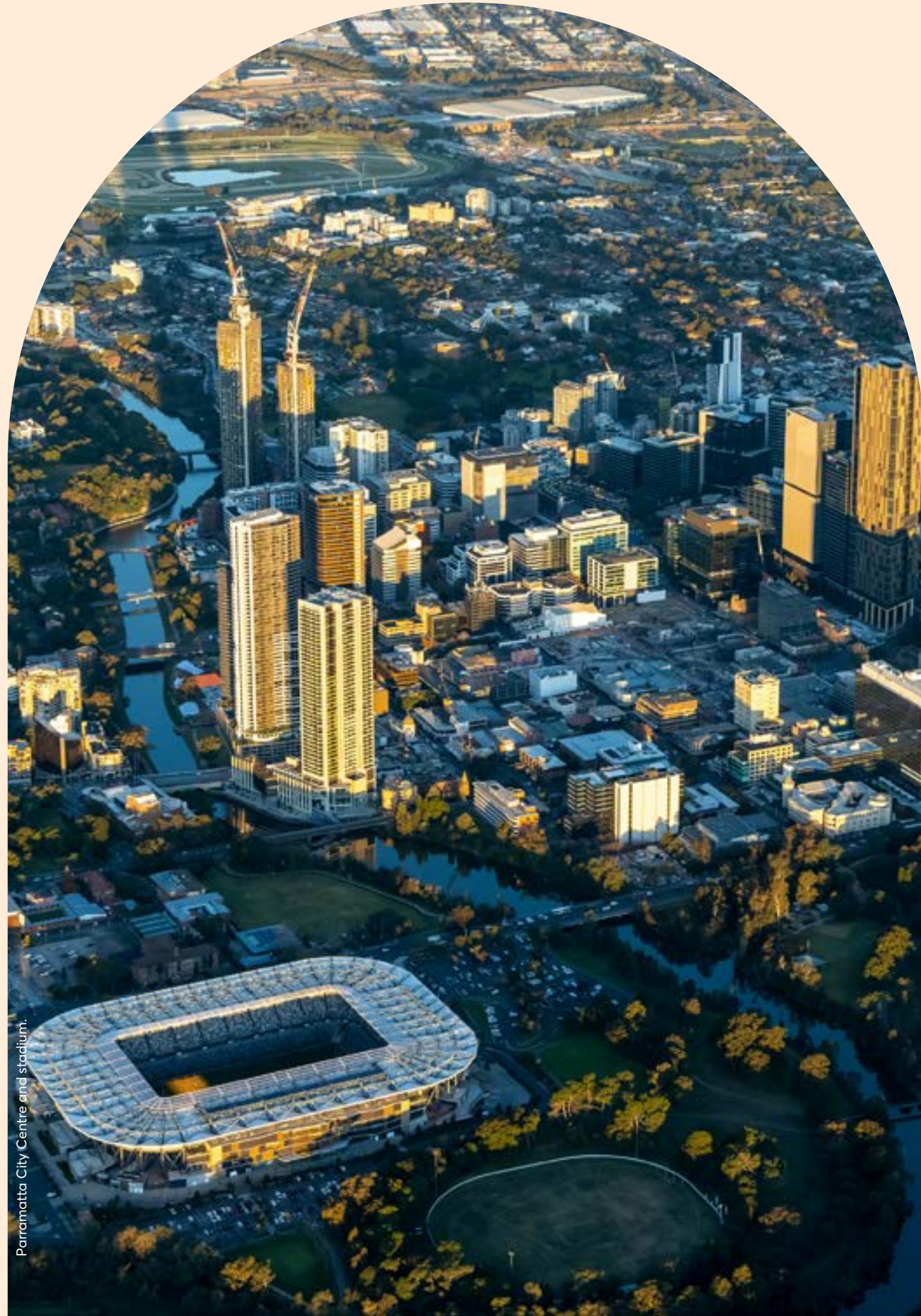
knowledge and community spirit of First Nations people to best ensure a sustainable City for all.

As our city transforms, we will continue to strengthen and support economic opportunity to ensure the First Nations heart of our city beats louder. We aspire to a future with a robust Western Sydney First Nations arts and culture ecosystem, and enabling First Nations people to access opportunities and progress and thrive as students, employees, or business owners. To help achieve this we will focus on research and deliver a range of initiatives to attract, develop, and nurture the growth of First Nations creative and cultural industries.

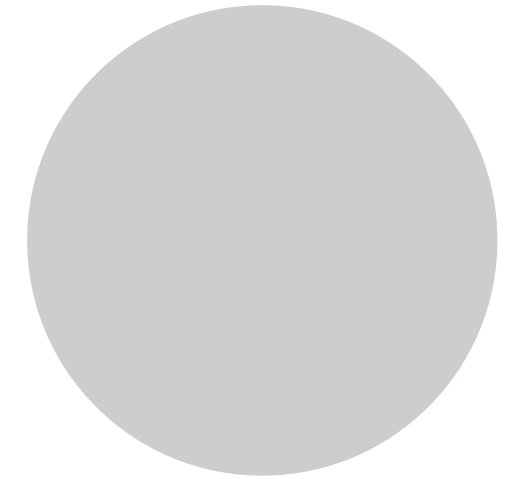
City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Dharug and other First Nations people, and to celebrate their enduring culture and wisdom.







# Message from the Lord Mayor



To be provided post exhibition



DRAFT PARRAMATTA  
CITY ECONOMY STRATEGY  
2025-2035

A resilient and future-focused  
city economy creating 150,000  
new jobs by 2050.

This Strategy has been developed in consideration  
and coordination with other Council Strategies  
and Plans, ensuring alignment of priorities,  
objectives, and actions over the next 10 years  
to 2035.

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# Council's Role in Economic Development

## How can local government shape economic development?

Council's role in local economic development changes based on its level of control over various initiatives, policies, or infrastructure.

Sometimes, Council has a lot of control, other times it has capacity to influence, and

occasionally, control is limited but monitoring change is still important.

The following table outlines Council's role based on its level of control.

### THINGS COUNCIL CAN CONTROL

Land use and strategic planning	Capital works and community infrastructure	Disbursement of Council grants
Connectivity and active transport	Business support programs and workshops	Activities, and events and festivals
Streetscaping, signage, and wayfinding	Marketing and promotional campaigns	Welcoming and clean streets and public spaces

### THINGS COUNCIL CAN INFLUENCE

Strategic partnerships and sponsorships between businesses, organisations, and government	Business investment and jobs growth	Non-Council activities, programming, and events and festivals
Visitation	State-led infrastructure investment, land use, and strategic planning	State and federal policy or legislative changes

### THINGS COUNCIL CANNOT CONTROL BUT MONITORS AND CONSIDERS

Macroeconomic changes and trends	Business needs	Demographic changes
	Inflation	



Parramatta Square, credit: Sara Vita Photography.



# Introducing the City Economy Strategy

## Why do we have a Strategy?

Economic development in Parramatta is about more than jobs growth—it's about ensuring prosperity reaches our whole community and improves their quality of life.

The City Economy Strategy (the Strategy) sets the vision for Parramatta to become a City ready for the future, able to harness economic opportunities, and share the benefits of its success with its community.

## Parramatta 2050

The Strategy builds on *Parramatta 2050*, Council's long-term Global City vision, to guide the City's transformation.

*Parramatta 2050* sets out several Game Changers including "Western Sydney's Jobs Engine" that define how over the next 25 years Parramatta will become a global city.

This vision includes an ambitious goal of 150,000 new jobs across the City by 2050, and the City Economy Strategy responds directly to this goal.

## Global trends, local response

Cities around the world face common challenges in driving sustainable economic development.

In line with best practice from other global cities, the transformation of Parramatta is grounded in targeted, local considerations and interventions that drive city-wide impact.

Each area of the City plays a critical role in achieving broader ambitions of supporting liveability, improving wellbeing, and creating new opportunities for residents, workers, and visitors alike. The Strategy sets the direction to help our City achieve this.

## What will this Strategy do?

This Strategy identifies the priorities and actions that will shape our City's journey to become a prosperous, inclusive, sustainable, and future-focused global city. It positions Parramatta as a critical driver of Greater Sydney's success.

Our commitment extends beyond the Parramatta City Centre to encompass our diverse neighbourhoods, communities, and industries, as we know these are all essential to sustaining our City's prosperity. The benefits of becoming a global city should extend to everyone.

Alongside our partners in government, business, and the community, Council will champion and leverage the opportunities addressed in this Strategy.

# Strategy at a Glance

## Vision

***A resilient and future-focused city economy creating 150,000 new jobs by 2050.***

## Priorities

**Productivity**

**Our City's economy is strong, resilient, and globally-focused.**

A strong foundation of high-performing and diverse industry sectors shapes and propels our City's economy to its resilient and globally-focused future as the region's leading economic centre.

**Place**

**Our City's built fabric supports new economic opportunities.**

Through strategic planning and city design we shape spaces and deliver amenity that help our City grow jobs, attract workers, create opportunities for business to thrive, and encourage visitation.

**People**

**Our City's businesses and workers are ready for the future.**

Building economic equity and a business-friendly city ensures everyone has the opportunity to participate in and benefit from our economic prosperity, and enjoy improved quality of life.



Parramatta City Centre.





Parramatta Square, credit Walker Corporation.

PART 1

# Introduction

Welcome to the heart of Greater Sydney.

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INTRODUCTION

# Our City

Parramatta is a thriving centre for innovation, education, health, and culture characterised by six key employment areas and a number of neighbourhood centres.

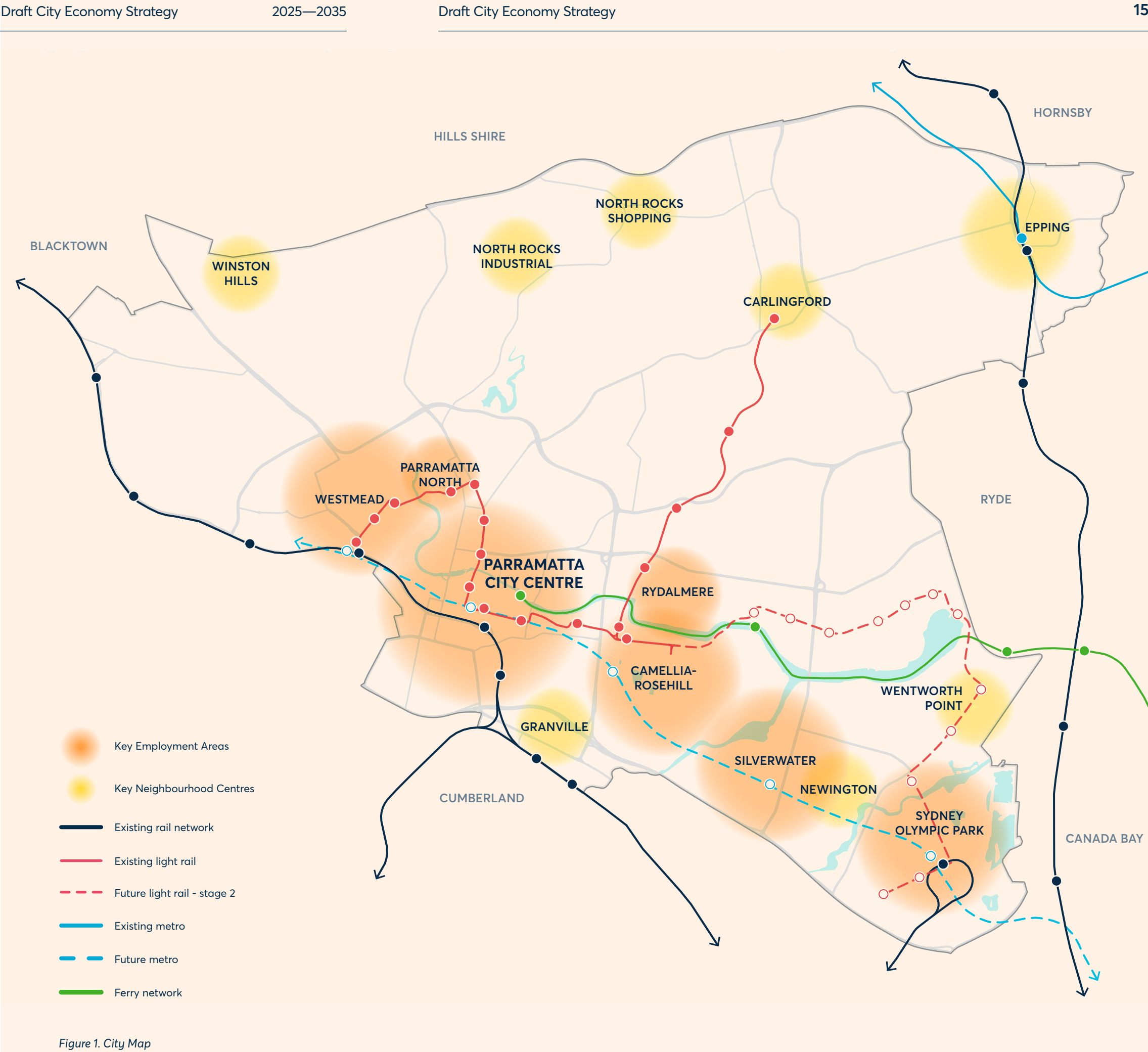
Already well-connected by road, rail, and ferry, new infrastructure is further transforming our City and making Parramatta the best-connected centre in Greater Sydney.

As the geographic heart of Greater Sydney, Parramatta’s growth benefits the entire region. With most Sydneysiders now living west of our City, its role as a major economic engine continues to grow.

KEY EMPLOYMENT CENTRES

Total jobs and largest sectors by employment today

- Parramatta City Centre**  
72,000 jobs  
'Public Administration and Safety'
- Westmead and Parramatta North**  
22,000 jobs  
'Health Care and Social Assistance'
- Camellia-Rosehill**  
6,000 jobs  
'Transport, Postal, and Warehousing'
- Silverwater**  
16,000 jobs  
'Manufacturing'
- Sydney Olympic Park**  
16,000 jobs  
'Arts and Recreation Services'
- Rydalmere**  
12,000 jobs  
'Manufacturing'





INTRODUCTION

# A City Transformed

Parramatta has benefited immensely from city-shaping investment, and many parts of our City are being actively transformed today.

New transport infrastructure and transformed strategic and neighbourhood centres see economic benefits extend across our Local Government area (LGA).

The recent rezoning of Parramatta City Centre has unlocked capacity for over 40,000 new jobs, which are being supported with cultural and civic infrastructure that is transforming our City.

We look to build on and leverage these once-in-a-generation investments to continue serving Greater Sydney.



Figure 2. City Centre Map

## PARRAMATTA LGA



**METRO WEST**  
Doubling rail capacity to Parramatta by 2032



**PARRAMATTA LIGHT RAIL**  
Stage 1 (12km) delivered and Stage 2 (9km) underway



**WESTMEAD & PARRAMATTA NORTH**  
Nation-leading health and innovation precinct



**EPHING TOWN CENTRE**  
Master plan to revitalise a strategic centre

## PARRAMATTA CITY CENTRE



**1 POWERHOUSE PARRAMATTA**  
Largest museum in NSW with 18,000 sqm of exhibition space



**2 RIVERSIDE THEATRES**  
Doubling capacity with a new lyric theatre



**3 CIVIC LINK**  
Green spine linking Parramatta Square to the Parramatta River



**4 PARRAMATTA SQUARE**  
Significant city-shaping public and private development

Images from left to right: Metro West artist impression and Parramatta Light Rail artist impression, credit Transport for NSW; Westmead & Parramatta North, credit Storyboard Media; Epping Town Centre, credit City of Parramatta.

Images from left to right: Powerhouse Parramatta artist impression, credit Moreau Kusunoki and Genton; Riverside Theatres artist impression, credit COX Architecture with 3XN Architects, Aileen Sage, Turf Design Studio and Bangawarra; Civic Link artist impression, credit City of Parramatta; Parramatta Square, credit Grant Leslie Photography.



INTRODUCTION

# Parramatta's Economy

## ECONOMIC SNAPSHOT AND KEY STATISTICS



184,846

**Local jobs within Parramatta LGA**  
21,000 jobs added in the last decade, driven by public sector relocations and a booming demand for health services.

### Top Sectors In Parramatta By Employment.



32,803

**Local businesses**  
Small-to-medium businesses are the backbone of our economy, driving growth across a range of industry sectors and comprising 97% of local businesses.



APPROX. 1:1.5

**Jobs-to-residents ratio**  
While the highest ratio in Greater Western Sydney, local jobs density is at risk given the high rate of population growth. Council is firmly committed to maintaining this ratio over the next 25 years.



\$30.97 BILLION

**Gross Regional Product (GRP)**  
As the 2nd largest local government economy in NSW, Parramatta plays a significant role in the state's economy.



\$3.1 BILLION

**Value of building approvals for FY24-25**  
The pace of growth and change in Parramatta remains high.



274,956

**Local residents**  
One of the largest LGAs in NSW, with a rapidly-growing local population creating demand for a range opportunities in the city. Our population is predicted to grow to 412,627 by 2046.



3.0%

**Unemployment (June 2025)**  
While unemployment rates vary over time, Parramatta's unemployment rate has consistently been lower than the Greater Sydney, NSW, and Australia rates for over a decade.

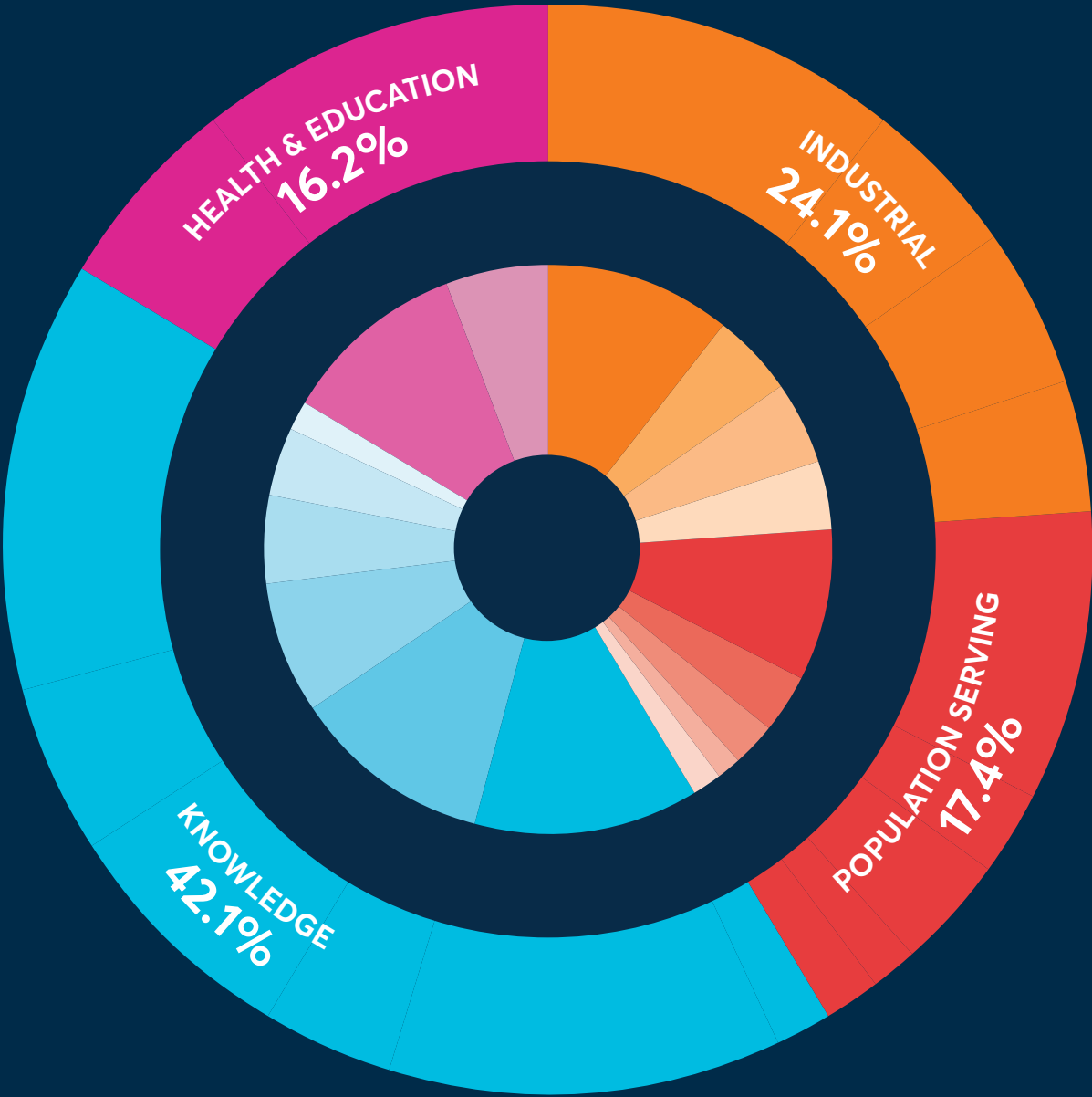


44%

**Tertiary qualified**  
Higher than the NSW (28%) and national (26%) averages, requiring expanded opportunities for local knowledge-sector jobs

## PARRAMATTA'S ECONOMY IS DIVERSIFIED

Figure 3. The share of Value Add of Parramatta's industry sectors highlight the City's strength in diversity, pointing the way to continue ensuring our City's economic resilience.



INDUSTRIAL	POPULATION SERVING	KNOWLEDGE	HEALTH & EDUCATION
<ul style="list-style-type: none"><li>Manufacturing</li><li>Wholesale Trade</li><li>Electricity, Gas, Water and Waste Services</li><li>Transport, Postal and Warehousing</li></ul>	<ul style="list-style-type: none"><li>Construction</li><li>Retail Trade</li><li>Accommodation and Food Services</li><li>Arts and Recreation Services</li><li>Other Services</li></ul>	<ul style="list-style-type: none"><li>Public Administration and Safety</li><li>Financial and Insurance Services</li><li>Professional, Scientific and Technical Services</li><li>Administrative and Support Services</li><li>Rental, Hiring and Real Estate Services</li><li>Information Media and Telecommunications</li></ul>	<ul style="list-style-type: none"><li>Health Care and Social Assistance</li><li>Education and Training</li></ul>



INTRODUCTION

# Our Regional Advantage

Parramatta is a leader in Greater Sydney, and what happens here will shape how our region is planned and futureproofed for its next generations. Parramatta already has the foundations of a global city, and its central geographic advantage means it is best placed to deliver the economic opportunities Sydney needs. As transport links expand, industries evolve, and Western Sydney grows, Parramatta is the right place for public and private investment.

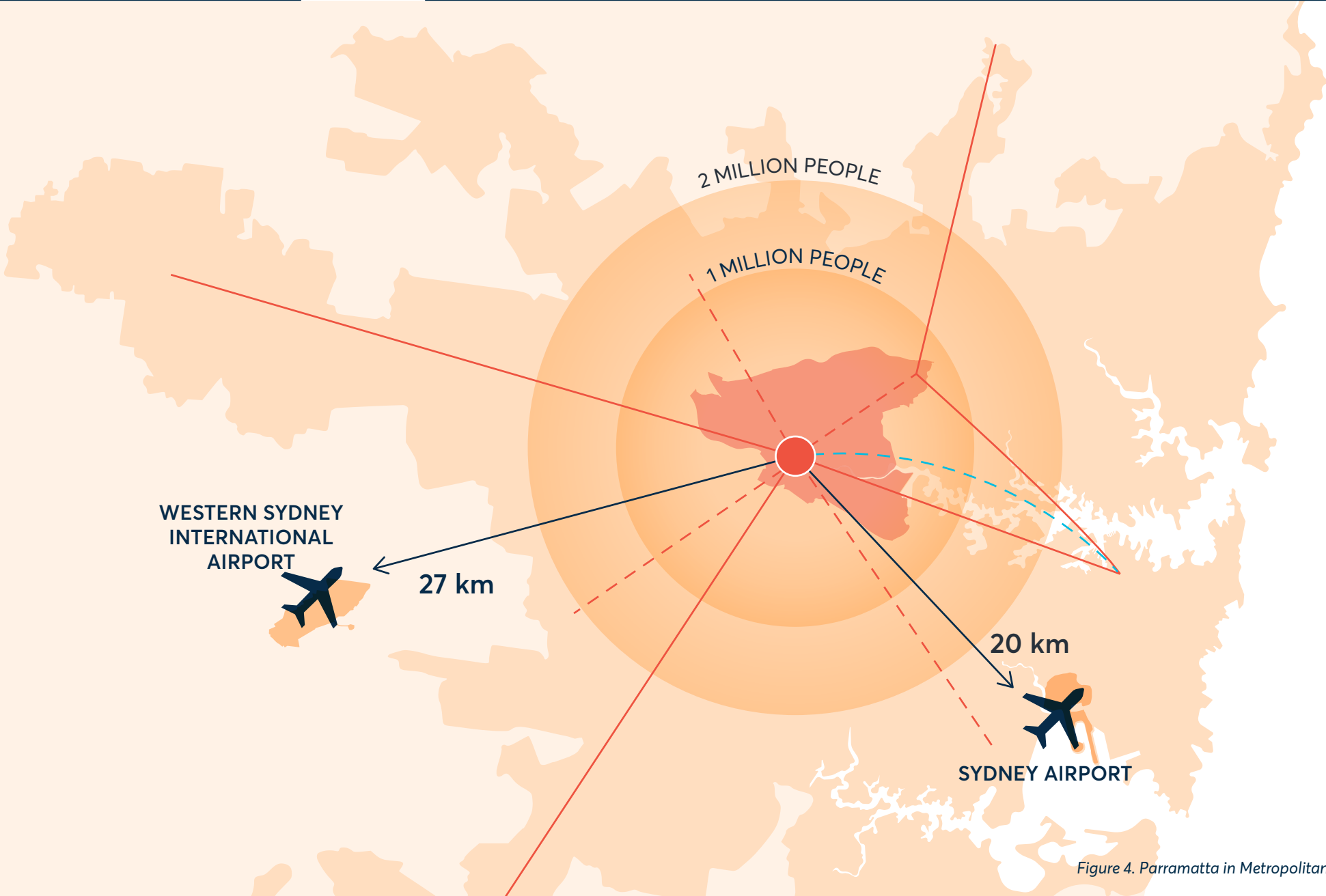


Figure 4. Parramatta in Metropolitan Sydney

### THE HEART OF SYDNEY

Parramatta is positioned at the heart of Greater Sydney and is integral to its success. As Australia's largest non-capital CBD, our City must continue to grow as an economic, cultural, and transport powerhouse — delivering benefits to the entire Sydney region.

With 1 million people within 10km of our CBD, and 2 million within 15km, few places are better positioned to serve such a significant share of Sydney's population.

### CONNECTED TO THE REGION AND BEYOND

Parramatta's growing transport network — spanning rail, road, river, light rail, and metro — is key to unlocking Sydney's future prosperity. These expanding connections justify strategic investment and will amplify Parramatta's impact across the region, supporting wider economic growth and resilience.

### OUR GLOBAL REACH

Our diverse community has rich connections to the world, bringing talent, experience, and global perspectives.

Parramatta is also uniquely positioned between Sydney's two international airports, including the new Western Sydney International Airport.

These connections will place our City — and all of Sydney — on the world stage for trade, business, and tourism, making Parramatta the logical choice for global-facing investment.

### THE LARGEST HEALTH AND BIOMEDICAL RESEARCH PRECINCT IN AUSTRALIA

Home to Westmead, Australia's largest health and biomedical research precinct, Parramatta is critical to our national future. By 2036, Westmead will have a full-time workforce of 50,000 and generate \$2.8 billion more in economic output — proving this is the right place to invest in innovation, health, and jobs.

### A KEY EDUCATION HUB

Parramatta's existing education ecosystem — with five universities — positions the City to become Asia-Pacific's centre for research and education. This is the right location to grow investment in learning, creating lifelong opportunities from early childhood to tertiary studies for communities across Sydney.

- Parramatta City Centre
- Parramatta population reach
- Existing heavy rail and metro
- Metro West (under construction)
- Planned transport
- Distance to airport
- Metropolitan urban area



INTRODUCTION

# How We Plan

HOW DOES THE CITY ECONOMY STRATEGY CONNECT TO OTHER COUNCIL STRATEGIES?

The Community Strategic Plan (CSP) is the highest level of plan that Council prepares and is developed as part of the Integrated Planning and Reporting (IP&R) framework (Figure 5), of which the City Economy Strategy is part.

- |   |                                      |
|---|--------------------------------------|
| ■ Night-time Economy Strategy             | ■ Social Sustainability Strategy     |
| ■ Visitor Economy Strategy                | ■ Smart City & Innovation Strategy   |
| ■ Creative Parramatta (Cultural Strategy) | ■ Local Strategic Planning Statement |
| ■ Environmental Sustainability Strategy   | ■ Integrated Transport Strategy      |

The City Economy Strategy does not seek to duplicate the efforts of these strategies and therefore includes notes throughout where reference can be made to coordinated strategies to read more about Council's action planning in those areas.

ALIGNING WITH STATE AND COMMONWEALTH POLICY FRAMEWORKS

- |  |   |
|--|---|
| ■ <i>A Future Made in Australia</i> : aims to maximise the economic and industrial benefits of the international move to net zero, focusing on domestic manufacturing and clean energy industries.   | ■ <i>NSW Trade and Investment Strategy</i> : This 10-year plan seeks to diversify the state's export economy with targets for local manufacturing, education and knowledge-based exports. |
| ■ <i>NSW Industry Policy</i> : This high-level policy advances three key "missions" encompassing housing, net zero & energy transition, and local manufacturing.                                     | ■ <i>NSW 24-Hour Economy Strategy 2024</i> : Taking a precinct-based approach, this five-pillar strategy aims to achieve a diverse range of night-time activities and precincts for NSW.  |
| ■ <i>NSW Innovation Blueprint</i> : This 10-year strategy supports the state's innovation ecosystem, with implications for specialised places like Westmead and emerging industries across the City. | ■ <i>NSW Visitor Economy Strategy 2030</i> : This strategy aspires for NSW to be the premier visitor economy of the Asia-Pacific by 2030.   |

Recognising the interconnected nature of economic outcomes in Parramatta, the City Economy Strategy works in concert with a number of other plans at Council, most notably:

Several of Parramatta's sectoral strengths are aligned with current Federal and State economic policies including:

## INTEGRATED PLANNING & REPORTING (IP&R) FRAMEWORK

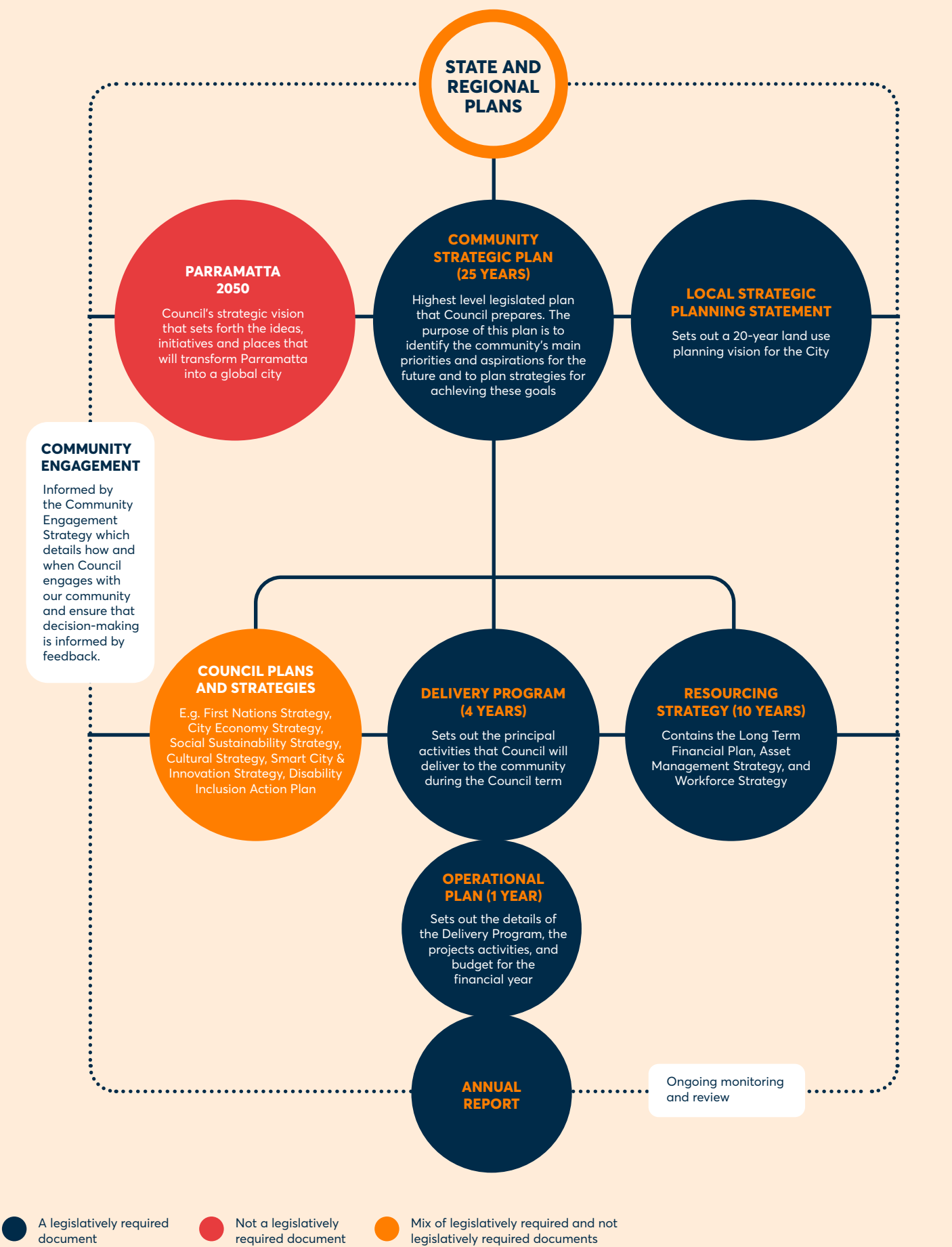


Figure 5. Integrated Planning & Reporting (IP&R) Framework



# Engagement

HOW HAS COUNCIL LISTENED TO OUR COMMUNITY?

ENGAGEMENT ACTIVITIES

- **Draft Economic Development Strategy**  
362 participants
- **Parramatta 2050 engagement**  
>1,500 participants
- **Startup Muster Survey - Parramatta region**  
70 participants (55 Parramatta based, and 15 in close proximity)
- **Business Experience Survey**  
170 participants (140 inside LGA, and 30 outside LGA)
- **Community Strategic Plan and Delivery Program engagement**  
2,066 participants
- **Roadmap to 150,000 jobs**  
Council staff and 7 external organisations
- **City Economy Advisory Panel**  
6 community representatives
- **Pending engagement from exhibition period**

KEY ENGAGEMENT FINDINGS

When it comes to the City’s economy, a number of themes have emerged as key areas of interest for our community:

LOCAL BUSINESS SUPPORT

- Improve support for local businesses and service providers.
- Offer programs focused on social media, digital marketing and emerging technologies for business owners.
- Offer more business grants, networking opportunities, and strategic communications support.

CONNECTED AND ACCESSIBLE CITY

- Improve public transport connectivity across the LGA, linking neighbourhoods with the Parramatta City Centre and other centres.
- Create attractive public spaces that are designed for universal access.

To inform the development of the City Economy Strategy, Council has involved the community in our decision making process, and drawn on the views of more than 4,000 people across community and expert engagement efforts undertaken during 2023–2025 on a variety of strategic projects.

ECONOMIC RESILIENCE AND OPPORTUNITY

- Support and grow a diverse range of key and emerging industries.
- Support innovation and collaboration across sectors to strengthen economic outcomes.
- Improve the overall promotion and recognition of Parramatta.

THRIVING CBD AND NEIGHBOURHOODS

- Enhance the Parramatta CBD as a leading economic, innovation, and cultural hub for Greater Sydney.
- Promote equitable growth so all neighbourhoods benefit from city-wide investment and strategic development.
- Strengthen local centres to provide accessible services, local jobs, and high-quality public spaces.

SKILLS DEVELOPMENT AND EDUCATION PATHWAYS

- Improve collaboration between educational institutions and industries.
- Support expanded skill sets of students and workers to better match future industry needs.
- Improve access to learning opportunities in the LGA.

JOBS CREATION

- Expand and protect local employment opportunities and encourage job creation closer to where people live to improve liveability and reduce commute times.
- Parramatta has an increasing regional role to play in delivering employment opportunities for Greater Sydney.

NIGHT-TIME AND VISITOR ECONOMY

- Diversify night life and businesses to activate the night-time economy.
- Leverage Parramatta’s unique offer to attract a range of visitors, including from national and international audiences.
- Place value on enertainment and culture and grow local entertainment precincts.

OUR DIVERSE COMMUNITIES AND JOBS EQUITY

- Ensure economic opportunities are available for all.
- Attract, retain, and support a skilled, adaptable, and future-focused workforce.





Parramatta City Centre and Westmead.

PART 2

# City Economy Strategy

A resilient and future-focused city economy creating 150,000 new jobs by 2050.

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# Council's Economic Ambition

A GLOBAL CITY CREATING 150,000 NEW JOBS BY 2050

## COUNCIL'S AMBITIOUS JOBS TARGETS

Council has set an ambitious target to deliver 150,000 new jobs by 2050, supporting the scale of economic and population growth anticipated across Parramatta and Greater Sydney. This target applies city-wide, extending well beyond the Parramatta City Centre.

Today our City offers about 1 job for every 1.5 residents of Parramatta. Parramatta's rapid population growth has outpaced the increase in local jobs in the last decade. Council has committed to maintaining this local jobs density ratio as a core policy position and a consideration in every planning conversation.

This means at least 150,000 new jobs are needed by 2050 to account for population growth in our own LGA – let alone to expand our regional impact as a jobs centre. This is nearly a doubling of the jobs available in Parramatta today.

Achieving this ambitious target is essential to Parramatta becoming Western Sydney's jobs engine and a truly global city.

## COUNCIL'S ROADMAP TO 150,000 JOBS

To understand where and how 150,000 jobs can be provided in the City, Council has undertaken a significant body of research and analysis. The outcomes of this research support the actions identified in this Strategy, and precinct targets from this research are shown in Figure 6.

The majority of jobs growth is anticipated within the five districts of "Global Parramatta", which are located along a new metro line and where the change proposition for the City is the greatest.

However, expanding employment opportunities is not limited to these districts. All parts of our City will contribute to benefit from Parramatta's economic growth.

## 2050 JOB TARGETS FOR CITY OF PARRAMATTA BY LOCATION

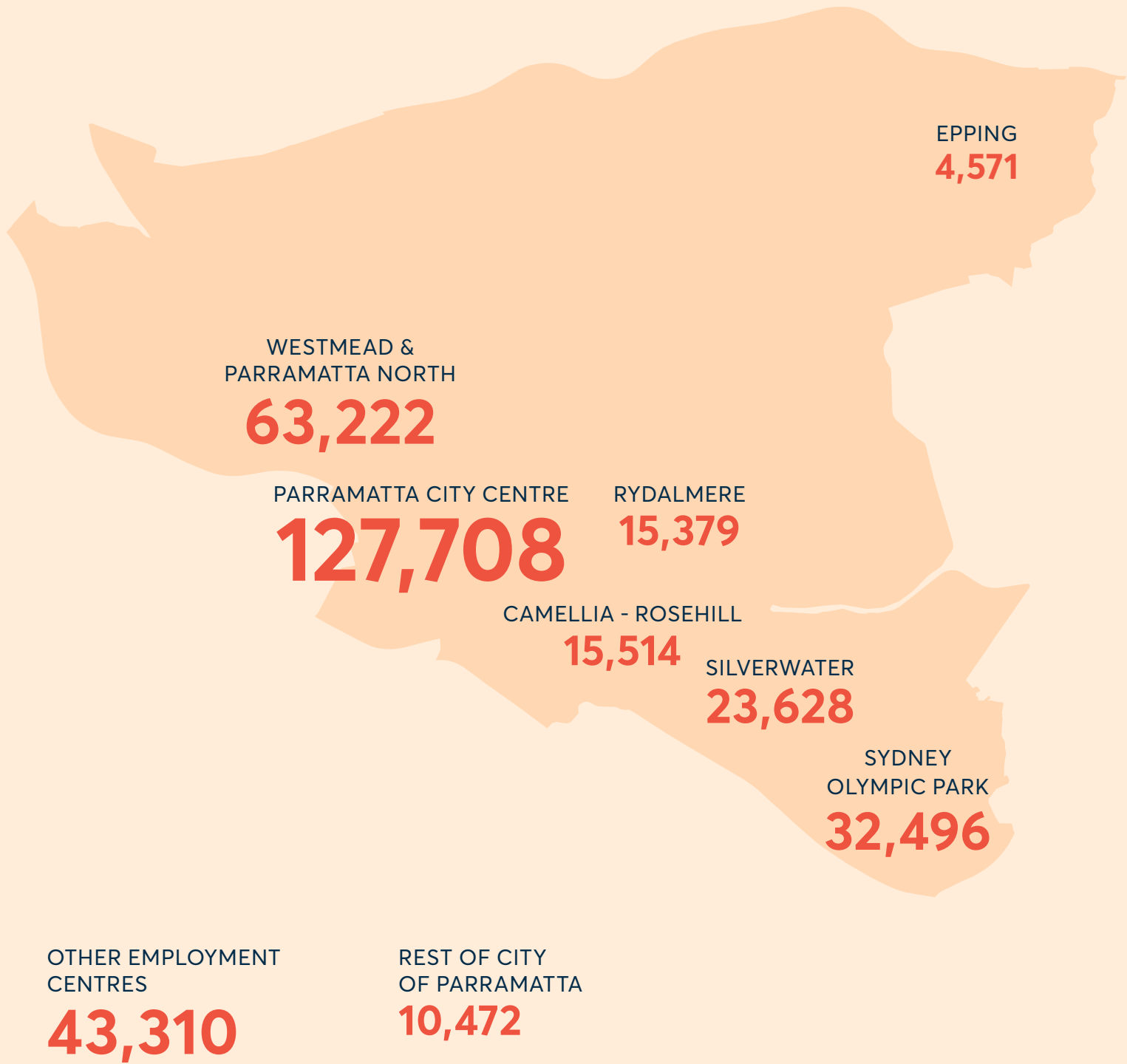


Figure 6. 2050 job targets for City of Parramatta by location



# Our Vision

A RESILIENT AND FUTURE-FOCUSED CITY ECONOMY CREATING 150,000 NEW JOBS BY 2050.

HOW DOES THE CITY ECONOMY STRATEGY BUILD ON COUNCIL'S VISION?

The City Economy Strategy responds to both the Community Strategic Plan (CSP) and Parramatta 2050 to look across a 10-year horizon, and identify long-term goals and aspirations for the future.

The City Economy Strategy identifies three priority areas – Productivity, Place, and People – under which are grouped the relevant CSP Outcomes that guide our City's economic journey.

The CSP Outcomes are supported by Strategic Directions which outline the approach to achieving our economic vision, and Key Projects which are direct actions toward for achieving these goals.



Artist render of Civic Link, credit City of Parramatta.

## HOW THE CITY ECONOMY STRATEGY IS STRUCTURED

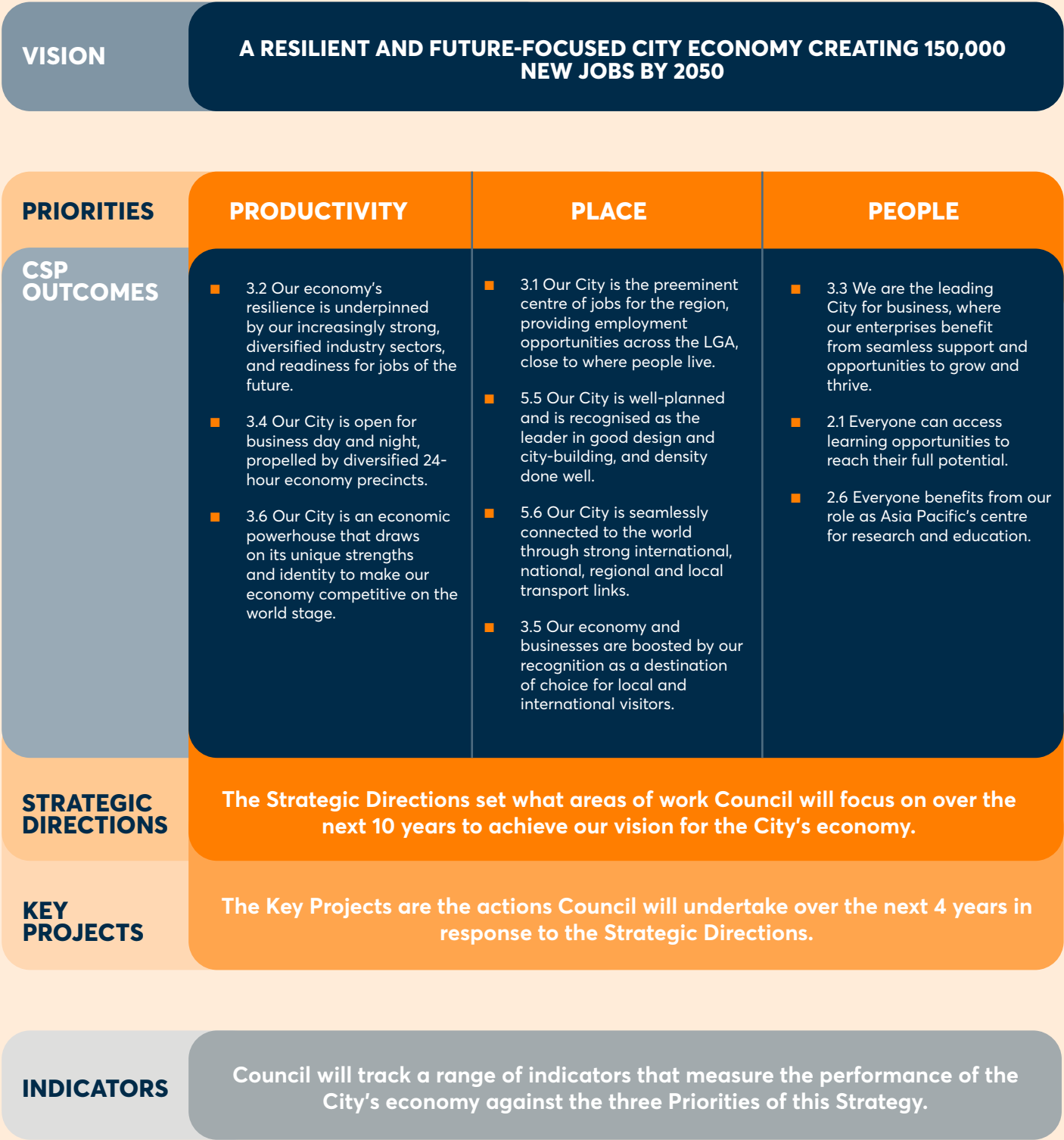


Figure 7. How the City Economy Strategy is structured



PRIORITY 1

# Productivity

**Our City's economy is strong, resilient, and globally-focused.**

A strong foundation of high-performing and diverse industry sectors shapes and propels our City's economy to its resilient and globally-focused future as the region's leading economic centre.



**Our economy's resilience is underpinned by our increasingly strong, diversified industry sectors, and readiness for jobs of the future. (CSP outcome 3.2)**

It is important that Parramatta's economy continues to be built upon a broad and balanced range of industry sectors to ensure our City has a strong foundation for economic resilience against external local and global disruptions.

Our diversified economy will provide greater job opportunities locally for our varied communities and further elevate Parramatta's role as the region's preeminent jobs centre.

**Our 10-year strategic directions:**

- Grow key knowledge intensive industry sectors, including in health, medical innovation, and research.
- Reinvigorate and create new opportunities for retail throughout Parramatta.
- Accelerate Parramatta's emerging startup ecosystem.
- Champion Westmead and Parramatta North as a fully developed innovation precinct providing new jobs for the City.
- Achieve an agglomeration of green and future tech industries and encourage growth of the circular economy in Parramatta.

**Our City is open for business day and night, propelled by diversified 24-hour economy precincts. (CSP outcome 3.4)**

Parramatta's night-time economy is a major driver of local economic growth, ranking as Sydney's second-largest with \$1.6 billion in core night-time economy sales turnover in 2023/24, 5% of Parramatta's GRP.

The City aims to strengthen its reputation as a 24-hour destination by expanding cultural and entertainment offerings beyond the CBD to strategic and local centres.

A diverse and vibrant night scene will encourage broad participation and city activation, supported by universal accessibility, safety, and effective management.

**Our 10-year strategic directions:**

- Planning for our night-time economy considers, responds to, and supports the City's varied economic precincts to ensure a holistic approach to economic growth.

**Our City is an economic powerhouse that draws on its unique strengths and identity to make our economy competitive on the world stage. (CSP outcome 3.6)**

Parramatta is a thriving business hub, attracting enterprises of all sizes due to its dynamic economy and growth potential.

To support its ambition of becoming a global city, Parramatta needs to continue attracting business investment from within Australia and around the world, proactively leveraging opportunities.

The City Economy Strategy includes first steps toward "Parramatta International" – a proposed corporation aiming to foster economic development in Global Parramatta by working in partnership to attract investment, students, and talent, while also supporting local initiatives.

**Our 10-year strategic directions:**

- Promote the strengths of our economy and work with industry to attract business investment in Parramatta.
- Guide the City's economic growth in partnership with all levels of government and industry leaders.



# A Closer Look — Productivity

Despite having a diversified economy and a strong jobs base, there still are sectors we want to see grow to ensure Parramatta has the right mix of local jobs, and to balance our industry specialisation with emerging sectors to address opportunities for our economy and community.

### THE BRAIN DRAIN IN PARRAMATTA

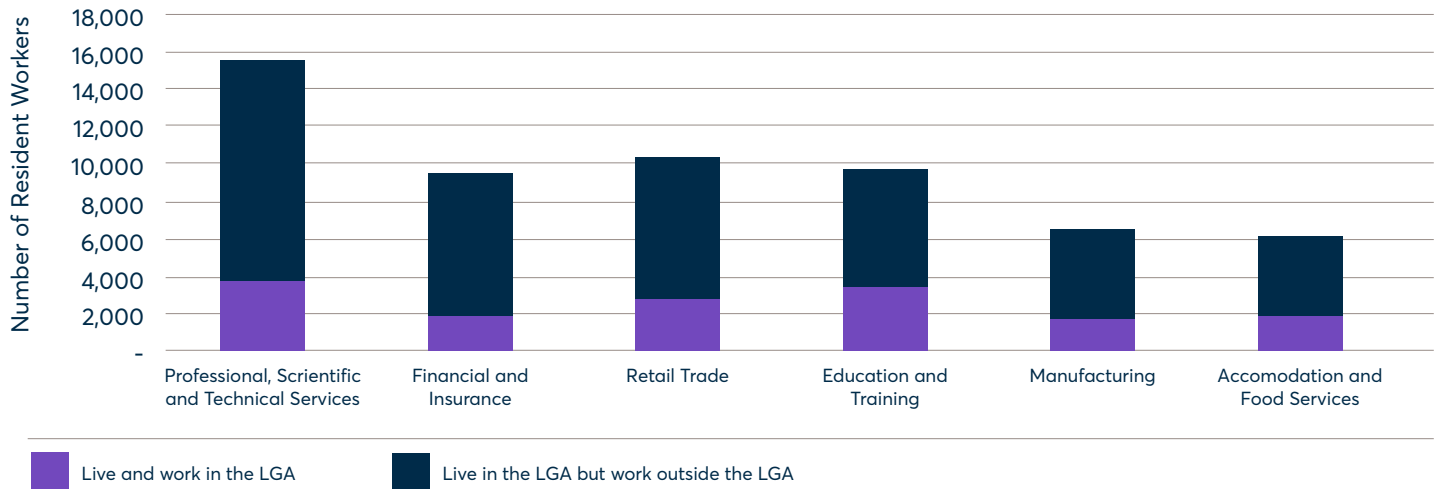
Every day many of our employed residents are leaving our City to work elsewhere (Figure 8), highlighting a persistent gap between the types of local jobs available and the skills and aspirations of our population.

This outbound workforce movement represents an opportunity to grow key local sectors and attract innovative investment.

To stem this outflow our City must provide more job opportunities in these sectors for our community, closer to where they live.

Figure 8.

THE BRAIN DRAIN IN PARRAMATTA: WORKER OUTFLOWS IN KEY INDUSTRIES 2021/2022



### OUR RETAIL AND HOSPITALITY LANDSCAPE

Retail is a vital part of Parramatta’s economy; it serves our community’s needs and provides important local jobs, is an anchor for visitation, and helps create vibrant communities.

In 2023/24, the retail and hospitality sectors in our City supported around 11,200 local jobs and accounted for \$1.4 billion or 2.4% of the City’s total output, compared to 3.4% for Greater Sydney, indicating an opportunity to grow these sectors locally, particularly as our City will see significant growth in population and workers.

Nationally, retail on high streets and in mixed use areas is rebounding, with retail vacancy rates in major Australian CBDs falling.

Better integration of retail, hospitality, and commercial spaces across the Parramatta City Centre, for example at the new Parramatta Metro Over Station Development, will support a stronger, more varied local economy and help to further activate the City at all hours.

Growing retail and hospitality across our City requires a mix of land use planning and placemaking to realise new successful spaces and integrate these into our City’s precincts.

### STRENGTHENING OUR ECONOMIC BASE

To ensure our economy continues to be regionally competitive, Parramatta should build upon the strengths of its industry specialisations, those with a high Location Quotient (Figure 9), while growing other sectors’ share of our City’s economic output.

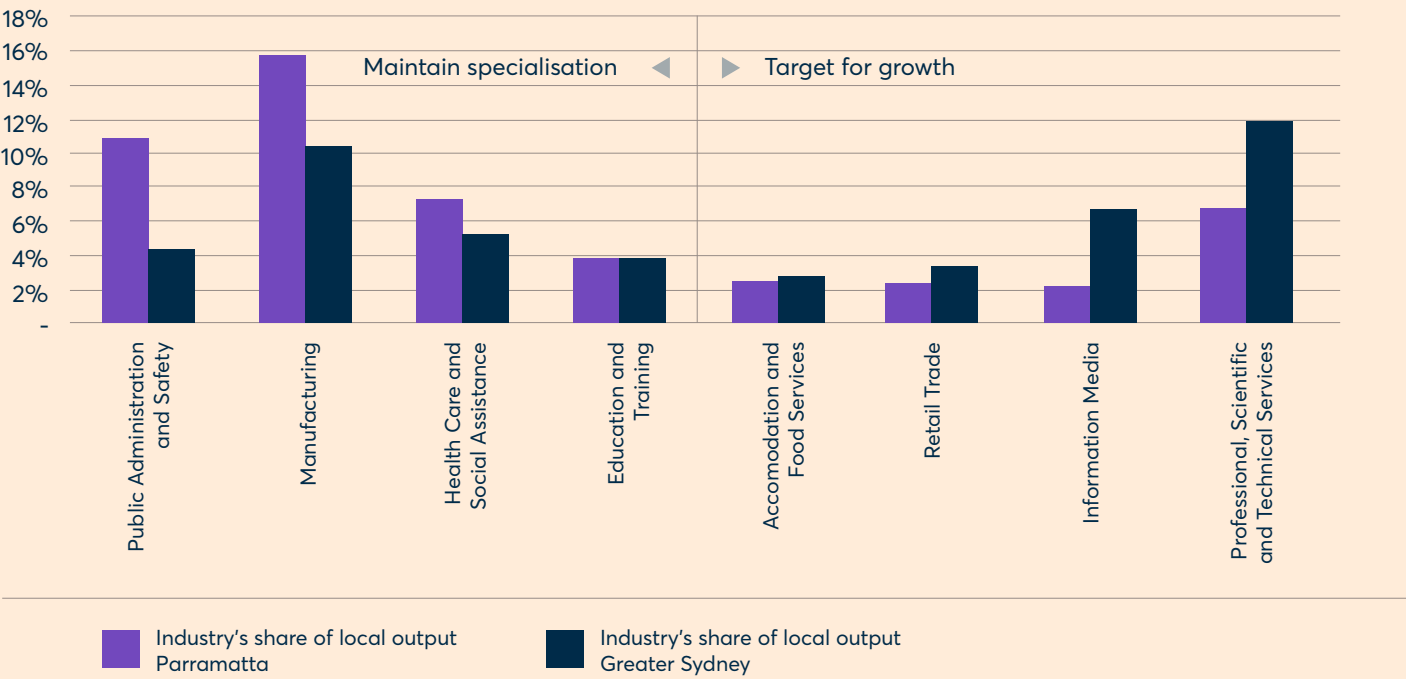
Some sectors, such as Retail, and Accommodation and Food Services with a lower Location Quotient are part of our community’s daily lives and are important contributors to our night-time and visitor economies.

Others, such as Professional, Scientific, and Technical Services, represent sectors that are key components of the knowledge economy fueling the growth of emerging technologies and jobs for the future.

It is important our City shares in the growth of these sectors, adding value to and reinforcing Parramatta as a key player in the nation’s economy.

Figure 9.

INDUSTRY SPECIALISATIONS AND TARGET SECTORS FOR GROWTH





What We Will Do

Productivity

Key Projects 2026 - 2029	Timeframe				Est cost
	Y1	Y2	Y3	Y4	
<b>Innovation Precinct and University for Westmead and Parramatta North</b> <i>Deliver targeted advocacy to the State Government to commit to fast tracking and delivering in full the Westmead and Parramatta North innovation precinct, including a new flagship university campus.</i>					WB
<b>Retail Strategy for Parramatta</b> <i>Finalise a retail strategy for the LGA with a focus on Parramatta CBD and local centres.</i>					\$\$
<b>Leverage Western Sydney Airport Opportunities</b> <i>Deliver an investment attraction campaign that positions Parramatta as the key business investment destination in the region to capture economic opportunities generated by Western Sydney International Airport.</i>					\$\$\$
<b>Expanded Investment Attraction Brand</b> <i>Expand reach of the Invest Parramatta brand, including developing dedicated investment attraction digital resources and initial promotion effort.</i>					\$\$
<b>Strengthened Startup Ecosystem</b> <i>Establish partnerships with industry and government to drive investment in and grow opportunities within the Parramatta startup ecosystem, commencing with exploring a Parramatta LGA-specific innovation network.</i>					\$\$
<b>Advanced Manufacturing Facility for Parramatta</b> <i>Develop evidence base and advocate to the State Government to invest in an advanced manufacturing hub in Parramatta to accelerate innovation, drive productivity, and support local businesses to build their industrial capability.</i>					\$
<b>A Growing Medical Research Sector</b> <i>Deliver an investment attraction campaign to attract public and private sector investment in research and development programs and medical research facilities.</i>					\$\$
<b>Future Jobs and Green Jobs for Parramatta</b> <i>Advocate to all levels of government to elevate Parramatta's role as a centre of green jobs and to seek a commensurate funding commitment for programs, research, and business development.</i>					\$
<b>Early Work towards Parramatta International</b> <i>Undertake best practice and global precedent review to support developing options for "Parramatta International", a future entity dedicated to Parramatta's economic development on a global stage.</i>					\$
KEY	WB	\$	\$\$	\$\$\$	
	Within usual budget	Funding required; potential budget bid <\$50k	Funding required; potential budget bid <\$100k	Funding required; potential budget bid >\$100k	

SUPPORTING STRATEGIES

NIGHT-TIME ECONOMY

The night-time economy has emerged as a priority for Parramatta as a vital contributor to the City's overall economic prosperity and jobs growth, with opportunities still to further grow and diversify the offering.

By prioritising diversity, accessibility, and cultural vibrancy, we create a thriving night-time environment across the LGA that supports local enterprise, attracts visitation, and contributes to a dynamic and inclusive identity, strengthening Parramatta's reputation as a vibrant 24-hour city.

The City's night-time economy is addressed in full in our night-time economy strategies. At the time of exhibition the most recent strategy is the Night City Framework 2020-2024.



FUTURE-READY ECONOMY

Our vision for the City's economy acknowledges the opportunities for a future-ready and sustainable economy, recognising the role of innovation as a catalyst to move forward.

We acknowledge the need for continued investment in innovation across sectors to help fuel a shift toward advanced manufacturing and green jobs, fostering a resilient, future-focused, and globally-competitive economy that responds to our Global City vision.

This commitment is reflected in our strategic directions and key projects, including advocacy for Parramatta's role as a centre of future-ready jobs and the pursuit of investment, funding for programs, research, and business development that support circular economy principles.

A future ready economy built on sustainability principles is also addressed in Parramatta's Smart City and Environmental Sustainability strategies.





PRIORITY 2

# Place

Our City’s built fabric supports new economic opportunities.

Through strategic planning and city design we shape spaces and deliver amenity that help our City grow jobs, attract workers, create opportunities for business to thrive, and encourage visitation.



**Our City is the preeminent centre of jobs for the region, providing employment opportunities across the LGA, close to where people live. (CSP outcome 3.1)**

As one of Greater Sydney’s leading commercial and retail centres, with important urban industrial precincts, Parramatta’s role today as a regional employment hub is evident. As Sydney continues to grow with Parramatta at its heart, our City needs to respond to challenges facing urban economies, preserving employment land, and being ready to house jobs for the future.

In doing so, we ensure Parramatta becomes the preeminent centre of jobs for the region well into the future, and contributes to rebalancing economic opportunities toward Western Sydney.

Our 10 year strategic directions:

- Preserve and grow employment floorspace across the Parramatta LGA as our City’s population grows.
- Facilitate opportunities for a diversity and adequate supply of commercial spaces in the CBD and employment centres.
- Futureproof industrial precincts and the City’s capability to transition to advanced manufacturing and jobs for the future.

**Our City is well-planned and is recognised as the leader in good design and city-building, and density done well. (CSP outcome 5.5)**

Strategic planning and city design are central to shaping Parramatta’s precincts, ensuring they remain attractive and economically successful. We are committed to a ‘whole of precinct’ approach, balancing employment, housing, and community spaces to strengthen the City’s diverse centres.

We prioritise integrated, multi-use precincts that support industry clusters and collaboration, positioning Parramatta as the leading destination for businesses.

Our 10 year strategic directions:

- Define the future economic role of precincts and town centres to inform the built environment of our City.
- Strengthen consideration of economic and business outcomes in place based planning and capital works.
- Work more effectively with the private sector to deliver infrastructure for the City.
- Strengthen consideration of economic outcomes in planning assessments.

**Our City is seamlessly connected to the world through strong international, national, regional, and local transport links. (CSP outcome 5.6)**

Successive State Governments have acknowledged that efficient, frequent, and high-capacity transport links to Parramatta are crucial to our City’s and Greater Sydney’s economic success.

State Government transport plans aim to make Parramatta CBD one of the most connected areas in Australia.

Our advocacy will ensure this transport vision for Greater Sydney is delivered and continues to position Parramatta at its heart to realise the economic ambition and potential for our City.

Our 10 year strategic directions:

- Make our City an easy place to get to and get around by advocating for fast tracking key public transport infrastructure, and improving access to our business precincts.

**Our economy and businesses are boosted by our recognition as a destination of choice for local and international visitors. (CSP outcome 3.5)**

Visitation is a vital economic driver supporting our community and local businesses. Working with businesses and stakeholders, Council will continue to leverage investments, like Powerhouse Parramatta and Western Sydney International Airport to elevate the visitor experience and boost local economic returns.

Council’s Visitor Economy strategies provide focused policy directions and actions for our City’s visitor economy.

Our 10 year strategic directions:

- Maximise visitation to, and the economic returns of public spaces and activity hubs through built form outcomes that support activation and programming.



# A Closer Look — Place

## OUR CITY’S PLACES AND SPACES

Our City’s well-designed, engaging, and vibrant public spaces invite people to spend more time in them at all hours and better engage with our City and local businesses.

By continuing to deliver improved spaces, placemaking in our City can attract and enhance private and public investment including new office and retail developments, cultural and community facilities, and new public transport infrastructure – key to supporting economic activity in Parramatta.

Through applying a strategic lens to placemaking in our City we are achieving more than just beautifying public places and spaces – we are supporting economic development.

## BRINGING TOGETHER QUALITY BUILDINGS AND QUALITY SPACES

Commercial tenants are drawn to and benefit from both quality buildings and improved public spaces. Placemaking and activation therefore emerge as important factors in attracting tenants to our City.

Parramatta Square is a prime example of what can be achieved when Council’s vision for a place is realised in conjunction with private sector investment. The project saw the delivery of 240,000 sqm of premium commercial and retail space, and a major civic precinct. The precinct welcomed 2.5 million visitors in the first quarter of 2025.

This holistic approach to delivering well designed new commercial precincts with strong connections to public and active transport has seen Parramatta Square boast commercial office vacancy rates well below the Parramatta average.

## WE NEED TO PRESERVE OUR EMPLOYMENT LANDS

We continue to see strong demand by tenants for new high-quality offices and city spaces, however the current housing affordability crisis is driving pressure to surrender employment lands for residential use.

The NSW Government’s planning policies allowing Build-to-Rent (BTR) residential developments on commercial only land are putting further pressure on our City Centre.

Council’s analysis shows that all existing employment lands in our City should be preserved and enhanced through planning controls and

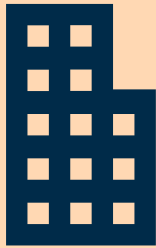
place-based interventions, underpinned by strong research into our City’s floorspace needs. An important part of this is to protect the commercial core in our City Centre to safeguard future jobs in our City.

Council’s planning framework for the City Centre balances residential and commercial development by providing large mixed-use zones around the commercial core. This recognises a vibrant city centre needs both residents and workers to thrive.

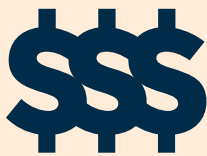
Any loss of employment lands would have an impact on our City’s economic growth potential, limiting opportunities for business expansion, employment, and innovation.



Parramatta Square, credit Sara Vita Photography.



A commercial building of **35,000sqm** provides space for **over 2,000 jobs**.



The value of **2,000 jobs** to the Parramatta economy is about **\$330m per year**.



Development of a residential building on a commercial-zoned site will result in the loss of these jobs and their value.



# What We Will Do — Place

Key Projects 2026 - 2029	Timeframe				Est cost
	Y1	Y2	Y3	Y4	
<b>Enhanced Advocacy for Employment Outcomes</b> <i>Measure the economic cost of and impact on land markets when commercial-zoned land is lost to Build-to-Rent development to strengthen Council's advocacy on this issue.</i>					\$\$
<b>Economic Impact Statement Guidelines</b> <i>Develop internal standards establishing expectations for Economic Impact Statements (EIS), including what types of developments an EIS is expected for and critical issues it must cover.</i>					WB
<b>Business Events and Conference Evidence Base</b> <i>Assess Parramatta's business events and conferencing market using a benchmarking and gap analysis to inform future growth, including infrastructure and land use planning, delivery and advocacy.</i>					\$\$
<b>Floor Space Employment Survey</b> <i>Develop methodology for and implement a floor space employment survey, with an initial focus on Parramatta CBD and Westmead.</i>					\$\$\$
<b>Precinct Masterplanning</b> <i>Strengthen economic activity and employment opportunities through precinct masterplanning processes by replicating the Epping Town Centre and South Parramatta CBD approach in other precincts.</i>					\$\$\$
<b>Understand Location Requirements of Local Businesses</b> <i>Engage with industry stakeholders to understand the spatial requirements and preferences of small-to-medium enterprises across the City.</i>					WB
<b>Partnership Approach for Infrastructure</b> <i>Establish an infrastructure delivery framework for Council to leverage partnerships with the public and private sectors to co-deliver key projects.</i>					\$\$
<b>Communicate the Economic Return of Transport Investment</b> <i>Deliver an evidence-led advocacy campaign demonstrating the value and economic return of key proposed public transport initiatives including the New Cumberland Line and Metro West extension to Western Sydney Airport.</i>					\$\$
<b>Improve Activation by Addressing Vacant Premises</b> <i>Develop and implement initiatives to support the use of vacant or under-utilised commercial space for retail, hospitality, and creative purposes.</i>					\$\$\$
<b>Evidence Base for Future-Focused Industrial Uses</b> <i>Understand the spatial and design requirements necessary to transition the City's industrial precincts to advanced manufacturing and future-focused jobs.</i>					\$\$
KEY	WB	\$	\$\$	\$\$\$	
	Within usual budget	Funding required; potential budget bid <\$50k	Funding required; potential budget bid <\$100k	Funding required; potential budget bid >\$100k	

## SUPPORTING STRATEGIES

### STRATEGIC PLANNING FRAMEWORK

Strategic land use and transport planning are crucial enablers of our City's economic transformation, and ensure our City has the places, infrastructure, amenity, and planning controls to support its economic growth.

Jobs creation and business growth must be supported by strategic decisions about transport, housing, and precinct development, and should align with our community's priorities as well as regional goals.

Council fulfils its legislative requirements by setting a 20-year vision for land use and infrastructure planning for our City, integrating economic priorities with social and environmental goals.

**The City's strategic land use and transport planning is addressed in full in Parramatta's Local Strategic Planning Statement, the Employment Lands Strategy, and the Integrated Transport Strategy.**



Parramatta City Centre.

### VISITOR ECONOMY

Visitors to Parramatta in 2024 contributed \$3.47 billion to the local economy driven by the City's unique blend of heritage landmarks, cultural institutions, world-class venues, hospitality, and a year-round calendar of festivals and events.

An important foundation of Parramatta's visitor economy is the City's diverse and engaging places, from public spaces for leisure to infrastructure that provides the forum for economic activity.

By securing and leveraging these spaces, and attracting investment in new infrastructure, we can continue cultivating Parramatta's visitor economy, providing venues for programming and activation, diversifying the City's economy, and opening opportunities for local businesses and cultural providers.

**The City's visitor economy is addressed in full in Parramatta's Visitor Economy strategies. At the time of exhibition the most recent strategy is the Destination Management Plan 2019-2024.**



Lunar New Year, credit Ken Leanfore.



CITY ECONOMY STRATEGY

PRIORITY 3  
People

Our City’s businesses and workers are ready for the future.

Building economic equity and a business-friendly city ensures everyone has the opportunity to participate in and benefit from our economic prosperity, and enjoy improved quality of life.



We are the leading City for business, where our enterprises benefit from seamless support and opportunities to grow and thrive. (CSP outcome 3.3)

Parramatta is home to over 32,000 businesses, ranging from small enterprises to large corporations. Council is committed to fostering business growth by implementing supportive policies, accessible services, and programs that enable companies of all sizes to succeed.

By leveraging existing facilities, business associations, and startup hubs, Council aims to help businesses receive the support they need at every stage, reinforcing the City’s role as a premier destination for commercial activity.

Our 10 year strategic directions:

- Provide upskilling and support for businesses and startups to ensure they have opportunities for success.
- Improve and centralise services and relationship management for small-medium enterprises.

Everyone can access learning opportunities to reach their full potential. (CSP outcome 2.1)

Parramatta has established itself as a leading hub for education, research, and development, with five universities and a strong student population contributing to the City’s talent pool.

In 2021, over 25,000 residents were enrolled in higher education or vocational training, reinforcing Parramatta’s position as a centre for learning.

Recognising that education is an important driver for productivity and that investing in human capital enhances employability and adaptability, Council aims to support learning opportunities in future-focused sectors through partnership.

Our 10 year strategic directions:

- Support learning opportunities that create pathways for upskilling and employment in emerging sectors and jobs of the future.

Everyone benefits from our role as Asia Pacific’s centre for research and education. (CSP outcome 2.6)

To strengthen our educational advantage, Parramatta aims to become Asia Pacific’s premier research and education hub, partnering with key stakeholders to address skills shortages in advanced manufacturing and green technologies, ensuring long-term economic resilience and community success.

This Strategy lays important groundwork for establishing relationships with educational institutions in the City.

Our 10 year strategic directions:

- Ensure our community is able to participate in jobs for the future including advanced tech and green jobs.



# A Closer Look — People

WE'RE LISTENING TO OUR BUSINESSES

Small and medium enterprises are important to our economy and it is critical their needs and experiences are understood, and support can be provided.

To better understand our businesses' needs Council runs an annual Business Experience Survey. In 2024 our survey found that 46% of our businesses feel well-informed about how to access Council's business programs.

Similarly, in 2024 Council commissioned a Parramatta-specific report from Startup Muster (Australia's most comprehensive survey of the startup community) as part of their annual national survey. The findings of this report shed light on how Council can enhance and support our local innovation ecosystem. This could look like sharing funding opportunities, engaging with startups and organisations that support them, and providing opportunities to connect.

OPPORTUNITIES TO ENHANCE COUNCIL'S BUSINESS SUPPORT

The feedback from the Business Experience Survey and findings from the Startup Muster point to clear ways to improve access and support for all businesses, and provide information on events, grants, and programs.

Enhancing Council's website usability could make it easier for businesses to connect to support, information, and each other.

Establishing a dedicated Business Hub – whether physical or virtual – could provide centralised, personalised support to help local entrepreneurs connect and thrive.

EMERGING AREAS TO SUPPORT TALENT AND ENTERPRISE

People and productivity are closely linked. There are a number of emerging areas where support for future entrepreneurs, businesses and workers is essential, and the City is already seeing success in some of these areas.

Investment in Parramatta has led to growth and opportunities in the startup ecosystem and sectors such as Arts and Recreation and Information, Media and Telecommunications.

■ **Startups: 55 Founders based in the LGA**

Parramatta is the number two location for startups in NSW, boosted by the presence of Western Sydney Startup Hub, Westmead Innovation Quarter and five universities – including Launch Pad, WSU's tech startup incubator.

■ **Arts and Recreation: 66% Growth in output since 2019**

Highest growth in output of any industry since 2019. Parramatta is home to Commbank Stadium and the new Powerhouse Parramatta, in addition to Sydney Olympic Park.

■ **Information, Media and Telecommunications: 31% Growth in output since 2019**

Parramatta today is the regional home of ABC and Sydney Morning Herald with strong opportunities for other major outlets to locate in Parramatta.



Lucien Parramatta, credit Maja Baska.



# What We Will Do — People

Key Projects 2026 - 2029		Timeframe				Est cost
		Y1	Y2	Y3	Y4	
<b>Dedicated Small Business Hub</b> <i>Investigate delivery of a dedicated business hub, including exploring how Council's flagship community facilities, spaces and programming could support delivery.</i>						\$\$\$
<b>Expanded Small Business Program</b> <i>Expand Council's Small Business Program to encompass more partnerships, grow the program and offer networking and other events, and work to improve take-up of program offerings.</i>						\$\$
<b>Business and Investment Team</b> <i>Establish a team within Council that manages relationships with businesses and stakeholders throughout Parramatta with a focus on supporting businesses, forging partnerships, and growing jobs and investment.</i>						\$\$\$
<b>Innovation Pathways and Skills for Students</b> <i>Partner with local institutions, incubators, and startups to deliver STEM-focused events geared towards engaging high school and undergraduate students.</i>						WB
<b>Future-focused Technical Training</b> <i>Explore partnerships with the education sector and government to establish a training facility which leverages the regeneration of Camellia-Rosehill to provide opportunities for future jobs in advanced tech, sustainability, and construction.</i>						WB

KEY	WB	\$	\$\$	\$\$\$
	Within usual budget	Funding required; potential budget bid <\$50k	Funding required; potential budget bid <\$100k	Funding required; potential budget bid >\$100k

## SUPPORTING STRATEGIES

### CREATIVE PARRAMATTA

Culture and creativity are important economic drivers for our City, creating opportunities for jobs and economic growth across the arts, recreation, media, production, and retail sectors.

Creative industries add an estimated \$194 - \$952 million to Parramatta's economy, depending on the scope of industries included.

By elevating culture and creative industries, we seek to grow the creative economy, and attract talent and investment from across Australia and the world to create opportunities for new jobs.

The creative economy is also integral to the City's vibrancy with the success of its cultural institutions, major events and festivals, and heritage sites, strengthening the City's global reputation.

**The City's creative economy is addressed in full in Parramatta's cultural strategies. At the time of exhibition, the most recent strategy is Creative Parramatta 2025-2034.**

### INCLUSIVE ECONOMIC PARTICIPATION

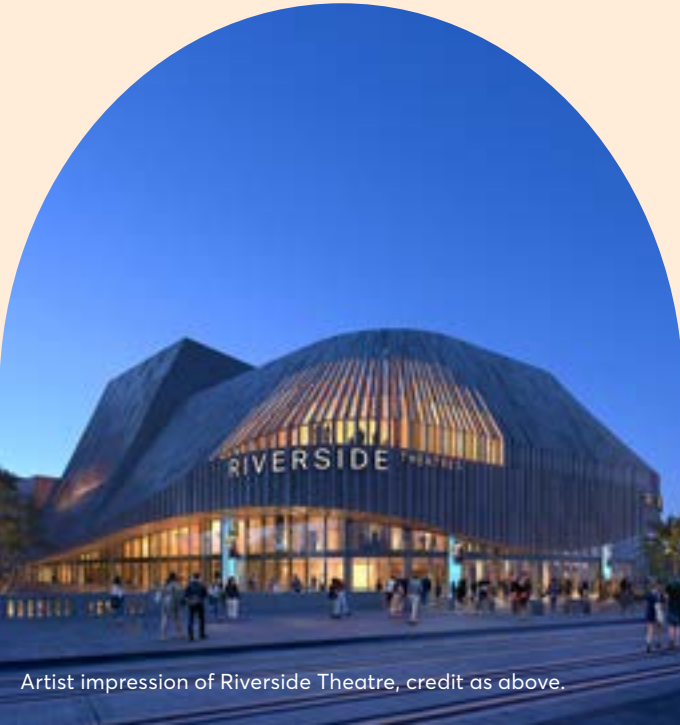
We recognise in a City as diverse as Parramatta, inclusive economic participation is fundamental to achieving a resilient and equitable local economy.

We want to ensure our community is empowered to participate in, contribute to, and benefit from our City's economic success.

Grounded in principles of community participation and sharing the benefits of growth, we support individuals and businesses to achieve self-sufficiency through access to employment and education, and enterprise and entrepreneurship.

In doing so, we align with broader economic development priorities by fostering social cohesion, increasing workforce readiness, and enabling a more inclusive distribution of economic benefits.

**Inclusive economic participation and social sustainability are addressed in full in Parramatta's Social Sustainability strategies and Social Investment Action Plans.**





CITY ECONOMY STRATEGY

# Measuring Our Progress

Council is committed to tracking our progress towards the outcomes of the City Economy Strategy. As well as reporting annually on the progress of key projects of this Strategy, Council will also track a number of indicators that will track the performance of the City's economy against the three priorities of this Strategy.

As previously discussed in this Strategy, there are significant limits to Council's direct control over economic development in the City; there are many aspects where Council can influence, and in some cases only monitor. Nevertheless, it is important to track progress across this range to understand what is happening in the City's economy and how Council's actions might need to change in response.

MEASURE	BASELINE	TARGET	FREQUENCY	SOURCE	COUNCIL INFLUENCE
PRIORITY 1: PRODUCTIVITY					
Gross Regional Product	\$30.97bn (2024)	Increase	Annual	Informed Decisions (.id)	Low
Number of local jobs	184,846 jobs (2024)	150,000 new jobs by 2050	Annual	Informed Decisions (.id)	Low
Number of jobs in Healthcare and Social Assistance & Professional, Scientific, and Technical Services sectors	45,689 jobs (2024)	Increase	Annual	Informed Decisions (.id)	Low
Local retail spend	\$1.39bn/pa (2024)	Increase	Monthly	Banking transaction data	Low
Total night-time spend in the LGA (6pm to 6am)	\$284.4m (23/24 financial year)	Increase year on year	Monthly	Banking transaction data	Low
PRIORITY 2: PLACE					
Value of non-residential building approvals	\$1.1bn / pa	Increase	Quarterly	Informed Decisions (.id)	Medium
Office vacancy rates (CBD)	20%	Decrease	Bi-annually	Property Council of Australia	Low
Visitor spend (LGA-wide)	\$150m/ month (May 2025)	Increase	Monthly	Banking transaction data	Low
Percentage of public transport, walking and other (including cycling) mode share	27.3% (2023)	Increase	Annually	Household Travel Survey (HTS) - Transport for NSW	Medium
Proportion of residents who agree with the statement "new developments are well planned"	2.90 / 5 (2023)	Increase	Annually	Community Satisfaction survey	Medium
PRIORITY 3: PEOPLE					
Percentage of respondents who agree with the statement 'Overall, as a business, how satisfied are you with the performance of your Council?'	42% (2024)	70% (2035)	Annually	Business Experience survey	High
Percentage of residents who feel our City provides opportunities for all people to learn and develop skills at any age	62% (2023)	75%	Biennial	Our City My Life	Low
Satisfaction in Council's Small Business Program	4.4 (2024)	Maintain or increase	Annually	Council information	High
Percentage of residents aged 15+ with tertiary and vocational qualifications and training	44.2% (2021)	Maintain or Increase	Every 5 years	Informed Decisions (.id)	Low
Delivery of Small Business Program across Council's LGA	In Parramatta City Centre	Expand to other centres in LGA	Annually	Council information	High



Alfred Street Bridge Parramatta, credit The Guthrie Project.



# Glossary

TERM/ACRONYM	DESCRIPTION
24 Hour Economy	An environment where businesses, services, and cultural activities operate beyond traditional daytime hours (between 6pm to 6am) and emphasises extending operational hours into evenings, nights, and weekends.
Advocacy	Advocacy in local government economic development is the strategic pursuit of funding, infrastructure, and/or policy change to meet local needs by influencing higher levels of government and other stakeholders.
Build-to-Rent	Build-to-rent housing is large-scale rental property owned and managed by a single entity, unlike traditional homes that are sold individually by developers.
Circular Economy	A whole-of-system approach which tackles climate change, biodiversity loss, waste and pollution. It is a resilient system by design, where finite resources are continuously made and remade, delivering environmental, economic, and social benefits.
Our City/The City	All areas within the City of Parramatta local government area.
Our Community	All residents, workers, students, and visitors in the City of Parramatta local government area.
Employment lands	Employment lands are areas zoned for industrial and/or commercial purposes, but not residential. These areas range in size and intensity. Rydalmere and Camellia are examples of industrial and manufacturing employment lands.
GRP	Gross Regional Product.
Innovation	Introducing and implementing new ideas, methods, products, or services that result in advancements, improvements, or changes to operational efficiency, customer experience and/or quality of life for our community.

TERM/ACRONYM	DESCRIPTION
Local, Neighbourhood, and Town Centres	Places that provide for a range of retail, business, entertainment and community uses that meet the daily needs of a suburb or area.
Location Quotient	Location quotient is a way of understanding specialisation of industries in an area relative to the wider region. A location quotient of 1 represents an industry which is equally as prevalent throughout the wider region.
Precinct	A defined area of land that has a particular interest to Council with economic, social, cultural or environmental benefits. Some key precincts include Parramatta Square, Sydney Olympic Park, Camellia-Rosehill, and North Parramatta.
Placemaking	A multi-faceted approach to the planning, design, and management of public spaces that creates positive outcomes for the community and our economy.
Public Spaces	All publicly-owned places that can be accessed and enjoyed by the community for recreation, relaxation, and social interaction. These include parks, plazas, footpaths, and cycle ways.
STEM	Science, Technology, Engineering and Mathematics.
Strategic Precincts	Areas which allow Council to realise strategic economic, cultural, or innovation outcomes, and grow industry specialisations. Westmead Health and Innovation Precinct is an example where health services are being leveraged to drive research and development.
Sustainability	Managing the relationship between growth and liveability, as well as creating the right balance between the urban and the natural environments.
Visitor Economy	The visitor economy is made up of anyone who provides or promotes services to Australia's domestic and international visitors. It includes a diverse set of businesses that span several industry sectors and operate across cities and regional destinations.



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 City of Parramatta

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

KOREAN

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

CHINESE

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

ARABIC

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

HINDI

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



# Draft City Economy Strategy 2025 - 2035



[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)