



Economic Wellbeing Strategy

DRAFT
December
2005



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FOREWORD



The economy traditionally affects and determines the weighting given to decisions, the engine that drives the individual and collective wealth of a community. Parramatta City Council believes that the traditional singular weighting given to the economy is not an appropriate way to make decisions that affect all aspects of the lives and futures of its residents, and those who work, invest and visit the City of Parramatta.

In order to have a sustainable city, decisions cannot be made on a single economic bottom line. The triple bottom line approach is the starting point for decision making around resources, priorities, and direction setting for a sustainable future.

This Economic Wellbeing Strategy identifies future strategies to encourage, enable and drive economic development for the future of the city. It is the beginning of a process that will reinforce the commitment of Council, the community, government and partners to contribute substantially to the principles of sustainable development and a better future for us and our future generations.

Councillor Julia Finn
Lord Mayor

John Neish
General Manager

Councillor Julia Finn

John Neish

CONTEXT

1.0 What are the challenges facing Parramatta's Economy?

In preparing the TBL Strategies research was undertaken exploring the current state of the economy and the challenges ahead (details of this research can be found in 2 associated reports –Economic Working Paper and Economic Position Paper).

The following are summaries of the key challenges, drawn from these reports.

1. Parramatta in 2005 has the lowest unemployment rate in the nation (1.9%). In spite of this low rate, unemployment is uneven across the whole local government area, with pockets of high unemployment in places like South Granville and Guildford, with the average annual income for the Local Government Area less than the basic award wage.
2. Changes to the structure of the workforce will affect the capacity for businesses to expand, and to continue to have access to a large pool of labour. Skills shortages, an ageing workforce, coupled with the emerging trend of casualisation may also affect the industrial and enterprise landscape.
3. The City is developing at a rapid pace, with major development occurring in a number of sectors. Transport, traffic management and communications infrastructure needs to be able to keep pace with growth.
4. The NSW Metropolitan Strategy is an opportunity for Parramatta to consolidate its position as the alternate CBD, while enhancing existing employment activities, and supporting an increased residential population, particularly close to public transport.
5. Investment funding is very competitive. Parramatta needs to work harder to retain its position as the alternate CBD. Retaining commercial development in the City core zone is essential if the future employment targets for the City are to be met.
6. Council's land use planning, communications, marketing of the city and governance will be critical to the sustainability of Parramatta as a major employment, transport and residential centre.
7. Parramatta needs to attract, expand, retain and further develop its employment bases- including the continued development of retail, commercial and government relocations to the city.
8. There is a need to ensure that future growth is inclusive and sensitive to environmental, heritage, social issues and strengths and that the city provides a mix of employment types and entry points.
9. The city must change to become a leading research, innovation and education centre if it is to be sustainable in the long term.

1.1 Driving Economic Development

Research into sustainable regional and local development factors indicates that there are 12 “drivers” or factors that are critical to the success of any strategy to pursue economic development:

1. Extensive linkages with global markets;
2. Generation of international and inter-regional exports;
3. Investment growth opportunities;
4. Supporting the growth of new firms from within – endogenous growth;
5. Access to capital;
6. A full selection of business and financial services;
7. Availability of strategic transport and communications infrastructure;
8. Developing, attracting and retaining a diverse, educated workforce;
9. High level of liveability, urban amenity and environmental quality;
10. Quality social and cultural infrastructure;
11. Supportive regulatory frameworks; and
12. Effective governance.

It is clear that it is well beyond the ability of Parramatta City Council alone to assume responsibility for generating each of the above outcomes.

Three themes emerge from this for Council’s role in economic development in the region.

1. Parramatta City Council has the ability to make significant land use and transport planning decisions to support sustainable economic development;
2. Parramatta City Council has the capacity to advocate and facilitate sustainable economic development on behalf of its community; and
3. Parramatta City Council will need to carefully consider its partners in economic development and how these roles might be meaningfully combined to achieve sustainable economic outcomes.

The Parramatta Economic Development Board will continue to show leadership and provide advice to Council on prioritising the strategies and actions for Economic Wellbeing. They will work with Council on committing funds from the Economic Development Special rate towards implementing the strategy.

This Economic Wellbeing Strategy hopes to engage Council, our partners and the broader community in a debate as to how we are to meet these challenges. It is only by working together that we can make Parramatta a great place to live work and play and something we are proud to hand on to our grandchildren.



2.0 Developing a Long Term Strategic Plan

The Economic Wellbeing Strategy is one of a series of reports that have been developed to assist Council, our partners and the community of Parramatta to develop a more sustainable Parramatta.

This is one of three **Wellbeing Strategies (WbS)**; the others explore our environmental wellbeing and social wellbeing. In combination, these strategies follow a Triple Bottom Line (TBL) approach.

The future of Parramatta will largely be determined by the mix of strategies undertaken and their relative priority. To help determine what future this may be, the Wellbeing Strategies will be brought together into a **Strategic Plan - Parramatta Twenty25** – for the Local Government Area.

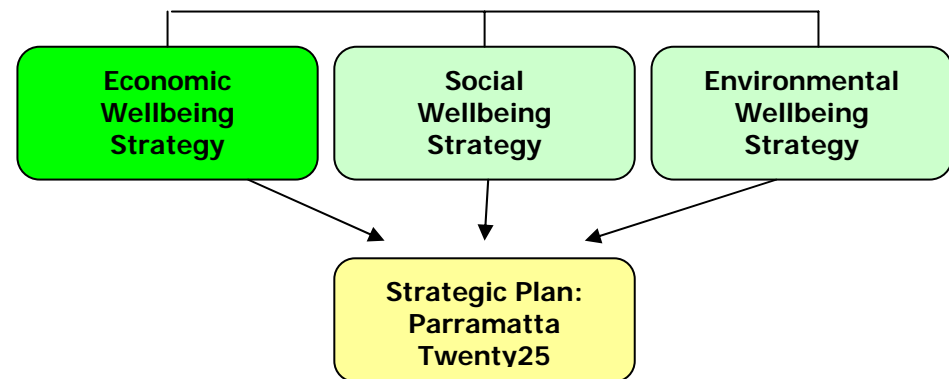
Parramatta Twenty25 will explore the conflicts and synergies between the Wellbeing Strategies and resulting possible futures. This will be used to develop a shared vision for Council, the community and our Partners.

For more information on how Parramatta Twenty25 guide Council and our partners in working towards a common future refer to **section 7**.

2.1 What is the purpose of the Wellbeing Strategy?

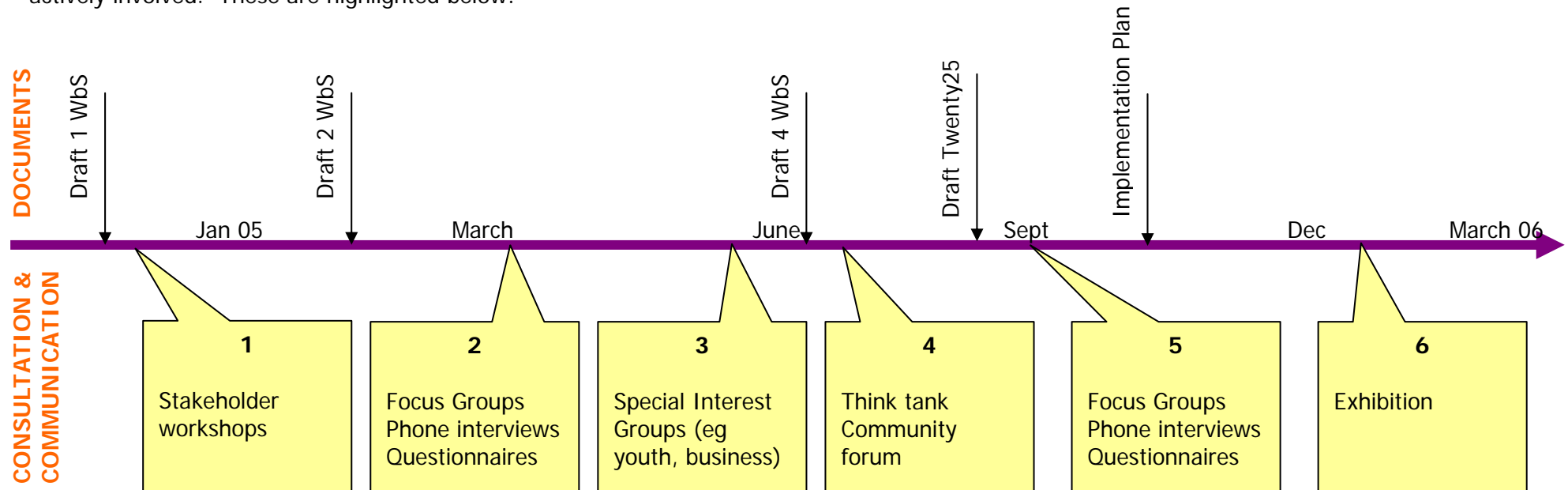
The Wellbeing Strategies aim to:

- Expose us to the challenges facing Parramatta that need to be addressed to become more sustainable
- Allow debate about how we can begin to address these challenges
- Open discussion on what it means to be sustainable
- Allow dialogue between the community, council and stakeholders on where Parramatta wishes to go in the future
- Help form partnerships and collaboration towards a common vision
- Guide us to where resources need to be targeted
- Provide a basis for measuring progress towards a more sustainable City
- Assist in the development of a shared and integrated Strategic Plan for Parramatta



2.2 The Consultation Process

In order to develop the Wellbeing Strategies and Strategic Plan there will be a number of opportunities for the community to become actively involved. These are highlighted below:

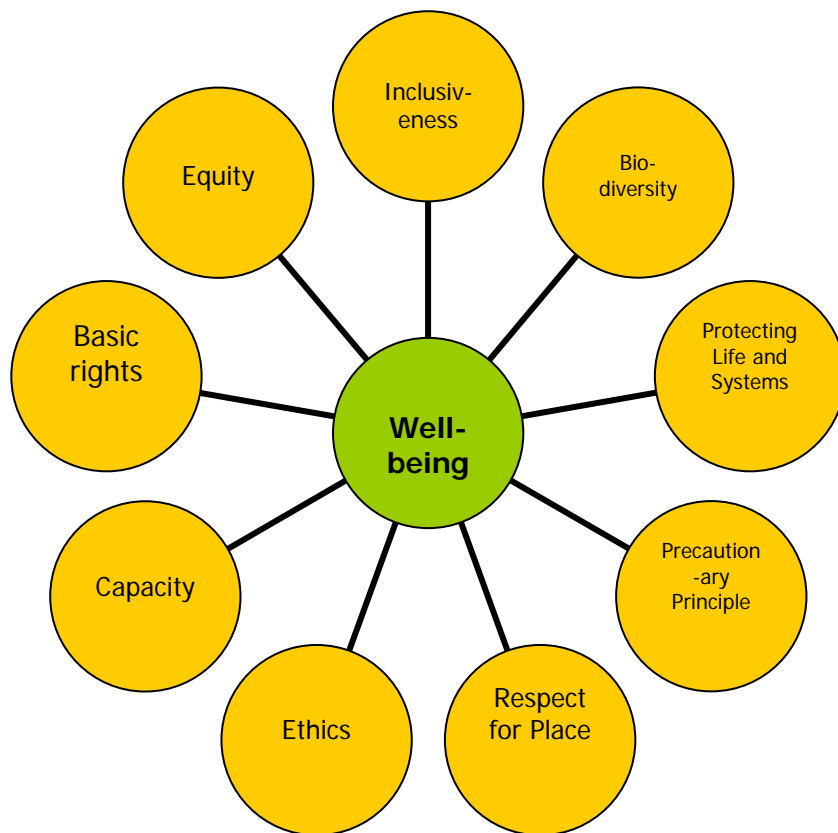


WE NEED YOUR HELP!!!

A common future requires a common understanding of the challenges we face and a shared development of the solutions to overcome them.
Council is seeking your ideas and feedback on whether these Wellbeing Strategies will deliver a better Parramatta

3.0 Parramatta Principles

Before setting out the process to delivering a sustainable future through Parramatta Twenty25, it is important to develop a shared agreement of the key principles that the strategy will be founded upon. These are listed below. Refer to appendix for a description of each of these principles.



4.0 What does the Economic Wellbeing Strategy cover?

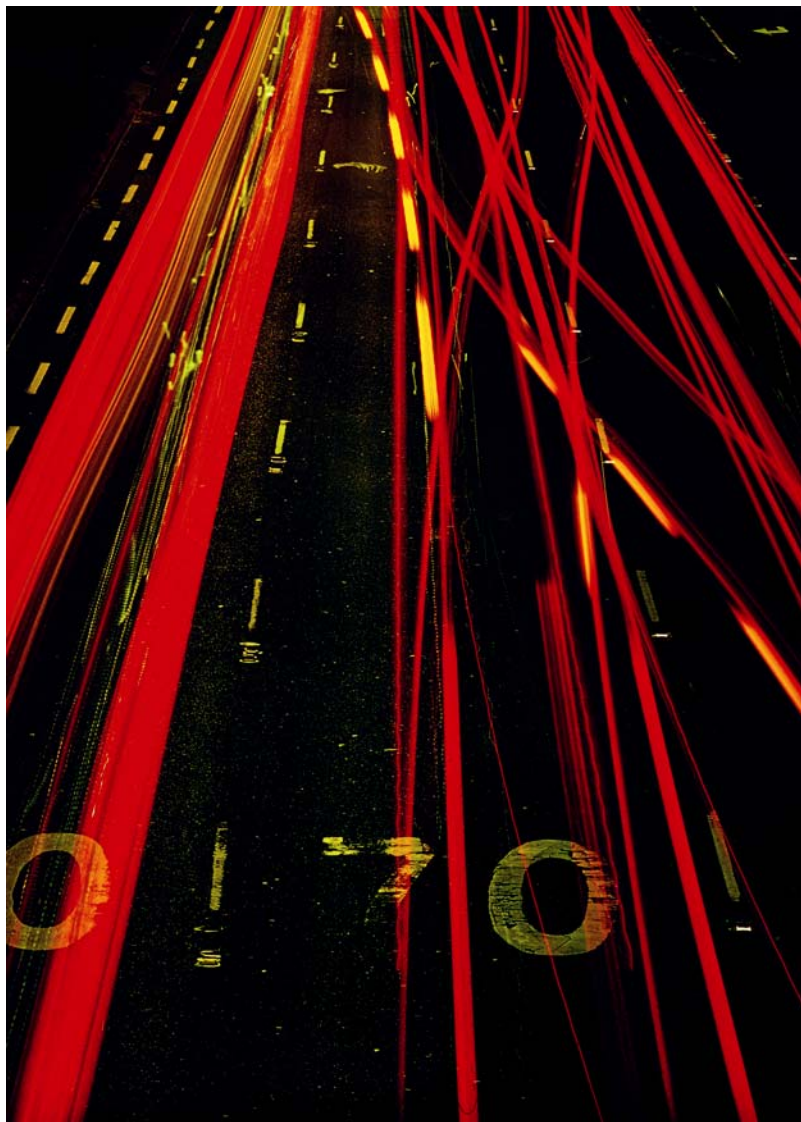
The economy is an extremely complex area of activity. It is affected by decisions made at a local level, in such areas as landuse planning, transport and traffic management, and also affected by regional, state, national and global changes - things that Parramatta City Council can have little, if any, influence over. Fortunately, Parramatta has the unique position of having a range of successful clusters of different economic activity that make it a more economically sustainable City.

Regionally, Parramatta plays a significant hub for government, business activity, and functions as the CBD and centre of the greater west of Sydney.

The Economic Wellbeing Strategy identifies the key strategies to make Parramatta a more sustainable place and a better place to work, live, and a place to invest, for future generations.

The Economic Wellbeing Strategy details:

- ❖ **A vision for the economy**
- ❖ **A list of themes and sectors to be addressed to achieve the vision**
- ❖ **Desired Destinations for each theme and sector.**
- ❖ **Strategies to achieve the destination**



ECONOMIC WELLBEING STRATEGY

5.0 A Vision for Parramatta

Parramatta First – The Leading City at the Heart of Sydney

OUR ENVIRONMENTAL VISION:

A City with a healthy natural environment.

We can relax and enjoy fresh air, clean water, healthy bushland and a diversity of native plants and animals.

Our neighbourhoods and places we work and live are designed and built using sustainable principles

We can be safe in the knowledge that our activities have minimal impact on our local and global environment.

We can proudly say that Parramatta is our home, and are pleased to hand this legacy on to our future generations.



OUR COMMUNITY VISION:

A dynamic, inclusive place which fosters opportunities and partnerships to support and connect our diverse communities.



OUR ECONOMIC VISION:

A City of enterprise, innovation and creativity that has interwoven its physical, economic and social accessibility to place it as a vibrant leading City, a City of firsts.

It will build on its diverse histories to ensure long term sustainability for future generations.



5.1 Economic Themes and Sectors

There are five major themes to be further developed in order to achieve the economic vision for the City of Parramatta. These themes are:

1. Image

We will position Parramatta as Parramatta First - the Leading City at the Heart of Sydney. These strategies capitalise on Parramatta's role as a full service city with its unique heritage, and past achievements, while looking towards the future position as the alternate CBD for Sydney and the State of NSW.

2. Research and Innovation

Parramatta will capitalise on its significant base of research and innovation across all sectors, but particularly in the fields of Legal, Health, Education, Biotechnology and Biomedical Research.

3. Transport and Communications Infrastructure

Already a major transport hub, we will build on and enhance the existing transport hub while creating new public transport infrastructure that makes travelling to, from and within Parramatta easy, fast, and reliable.

4. Business Development

A diverse and durable business base will be expanded and consolidated. Businesses will be encouraged to fully utilise the locally

available research and innovation capacity and skills development opportunities of the Granville TAFE Institute, the University of Western Sydney, and other research institutions. Existing clusters will be encouraged to grow, while working across government at all levels, industry networks and associations.

The strategies will ensure that the five key service sectors in Parramatta will continue to grow and expand, ensuring that Parramatta retains its major advantage as being a full service economy.

Health and Community Services is the largest service industry by number of employees. The major component is at the Westmead Hospital and the Children's Hospital and in the associated health activities based around these facilities. This is complimented by a thriving biomedical industry.

Property and Business Services (which includes accounting and legal services, call centres, real estate and information technology), currently employs 10,484 people, representing 12% of total employment, and will expand significantly in the future.

Finance and Insurance is a major growing activity that currently employs 8,348 people (9.6% of total employment), reflecting the presence of major institutions in banking, finance and insurance.

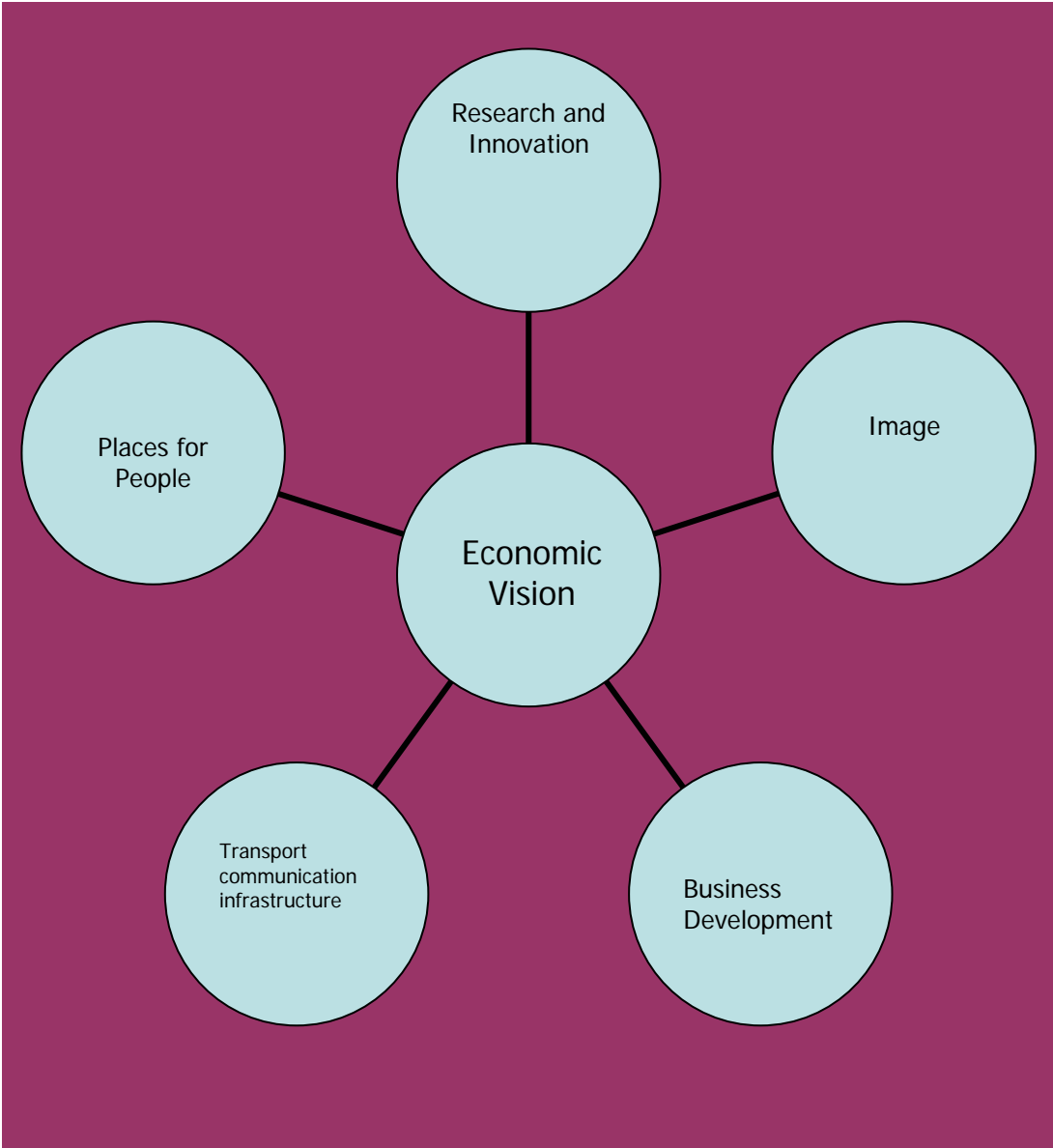
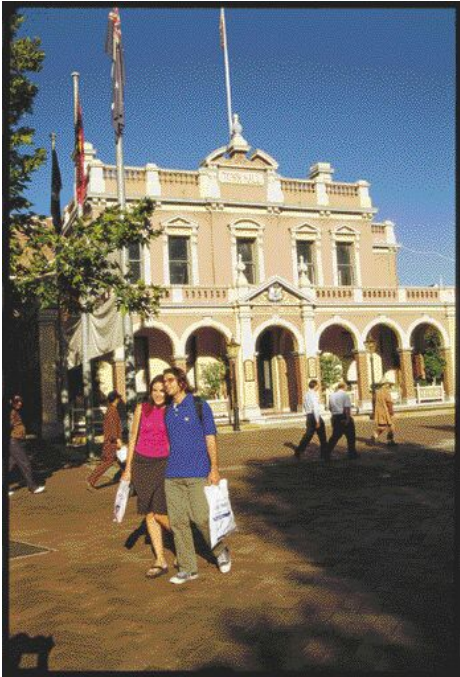
Retail Trade is the second largest service industry in the region generating a turnover of \$735 million and employing 10,071 people. A major proportion of activity in this sector is in the Westfield Shopping Centre. New retail activity will include expansion of Westfield, an expansion of street level retail activity and new retail activity in and around Civic Place and the Justice Hub.

Education and Training contributes significantly to Parramatta's advantages as a business centre, with a growing University of Western Sydney campus at Rydalmere, the Granville TAFE, quality

public and private high schools, the University of Sydney teaching hospital at Westmead and the Sydney Graduate School of Management.

5. Places for People

Parramatta's rich history, strong neighbourhood characteristics and business clusters will form the basis for place based strategies. The City will have landuse systems that ensure employment zones are maximised, while enhancing the distinct characteristics of neighbourhoods and the Central Business District.



6.0 OUR STRATEGIES

6.1 Image

The Destination

Parramatta is a City that embraces and capitalises on its histories-linking Australia's past to an exciting future. Parramatta is recognised nationally as an engaging, beautiful City that is a great place to live, work, visit and invest in. Parramatta is the Leading City at the Heart of Sydney; Parramatta is a City of many "firsts".

Key Strategies to help us get there

- IM1. Promote and position the city as a good business location, marketing the city and its strengths-incorporating and interpreting assets such as the river, the natural environment, heritage buildings, parks, the cultural diversity and talent of its communities, with a major focus on attracting business and investors.
- IM2. Enhance and expand visitor attractions to boost demand for existing services including retail, entertainment, dining, and accommodation, using events and promotions to energise the city.
- IM3. Build on existing partnerships and relationships, including utilising sister cities and international partnerships as a means of continuing to promote Parramatta as a centre for business and investment.



6.2 Research and Innovation

The Destination

Parramatta uses and promotes the tools of the new knowledge economy- innovation, technology, collaboration and continuous learning. It is a city where knowledge and experience is made accessible to the community and the marketplace. The city is a leading city for research & development and informs the life of the city, but in particular in the key sectors of manufacturing, health and legal services, biotechnology, transport and the creative industries. Continuing education and skills development opportunities are readily available through quality education providers, with an emphasis on life long learning and skills development for residents and the workforce.

Key Strategies to help us get there

- RI1. Encourage collaboration and share ideas between targeted industry clusters, other local and regional government bodies, research and academic institutions that will increase the potential for commercialization of research and technology.
- RI2. Establish Parramatta as a centre for innovation, where new ideas, information sharing, and problem solving are encouraged.
- RI3. Seek to encourage and show leadership in sustainability in the built environment.

- RI4. Establish Parramatta's competitive advantage in building and retaining a highly skilled workforce through its accessible and centralised location, and the presence of quality tertiary and research institutions and training providers.



6.3 Transport and Communication Infrastructure

Transport

The Destination

The city and neighbourhoods have strong, well defined pedestrian friendly public spaces and places, linked by bikeways and attractive laneways, where the river is a major pedestrian and cycle way corridor. Innovative private and public transport is the norm.

Parramatta has achieved more than 60% of trips to the city being on flexible, reliable and accessible public transport systems. The city and its industries have access to road, rail and communications infrastructure that makes the movement of goods and services, people and information flow easily, securely and reliably within the city, the region, state wide and globally.

The city provides park and ride facilities, well managed car parks that generate income for Council supporting the city operating as a 24/7 city for residents, workers, and visitors.

Key Strategies to Help us Get There

T1. Encourage and facilitate the continuous improvement of and use of public transport to, from and within Parramatta and its neighbourhoods, with an emphasis on providing permanent

public transport infrastructure that includes light rail, heavy rail and very fast train linkages.

- T2. Encourage the use of the river and river foreshores as a viable public, pedestrian and push bike transport corridor.
- T3. Encourage the provision of efficient transport systems and networks for the movement of goods and services.
- T4. Implement a Car Parking Plan that balances and compliments the need for car parking, park and ride facilities and a free city shuttle bus service with public transport provision and the needs and interests of pedestrians and push bike users.



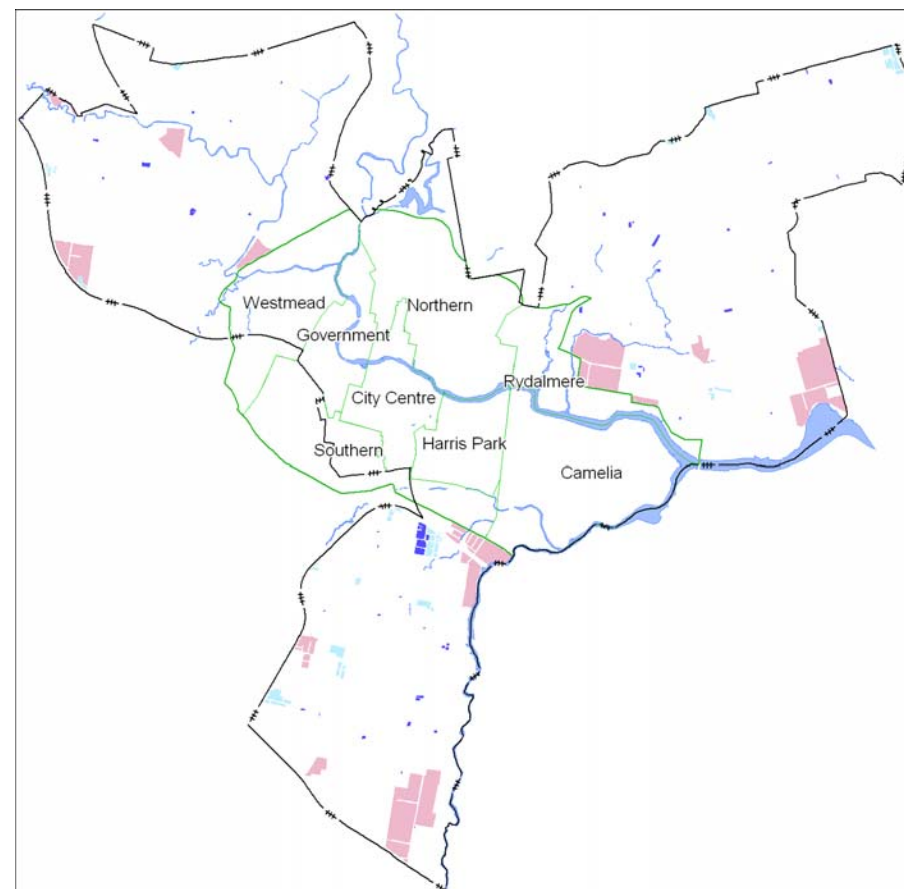
Communication Infrastructure

The Destination

Parramatta has achieved world's best practice in technology infrastructure, with homes, businesses, centres for learning and schools all connected, all sharing information, ideas and experiences. Business is thriving. Parramatta easily attracts and retains major technology firms in Parramatta, adaptively using the heritage assets at the old Cumberland Hospital site for new small and medium enterprises that connect creativity to technology. New home-based and micro industries are generated from the whole city and neighbourhoods, with major industry sectors using technology as integral to their research, communications, design and production processes.

Key Strategies to help us get There

- C1. Encourage small and medium enterprises to use new technologies that enhance the efficiency of their businesses.
- C2. Encourage and facilitate resident access to technology, in particular personal computers at home, with internet access.
- C3. Promote the research capacity of the University of Western Sydney.
- C4. Maximise the benefits of the physical proximity of Parramatta to the Ryde, Rhodes, Homebush and Rydalmere technology centres.
- C5. Seek to develop new cross industry relationships between the researchers at the BioHub, Justice, new media and graphic design sectors.



Parramatta Employment Clusters 2004

6.4 Business Development

The Destination

Parramatta is the preferred place for businesses that want to align themselves with a culturally diverse, innovative, highly skilled, outward looking local community and vibrant, growing local and regional economy. The City has high quality office accommodation which is fully tenanted.

Business sectors utilise the intellectual capital of the surrounding research institutions to constantly position Parramatta as a place that is home to world leaders from business and financial services, clean manufacturers, to small and medium enterprises, and home-based businesses.



Key Strategies to help us get there

- BD1 Encourage Government departments and instrumentalities to relocate and base services in Parramatta.
- BD2 Ensure that Council and the Parramatta Economic Development Board have the necessary models and resources to build strong private sector partnerships to implement this strategy.
- BD3 Encourage the further growth of existing industry sectors and clusters while actively seeking clean manufacturing and new industries that build on existing sectors.
- BD4 Build on the use of major transport and communication infrastructure as employment corridors.
- BD5 Improve information exchange with businesses across the city.
- BD6 Ensure utility providers have sufficient spare capacity to accommodate current and future needs.
- BD7 Maximise the employment capacity of land zoned for employment uses while supporting home-based businesses and small and medium enterprises.
- BD8 Use targeted strategic partnerships to attract business investment to Parramatta.

- BD9 Facilitate, the development and implementation of local employment strategies.

- BD10 Encourage businesses to take on apprenticeship, work experience and mentor activities to develop close relationships between current employers and the future workforce.



6.5 Places for People

The Destination

The city has land use and transport systems that ensure employment opportunities are maximised, while enhancing the distinct characteristics of neighbourhoods and the Central Business District. Transport corridors maximise employment uses, with a mix of small and medium enterprises, commercial offices and industrial, wholesale and other business activity, as well as strong street level retail activity.

Commercial tenants are attracted to the city for its quality public parks and open spaces, its highly skilled and multi lingual local workforce, and the excellent public transport system. The quality and range of residential housing available close to the city, the cosmopolitan dining, quality entertainment, sporting and recreation facilities are also strong advantages for commercial tenants and their workforce.

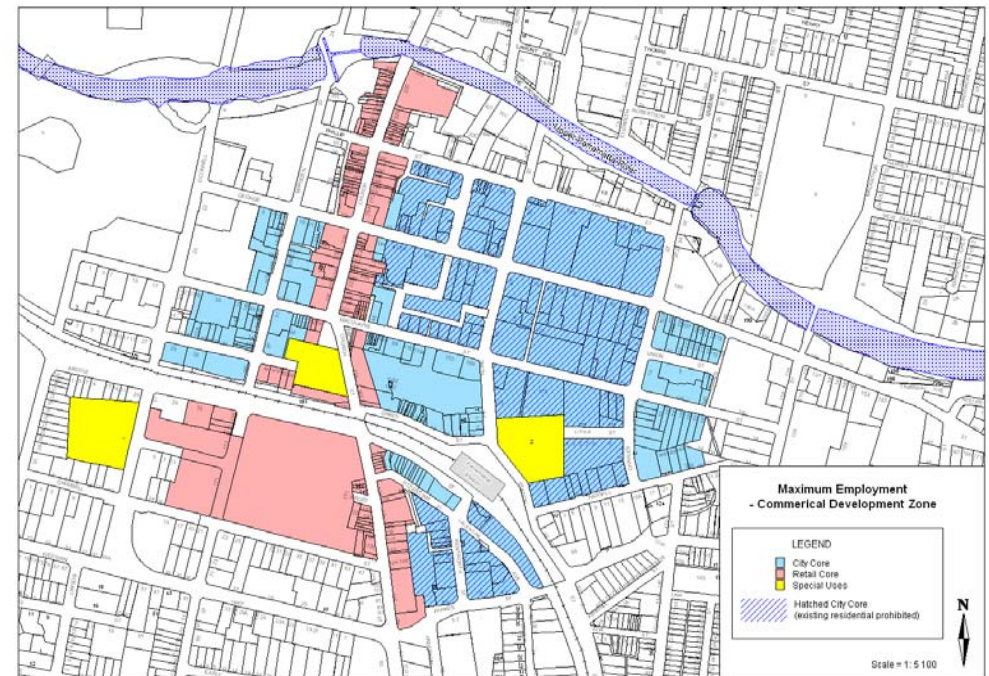
The CBD is an attractive, pedestrian friendly environment that looks and feels safe. Residents and businesses take pride in their neighbourhood – they are well planned, well connected and well designed.



working at home or within walking distance of home and services.

Key Strategies to help us get there

- PP1 Plan to accommodate optimistic development scenarios for commercial and retail development in the city, supporting site consolidation and development to attract major commercial property investment in the CBD.
- PP2 Prohibit residential development in the non hatched areas within the city core zone in the CBD to ensure that the city has the real potential to attract commercial development in the city.
- PP3 Improve urban design and pedestrian circulation focusing on integrating employment and recreational precincts, highlighting major attributes and city gateways, with an emphasis on safety and accessibility.
- PP4 Encourage residential development to share employment zones where appropriate noise, light and emissions from employment uses can be buffered from the residential areas.
- PP5 Develop neighbourhoods and individual suburbs to increase the unique qualities of each suburb; with strong symbolic urban design, communications and transport linkages to the CBD.
- PP6 Encourage neighbourhood economic development to complement major employment zones throughout the city and neighbourhoods.
- PP7 Encourage home based businesses and complementary business centres/facilities within residential zones to support



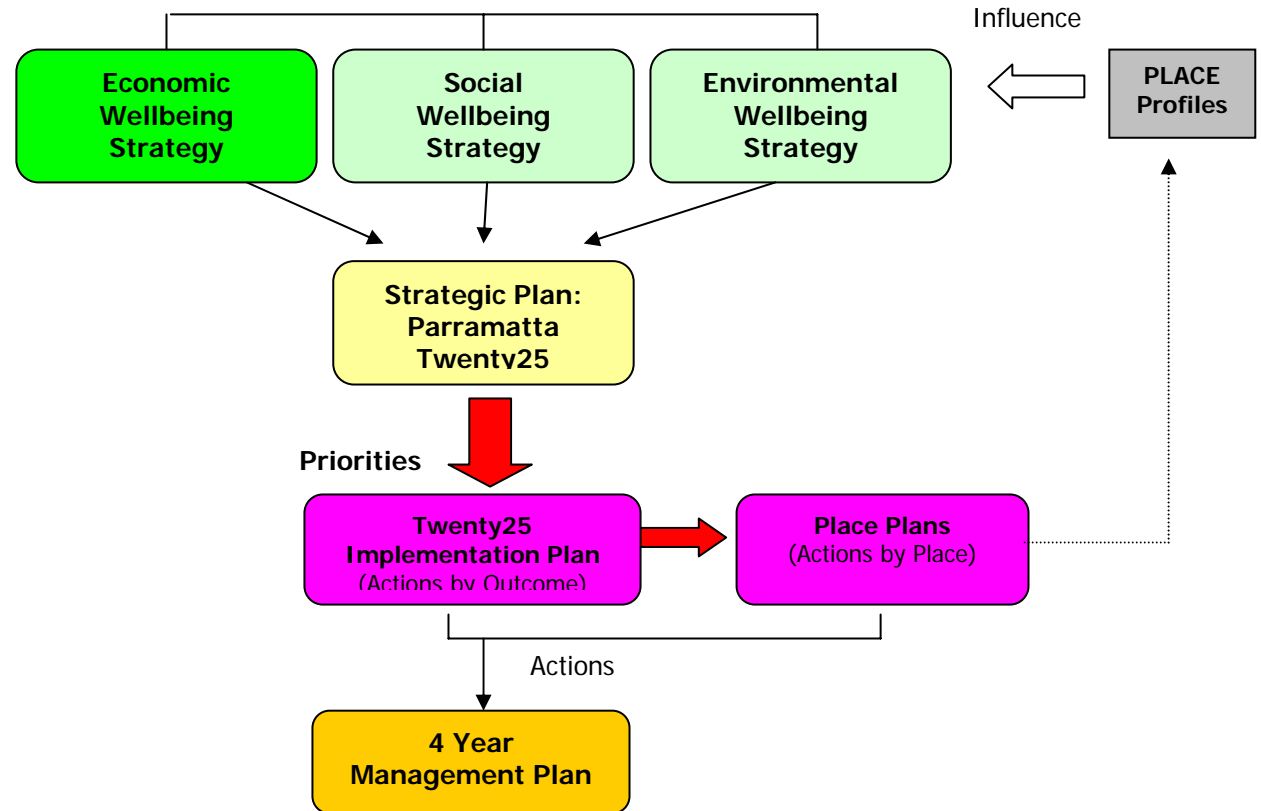
7.0 FROM STRATEGY TO ACTION

Over the next 18 months Council will be undertaking extensive resident engagement to determine what priorities will be placed on the various strategies

The strategies will then be integrated into a single 'LGA wide' strategic document - **Parramatta Twenty25**. This will identify the desired balance we wish to achieve between social, environment and economic factors for Council, the community, government and other key stakeholders.

From this information an Implementation Plan will be developed which contains numerous actions required by Council to deliver on the strategies. This will be accessible based on either location or outcome.

Strategic directions arising from the Parramatta Twenty25 and its associated Implementation Plan will become the framework that guides the prioritisation of Council's services and projects through the annual and 4 yearly Management Plan process (refer to Appendix for more detail).



WE NEED YOUR HELP!!!

Council is seeking your ideas and feedback on whether the strategies in this document will deliver a better Parramatta

APPENDIX – BACKGROUND



8.0 Sustainable Parramatta

8.1 What is Wellbeing?

'Wellbeing' can be broadly defined as good or satisfactory condition of existence. In this context we are defining 'wellbeing' as an existence that enriches individuals as well as local communities while preserving the sustainability of the local environment.

There are many components to wellbeing. A large part is standard of living, the amount of money and access to goods and services that a person has. Others like freedom, happiness, art, environmental health, and innovation are equally important but often harder to measure and have had less priority in determining their relationship to wellbeing. Despite the difficulties in defining and measuring wellbeing, developing a more sustainable approach to living on this planet remains critically important.

8.2 What is Sustainability?

Sustainability should be embodied in the way we work and live our lives.

'Sustainability' has become a key challenge for all organisations, both private and governmental, which are concerned with the long term future. Sustainability means different things to different people. It usually includes the following principles

- Sustainability recognises the relationship of environmental, social and economic systems.

- Other aspects such as culture and spirituality are also intertwined with the notion of sustainability.
- There are finite resources such as water and land that we all rely on for survival. We must live within these ecological limits.
- Human settlements need to reduce their ecological footprints.
- It is important to recognise the needs of future generations.
- Equity and human rights are critical in creating a socially just future.
- Sustainability requires caution.
- Accountability, transparency and engagement are important aspects to promote equality and justice through empowerment and a sense of global citizenship.

When making decisions or planning for Parramatta we will:

- ★ Meet the needs of the present without compromising the ability of future generations to meet their own needs
- ★ Take into consideration the social, environmental and economic issues and resulting impacts. By exploring each of these themes we are creating a sustainable City for the future and ensuring the wellbeing of our community.
- ★ Ensure equity and fairness for all employees and those we come in contact with through consultation, inclusion and openness
- ★ Seek to engender continuous learning in everything we do to support each other, the organisation and the community.

8.3 Parramatta Principles

The WELLBEING Strategies and Parramatta Twenty25 will be developed around the concept of sustainability and will build on a foundation set by the following concepts:

- ▲ Melbourne Principles
- ▲ Ecological Sustainable Development
- ▲ Local Agenda 21
- ▲ Natural step framework
- ▲ Earth Charter

These have been brought together to form the Parramatta Principles which underpin a sustainable Parramatta.



THE PARRMATTA PRINCIPLES

Equity: social, economic and political equity; affirm gender equity and ensure universal access to education health care and economic opportunity; use natural resources equitably and efficiently; intergenerational equity: future generations have a right to an inheritance sufficient to allow them to generate a level of well-being no less than that of the current generation.

Inclusiveness: promoting a culture of inclusiveness, non violence and peace

Biodiversity: The variety of life in all its forms, levels and combinations. Recognise and conserve the intrinsic value of biodiversity and natural ecosystems, and protect and restore them. This includes ecosystem diversity, species diversity, and genetic diversity.

Protecting Life and Systems: Adopt patterns of production and consumption that safe guard human rights, community well being and earth's regenerative capacity. Enable communities to minimize their ecological footprint and social impact

Precautionary Principle: adopt precautionary measures to anticipate, prevent or minimize the causes of adverse effects. Where there are threats of serious or irreversible damage, lack of full scientific certainty should not be used as a reason for postponing such measures.

Respect for Place: Recognise and build on the distinctive characteristics of cities including their human and cultural values, histories and natural systems

Ethics: Ethics embodies the ideals we should strive for and how we should behave. This involves acting with respect, honesty, compassion, integrity, and act in the interest of the community which we represent

Good Governance: Empower people and foster participation, build democratic societies, strengthen democratic institutions, provide transparency and accountability in governance

Capacity: Expand and enable cooperative networks and social capacity building to work towards a common sustainable future

Basic Rights: Respect for basic rights for all social justice, diversity and freedom of expression, identity and belonging

9.0 A Vision for Parramatta LGA

Council is currently preparing a Strategic Plan called *Parramatta Twenty25* which sets the vision for the City in the future. It sets the values and qualities the community of Parramatta want to see. It guides the decision making process and ensures we focus on a common future.

While this is still being developed, there has already been work done to identify what needs to change if we are to become more sustainable. As a result an interim Vision has already been developed. That is:

Parramatta First – The Leading City at the Heart of Sydney

Delivery of this vision will require the cooperation and leadership of Federal and State government, business, key stakeholders and the wider community. The vision is not owned by Council. It has been developed so that everyone can share in a common future for the City.

Over the next 18 months Council plans to undertake extensive resident engagement to ensure that this vision meets the expectations and needs of our community and partners.

The vision for the LGA is:

Parramatta First – The Leading City at the Heart of Sydney



9.1 Triple Bottom Line

Delivery of Council's vision is based on the delivery of environmental protection and enhancement, social cohesion and resilience and economic prosperity. That is: achieving **Triple bottom Line**.

The Wellbeing strategies are the foundation for ensuring that this is achieved.

9.2 Our Outcomes

Council has developed 7 outcomes it desires in the future:

1. A City with a healthy natural environment
2. A City with vibrant neighbourhood centres and attractive buildings
3. A Central Business District at the heart of Sydney with something for everyone
4. A City that is accessible to people who walk, ride or use public transport
5. A City that is inclusive of all people, cultures and lifestyles
6. A City with economic and learning opportunities for growth and enrichment of citizens and businesses
7. A City rich in leadership and good management of its organisations.

These outcomes will be reviewed as a part of the development of a new Strategic Plan for Parramatta.



10.0 How do the Wellbeing Strategies relate to Council's Strategic Plan?

The development of Council's Strategic Plan - Parramatta Twenty25 – will utilise the strategies from each of the three 'Triple Bottom Line' Strategies (i.e. Economic, Social and Environmental) and integrate them into a 'City wide' strategic document. Strategic directions arising from the Parramatta Twenty25 will become the framework that guides the prioritization of Council's service and projects through the annual and 4 year cycle Management Plan process.

Council has developed an Integrated Planning Framework which clearly identifies how the actions Council undertake and the policies and strategies it develops, work towards achieving the vision. This framework is based on a series of strategic documents and plans which include:

Wellbeing Strategies: These provide the broad strategic issues that need to be addressed in the areas of social, environmental and economic wellbeing.

Parramatta Twenty25: This Strategy identifies how the wellbeing Strategies are inter-related and the future priorities for the City. It is a Strategy for the City and it directly represents Council, government, business and the community's vision and strategies for the City.

Twenty25 Implementation Plan: Identifies the actions and priorities that Council intends to deliver based on the Strategic Plan for the City. This is based on desired outcomes.

Place Plans: Identifies what Council aims to achieve at a place level (eg CBD and each suburb) and what contribution will be made by Council's services and projects

4 Year Management Plan: This explains how Council's budget will be applied to the different Programs Council is running. Business Plans as well as the individual performance plans of staff are informed by the programs within this Plan.

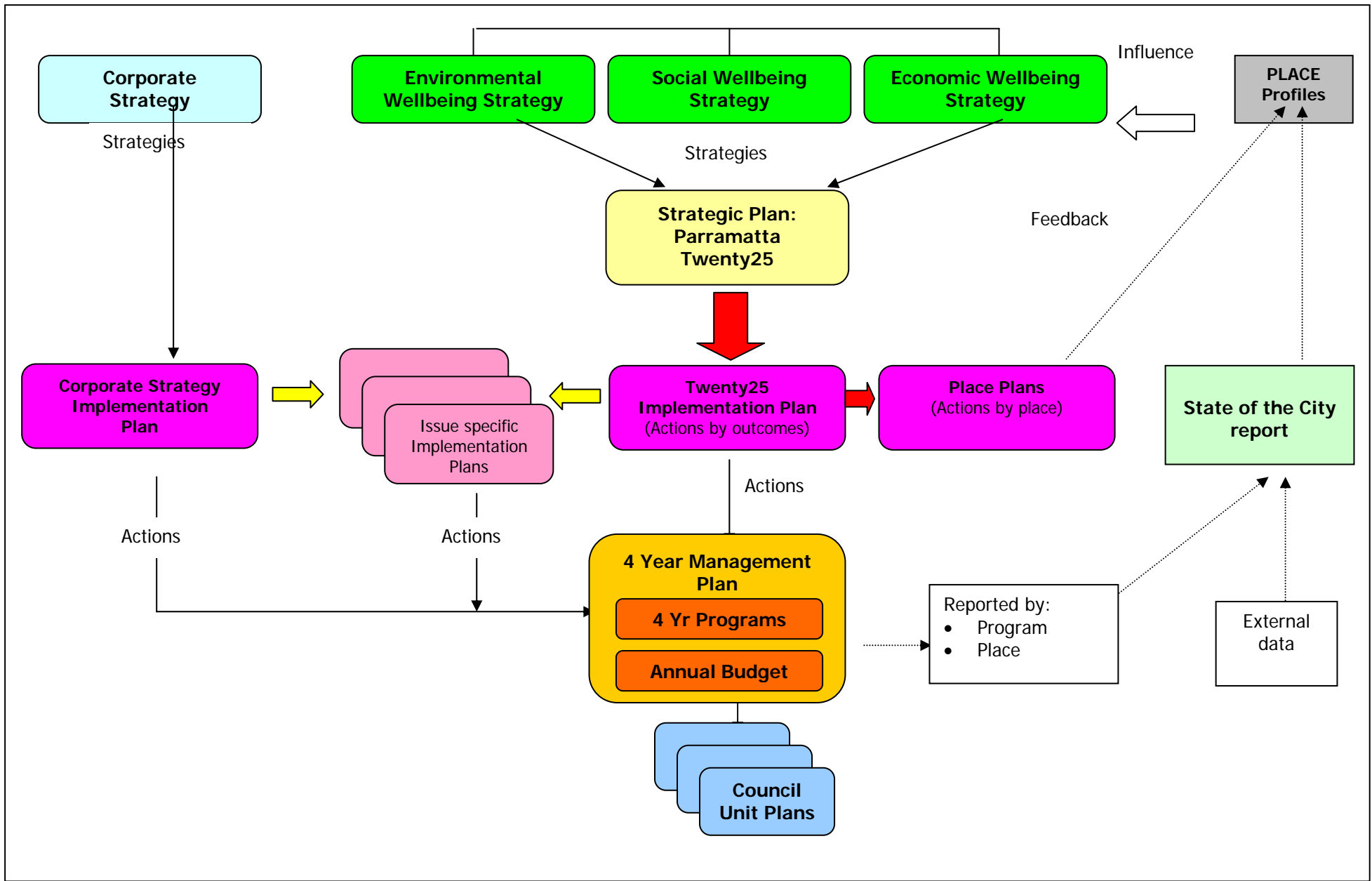
4 year Programs: The Program framework identifies what Council aims to achieve during the four years of the Management Plan and what contribution will be made by Council's services and projects

Unit Plans: Individual Council Unit Plans which describe how the Units are to implement the Programs identified in the Council Management Plan

Issue Specific Implementation Plans: The various Plans that identify the actions required to deliver on specific strategies (eg Human Resources Plan, Biodiversity Plan, Cultural Plan, and Economic Development Plan)

Place Profiles: Information collected to advise the Wellbeing Strategies of local needs and priorities.

State of the City Report: This report details the state of the City and its trends for environmental, social and economic indicators. This information is used to determine the effectiveness of the Strategic Plan and guide any changes required.



11.0 Parramatta Today

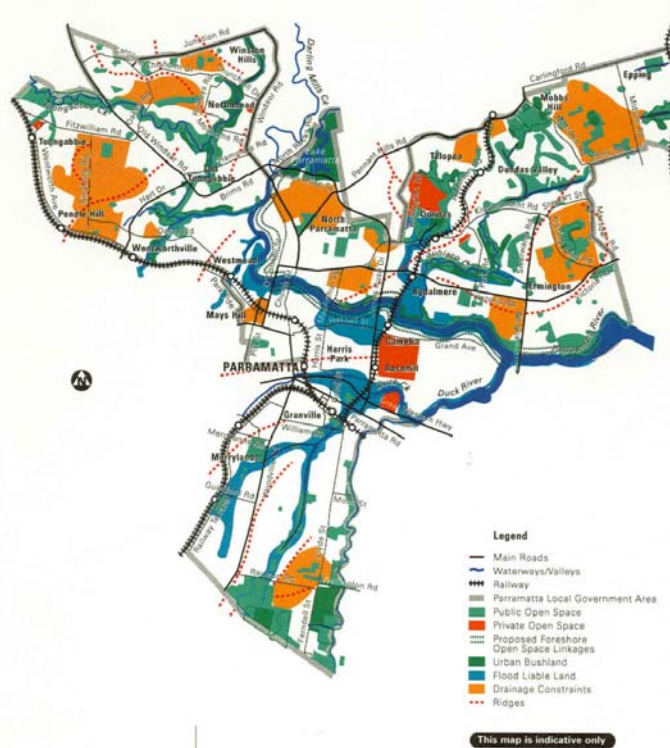
11.1 Parramatta people and place

Parramatta has a unique social and physical character. The Parramatta Local Government Area (LGA) is located at the head of the Parramatta River, 24 kilometres west of Sydney CBD. The LGA is 61 sq km in area and is one of the four primary centres in the Greater Sydney Metropolitan Region. On a national scale, Parramatta is Australia's sixth largest CBD and is recognised as the regional centre of Western Sydney.

The Burrumattagal clan are the traditional custodians of the area. The name Parramatta is derived from the name of the local clan. The area was rich in natural resources for the local people and many sites remain. Being the first viable settlement in the colony, Parramatta has a number of sites of national, state and local significance to the colonial heritage of the area and nation. The rich cultural wealth of Aboriginal and European heritage forms a strong foundation on which the contemporary culture and lifestyle has developed. National heritage sites are adjacent to a vibrant restaurant precinct, reflecting the diversity of cultures in the city.

With a current population of 149,016 and increased projections estimated at 161,008 by the year 2019, Parramatta is the seventh largest and fastest growing LGA in NSW. The population has grown by 8.8% between 1991 and 2001. There are 28,914 people aged under 15 years; 97,645 people aged between 15 and 65 and 17,931 people aged 65 years and over.

The population is also characterised by its cultural diversity with the 2001 census showing of the total population, almost 1% (1,200) Indigenous population and a relatively high proportion (36.4%) of people born overseas compared with 24% of the population for the rest of NSW. Just over half the population speaks English only, with 38% speaking a language other than English at home. In the rest of NSW, only 24% of the population were born overseas.



The number of residents from non-English speaking countries has almost doubled to 44,000 in the past 15 years and this has provided Parramatta with a multicultural character. This multicultural influence and a variety of social, economic and environmental impacts have contributed to changes in the community and social fabric. This broad spectrum of citizens and the role of Parramatta being a regional centre require a strong network of community support, service organisations and government agencies to ensure community wellbeing and support.

11.2 Parramatta's Place in the Region

Western Sydney is comprised of 14 local government areas and is home to a population of 1.8 million, rising to 2 million by 2010. Its population is larger than that of South Australia.

Parramatta, as the capital of western Sydney has entered an era of substantial growth. This growth includes significant private sector investment in areas that include retail (Westfield's and Brandsmart are both major anchor tenants), health services and the medical research facilities at Westmead, and major residential development throughout the City and neighbourhoods.

The Parramatta Government relocation strategy, which includes projects such as the relocation to Parramatta of NSW Police Headquarters, Sydney Water, and the Attorney General's Department, will support some 5,800 jobs in Western Sydney. This will be supported by additional jobs at the Parramatta Justice hub which could support an additional 4,500 new jobs.

The government is encouraging jobs and investment in the Greater West by building partnerships between business and government. The Greater Western Sydney Economic Development Board and the Office of Western Sydney are examples of business orientated initiatives that support and strengthen the role and contribution to the economic development of NSW and Australia by Western Sydney.

Parramatta is one of a number of employment centres in the Greater Metropolitan region. It has relationships with the region to the East, and is an important linchpin in an economic corridor that incorporates

the Westmead precinct, includes Sydney Olympic Park and stretches as far east as Burwood and Strathfield.

The Western Sydney economy has increased by 27.7% since 1996. The region represents 10% of the Australian economy, with Gross Domestic Product of more than \$55.69 billion a year and economic output estimated at \$77 billion for 2003. More than 150 of Australia's top 500 companies are located in Western Sydney.

The size of the economies of each of the local government areas comprising Western Sydney are listed below:

Table 12: Size of Local government Economies

Local government Area	Size of Economy
<i>Parramatta</i>	<i>\$17,720 million</i>
<i>Bankstown</i>	<i>\$15,084 million</i>
<i>Fairfield</i>	<i>\$12,199 million</i>
<i>Auburn</i>	<i>\$11,422 million</i>
<i>Blacktown</i>	<i>\$9,938 million</i>
<i>Baulkham Hills</i>	<i>\$7,351 million</i>
<i>Liverpool</i>	<i>\$6,457 million</i>
<i>Holroyd</i>	<i>\$4,613 million</i>
<i>Penrith</i>	<i>\$4,436 million</i>
<i>Campbelltown</i>	<i>\$3,228 million</i>
<i>Hawkesbury</i>	<i>\$1,839 million</i>
<i>Blue Mountains</i>	<i>\$776 million</i>

Source: iPlatinum Stage 1 Report, 2003. Sourced from Australian Tax Office

11.3 State Of Parramatta Today- First for Business

Parramatta is the 'capital' in a major economic region, with annual industry output estimated at \$9.6 billion in 2000. This represents around 4% of the total value of NSW production.

Information from the ABS 2001 Census shows that 86,530 people were employed in the Parramatta LGA.

The scale of industry output and the structure of employment reflect the full service nature of the regional economy and Parramatta's role as a strategic location for businesses servicing broader regional, national and international markets.

The Parramatta Regional Environmental Plan 1999 (REP) has assisted Parramatta to develop as Sydney's alternate major central business district. This Government planning instrument is an overview document, clarifying planning and zoning requirements of the Parramatta central business district which in turn will help create up to 80,000 new jobs in the central business district, the Westmead, Harris Park and Camellia and Rydalmere areas of the local government area.

A Full Service Economy

Parramatta is a major service economy, with services valued at \$5.9 billion or 62% of total industry turnover in the LGA. These service industries accounted for 86% of total employment (74,182 employees).

A Strong Manufacturing Sector

Manufacturing contributes significantly to the local economy, and is the largest individual industry sector. It accounts for 38% of the region's production and 14% of employment. Manufacturing in Parramatta represents 5% of the total value of New South Wales manufacturing production.

There are significant industry clusters in pharmaceuticals and building products.

Some of the world's largest pharmaceutical manufacturers have a presence in Parramatta, including Eli Lilly, GlaxoSmithKline, Pfizer and Merck Sharp and Dohme. Australian Pharmaceutical Industries opened a new state of the art distribution centre in 2003. Around 25% of all employees in pharmaceuticals manufacturing in New South Wales are located in Parramatta.

Building materials manufacturers James Hardie, Boral, CSR, and Hunter Douglas also have operations in the region. Other major manufacturers include Coca-Cola and Shell.

Parramatta is also home to one of Australia's most innovative manufacturers, Thales Underwater Systems.

Image

Parramatta has a major marketing and investment attraction strategy. Based on the Parramatta First brand, the strategy is future focused, aspiration and focused on positioning the City as a major centre for business, visitors and investment. The Brand is built on the historical firsts of Parramatta, and the existing strengths of the local

economy, the educated, youthful and culturally diverse communities who live and work in the City and neighbourhoods.

Re-positioning Parramatta as an investment and business centre, and the major centre for employment growth for the future Western Sydney is the primary focus of the strategy. It is prefaced on the need to continue to support existing industry and business development and clusters, while also continuing to work on the marketing and positioning momentum that is now being implemented and further developed, by Council and others for Parramatta's growth into the future.

There are significant issues of timing for change, the need to ensure that the distinct characteristics of Parramatta, including its open and relaxed atmosphere, its youthfulness, cultural diversity and its heritage qualities are protected and enhanced through the growth cycles of the future. These issues will affect the content of the strategies, while influencing and directing the type, focus, timing and imagery of the Parramatta First branding process.

Managing and communicating issues related to change as major developments such as Civic Place, Council's major redevelopment of the centre of the City, the transport interchange, and the Justice Hub start to become a reality, are major opportunities for the City and the Council.

Residents, investors and businesses need to be aware of, and prepared for, future development in sites across the City and the neighbourhoods such as Westmead, the old Cumberland Hospital site, the Justice hub, Civic Place, Westfield's extensions, the bus interchange and the Parramatta River foreshores.

Research and Innovation

Parramatta is a centre for significant research and innovation. The Westmead Health precinct, the NSW Police Headquarters, the Justice Hub, specialist 'boutique' manufacturers and the University of Western Sydney are contributing internationally to quality research and innovation that is directly influencing the quality of life, health standards, security and the growth of new products nationally and internationally.

The research precinct at Westmead includes:

- ❖ The Children's Medical Research Institute;
- ❖ Westmead Hospital;
- ❖ Children's Hospital Westmead; and
- ❖ Westmead Millennium Institute;

Research and innovation in Parramatta are key features of:

- The Financial and Business Services sector
- The University of Western Sydney,
- Granville TAFE
- The Westmead Health Precinct,
- Parramatta Justice hub,
- Pharmaceutical industries
- The emerging creative new media industry.

Harnessing this existing expertise and knowledge, and encouraging new cross sectorial collaborations will engender new opportunities for the future workforce and residents of Parramatta City.

Transport and Communication Infrastructure

Parramatta is a major transport hub, well serviced by public transport. However the majority of visitors (over 60%) coming to the City for work, shopping or other visits come by car. The Regional Environmental Plan (REP) has a 60% target for the %age for visitors and workers to use public transport over the next 20 years. Developments of the station, Transitway and Rail Link are designed to increase the public transport accessibility of Parramatta and to take congestion off the road system.

Parramatta's communication infrastructure is amongst the best in New South Wales. There are 4 Digital Subscriber Line carriers, and two service exchanges in the Parramatta area, which places Parramatta on par with the Ultimo Pyrmont and Sydney Central Business Districts.

People

The Burrumattagal clan are the traditional custodians of the area. The name Parramatta is derived from the name of the local clan. The area was rich in natural resources for the local people and many sites remain. Being the first viable settlement in the colony, Parramatta has a number of sites of national, state and local significance to the colonial heritage of the area and nation.

The rich cultural wealth of Aboriginal and European heritage forms a strong foundation on which the contemporary culture and lifestyle has developed. National heritage sites are adjacent to a vibrant restaurant precinct, reflecting the diversity of cultures in the City.

Parramatta residents and workforce have a high level of skill and experience. Of those in the workforce, almost 85% are employed in the services sector. Around 40% are employed in managerial and professional occupations, 11% are tradespersons and 32% are in clerical, sales and service roles.

High skill levels are also reflected in the incidence of bachelor degree and postgraduate qualifications, 16% of the population over 15 years have these qualifications. A further 7% have obtained an advanced diploma or diploma and 14% have certificate level qualification.

Education participation is also high compared to the Greater Sydney area. In 2001 11,350 people (7.9% of the population) were attending post-school educational institutions, a higher rate than for Sydney overall. Parramatta is a culturally diverse community, a place where people have a great sense of pride in their own suburb, and relate strongly to being a resident of the greater City of Parramatta. The number of residents from non-English speaking countries has almost doubled to 44,000 in the past 15 years and this has provided Parramatta with a multicultural character.