

# Parramatta City Tenant Attraction Opportunities

*Final Report – November 2023*





Acknowledgement of

Country

## Our Acknowledgement, Our Commitment.

We extend our heartfelt gratitude and acknowledgement for the rich cultural heritage and stewardship of the First Nations communities across New South Wales. We acknowledge and pay respect to the Dharug people as the Traditional Owners and Custodians of the Countries upon which Parramatta is located and neighbouring groups. We recognise the immeasurable wisdom and time-honoured traditions that they possess. The guidance of esteemed elders, who carry the weight of ancestral knowledge, deeply inspires us.

We pledge our support to these communities, promoting mutual understanding, amplifying their voices, and actively seeking truth and reconciliation. Together, we endeavour to create a future where their cultural legacies flourish, and where harmony and profound respect for the land endure.

The original artwork on the left titled **Pathways to Country** was created for Deloitte Indigenous Services Group by Bundjalung Artist, Lee-Anne Hall.





# Executive summary

*Picture: LILYMU (Parramatta Square)*



# A message from the Lord Mayor



*Parramatta is the heart of greater Sydney, an economic powerhouse and vibrant, diverse and increasingly global destination. We are a marketplace of ideas, culture, talent and entrepreneurship, and a natural choice for new commercial tenants to make Parramatta CBD their headquarters.*

*Our economy is the second largest in NSW, worth \$32.3 billion. By 2040, Greater Parramatta will be home to over 446,000 people, with more people expected to be living west than east of Parramatta in the next 15 years.*

*We are a growing global City with world-class transport and infrastructure, like Parramatta Square, PHIVE, Parramatta Town Hall, Parramatta Aquatic Centre, Powerhouse Museum, Westmead Health and Innovation District, Sydney Metro West and Parramatta Light Rail to name a few.*

*This white paper seeks to help us to tell Parramatta's amazing story and position our commercial landscape for future growth. I thank those involved in its creation and invite you to consider the report's key actions for stakeholders.*

*Cr Pierre Esber*

*Lord Mayor, City of Parramatta*



# Parramatta has transformed over the last decade

Recent city-shaping investments have transformed Parramatta into a vibrant, cosmopolitan city with a revitalised commercial core where its residents work, live and play

## A decade of growth

Parramatta is the leading cultural and commercial centre of Greater Western Sydney and is located in the geographic heart of Sydney. Parramatta CBD is the second biggest economy in NSW providing 170,000 jobs<sup>1</sup> across a range of industries.

Since 2018, Parramatta has benefitted from \$10 billion<sup>2</sup> of public and private investment. Some notable contributions include:

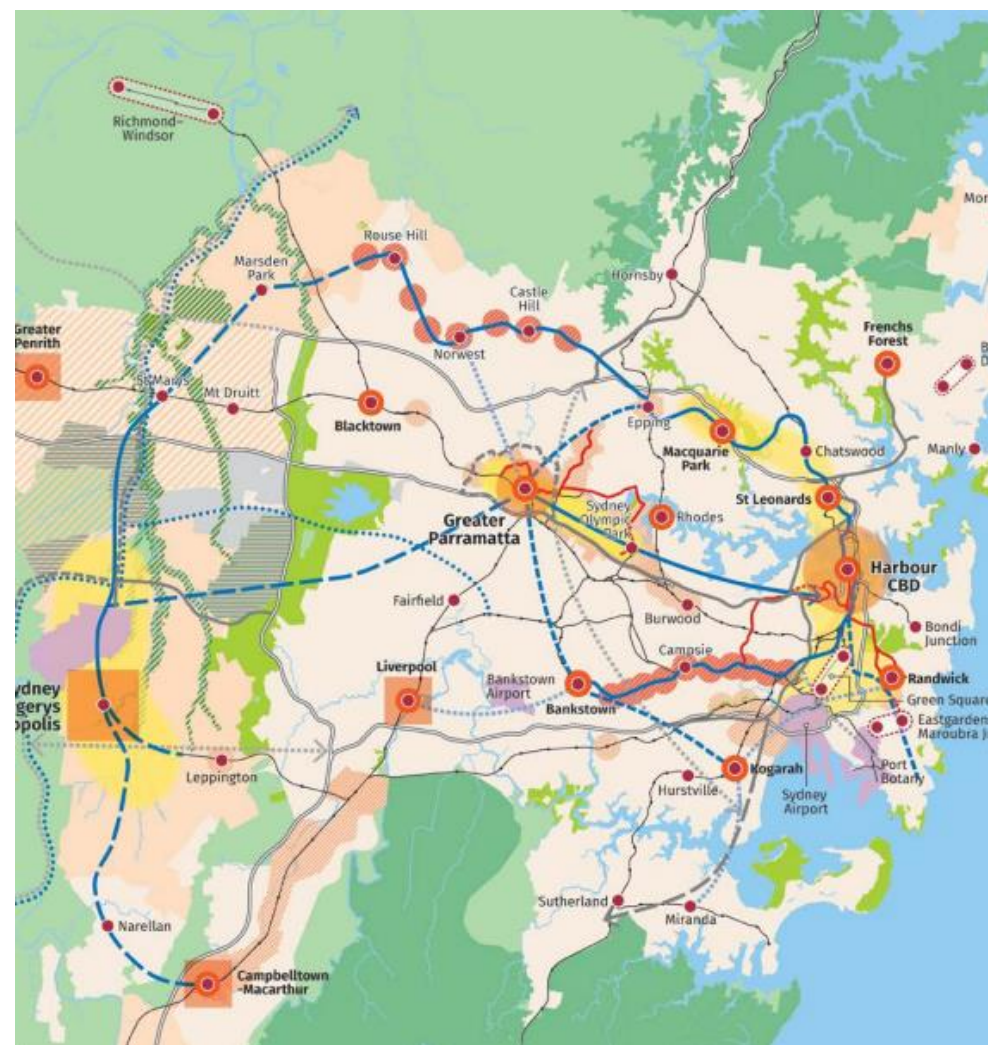
- Development of major new commercial precincts (including Parramatta Square) and residential buildings, driving adjacent investment in new businesses, retail, bar and restaurant venues; and
- Investment in social infrastructure through transport, cultural and sporting facilities (including the recently opened Parramatta Aquatic Centre and the CommBank Stadium) bringing more people into the area than ever before.

This transformation has created jobs, boosted amenity and driven economic activity across Greater Western Sydney.

The last three years has also seen the addition of 200,000 sqm<sup>3</sup> of commercial space, reversing the historical undersupply of A-Grade commercial space in Parramatta. This investment was underpinned by the decentralisation of government departments and supported by the desire of private sector businesses to move into premium office space in Parramatta.

The hybrid working revolution presents a challenge for traditional commercial office markets across the country. Parramatta has the opportunity to capitalise on being at the geographic centre of Sydney – meaning shorter commute times for the increasing population in the West – and the breadth of amenity that the city offers in and around its commercial core.

Given the rapid pace of change over the last decade, the broader business community's general perception and knowledge of Parramatta needs to be reset, ensuring Parramatta takes its place as the beating heart of Greater Sydney.

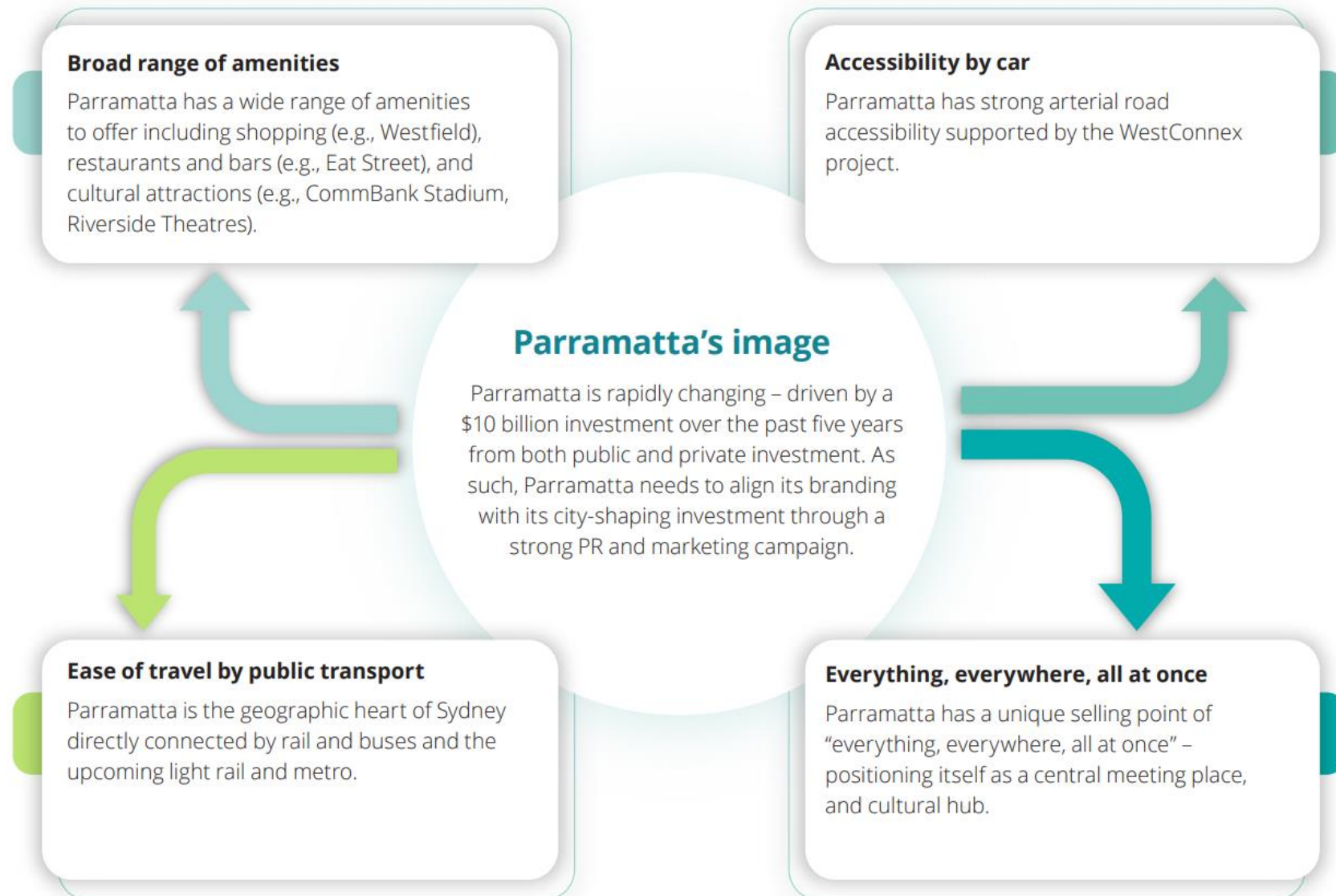


Source: Greater Cities Commissions – Greater Sydney Region Plan, 2018



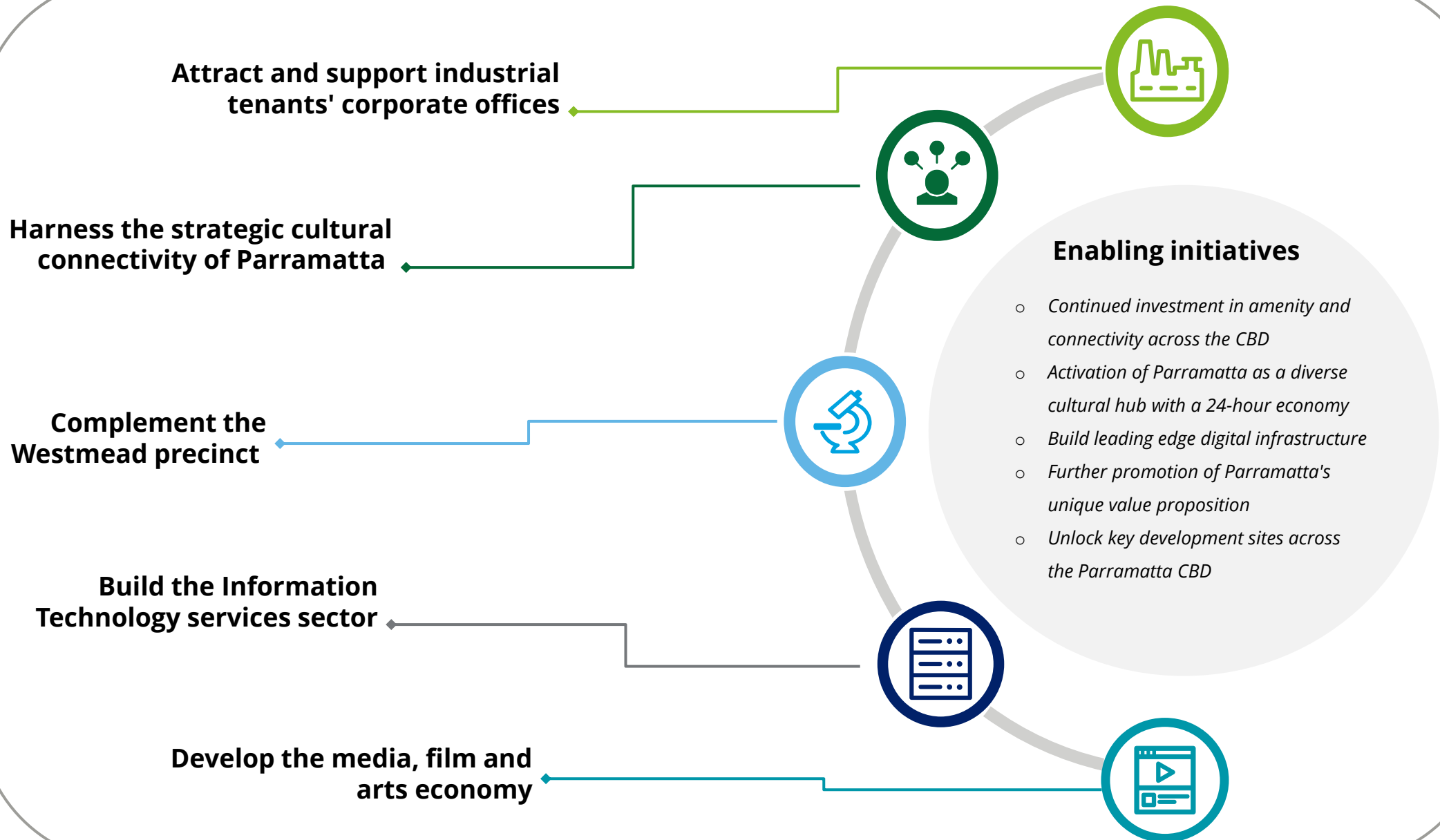
# Parramatta must take hold of its competitive position and reputation as the beating heart of global Sydney

There is an opportunity to continue to promote Parramatta in line with its current branding 'Where it's AT' emphasising its competitive amenity, accessibility, connectivity and central location.





# Opportunities to attract tenants to Parramatta CBD that should not be missed





# There are live opportunities to attract more commercial office tenants to Parramatta CBD that should not be missed

These opportunities have been identified through research, data analysis and extensive stakeholder consultation and are unique to Parramatta and its reputation as the heart of global Sydney



## Attract and support industrial tenants' corporate offices

- Continue targeting organisations who are looking to move from co-located industrial sites to a dual hub model (corporate services in the CBD and operations on industrial land).
- In 2022, 47%<sup>1</sup> of the new major tenants leasing in Parramatta were tenants relocating from industrial lands, mostly from further west of Parramatta. Some examples include Endeavour Energy, LG and Hitachi.
- Attract companies which provide supporting services e.g. warehouse/factory design, marketing, finance, legal.



## Harness the strategic cultural connectivity of Parramatta

- As migration continues to recover to pre-COVID levels, it is increasingly important to leverage Parramatta's distinctive South Asian connection for business and cultural activity.
- 57.6%<sup>2</sup> of Parramatta's residents were born overseas. Parramatta's global connection through its residents and businesses presents a unique opportunity given its ability to attract talent from overseas, forge links with global business connections and foster global connectivity.



## Complement the Westmead precinct

- Leverage the value proposition of the Westmead Health and Innovation District (WHID) and the opportunities for supporting businesses within life sciences industries to be located proximal to the WHID in the Parramatta CBD.
- A key challenge for the WHID is its land constraints. Where proximity and urgency is critical, these supporting businesses will be located on site in Westmead. For other non-critical services, these businesses should locate proximal to Westmead in the Parramatta CBD where they will benefit from world class amenity.



## Build the Information Technology Services sector

- Technology is a high growth sector representing the future economy. Parramatta needs to participate in this sector.
- Recent events point to an increase in cyber incidents, threats and risks and requirement for data to be managed onshore.
- There is strong alignment between this sector and the resident workforce in Western Sydney, along with available University education and the Start-up Hub in Parramatta North.
- Investment in telco infrastructure would enable the City to become the digital backbone of the NSW and Australian technology sector.



## Develop the media, film and arts economy

- State investment in cultural infrastructure including the Powerhouse Museum, the relocation of ABC to Parramatta and the legacy created by organisations like the Arts & Cultural Exchange presents an excellent foundation.
- Parramatta can establish itself as the central media and arts hub of Sydney, including providing the digital production expertise.
- Potentially these offices in the city can then serve to connect larger film studios and sound stages that could be built outside the CBD (for example in North Parramatta).



# Investment in enabling initiatives should be accelerated

To successfully execute these tenant attraction opportunities, a number of enabling strategies that align with the City of Parramatta's current initiatives should be accelerated



## **Continued improvements in amenity and connectivity**

It is crucial to continue activating the city during the construction of the light rail and metro more importantly after it by continuing to attract and activate distinctive retail and hospitality outlets. Council's planned Civic Link will be a great corridor to open-up the riverside precinct. There should be equal consideration of celebrating Parramatta Park and better connecting the park to the commercial core.



## **Celebration of Parramatta as a diverse cultural hub with a vibrant night time economy**

Council's creation of "Little India" in Harris Park is a great example of what can be done to build the amenity of the city. The South Asian cultures can be further celebrated through local events and festivals which can have a clear connection to business and trade activity. Parramatta can capitalise on its Purple Flag accreditation to promote its after-work environment to offer entertainment to CBD workers.



## **Support for the city's digital infrastructure**

To attract IT companies to Parramatta we need world class digital infrastructure including high speed/capacity internet and telecommunications connected to local data centres (Horsley Park/Huntingwood/Macquarie Park). Industry and stakeholders should work with Council to deliver on actions from the recently refreshed Smart City and Innovation Strategy to help attract business and IT professionals. Local universities can continue to develop appropriate course content.



## **Further promotion of Parramatta's unique value proposition**

All stakeholders need to promote Parramatta with a consistent message – Parramatta is the beating heart of global Sydney. The recent collaboration with the AFR was a good example but this must become a regular activity and include leveraging digital channels as well as hosting visits from leaders across business, government and offshore delegations.



## **Activation of key sites across Parramatta CBD**

Every site in the CBD is crucial to retaining Parramatta's connectivity and vibrancy. Undeveloped sites in key locations should be identified and owners and stakeholders engaged in an effort to unlock their potential. It is particularly important to continue activating the city during the major construction of the Metro site and ensure that disruption to pedestrians is minimised.



# What's next?

All stakeholders play a vital part in shaping Parramatta's future by working together to create a vibrant and sustainable community for business, workers and residents



## Advocacy

Attract people and businesses to Parramatta and position it as a talent hub and gateway to Greater Sydney by:

- ✓ Clearly communicating Parramatta's unique offering as the heart of global Sydney to change outdated perceptions of the city
- ✓ Holding events for Sydneysiders to 'come and see' for themselves
- ✓ Continuing to receive investment to increase accessibility to more parts of Sydney

## Government

Continue to make Parramatta a dynamic and exciting place to be by:

- ✓ Investing in infrastructure, placemaking and activation
- ✓ Facilitating planning and development solutions to maximise activation of the CBD and underutilised sites
- ✓ All levels of Government to align and collaborate to promote Parramatta

## Industry

Help realise Parramatta's potential and deliver on its reputation as the heart of global Sydney by:

- ✓ Seeking out tenants who share the vision for Parramatta
- ✓ Designing and delivering developments of a global standard that prioritise people with retail and amenities
- ✓ Proactively participating in city-shaping activities to ensure tenants and workers' views are heard



# The changing face of Parramatta

*Picture: Circa Espresso (Wentworth Street, Parramatta)*



# Parramatta has transformed over the last decade

Recent city-shaping investments have transformed Parramatta into a vibrant, cosmopolitan city – presenting the city as a major economic and cultural hub for the region.

## A decade of growth

Parramatta is the cultural and commercial centre of Greater Western Sydney and is located in the geographic heart of Sydney. It is the second biggest economy in NSW providing 170,000 jobs<sup>1</sup> across a range of industries.

Despite significant investment in recent years, Parramatta is still not widely seen as a premier business destination. Some often associate Parramatta with its former image as a suburban area lacking scale, and vibrancy and viewed as an administrative hub. While the city has undergone a major transformation over the past decade, its image has not entirely caught up with its progress.

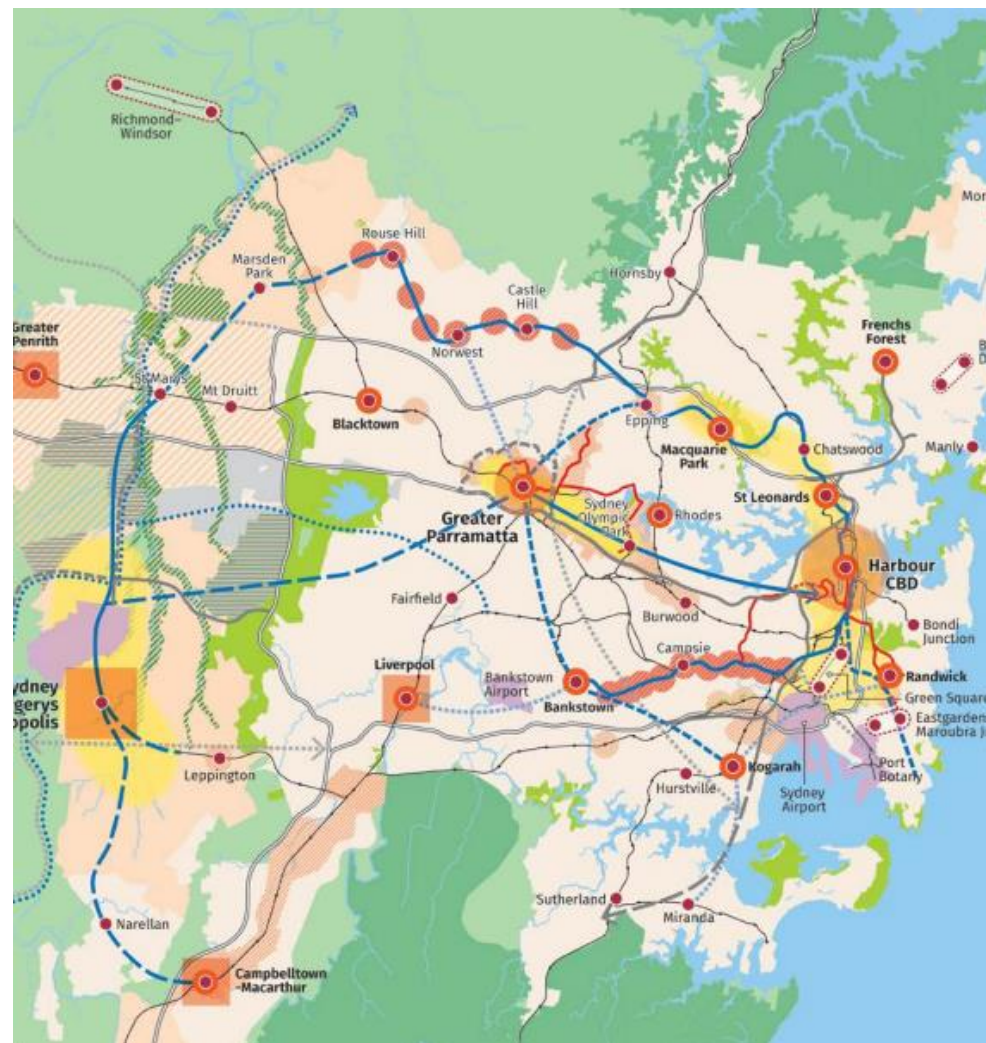
Since 2018, Parramatta has benefitted from \$10 billion<sup>2</sup> of public and private investment. Some notable contributions include:

- Development of major new commercial precincts and residential buildings (including the Parramatta Square development) bringing businesses, shops, and restaurants; and
- Investment in cultural and sporting facilities (including the Parramatta Aquatic Centre and CommBank Stadium) bringing more people into the area than ever before.

This transformation has created jobs and boosted the economy for the 2.5 million people calling Greater Western Sydney home<sup>3</sup>.

The Covid-19 pandemic further accelerated a shift in the demand for commercial office space changing tenant commitments. As a result, these trends have presented an opportunity for Parramatta to reconsider its tenant attraction strategy to one that capitalises on the quality of Parramatta's commercial space and amenities to guarantee its long-term growth.

The last three years has also seen the **addition of 200,000 sqm<sup>4</sup> of commercial space**, reversing the historical undersupply of A-Grade commercial space in Parramatta. This investment was underpinned by the decentralisation of government departments and supported by the desire of private sector businesses to move into premium office space in Parramatta.



Source: Greater Cities Commissions – Greater Sydney Region Plan, 2018

# The changing face of Parramatta from 2009 to 2023

Parramatta CBD has seen significant investment in infrastructure in recent years – making it a more attractive place to live, work and visit.



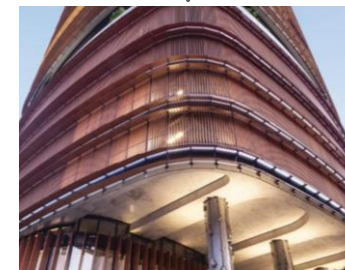
Sydney Water building opens

City of Parramatta Council revives PSQ plans

CommBank Stadium opens

6 & 8 Parramatta Square open

PHIVE opens



Eclipse Tower opens

1 Parramatta Square opens

4 Parramatta Square opens

32 Smith Street opens

Parramatta Aquatic Centre opens

2009

2012

2013

2017

2019

2020

2022

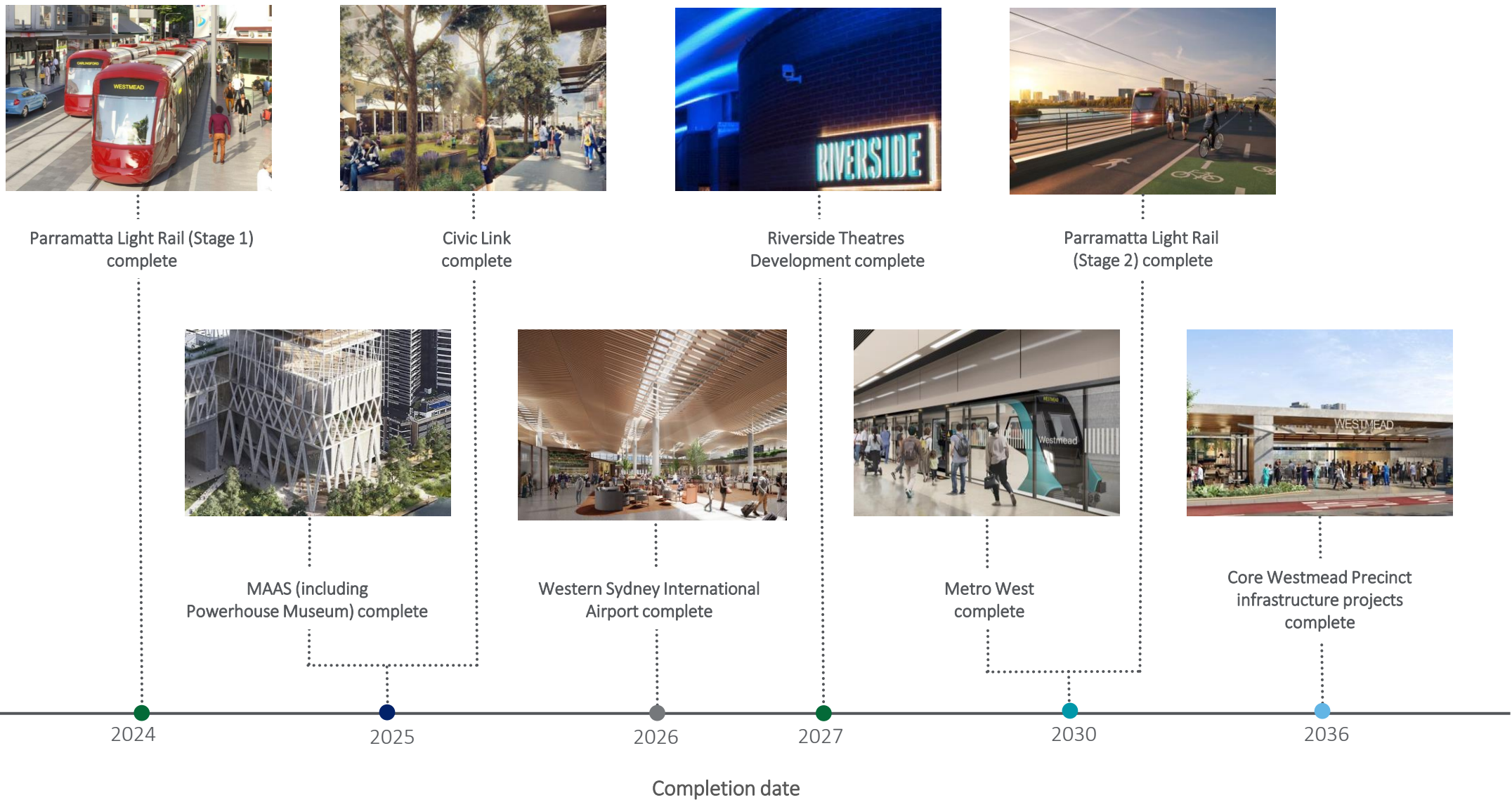
2023

Completion date



# Parramatta's transformation is still underway

There are still a number of game-changing infrastructure projects in the pipeline that will continue to transform Parramatta into a thriving metropolis.



# Businesses located in Parramatta have access to a large, diverse pool of highly skilled workers who either live locally or are willing to travel to Parramatta CBD

A majority of workers live locally (53.7%), a large share of Parramatta's workforce (28%) is located outside of Western Sydney. This figure is set to increase as Parramatta becomes more accessible as a result of upcoming infrastructure projects.

## 1 Parramatta's workforce is spread across Greater Sydney and beyond.

- Nearly 30% of Parramatta's workers reside outside of Western Sydney including 10% from the North, 10% from the East and 4% from the South. See Appendix D for the full breakdown.
- As such, businesses located in Parramatta are able to tap into the Greater Sydney talent pool.
- Over the next decade, this talent pool will continue to grow as infrastructure projects are complete increasing Parramatta's accessibility.

Residential location of Parramatta's workers



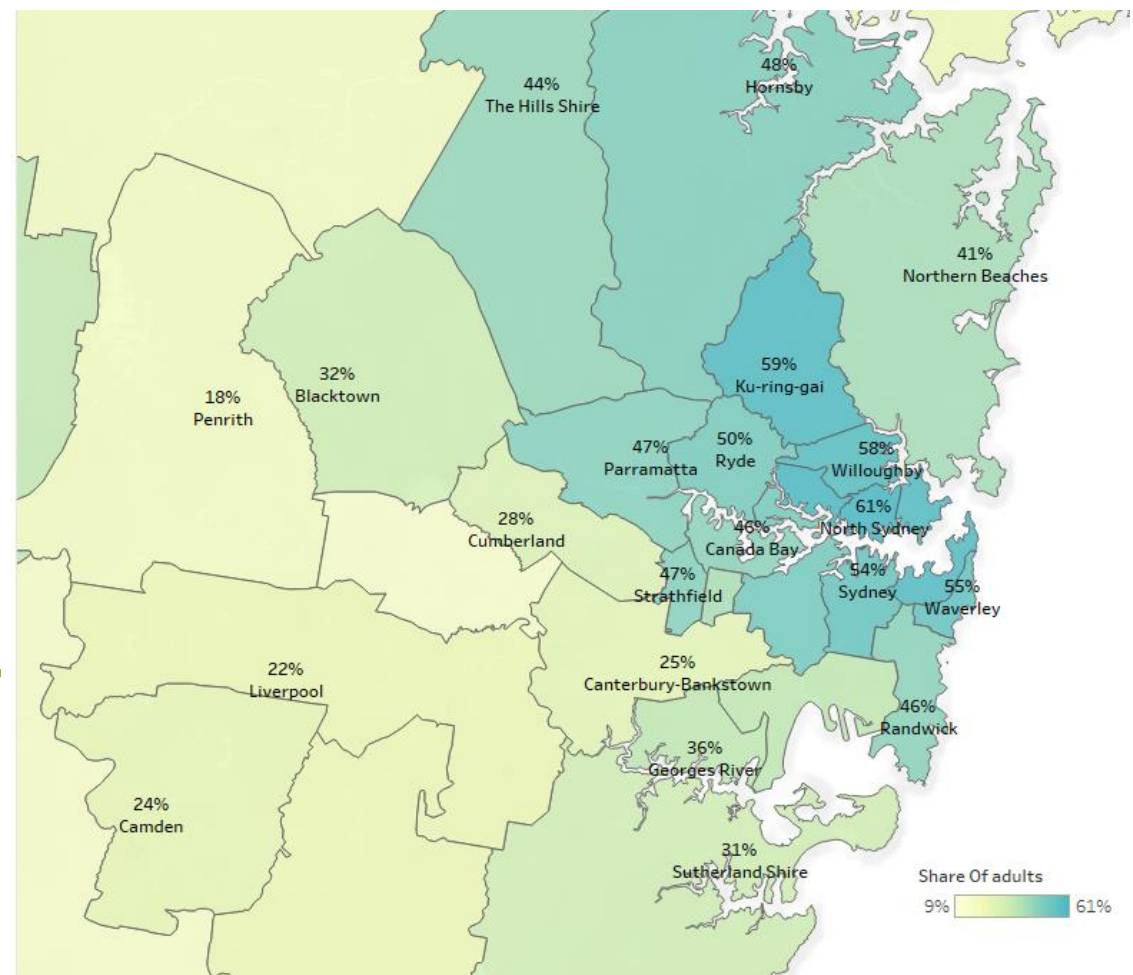
■ North ■ South ■ East ■ West ■ Other

Sources: .id (informed decisions) based on data obtained from 2021 Census of Population and Housing.

## 2 Parramatta's workforce who reside within Parramatta or surrounds (>50%) are more likely to hold a University Degree.

- More than half (53.7%) of workers in Parramatta live in Parramatta, Blacktown, Cumberland or The Hills. The area continues as the destination of choice for migrants creating a rich multicultural community.
- 47% of adults who live in the Parramatta LGA held a university degree in 2021, which is higher than the Greater Sydney share. See chart below.
- Residents of neighbouring LGAs are also more likely to hold a university degree including The Hills Shire (44%), Hornsby (48%), Ryde (50%), Canada Bay (46%) and Strathfield (47%).

Share of adults with a university degree by LGA (2021)



Sources: ABS Census (2021), Deloitte analysis



# Parramatta has a culturally diverse population who work locally

Parramatta continues to remain a popular destination for overseas migrants, who are attracted by its diverse culture and job opportunities.

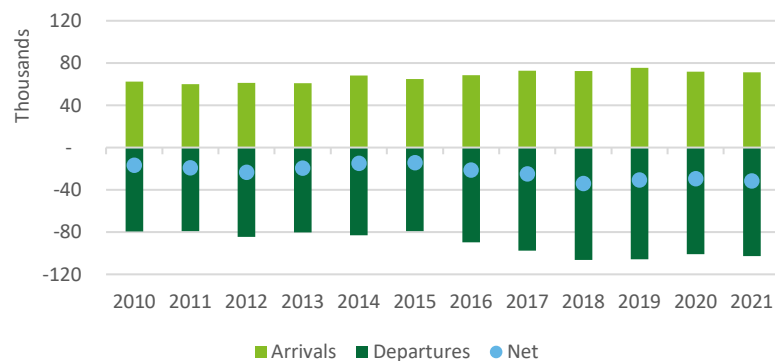
**1** Net internal migration (NIM) has seen 31,646 people leave Greater Sydney in the year to March 2021, which is elevated compared to the period between 2010 and 2020, when NIM averaged 22,514 exits per year.

- NIM has been positive however, in certain regions in the outer Western Sydney suburbs including Box Hill, Marsden Park, Schofields, Oran Park, Bardia and Edmondson Park with 17,671 people migrating to these areas in 2022.

**2** After borders reopened, Net Overseas Migration (NOM) has quickly recovered with 54,886 people having migrated to Greater Sydney in 2022.

- Western Sydney continues to be a region of choice for overseas migrants to settle in.

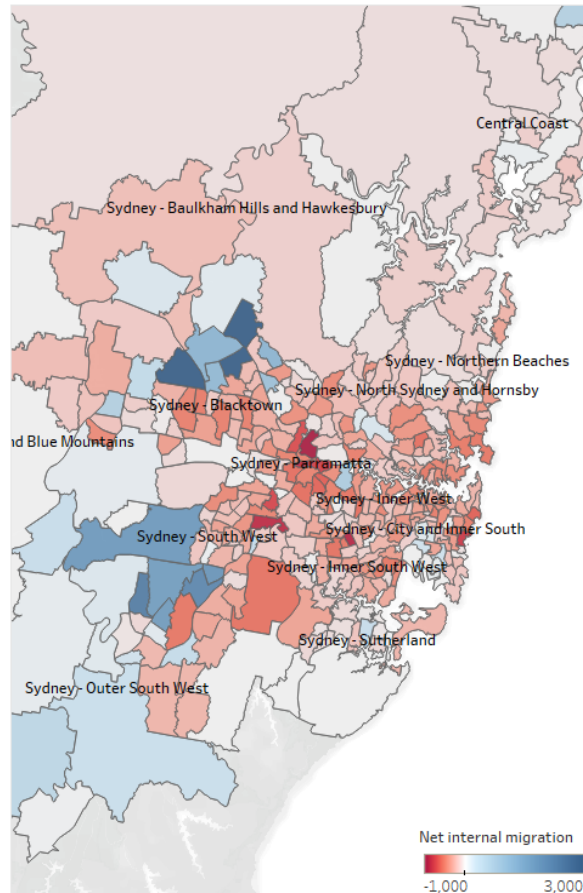
Net internal migration to Greater Sydney - within Australia (cumulative 2023 to 2030)



Sources: ABS Regional Internal Migration estimates Mar 2021

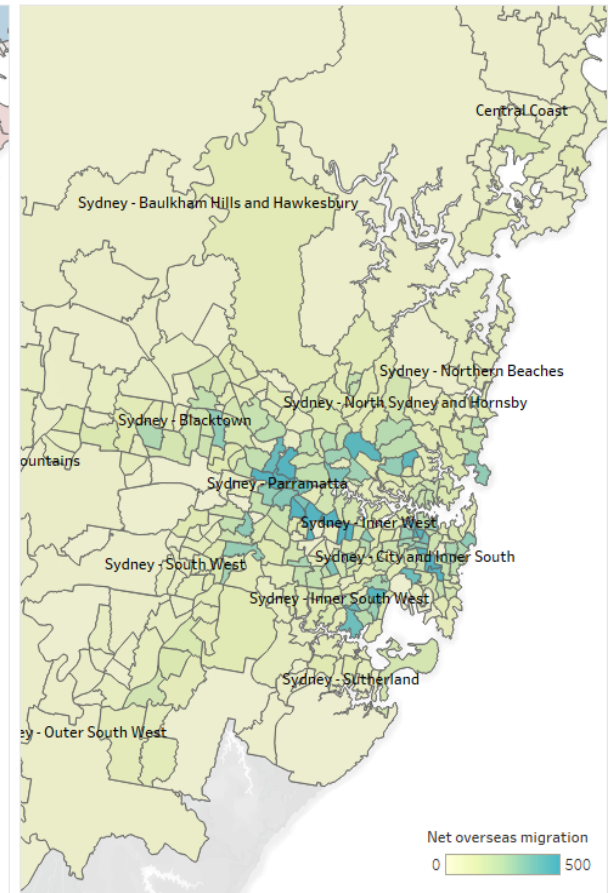
Net Regional Migration (2021-2022)

Internal



Sources: ABS Regional Migration 2021-22

Overseas



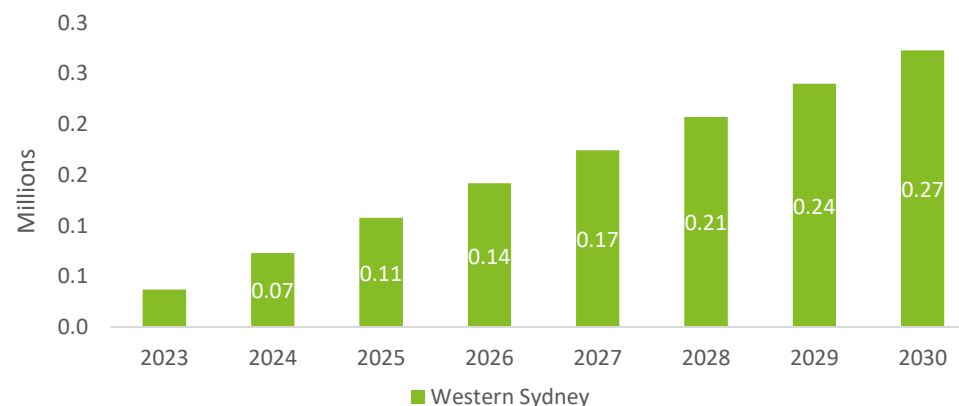
# By 2030, 273,000 migrants are expected to settle in Western Sydney

A current post-pandemic surge of overseas migration will continue to bolster Western Sydney's workforce in the long term but also presents an opportunity for Parramatta to attract its fair share of skilled migrants.

**Strong overseas migration into Sydney is expected to drive strong demand for housing in Greater Sydney particularly in areas near jobs.**

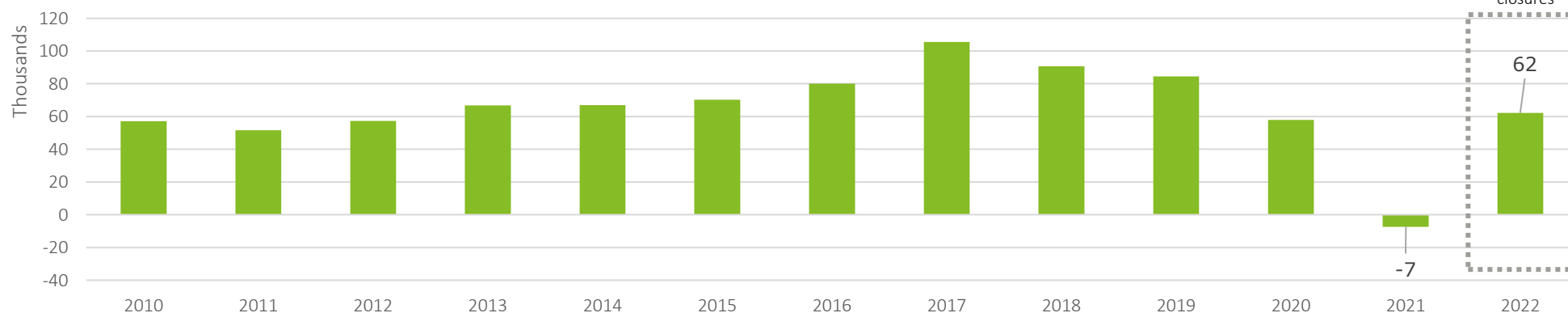
- According to the federal budget papers for 2023-2024, national Net Overseas Migration is projected to surge from 184,000 in 2021-22 to **400,000 in 2022-2023 and an additional 315,000 in 2023-2024 due to the post pandemic surge.**
- By 2030, 639,000 overseas migrants are projected to settle in Greater Sydney and 273,000 (43%) are expected to reside in Western Sydney.
- Parramatta has an opportunity to be the major beneficiaries of this skilled migration. Skilled migration is an important driver of economic productivity which will help to uplift Parramatta's economy in the long run and make the city more attractive to business.
- High levels of skilled migration will also place considerable pressure on policymakers to ensure sufficient appropriate housing is made available to meet this demand.
- Given transport connectivity, proximity to jobs, relative price of land and ability to build high-rise apartment towers, Parramatta is an attractive location for new investment in institutional grade Build-To-Rent projects, which could help address the housing demand associated with expected, highly skilled migration levels in Parramatta.

Net Overseas Migration Projection (cumulative 2023 to 2030)



Sources: Deloitte estimates based on ABS population projections and regional migration data

Net Overseas Migration (historical NSW, 2010 to 2022)



Sources: ABS Regional Migration estimates, provisional, Mar 2021



# Parramatta is the geographic and demographic centre of Sydney

Parramatta is well-connected with excellent east-west access. Provision of Light Rail in 2024 will further improve connectivity in the LGA. Fast Metro to the Eastern CBD would be an economic game-changer!

## Transport in and around Parramatta

There has been significant investment into transport infrastructure in and around Parramatta over the past decade, with more planned in the future. The transport interchange around the train station is located adjacent to Parramatta Square and in walking distance to the rest of the city. While connectivity between East and West is strong, travelling from North to South of the city has been recognised as more challenging.



**Heavy rail** – Parramatta Station is one of the busiest stations in the network outside of the Sydney CBD. Frequent services run through the Eastern CBD to the North Shore and connect the Western Suburbs through to the Blue Mountains, as well as regular services to Liverpool in the South West.



**Bus** – 60 bus routes service Parramatta including to Central Station, Town Hall, the Hills, Macquarie Park, Westmead, Blacktown, Liverpool and Sydney Olympic Park. There is also an express “T-Way” bus route from Westmead to Liverpool and the North West.

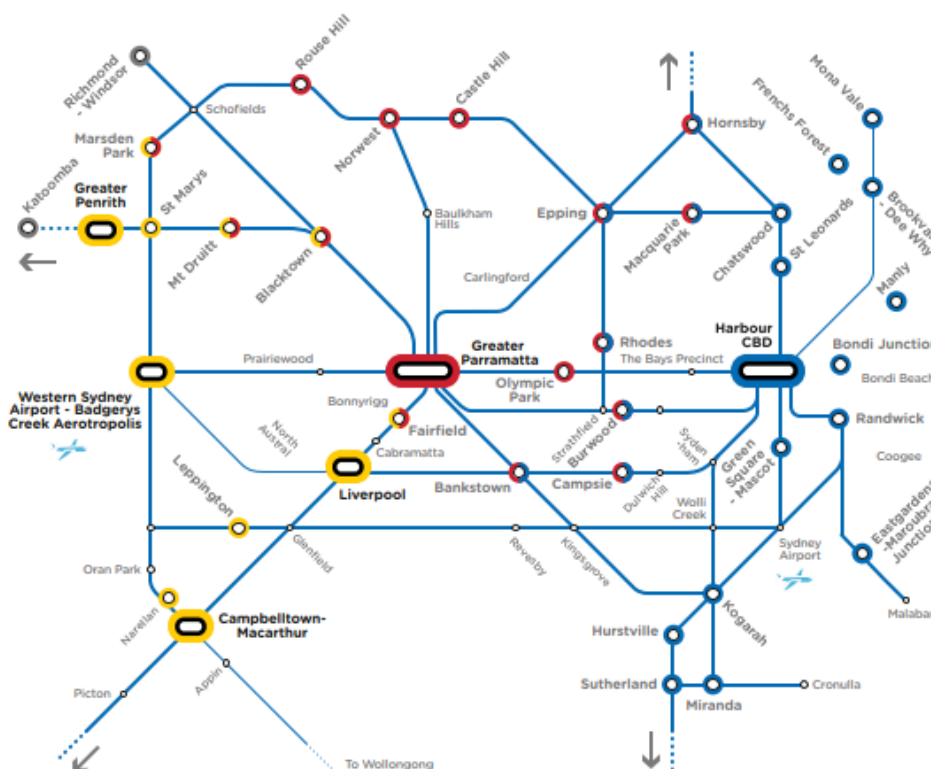


**Sydney Metro West** – The construction of the Metro West has commenced with the current design allowing for stations at Westmead and Parramatta and a targeted 20 minute journey time to the Eastern CBD. Enabling this fast connection between the two business centres would have a huge economic impact on the city as a whole. A further extension to WSIA has been contemplated in the long term metro plan.

## City-shaping Network

2056

Provides high capacity turn-up-and-go services across Greater Sydney and between the three cities.



Source: NSW Transport 2056 strategy

# Parramatta is the geographic and demographic centre of Sydney (cont).

Parramatta is well-connected with excellent east-west access. Provision of Light Rail in 2024 will further improve connectivity in the LGA. Fast Metro to the Eastern CBD would be an economic game-changer!



**Light rail** – Parramatta Light Rail Stage 1 has been constructed and is expected to open in 2024 once commercial testing is complete. The line runs from Westmead in the west to Carlingford in the north, via Parramatta and Camellia. The line also connects the transport interchange on the northern side of Parramatta Square and runs up Church St via North Parramatta to Westmead.



**Ferry** – the ferry terminal has been recently upgraded and provides for Rivercat services between Parramatta and Circular Quay. While less frequent than trains this provides a useful connection along the river via Sydney Olympic Park.



**Road network** – Parramatta is accessible by the M2 and M4 motorways and the Westconnex M4 tunnel towards the city radically improved journey times. Being able to quickly access the logistics and industrial parks from Parramatta is critical.



**Parramatta valley cycleway** - A 20-kilometre-long path shared by cyclists and pedestrians that follows the Parramatta River was recently opened, improving connection for those living along the river.



**Airports** – Parramatta will be equidistant to both Sydney Airport and Western Sydney International Airport (upon completion). This creates an opportunity for future transport investment to connect travellers arriving in Greater Sydney to Parramatta.

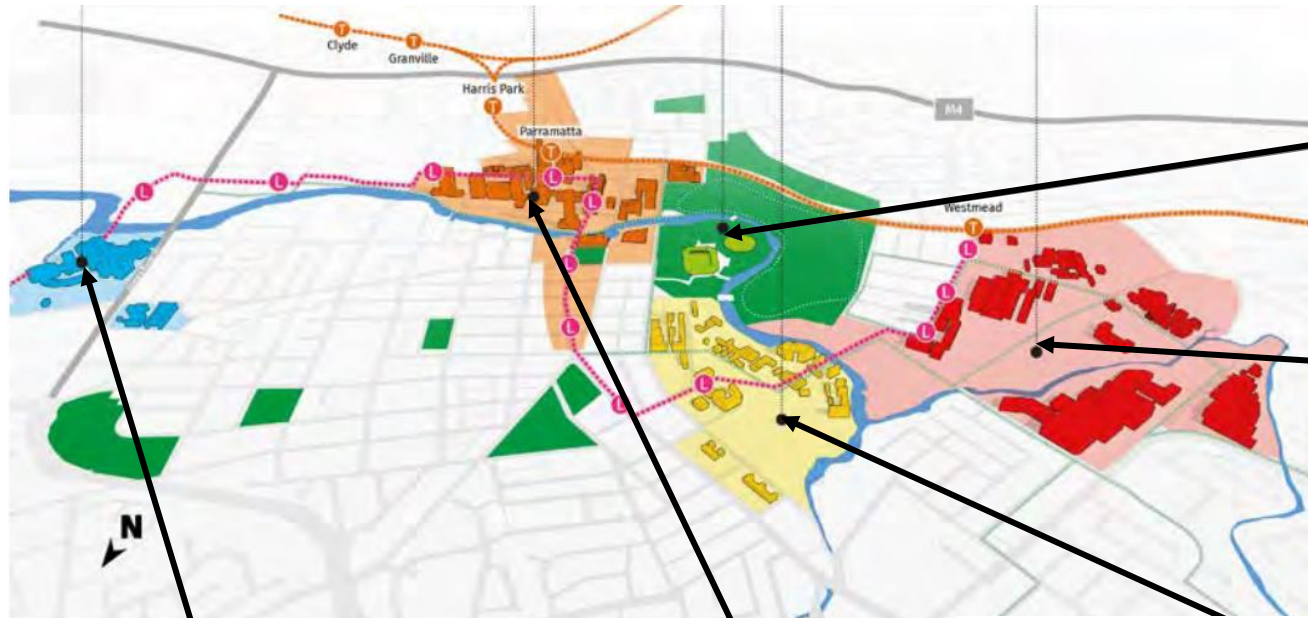


*Photos obtained from the City of Parramatta, 2023.*



# Parramatta CBD, Parramatta North and the Westmead Health and Innovation District are connected through Parramatta Park

Major developments including the Parramatta Light Rail (Stages 1 and 2) and Sydney Metro West will support the growth of the region and increase connectivity for residents and businesses.



Source: Central City District Plan, 2018

## Western Sydney University Parramatta Campus

- WSU Centre for Western Sydney
- WSU Institute for Arts and Culture
- NSW Institute for Sport

## Parramatta CBD

- Arthur Philip High School and Parramatta Public School
- Western Sydney University Parramatta Campus
- Old Kings School
- NSW Justice Precinct
- Iconic Cultural Centre
- Riverside Theatres

## Parramatta Park

- Western Sydney Stadium
- Old Government House

## Westmead Health and Innovation District

- Westmead Hospital
- University of Sydney Medical School
- Western Sydney University Westmead Campus
- Children's Hospital at Westmead Hospital
- Westmead Institute for Medical Research

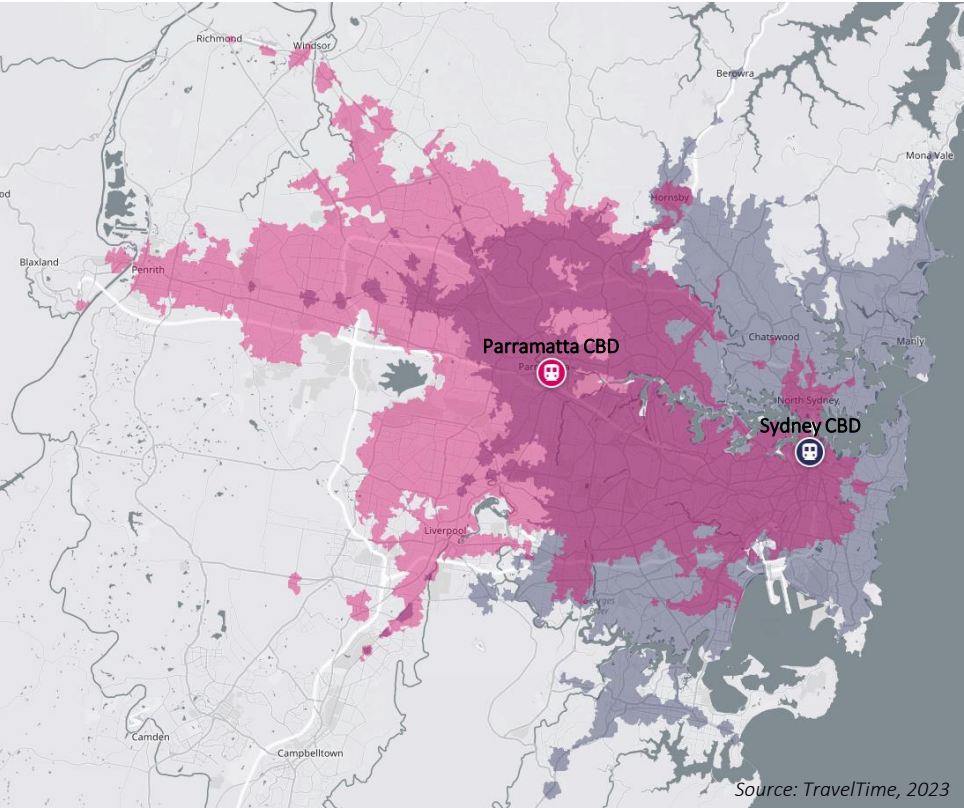
## North Parramatta Precinct

- HETI Health Education and Training Institute
- Parramatta Female Factory
- Cumberland Hospital

# Parramatta is widely accessible by vehicle and public transport from the East to West during peak hours

Major transport projects are playing a significant role in connecting Parramatta’s CBD to the rest of Greater Sydney. This includes the Westconnex M4 tunnel, the Metro West, and express “T-Way” bus route.

1 Comparison of public transport accessibility to Parramatta CBD versus Sydney CBD within an hour during peak AM time.

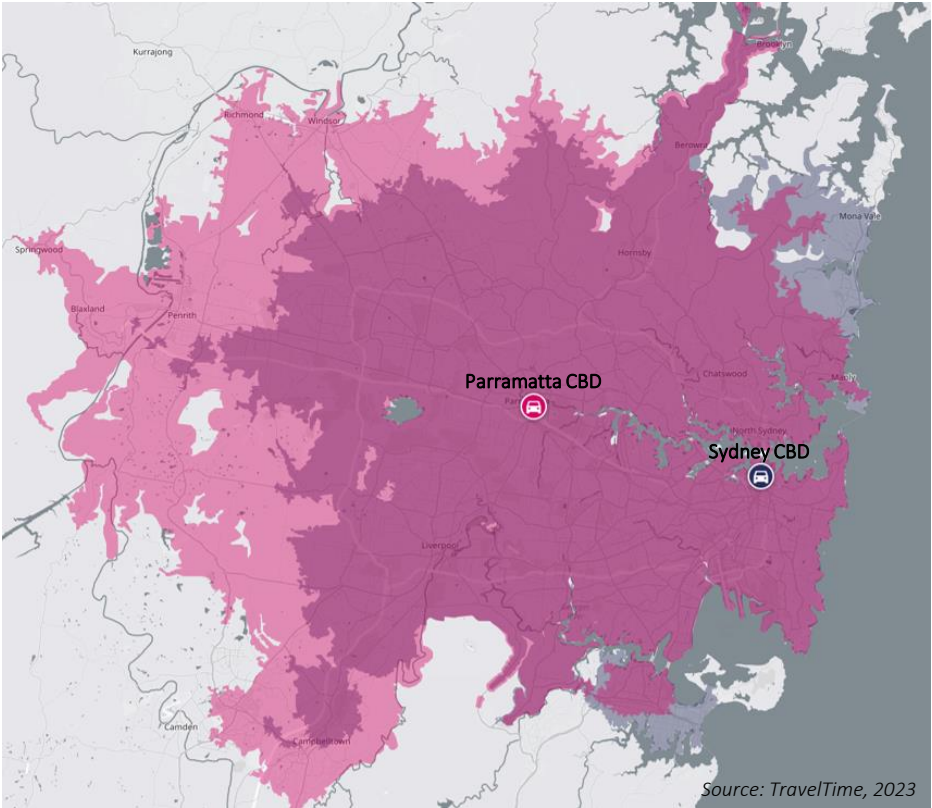


Key

Proportion of Greater Sydney who can reach Parramatta CBD by public transport within an hour during peak AM time.

Proportion of Greater Sydney who can reach Sydney CBD by public transport within an hour during peak AM time.

2 Comparison of vehicle accessibility to Parramatta CBD versus Sydney CBD within an hour during peak AM time.



Key

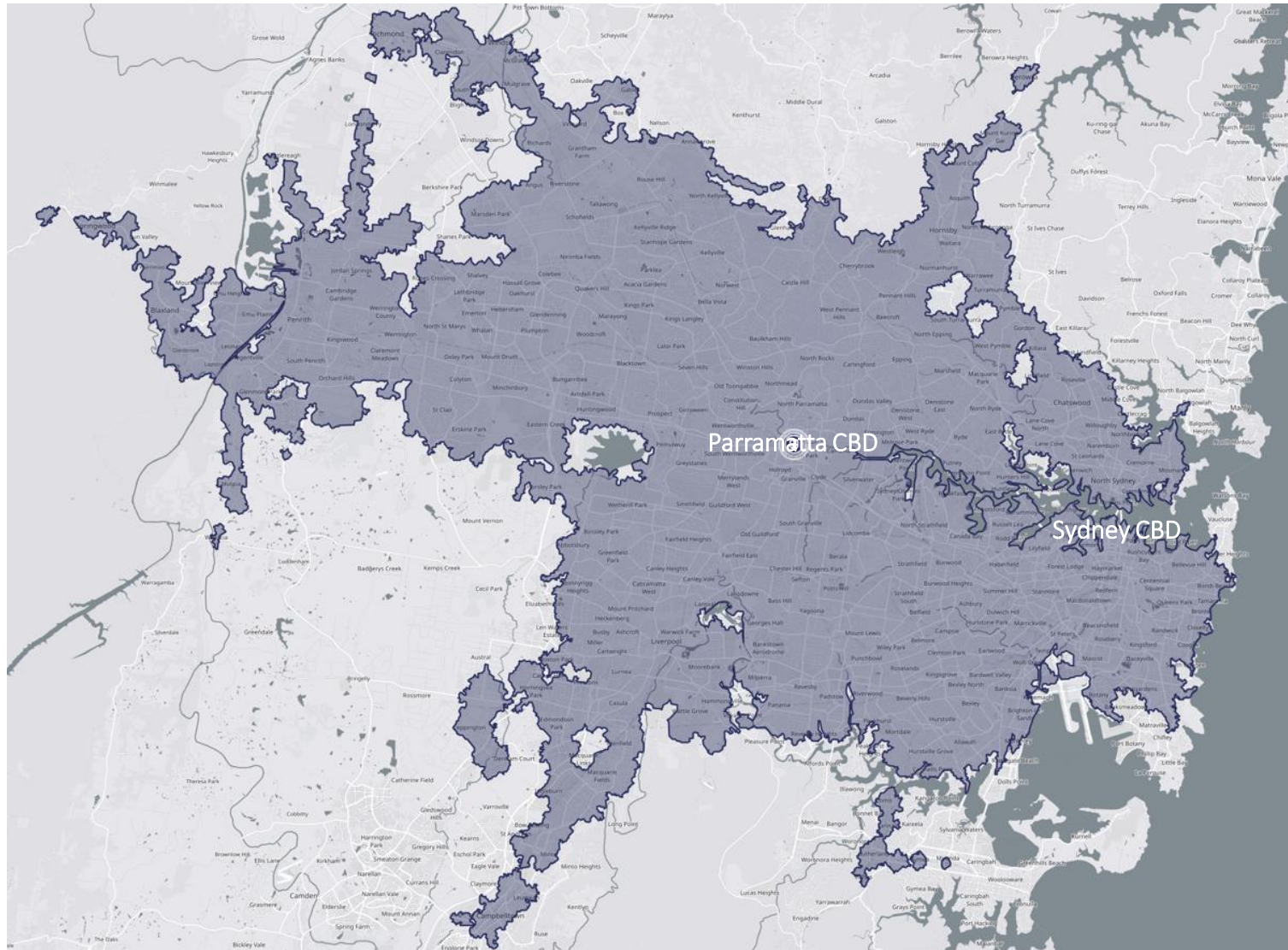
Proportion of Greater Sydney who can reach Parramatta CBD by vehicle within an hour during peak AM time.

Proportion of Greater Sydney who can reach Sydney CBD by vehicle within an hour during peak AM time.



# The construction of the Sydney Metro West will make Parramatta even more accessible

The following area can currently reach Parramatta CBD by public transport within 75 minutes during peak AM time. Sydney Metro West and South West will make this area accessible within an hour and improve the North-South connection.



# Natural comparative advantages position Parramatta for growth

Parramatta has competitive advantages over other cities in Australia given its skilled and diverse workforce and specialised, high growth industries including health, education and professional services.

Decision makers should capitalise on Parramatta's unique strategic advantages based on its competitive position within Sydney's broader business landscape.

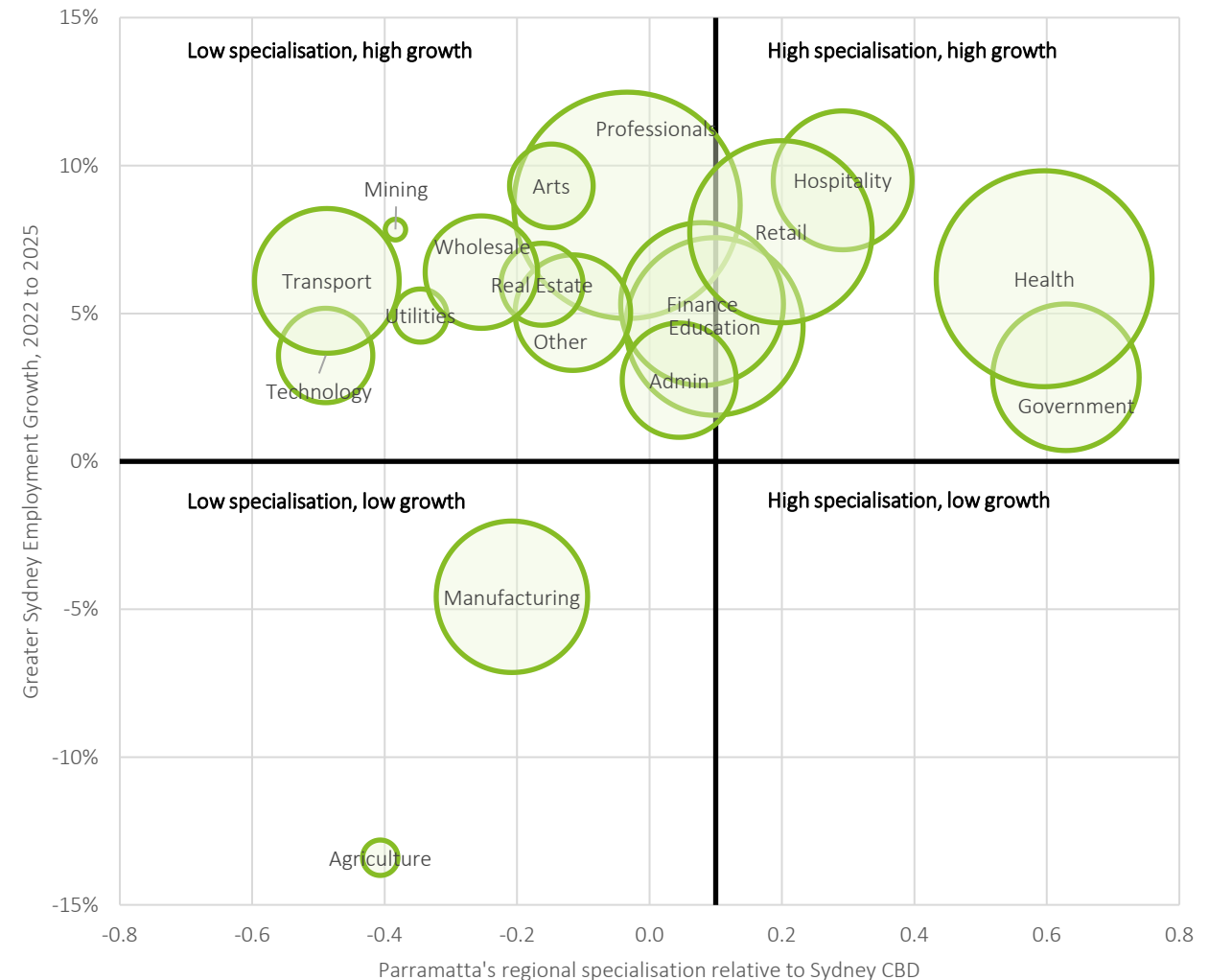
Competitive advantages of the Parramatta region include:

- **Gateway to Western Sydney** → Parramatta is geographically placed as a major transportation hub and gateway into Greater Western Sydney. It is located in close proximity to the upcoming Western Sydney International Airport and the Pacific National's St Marys intermodal terminal.
- **Booming workforce** → The areas surrounding Parramatta hosts a growing and diverse workforce
- **Cultural hub** → Parramatta is quickly becoming a cultural attraction hub making it a destination where people want to live, work and play.
- **Affordable real estate** → Parramatta and Greater Sydney offer more affordable premium commercial and residential real estate to attract skills and professionals to the region.
- **Access to essential infrastructure** → There is access to universities, hospitals, government offices and soon the Western Sydney International Airport and Aerotropolis.

Of the 17 growing industries in Greater Sydney, Parramatta is expected to have a regional 'specialisation' compared to Sydney CBD in six key industries: administration, education, finance, construction, hospitality and retail.

The remaining 11 industries are also high growth industries in which the Sydney CBD currently has the regional edge. These include technology, transport, mining, utilities, wholesale, real estate, arts, other services, professional services. These are industries which could be captured in the future as the Parramatta region and broader Sydney landscape continues to evolve, to ultimately unlock the region's vast potential for local communities and large businesses.

Parramatta's regional specialisation based on projected employment growth (2022 to 2025)



The size of bubbles in the chart above represents the size of the industry measured by total employment in 2022. Note that construction also sits within the high specialisation, high growth industries (top-right quadrant)










Sources: Deloitte analysis based on TPA employment projections



# There are already a large number of educational institutions in and around Parramatta – including NSW’s Department of Education

Businesses located in Parramatta will be able to tap into this growing talent pool to support their long-term growth

## Educational institutions who have a footprint in Parramatta

- |   |  |
|---|--|
|  Western Sydney University   |  University of New England          |
|  University of New South Wales (partnership with WSU)  |  Swinburne University of Technology |
|  University of Sydney (located in Parramatta North and Cumberland West)                                |  Asia Pacific International College |
|  Charles Sturt University (partnership with St Mark’s National Theological Centre in North Parramatta) |  Parramatta Community College       |
|   |  Alphacrucis University College     |

## Education innovation is taking place in Parramatta



### Parramatta’s Engineering Innovation Hub jointly delivered by UNSW and WSU

- In 2022, UNSW and WSU jointly delivered the **\$300m** Engineering Innovation Hub.
- This is estimated to bring an additional **10,000** students into Parramatta.



### Transformative vertical campus models in Parramatta

- Parramatta has been leading the way in delivering vertical campuses – promoting **efficiency, and sustainability**.
- This includes, WSU’s 14-storey flagship campus in the heart of Parramatta CBD.



### USYD’s commitment in Parramatta North and Cumberland West

- In 2020, USYD signed a Framework Agreement to become the ‘education anchor’ for the Westmead Health Innovation District. This will form part of their plan to better serve their student population as the geography of Sydney moves West.

## Benefit to businesses

- Accessibility to workers
- Growing population
- Affordability
- Access to amenities
- Nearby partnerships / work placements opportunities
- Infrastructure boom
- Conglomeration of different sectors
- Diversity

## Commercial space opportunity



B and C Grade commercial opportunity for:

- Vertical campuses
- Learning incubators
- Flexible teaching spaces
- Student accommodation





# Parramatta office market snapshot

*Picture: Social Hideout (Victoria Road, Parramatta)*



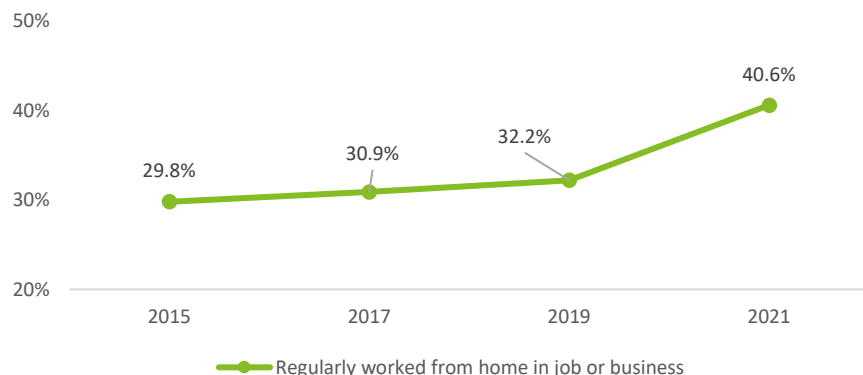
# Regular working from home remains popular among the workforce

Parramatta is a convenient and attractive place to work, with a short commute for Western Sydney-based workers and many amenities. This means it is competitively positioned regardless of the remote working revolution.

## 1 Regular working from home has encouraged businesses to consider the best use of their spaces and how best to attract workers back to the office

- The proportion of the overall workforce who regularly worked from home increased from 29.8% in 2015 to 40.6% in 2021.
- The proportion of the workforce who had to primarily work from home during COVID-19 who would like to continue doing so was 70% in September 2020.
- While the data point on attitudes to working from home does not consider the impacts of lockdowns after September 2020, it suggests that there is broad community support for working from home as an ongoing practice rather than purely as a public health measure.
- Working from home has also impacted commuting patterns with workers in the Metropolitan Sydney area saving, on average, 63 minutes and \$7 per week, with the time saved reallocated to additional paid/unpaid work and leisure<sup>1</sup>.
- Corporate businesses will need to 'Earn the Commute' if workers have the option to work from home.
- There is also a trade off opportunity for industrial tenants as they re-think transitional models (e.g., co-located offices) as a way to respond to new ways of working. This has been driven by the desire to get workers back into the office (i.e., talent retention and recruitment) and to optimise available specialised operational space (i.e., cost savings).

### Share of Australians that regularly worked from home (2015 to 2021)



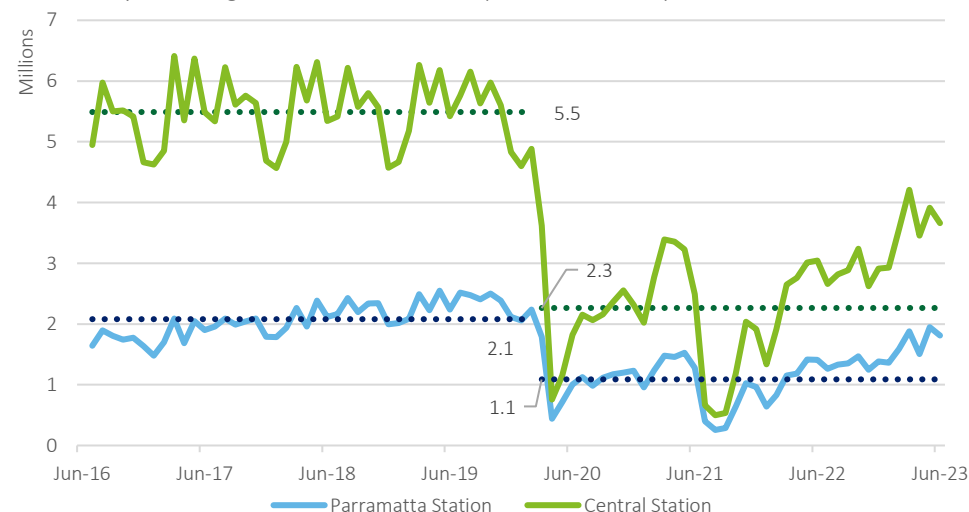
Source: ABS Working Arrangements  
Deloitte Financial Advisory Pty Ltd

1 ITLS (2022). Time Allocation of Reduced Commuting Time during COVID-19 under Working from Home.

## 2 Patronage at Parramatta station has almost halved since the COVID-19 lockdowns

- Between July 2016 and March 2023, Parramatta station averaged 2.1 million entries or exits. See chart below.
- Since lockdowns were first introduced, patronage has rebounded from the lows in March 2020 and August 2021 but has averaged a relatively low 1.1 million trips per month compared to the higher pre-COVID average.
- Notably, the fall in patronage at Central station was greater dropping from around 5.5 million patrons per month pre-COVID to 2.3 million per month since March 2020.
- This suggests the impact of remote work on mobility patterns is consistent across different regions.

### Station patronage entries and exits (2016 to 2023)



Sources: Deloitte analysis of TfNSW Opal Patronage data

# COVID-19 accelerated a shift in demand for commercial office space

The demand for commercial office space appears to have shifted permanently as remote and hybrid work appears to be the new norm for office jobs, accelerating changes that were already occurring.

## 1 Commercial tenants are looking to downsize and upgrade their offices due to changing working models.

- Prior to COVID-19 lockdowns, the underlying demand for commercial office space in Sydney was growing by 1.9% per year on average. By 2026, around 2.3 million sqm (or 19%) of this underlying demand for floor space is expected to be made redundant (mostly attributable to the rise of remote work).
- Remote work has created a permanent shift in the demand for commercial office space with around 53% of jobs estimated to be regularly worked from home since the COVID-19 lockdowns in 2021 compared to 14% prior.
- Parramatta can use its significant increase in A Grade commercial space to position itself as the prime location for businesses looking to downsize and upgrade.
- Please refer to Appendix C for the project change in commercial floor space demand map.

Commercial floor space demand (Greater Sydney 2016 to 2026)

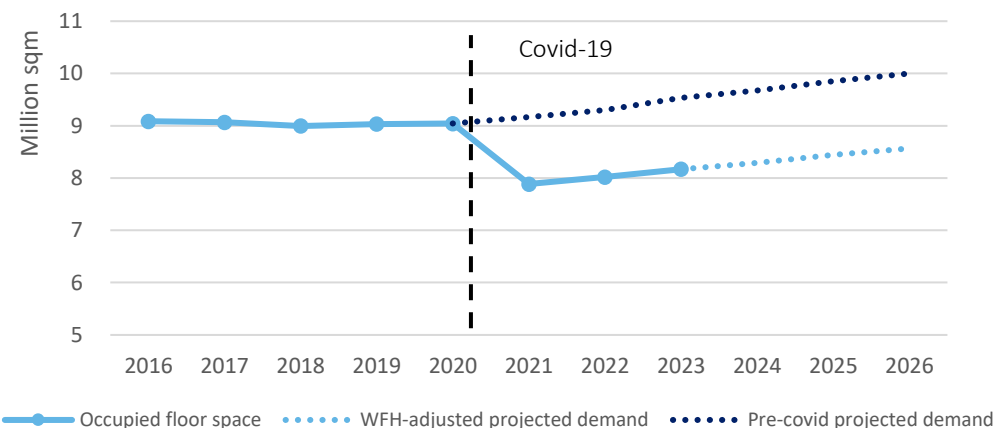
	2019	2020	2021	2022	2023	2024	2025	2026
Office space demand (million sqm)	9.55	9.56	10.02	10.21	10.39	10.54	10.74	10.90
WFH redundancy (million sqm)	0.52	0.52	2.14	2.19	2.22	2.25	2.30	2.33
WFH redundancy (%)	5%	5%	21%	21%	21%	21%	21%	21%

Source: Deloitte analysis and projections incorporating TfNSW (2021) TPA projections

## 2 While COVID-19 impacted the trajectory of aggregate demand, the quality of Parramatta's commercial and its amenities further supports Parramatta's long term growth

- Prior to COVID-19 lockdowns, the demand for commercial office space was steadily increasing from 6.24 million sqm to 6.75 million sqm between 2016 and 2020.
- Following work from home orders in 2021, 53% of the unconstrained office space demand was occupied by workers who would regularly work from home, compared to 13% in 2020.
- Prior to the COVID-19 lockdowns, the estimated redundant commercial office space was 2.4 million sqm compared to up to 7.5 million sqm post lockdowns with more regular work-from-home trends (assuming workers spend 3 days in the office.)

Commercial floor space demand (Greater Sydney 2016 to 2026)



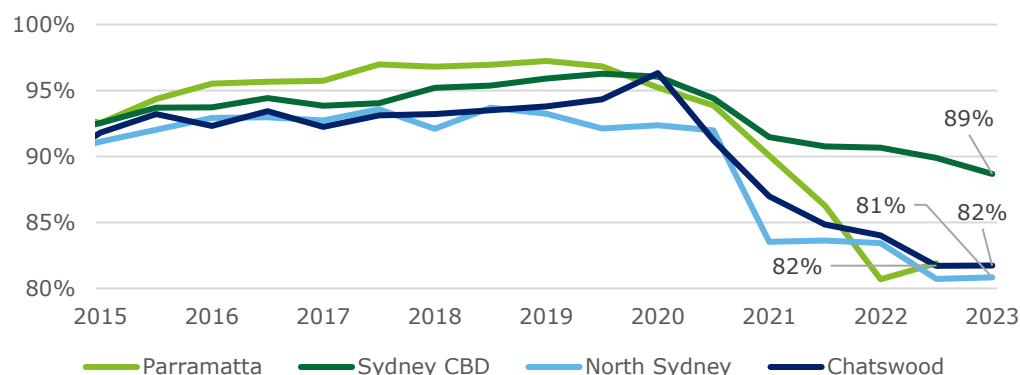
Source: Deloitte analysis and projections incorporating TfNSW (2021) TPA projections



# Parramatta's premium office supply increased by 200,000 sqm since 2020

The rapid delivery of new premium office space naturally resulted in a higher level of vacancy in the market. Parramatta has seen a faster occupancy recovery than other commercial centres.

Commercial Office Occupancy Rates (2015 to 2023)



Sources: Data obtained from Property Council Australia, 2023 Office Market Report.

Parramatta Office Vacancy Rates by Building Grade

Grade	Vacancy, Jul 23 (%)	Vacancy, Jan 23 (%)	Net absorption, 6 months to Jul 23 (sqm)
A	19.4	18.0	9,739
B	41.3	22.8	-39,061
C	19.8	14.0	-7,256
D	9.2	12.5	1,555
Total	23.4	18.1	-35,023

Sources: Data obtained from Property Council Australia, 2023 – Media Release – Parramatta's office market adjusts to era of new towers

## 1 Recent additions to the supply of commercial office space in Parramatta has seen vacancy rates increase to over 18% in January 2023.

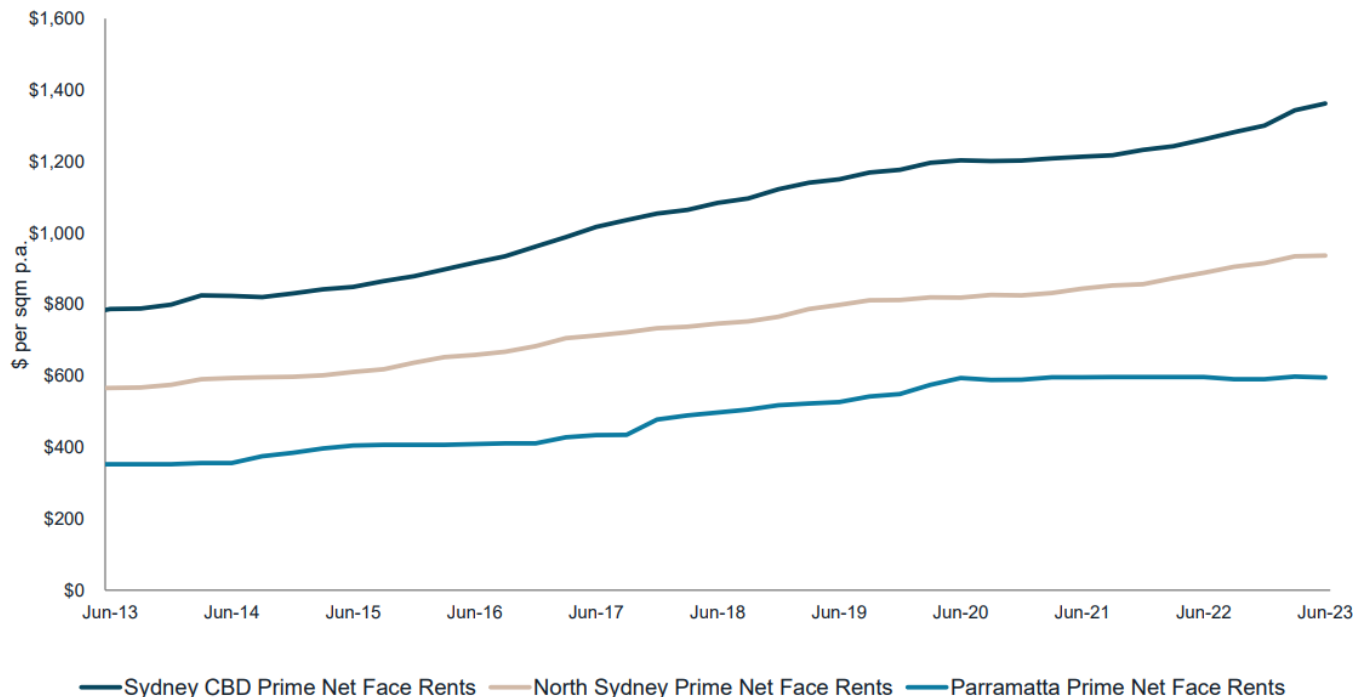
- As a result of the COVID-19 pandemic, several businesses reconsidered their office needs due to the large uptake of remote work with some offices downsizing their office space altogether.
- In Parramatta, the total vacancy factor increased from 3.2% in January 2020 to 23.4% in July 2023 but this cannot be entirely attributed to trends derived from the pandemic.
- The supply of office space also increased over this period by over 200,000 sqm.
- B Grade office space is currently the largest contributor to vacancy rate increases. Between January and July 2023, the vacancy for B Grade office spaces increased from 22.8% to 41.3% due to negative net absorption of -39,061sqm.

## 2 Since the COVID-19 lockdowns, occupancy rates have declined in many areas of Sydney, especially outside of the CBD

- Since 2020, the occupancy rates in the Sydney CBD declined from 96% in January 2020 to 89% in January 2023. In Parramatta, North Sydney and Chatswood, the occupancy rates declined from above 90% to 81-82%.
- The sharper fall in occupancy rates in areas outside of the Sydney CBD (including Parramatta) may be due to factors including:
  - Location:** Parramatta is not as central as the Sydney CBD. Some of the major employment hubs in Sydney such as the financial district and the law courts are strategically placed in the CBD.
  - Development:** Parramatta continues to undergo significant development. To date, this has led to a disproportionate increase in the supply of office space which has put downward pressure on occupancy rates.
  - Economic climate:** The economic climate in Sydney has been somewhat subdued in recent years. This has led to some businesses downsizing or relocating which has also contributed to the lower occupancy rates in Parramatta.

# While the demand for commercial office space has changed, Parramatta's price comparative advantage remains

Parramatta office space is significantly more affordable than Sydney CBD (>50%) and North Sydney (>35%) office space.



- 1 The price of commercial office space in Parramatta continues to trend upwards at the same rate as other CBD's.
- The net face rent (i.e., the rental figure without rent abatements and fit-out contributions) of Parramatta in Q2 2023 was \$595, compared to \$1,363 in Sydney CBD and \$937 in North Sydney.
  - Some reasons to why Parramatta's office space is more affordable include:
    - **Location:** Some businesses prefer to be located within Sydney CBD. This includes corporate banking firms and legal firms that need to be close to the action.
    - **Development:** Parramatta's commercial office space has grown significantly over the past few years. This is partially driving some prices as businesses compete for tenants.
    - **Image:** Parramatta image has not kept up with its transformation. As such, some business decision makers are unaware of Parramatta's huge potential.

Source: JLL – Where to from here?, 2023

Market	Q2 2023 Net Face Rent	\$ spread to CBD
Sydney CBD	\$1,363	-
North Sydney	\$937	\$426
Parramatta	\$595	\$768

Source: JLL – Where to from here?, 2023



# Several factors contributed to the increased vacancy in Parramatta

Significant investment in commercial office space in Parramatta combined with the impact of COVID-19 on working models has presented an opportunity for Parramatta to reconsider its tenant attraction strategy.

## What caused the increase of office vacancy rates?

### 1 Existing B Grade office space was ageing with limited A Grade supply

- Previously there was very limited A Grade commercial space which drove the need for new stock based on the prevailing working model and strong economic growth.
- At this time, some potential tenants were unable to relocate to Parramatta due to a lack of high-quality space.

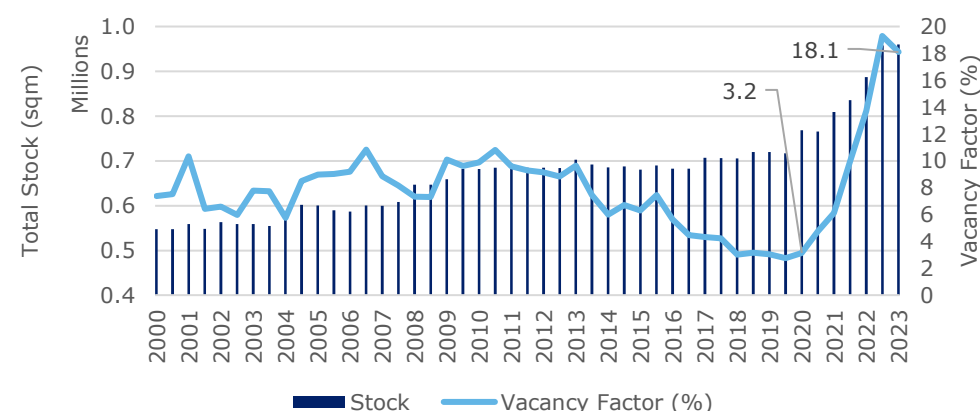
### 2 Developers saw an opportunity to produce more A Grade spaces

- Following years of decreasing office vacancy rates, developers invested in Parramatta resulting in a significant increase in high quality office space. As a result, this made B Grade stock less attractive.
- Since January 2020, office space within Parramatta CBD **increased by over 200,000 sqm**. At the same time, vacancy for B Grade office spaces increased from **22.8% to 41.3% due to negative net absorption of -39,061sqm<sup>3</sup>**.
- Given the structural shift to premium office space, older stock is now at risk of becoming redundant and will require either substantial capital investment or repurposing, for example to uses like Build-To-Rent.

### 3 The pandemic occurred concurrently with the completion of this new stock, resulting in lower tenancy demand than originally forecasted

- Since the COVID-19 lockdowns, the office occupancy rates have declined significantly in Parramatta. A contributing factor to this is the shift towards more flexible and adaptable work models ("hub & home") with several businesses reconsidering their office needs.
- **Office vacancy increased from 3.2% in January 2020 to 23.4%<sup>1</sup> in July 2023.**
- Additionally, **Patronage** at Parramatta station **has almost halved** compared to be pre-pandemic levels.<sup>2</sup>

## Commercial Office Stock and Vacancy Factor in Parramatta



## Other key factors

### • Anchor tenant commitments are changing

- Several significant businesses have committed to having large office spaces in Parramatta, including the NSW Government as part of its decentralisation agenda. However, factors including the talent war and COVID-19 have meant these tenants are consolidating and not taking up all committed floor space.
- In particular, **NAB** who previously committed to a high amount of office space, recently **downscaled its presence**. Likewise, the Department of Planning and Environment also downsized in response to COVID-19 working models.
- A notable loss to the city was the Commonwealth Bank of Australia (CBA) relocating from Olympic Park and Parramatta to the South Eveleigh precinct prior to COVID-19 citing amongst other factors **the space available, the amenities and the proximity to the Sydney CBD**. CBA has retained a business and retail banking presence in Parramatta and has taken up office space at 85 Macquarie Street.

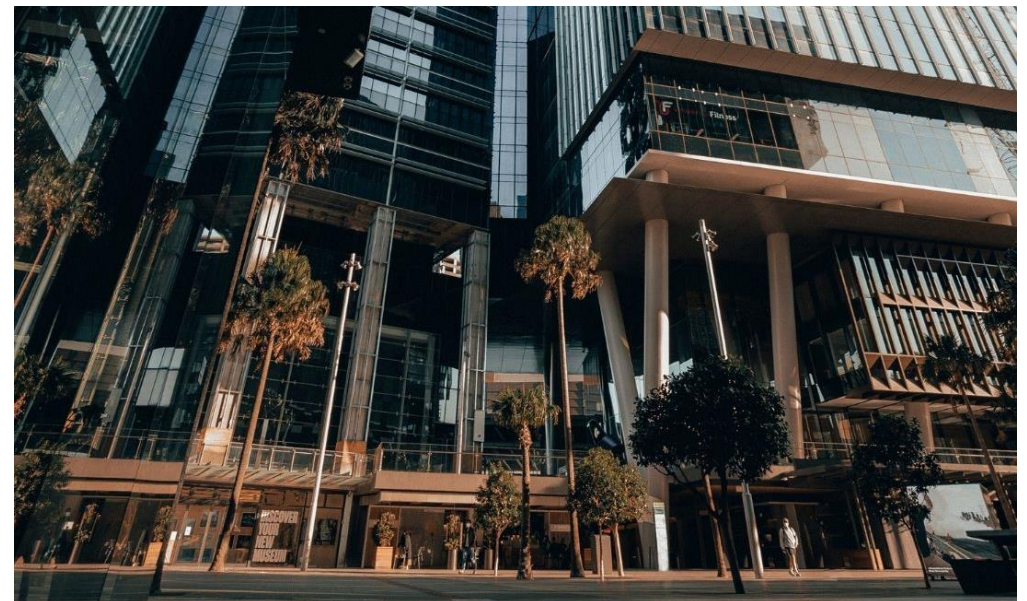
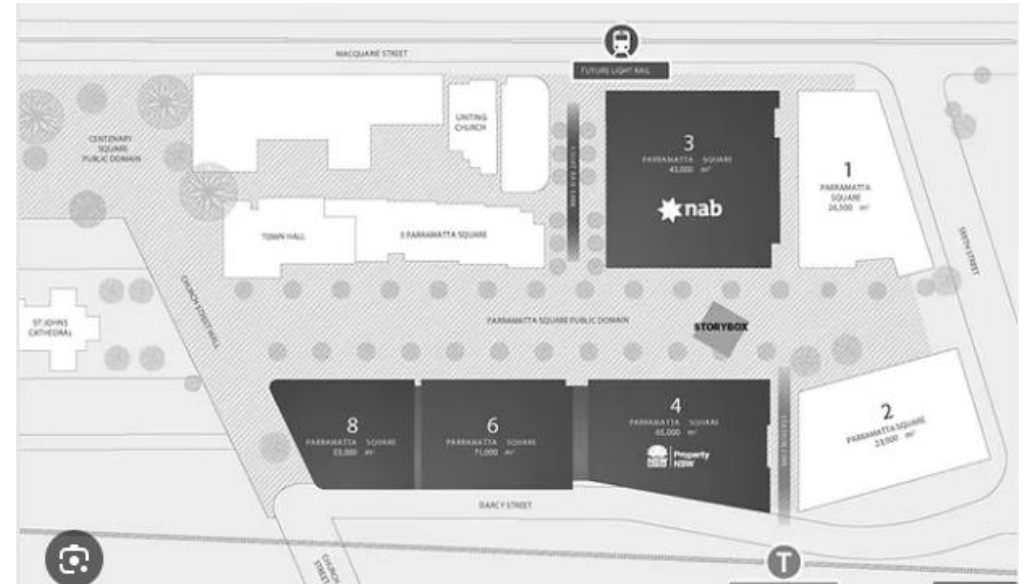
# Parramatta Square has transformed the Parramatta office market

Since its opening, the precinct at Parramatta Square has assisted in creating a hospitality hub in what was previously a fragmented CBD with several hubs

## Parramatta Square Profile

- Parramatta Square is now one of Australia's largest commercial business precincts seamlessly integrating commercial office space with convenient retail and hospitality.
- It was developed with an intent to provide Parramatta with state of the art office space showcasing a modern atrium, activated ground plain with new and sophisticated retail and hospitality, modern end of trip facilities and modern architectural impact.
- In addition, Parramatta Square was a convenient proposition due to its direct connection to the station and transport interchange, the availability of major floor plates and green towers.
- In 2017, 1 Parramatta Square opened and subsequently 6 and 8 Parramatta Square opened in 2022.
- Parramatta Square is now the corporate address to many high-profile organisations including New South Wales Government, National Australia Bank, Westpac, KPMG, Endeavour Energy and Deloitte.
- Some of the major tenants were pre-committed to the development, but Walker Corporation still had to actively attract other tenants such as tenants looking to upgrade (including Deloitte, KPMG and NAB) and new tenants (including Link moving from Rhodes and Endeavour Energy moving from Huntingwood).
- Home to over **24,000 workers daily**, this development has significantly contributed to changing the landscape and the value proposition of the Parramatta CBD.
- Several other A-grade spaces such as 32 Smith Street are reshaping the Parramatta CBD and elevating it to the sophisticated CBD it is transforming into.

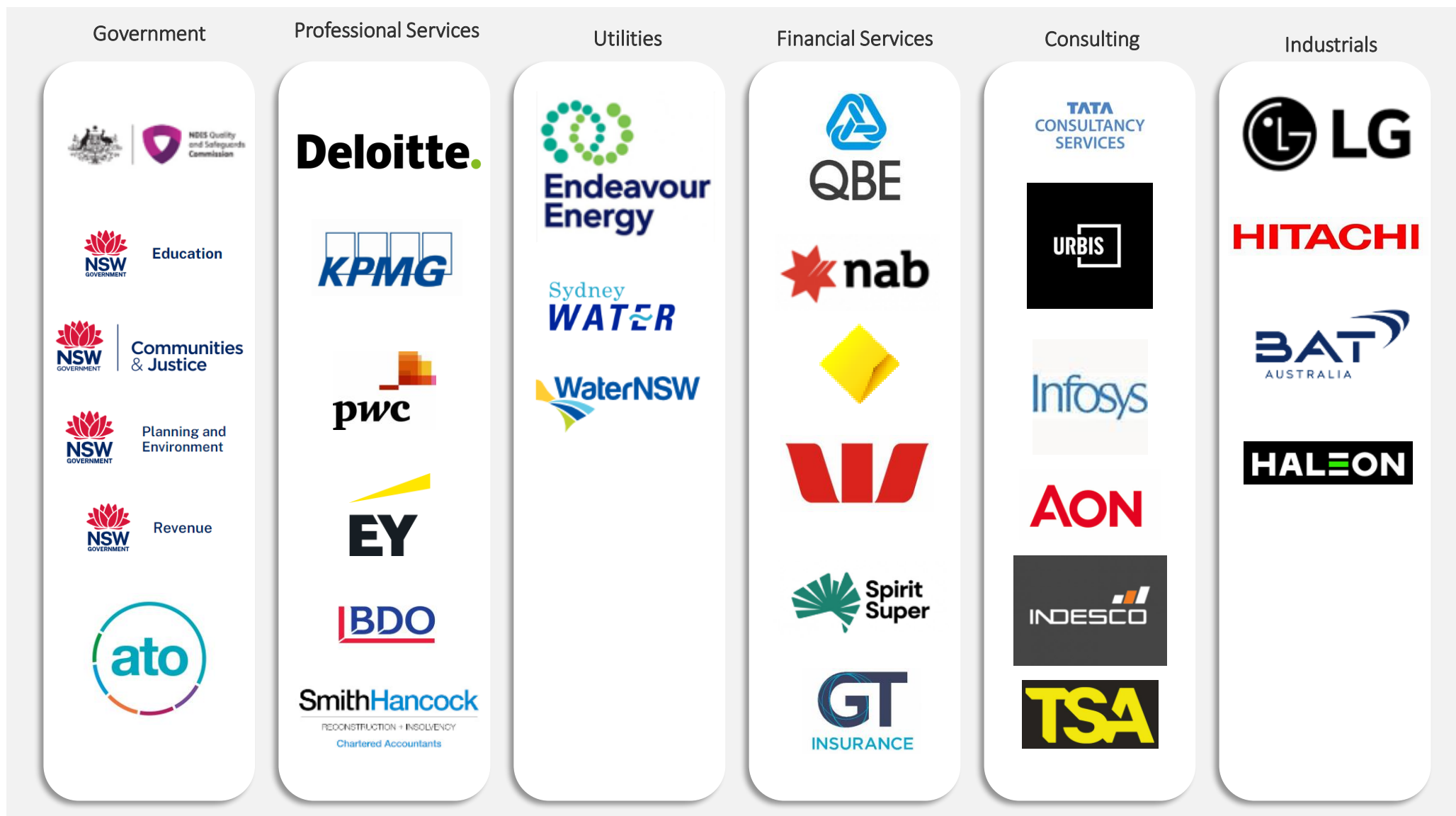
Parramatta Square comprises **four premium A-grade commercial towers with 240,000 square metres** of new office and retail space around a dynamic 10,000 square metre public domain.





# Parramatta is home to a wide range of 'blue-chip' organisations

Major public and private organisations have established offices in Parramatta CBD with more to come:







# Stakeholder feedback

*Picture: Black Seed Eatery (Phillip Street, Parramatta)*



# Stakeholder engagement process

Stakeholders included executives from a range of organisations in and around Parramatta.

- An independent stakeholder engagement process was undertaken as part of the engagement to better understand **current views of the Parramatta area, key considerations in relocating and factors which guide the decision to relocate.**
- A number of stakeholders were identified to ensure that a balanced and objective understanding of Parramatta was formed. These stakeholders were divided into the following categories:
  - **Agents and Developers** including real estate/property groups
  - **Government Agencies**
  - **City Shapers** including universities
  - **Various tenants** – past and current tenants across an array of sectors.
- These findings were analysed and framed into three categories:
  - What attracts workers and businesses to Parramatta?
  - What sectors are “best-fit” for Parramatta? (see Appendix A)
  - Parramatta’s image
- Subsequently, this was evaluated to determine what opportunities Parramatta could unlock to reach its full potential as a business destination and what issues what issues were most critical to address.

## *Stakeholder questions*

### Government agencies / city shapers

- Why have / haven't you invested in Parramatta CBD to date?
- What are your future plans in relation to the Parramatta CBD?
- What do you think Parramatta CBD has to offer commercial businesses over and above other CBDs in NSW?
- What types of businesses do you think are well-suited to Parramatta and why?

### Agents and developers

- Why did you choose to secure a site in Parramatta CBD or surrounds? / What outcomes are you pursuing in Western Sydney?
- What do you view as the comparative advantages of Parramatta CBD over and above other commercial hubs in Sydney (e.g., St Leonards, Macquarie Park)?
- How has the development of the Parramatta CBD to date aligned/ not aligned with your vision, strategy and/or plan for the area?
- What types of businesses do you think are well-suited to Parramatta and why?

### Tenants

- What do you think Parramatta CBD has to offer commercial businesses over and above other CBDs in NSW?
- What types of businesses do you think are well-suited to Parramatta and why?
- What tenant and landlord trends have you noted in the Parramatta CBD area specifically?
- How should Parramatta go about attracting further investment?



# What attracts workers and businesses to Parramatta?

What are the stakeholders saying?



## Workers

- **Broad range of amenities** available (e.g., Westfield).
- **Ease of travel** as the geographic central hub of Sydney.
- Strong arterial road **accessibility**.
- Unique selling point of “**everything, everywhere, all at once**” attracting workers back to the office.
- **Walkable downtown grid** with **affordable housing options nearby**.
- **Purple Flag award** signalling vibrancy, diversity and safety.



## Business

- **Proximity to a diverse and emerging talent pool** as the population drifts west – “broadest demographic of Sydneysiders”
- **Business growth potential** as Western Sydney grows into an economy in its own right.
- **Lower cost office space** compared to Sydney CBD – comparable to other business districts.
- **Highly educated area** – educational providers shifting west will provide access to a whole pool of talent untapped by other commercial markets.
- **Adequate supply of A Grade commercial space** to support the ‘downsize and upgrade’ trend.
- **Strategic significance in Asia** attracting migrants and commercial investors (due to the quality and liquidity of Parramatta's real estate.)
- **Conglomeration** of different sectors and businesses.
- **Significant public and private investment**.
- **Access to clients and customers**.
- **Increasing average wealth and hence attractiveness of Parramatta**.
- **Ability to separate operational from administrative but still remain connected and accessible**.



- **Access** Parramatta’s key asset and greatest challenge. The potential delay of the Metro West will impact growth.
- **Cultural scene and night life** could be improved – perceived as not as exciting as the Eastern CBD.
- Historical lack of a clear narrative / value proposition to differentiate Parramatta from other commercial hubs

- **Difficult to attract corporate businesses** due to the ‘hub and home’ trend.
- **Greater need to focus on connectivity to the district** rather than the single area (including the WHID).
- Tenancies in Parramatta have **depended heavily on Government**.
- **Lack of vision** to showcase investment to date.
- Need to leverage and incorporate **broader diversity of place**.
- **Difficulty to upgrade B Grade commercial space** – would require significant capital investment to deliver premium commercial office space. There is also uncertainty over the opportunity to convert/redevelop these properties for alternate uses such as Build-To-Rent.

# Tenant Snapshots: Deloitte

Questions	Description
How many employees are located in Parramatta?	<ul style="list-style-type: none"> <li>Has circa 400 employees and more than 30 partners located in Parramatta.</li> </ul>
When did they move to Parramatta?	<ul style="list-style-type: none"> <li>Moved to Parramatta over 30 years ago, and recently relocated to 8 Parramatta Square in 2022.</li> </ul>
Why did they move to Parramatta?	<ul style="list-style-type: none"> <li>Has had an unwavering presence in Western Sydney for over 30 years – viewing their recent move into PSQ as an opportunity to be at the centre of the city and further attract new talent to work in the region.</li> <li>Chose Parramatta due to its proximity to a diverse and emerging talent pool as its workforce drifted west.</li> <li>As the city continues to grow and evolve as a true leader when it comes to infrastructure, lifestyle, talent and opportunity – Deloitte is committed to playing a key role in its success story.</li> </ul>
Do they have any future plans?	<ul style="list-style-type: none"> <li>Plans on continuing to grow its presence in Parramatta.</li> </ul>



*Photo obtained from City of Parramatta, 2023.*

# Tenant Snapshots: Endeavour Energy

Questions	Description
How many employees are located in Parramatta?	<ul style="list-style-type: none"> <li>Has close to 2,000 workers attending their head office in Parramatta.</li> </ul>
When did they move to Parramatta?	<ul style="list-style-type: none"> <li>Moved to their new head office in Parramatta from Huntingwood around April 2023.</li> </ul>
Why did they move to Parramatta?	<ul style="list-style-type: none"> <li>Views Parramatta as a geographical central hub and also a cultural hub which benefits their staff.</li> <li>The Parramatta site offers a sustainability solution to the fact that a large portion of their staff drove to work and staff now have the option of commuting by train or bus.</li> <li>Also wanted to move away from a headquarters model to 'two depots' with a support/ administrative hub and an operational hub.</li> </ul>
Do they have any future plans?	<ul style="list-style-type: none"> <li>Plans to staying and grow into their new head office as they have signed a long-term lease and the vast majority of their staff commute from surrounding suburbs.</li> </ul>

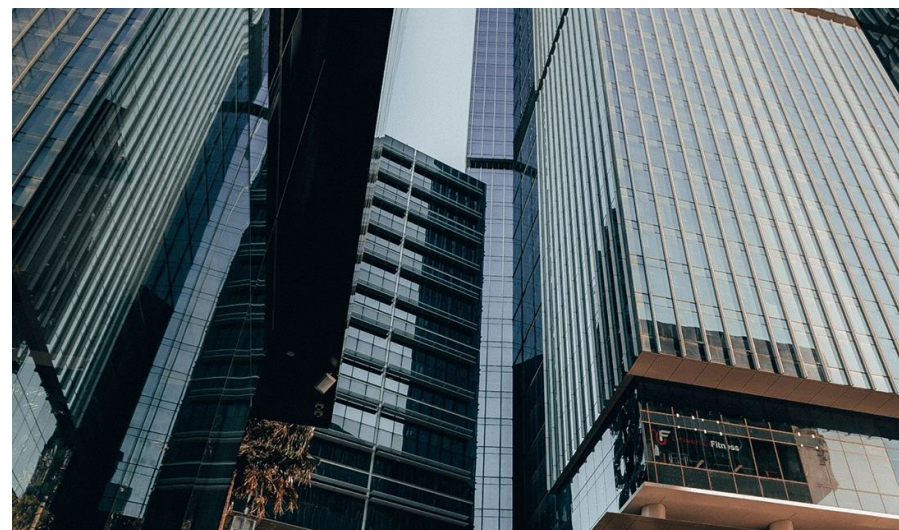


Photo obtained from City of Parramatta, 2023.



# Tenant Snapshots: NSW Government

Questions	Description
How many employees are located in Parramatta?	<ul style="list-style-type: none"> <li>Has over 4,000 public sector workers in Parramatta.</li> </ul>
When did they move to Parramatta?	<ul style="list-style-type: none"> <li>Began their 'Decade of Decentralisation' in 2011 which started the shift of Government agencies moving into Parramatta.</li> </ul>
Why did they move to Parramatta?	<ul style="list-style-type: none"> <li>Was selected as an ideal place to establish a hub for public sector workers due to the Government's significant investment into major infrastructure and its centrality. The NSW Government has relocated numerous departments into Parramatta including: <ul style="list-style-type: none"> <li>The Department of Education;</li> <li>The Department of Communities &amp; Justice; and</li> <li>The Department of Planning and Environment.</li> </ul> </li> <li>Further reasons to why Parramatta was chosen includes its cost advantage compared to Sydney CBD, security, and its proximity to public sector workers.</li> </ul>
Do they have any future plans?	<ul style="list-style-type: none"> <li>Plans to stay and further establish its presence in Parramatta – with potential for other agencies to move out of Sydney CBD in the future if the costs are prohibitive.</li> </ul>

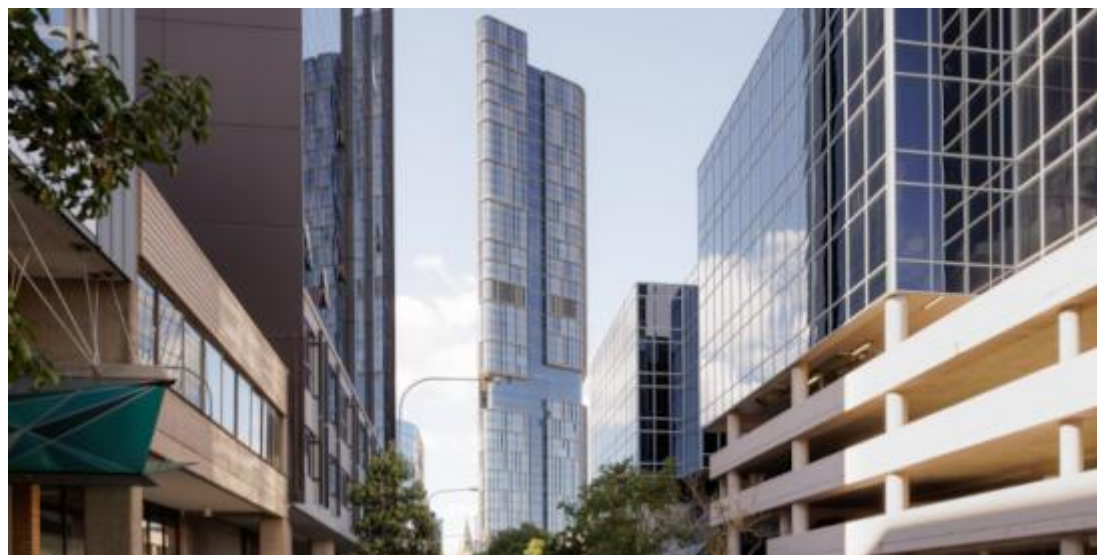
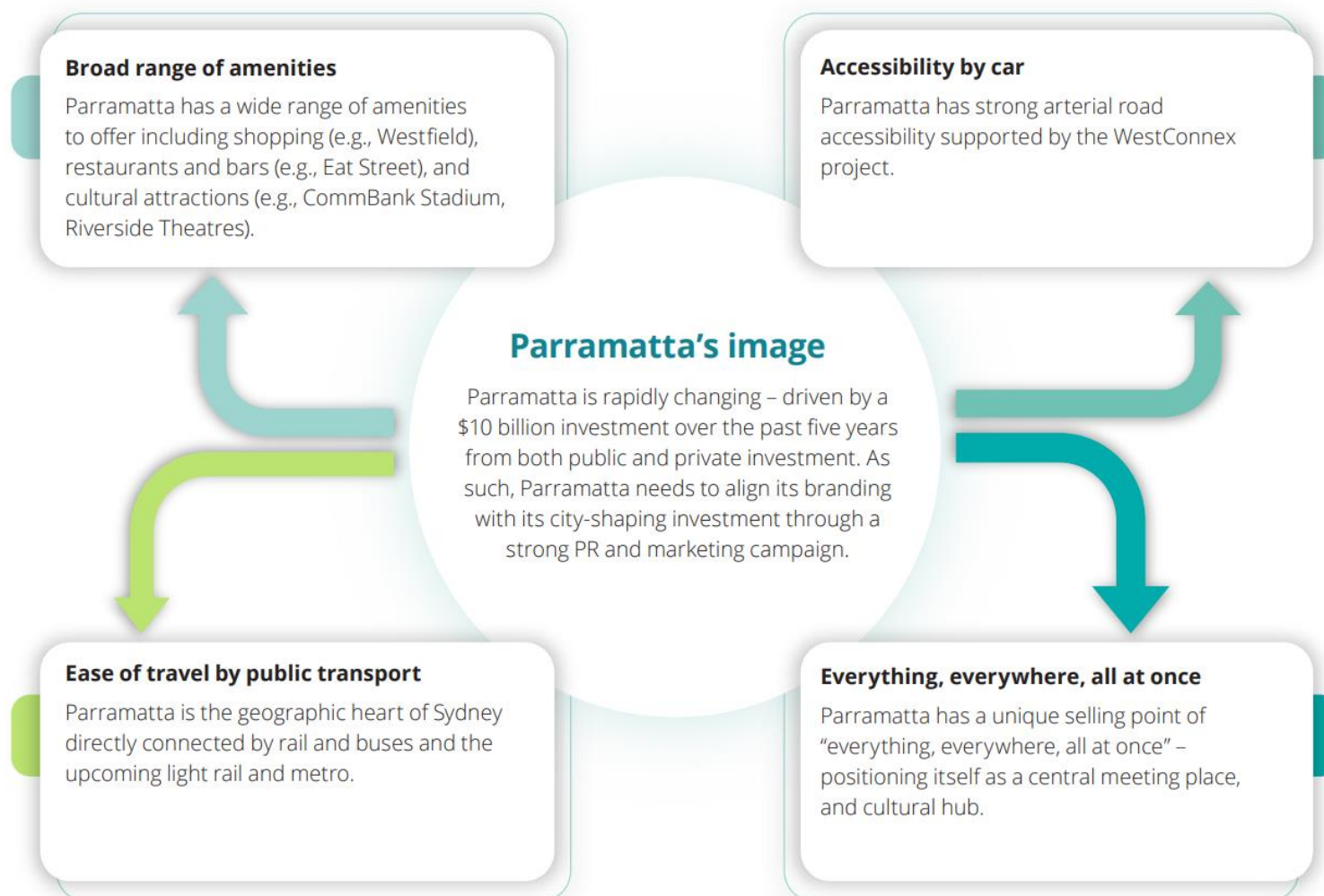


Photo obtained from Walker Corporation, 2023.

# Linking Parramatta's image to its transformation

A central message from the stakeholder engagement was how there are many different views about what Parramatta should be and offer, but no single plan capturing the vision for Parramatta in the medium term. There is an opportunity to continue to promote Parramatta in line with its current branding 'Where it's AT' emphasising its amenity, accessibility, connectivity and central location.







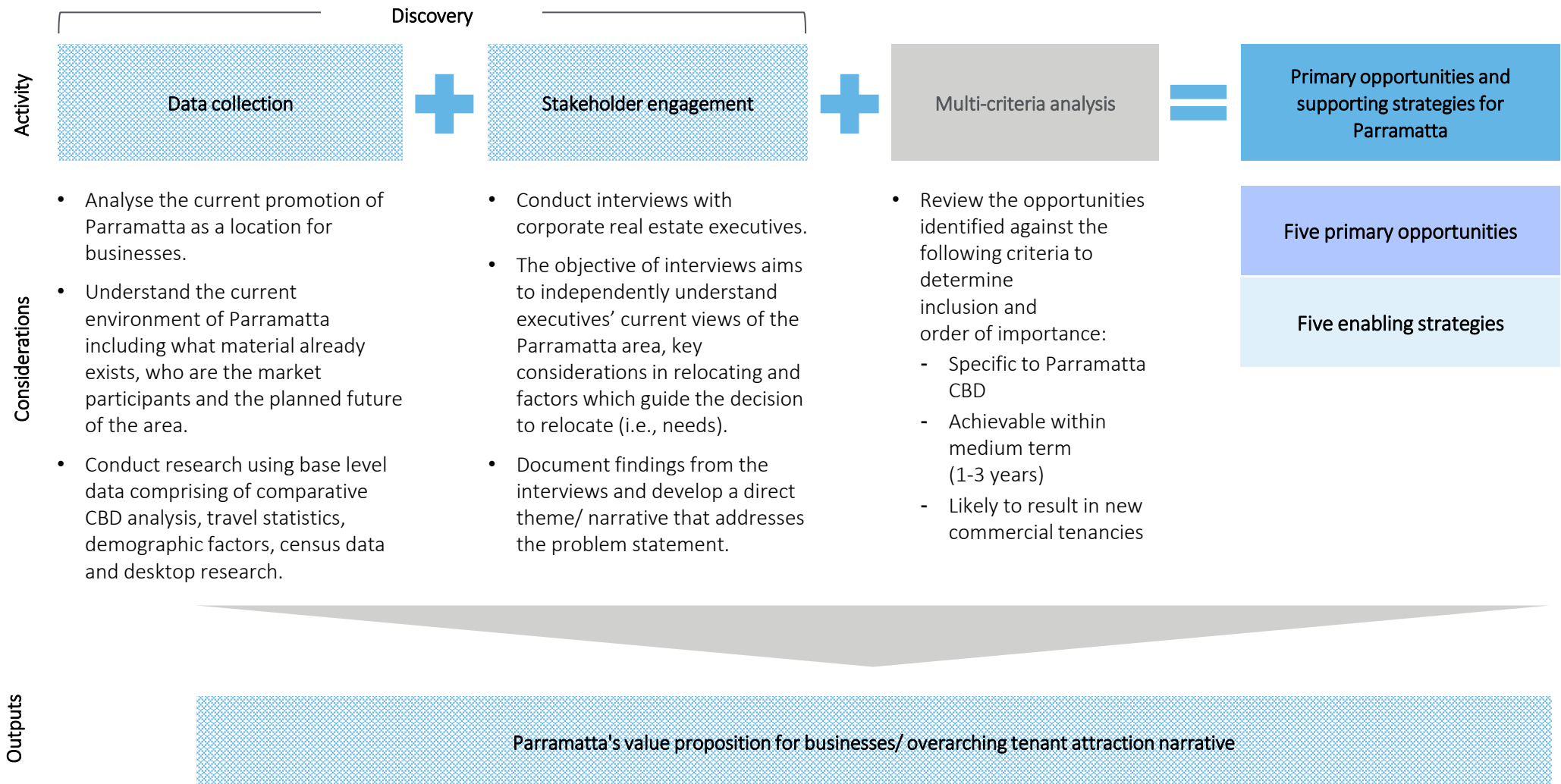
# Opportunities to shape Parramatta CBD's future

*Picture: Willo Restaurant (32 Smith Street, Parramatta)*



# Opportunity identification process

The following process identified five opportunities to support Parramatta's value proposition for businesses.



# Business and tenant attraction opportunities for Parramatta

Based on data available and stakeholder feedback, there are **5 key opportunities** to address Parramatta's commercial vacancy rate issue to ensure its future as a thriving business district.



## 1. Attract and support industrial tenants' corporate offices

- *Continue targeting organisations who are looking to move from co-located industrial sites to a dual hub model (corporate services in a CBD and operations on industrial land).*



## 2. Harness the strategic cultural connectivity of Parramatta

- *As migration continues to recover to pre-COVID levels, it is increasingly important to leverage Parramatta's distinctive South Asian connection for business and cultural activity.*



## 3. Complement the Westmead precinct

- *Consider the value proposition of the Westmead Health and Innovation District and the opportunities for supporting businesses within life sciences industries to locate within the Parramatta CBD.*



## 4. Build the Information Technology services sector

- *The shift in data sovereignty and the trend for onshore data storage presents opportunities for Parramatta both from a workforce and infrastructure perspective.*



## 5. Develop the media, film and arts economy

- *Whilst ABC moving to Parramatta may not prove to be an isolated industry move, it presents opportunities for businesses operating within the ecosystem around media, culture and the arts. These businesses may also leverage the significant investment in the Riverside Theatre, PHIVE and the Powerhouse Museum.*

## Supporting initiatives

1. *Continued improvements in amenity and connectivity*
2. *Celebration of Parramatta as a diverse cultural hub with a vibrant night time economy*
3. *Support for the city's digital infrastructure*
4. *Further promotion of Parramatta's unique value proposition*
5. *Activation of key sites across the Parramatta CBD*

# 1. Attract and support industrial tenants' corporate offices

Continue targeting organisations who are looking to move from co-located industrial sites to a dual hub model (corporate services in an attractive, well-serviced CBD and operations on high value industrial land).



Source: City of Parramatta, 2023

## Key actions

- **Industry** to survey current industrial land occupants west of Parramatta to determine level of interest in dual hub model (focusing on food industrial and engineering)
- **All stakeholders** to promote Parramatta as talent hub and gateway to the west

## Key findings

- In 2022, 47% of the new major tenants leasing in Parramatta were tenants relocating from industrial lands<sup>1</sup>, mostly from further west of Parramatta. Some examples of this trend include Endeavour Energy, LG and Hitachi.
- There is a growing trend amongst industrial businesses to separate corporate and operational functions by relocating their corporate office staff and executives to business areas (including Parramatta CBD) and retaining an industrial footprint for operations and warehousing. Some reasons include:
  - **Less need for these divisions to be co-located** for oversight and management due to technology improvements
  - The need for companies to **'earn the commute'** with their office-based staff given the rise in remote working
  - **Talent retention and recruitment** (i.e., access to the right talent)
  - **Proximity to customers and corporate services** (for instance Government clients may consider relocating to Parramatta as the city becomes the 'administrative centre' for NSW)
  - **Better value for money** in some cases, particularly where industrial rents are high
  - **Fairness, consistency and choice.**
- Although there are risks with respect to the divide between the expectations of operational versus corporate staff, the need to retain the right talent generally supersedes this in the current market.

## Key opportunities

- Parramatta should be promoted as the 'destination of choice' for industrial businesses (e.g., manufacturing, food and utilities) considering the transition to a dual hub model due to:
  - **Parramatta's geographic centrality**
    - Concentration of the right talent
    - Access to the operational side of industrial businesses typically located in Greater Western Sydney including Homebush, Camellia, Granville, Toongabbie and further west.
      - Whilst Liverpool may be geographically closer, Parramatta can offer the 'entire package' inclusive of A-grade office buildings and a growing night time economy.
  - **Parramatta's 'work and play' offering** – staff retention and recruitment would be more effective due to Parramatta's café culture amenities and commute options for employees.
- Ancillary services provided to these organisations should also be pursued, including technical, logistics and digital businesses.



## 2. Harness the strategic cultural connectivity of Parramatta

As migration continues to recover to pre-COVID levels, it is increasingly important to leverage Parramatta's distinctive South Asian connection for business and cultural activity.

### Key findings

- 57.6% of Parramatta's residents were born overseas. As Parramatta continues to grow as a **destination of choice for migrants** to Australia (including migrants from Asia), it remains increasingly important to **match the opportunities for work with the growing talent pool**.
  - More than half (53.7%) of workers in Parramatta live in Parramatta, Blacktown, Cumberland or The Hills. This indicates a preference **for people residing in Parramatta to work in Parramatta**.
  - 49% of the resident workforce in the City of Parramatta were professionals in 2021 compared to 45% in Greater Sydney. Of professional workers in Parramatta, **29% are in business and 10% technology**.
  - Migrants choose Parramatta for access to high quality education, family and cultural links within the community and transnational education (whereby local education institutions provide their services overseas for mutual recognition of skills and higher education standards)

### Key opportunities

- Parramatta's global connection through its residents and businesses presents a unique opportunity given its ability to attract talent from overseas, forge links with global business connections and foster global connectivity.
- The Department of Foreign Affairs and Trade (DFAT) announced the establishment of the Centre for Australia-India Relations with funding, resources and a mandate to strengthen business and cultural ties. It is likely to be based in Parramatta which provides opportunities to attract business leaders and diplomatic leaders to see Parramatta for themselves.
- There are clear opportunities to target:
  - Local companies with a **customer base in Asia including South East Asia** (India and Vietnam).
  - South Asian businesses with employees or the intention to attract talent based in Parramatta (for instance Tata Consulting Services (TCS) and Infosys who have already established offices in Parramatta).
  - "9B" education institutions and large universities – with a focus on migrants who are looking to obtain a **Masters degree or MBA**.
- The South Asian community also presents an opportunity to celebrate cultural heritage and connection through a lively events calendar that showcases the South Asian food and beverage offering, which is discussed further on page 42.



Source: City of Parramatta, 2023

### Key actions

- **Industry** to determine the size of the market dependent on trade with South Asia and identify key target businesses for growth in/ relocation to Parramatta CBD.
- **All stakeholders** to continue promoting Parramatta as the heart of Australian-Indian relations with promotion of community events for instance.

### 3. Complement the Westmead precinct

Consider the value proposition of the Westmead Health and Innovation District and the opportunities for supporting businesses within the medical technology and life sciences industries.



Source: Westmead Place Strategy 2036.

#### Key actions

- **Council** to continue engaging with NSW Government WHID team to identify ancillary businesses to target for Parramatta CBD, including medical technology startups, clinical trial hubs and other medical technology and research and development businesses.
- **Industry** to work with Council to attract businesses to Parramatta CBD.

#### Key findings

- A key challenge for the **Westmead Health and Innovation District (WHID)** is its land constraints. Where proximity and urgency is critical, these supporting businesses will be located on site in Westmead. For other non-critical services, these businesses should locate proximal to Westmead in the Parramatta CBD.
- Some **businesses operating from Macquarie Park** are likely to be providing some level of service to the WHID.
- Of the resident professional workers in Parramatta, more than **23% are employed in health-related jobs** which represents a significant opportunity.

#### Key opportunities

- As the WHID continues to establish itself as a centre for health and medical research, there is an increasing opportunity for **adjacent businesses which provide supporting services** to locate in Parramatta CBD – one light rail, heavy rail or metro stop away from Westmead.
  - These businesses include medical technology startups, established medical technology/ devices businesses, any relevant research and development businesses and think tanks.
  - Manufacturing businesses requiring larger spaces may be interested to locate further west and still benefit from proximity.
- It is important to consider the **value proposition of the WHID and the Parramatta CBD** (including any cost advantage and proximity to talent) compared to any existing technology/ innovation precinct including South Eveleigh and Macquarie Park. In addition, Parramatta can possibly provide more supply of A Grade office space than Macquarie Park.
- There are also opportunities for businesses conducting clinical trials (locally and overseas) to locate in the Parramatta CBD.
  - The competitive advantage of Western Sydney is that it is home to a diverse population which attracts international organisations for clinical trials.
  - Clinical trial locations benefit from being centrally located and easy to access - Parramatta CBD is a convenient Western Sydney base with good transport and amenity.
- The University of Sydney campus at Cumberland presents further opportunities for co-location and will contribute to further connecting the WHID and Parramatta CBD physically.



## 4. Build the Information Technology services sector

The shift in data sovereignty and the trend for onshore data storage presents opportunities for Parramatta both from a workforce and infrastructure perspective.



### Key actions

- **Industry** to engage with local players in the data storage space to understand the trends in offshore and onshore data storage preferences including trends around bespoke data access compared to popular means such as Amazon Web Services.
- **Industry and Council** to collaborate to support technology start ups in Parramatta

### Key findings

- Technology is a high growth sector representing the future economy. Parramatta needs to participate in this sector.
- Recent events point to an increase in cyber incidents, threats and risks and requirement for data to be managed onshore. For businesses to survive, there is a growing critical need for stronger protection measures around data generally (including customer confidential data).
  - It is increasingly critical for businesses to implement robust protection measures. Some of these may include onshore compared to offshore data storage.
- There is strong alignment between this sector and the resident workforce in Western Sydney, along with available University education and the Start-up Hub in Parramatta North.
- Investment in telco infrastructure would enable can become the digital backbone of the NSW and Australian technology sector.

### Key opportunities

- Parramatta may be well placed to support the current trend in data sovereignty from a:
  - **Workforce perspective** - A large share of Parramatta's residents hold a University degree and a growing share of its resident workforce is made up of managers and professionals with **10% of its resident workforce in technology-related jobs**.
  - **Infrastructure perspective** – Parramatta can offer the available space for businesses operating within the Information and Communication Technology (ICT) market.
- Parramatta may be well placed to host local companies who are looking to establish **onshore delivery centres** (for instance Deloitte's Australian centre for Innovation and Technology was established in South Australia).
  - These opportunities are supported in Parramatta both from a workforce and infrastructure perspective.
  - The available A grade buildings may be more suited for any onshore delivery centres as these generally attract competitive talent within technology services. On the other hand, the available B or C grade buildings may prove more suited for data storage whereby the facilities do not need to be premium or state of the art.
- Parramatta may be well positioned to attract technology start ups and incubators given university presence, lower rents, amenity and access to technology talent, particularly as more skilled migrants arrive in Parramatta. Proximity to the Western Sydney Startup Hub in Westmead will also attract these types of organisations, particularly in light of the land constraints at Westmead.

## 5. Develop the media, film and arts economy

ABC's move to Parramatta presents opportunities for businesses operating within the ecosystem around media, culture and arts. These businesses may leverage the significant investment in the Riverside Theatres, PHIVE and the Powerhouse Museum

### Key actions

- **Council** to finalise its Cultural Strategy to provide a consolidated vision for the community and cultural sector, advocates for investment and for Parramatta to be a cultural leader.
- **Industry** to identify and target associated pre- and post-production businesses, leveraging precedents like ACE
- **Industry** to consider viability of flexibly leased 'creative spaces' in B-C grade buildings
- **All stakeholders** to campaign/continue to campaign for SBS headquarters to be relocated to Parramatta CBD
- **All stakeholders** to consider best location for an arts and cultural precinct and creative spaces in Parramatta CBD to attract artists, theatre, design and other creative companies

### Key findings

- ABC relocating to Parramatta presents opportunities for the city to promote itself as a **significant media hub**, and also attract adjacent businesses which provide services to the media industry.
  - This is an opportunity to build the ecosystem around media and arts.
  - There has been significant investment in cultural infrastructure such as PHIVE (including a dedicated sound recording space and Keeping Place); The Powerhouse Museum; and the planned redevelopment of Riverside.
- The cost of running studios for screen production including for digital film production, media performance and sound design is high as the supply is low.

### Key opportunities

- The culmination of state investment in cultural infrastructure, the relocation of ABC to Parramatta and the legacy created by organisations like the Arts & Cultural Exchange presents an excellent opportunity for Parramatta to establish itself as the central media and arts hub of Sydney and promote its artists, talent and small to medium creative businesses. This also creates an opportunity to connect larger scale buildings in North Parramatta with the media, culture and arts tenants located in the CBD.
- The lack of film studio space across Sydney, sqm costs and disparate nature of the screen industry mean Parramatta could present a compelling, 'one stop shop' solution. This may be attractive to both tenants of:
  - **Grade A office space** – for front end customer interaction where pre- and post-production activities could be done within a standard commercial fit out.
  - **Grade B or C office space** – where more space is crucial, lower costs are attractive and there is minimal end customer interaction (e.g., behind the scenes 'maker spaces').
- The concentration of education institutions in Parramatta offering courses in media, arts and communications presents a unique opportunity to foster collaboration between industry and higher education providers to deliver practical and relevant training.
- Focusing on media and the arts and curating cultural experiences and activation also creates an opportunity to attract visitors to Parramatta CBD to see the city's transformation for themselves. These opportunities should be taken wherever possible and further magnified by integrating coverage, events and performances with local activities.



Source: City of Parramatta, 2023





# Supporting the vision for Parramatta

*Picture: Pho Pasteur (Church Street, Parramatta)*



# 1. Continued improvement of amenity and connectivity

It is crucial to continue activating the city during the construction of major infrastructure (e.g., light rail and metro) and after it by continuing to attract the right level of retail and hospitality (and not falling behind on trends).

## Key findings

- Parramatta needs to convince decision-makers of its value proposition as an all-rounded business destination to **'earn the commute'** of workers for companies which are looking to increase office participation.
- In line with this, the state government has invested significantly in Parramatta over the last 5 years. The responsibility now lies with local government and current tenants to ensure Parramatta is open for business and doesn't feel like a construction site.
  - This can be achieved through street level connectivity, more visual amenities paired with activation and adequate marketing of events.

## Key considerations

- Retail and hospitality space at the base of all developments should be standard within Parramatta CBD. This will encourage permeability, accessibility and safety for workers and residents moving between buildings at any time of day.
- Council should consider how it can facilitate the short term activation of the city whilst the light rail corridor and metro is under construction.
  - This may involve space activations and weekly events on Church Street (as a champion of the city).
- Using similar principles to the Civic Link, easy access to Parramatta Park should be prioritised given its unique proximity to a world class CBD.

### Key actions

- **Council** to facilitate the short term activation of the city whilst the light rail corridor is under construction. Some options could include some short term pop up retail and hospitality to continue activation of the city until the light rail is operational.
- **Industry** to consider how to make new developments more accessible in the long term to attract tenants and create a safe and walkable CBD, including additional hospitality and retail space.



Source: City of Parramatta, 2023

## 2. Celebration of Parramatta as a diverse cultural hub with a vibrant night time economy

Capitalising on its Purple Flag accreditation, Parramatta must promote its post-work environment to build Parramatta's cultural economy and encourage businesses to relocate.

### Key findings to date

- With the structural shift in workplace practices following the pandemic, **workers increasingly prioritise more holistic work environments**. Businesses increasingly favour districts with a strong cultural scene to:
  - **Attract and retain talent**
  - **Boost creativity and innovation**
  - **Improve employee morale**
  - **Build brand awareness.**

### Key considerations

- **The Dharug people of Parramatta should continue to be celebrated**, particularly in and around the CBD given its significance to the traditional owners and their ongoing contribution to the city.
- Council's creation of "Little India" celebrating the diverse food offerings and culture of Harris Park should be **widely promoted and participate in regular street food events** (e.g., free stalls/ equipment). There is also a place in Parramatta for more cultural hubs for the vibrant Vietnamese and Lebanese cultures.
- All stakeholders should consider other initiatives which could promote Parramatta's night time economy, including prioritising safety. We understand Council is already working on the Late Night Trading Development Control Plan which supports and enables later trading hours in the CBD and precincts.
- A thriving night time economy must be **supported by a range of accommodation options including hotels**. The proximity to the Western Sydney Airport presents an opportunity to further explore these.
- Some initiatives to be considered may include:
  - Given the establishment of the Centre for Australia-India Relation in Parramatta, in the near term, **all levels of Government should invest in an event, or a program of events to promote this** and business connections between the two countries. For example, the Parramasala event funded by the NSW Government and held in between 2010 and 2019 was widely regarded as a success.
  - Securing a Parramatta location for the Vivid Festival (similar to Chatswood's activation and Parramatta's participation in the Sydney Festival) or exploring other unique local events and festivals.
  - **Celebrate Parramatta's unique hospitality offering focusing on our dining precincts** including Church Street, Parramatta Square and Harris Park
  - Partnering with Destination NSW to market Parramatta Lanes Festival and others more broadly.
  - **Complementing key events in Parramatta and Sydney Olympic Park**, further positioning Parramatta CBD as the pre- and post-event destination as evidenced by consumer spend in the LGA
  - Programming regular live music events.

### Key actions

- **Council** to update Parramatta Night City Framework to champion a diverse and vibrant night time economy
- **Council** to promote community events, e.g., Diwali festival and delivering night-time events (Parramatta Lanes and live music)
- **Council** to develop a Live Music Action Plan to revitalise local venues and showcase local talent
- **Industry** to proactively work with arts and culture sector to provide access to vacant spaces.
- **All stakeholders** to consider how they can complement key cultural, sporting and music events in Parramatta and Sydney Olympic Park, positioning Parramatta CBD as the pre- and post-event destination.



Source: City of Parramatta, 2023



### 3. Support for the city's digital infrastructure

The trend for onshore data storage presents opportunities for Parramatta but this will need to be supported by the appropriate infrastructure to enable businesses to succeed.

#### Key findings

- Due to cyber risks, there is a growing critical need for stronger protection measures around data generally (including customer confidential data). It is increasingly critical for businesses to implement robust protection measures including **onshore compared to offshore data storage**.
  - The infrastructure will need to be robust, reliable and secure for businesses to effectively provide their services.
- In December 2022, the NSW Government released the Smart Central River City Blueprint. It is an ambitious plan outlining seven key opportunities to provide connected technologies and data solutions to support the city's growth and transformation into a thriving, economic powerhouse.
- The attraction of media companies including the ABC makes Parramatta an attractive location for all supporting businesses as well. These may include screen production studios. The infrastructure will need to be able to support the volume of activity. This may include high speed and large volume downloads/ uploads capacity.
- Currently, the Council has released a draft 'Smart City and Innovation Strategy' outlining its vision to support innovation and digital infrastructure in the city.

#### Key considerations

- The above trends make it crucial for businesses setting up in Parramatta and operating within those business fields to rely on the appropriate infrastructure for them to be successful.
- The critical areas to consider from an infrastructure perspective are:
  - The security of the environment (specifically addressing the threats of cyber attacks on businesses)
  - The data requirements for digital information manipulation/ storage including uploads and downloads (specifically relating to large volumes at large speeds which may prove crucial for media companies).



#### Key actions

- **Council** to continue improving connectivity and data solutions in placemaking, planning and mobility in partnership with NSW Government and the broader Central River City area
- **Industry** to align developments with state and local government efforts to make the city 'smarter', particularly where their developments will bring more internet users

## 4. Further promotion of Parramatta's unique value proposition

Highlight the unprecedented level of investment that Parramatta has seen over the last decade as the centre of global Sydney and its unique offering of world class A-grade office space, multi-modal connectivity and diverse workforce just on the doorstep

### Key findings

- Between 2018 and 2023, **\$10 billion of public and private investment** is expected to have been made within the City of Parramatta.
- Stakeholders have chosen to locate in Parramatta because of the investment to date and still to be realised (e.g. Riverside, Powerhouse, USYD Cumberland campus).
  - Some stakeholders commented on the 'inward focus' on Parramatta Square and identified that the Parramatta CBD story includes other recent investment that should be promoted. Furthermore, there was a general consensus that Parramatta has been 'underselling' its value proposition.
- Major investment to date was not necessarily coordinated but has still provided a platform for local stakeholders to build from.
- Currently, the Council has been delivering its 'Where its AT' city brand strategy, positioning Parramatta as the 'Centre of global Sydney'.

### Key considerations

- There is an opportunity to develop and publicise a narrative that **highlights the recent and pending investment in Parramatta** across all sectors including commercial, sport, transport, cultural, infrastructure and higher education and **encourages Sydneysiders to come and see Parramatta's transformation for themselves**.
  - This will address concerns around transitional vulnerability (e.g., the Barangaroo marketing campaign that targeted tenants during the construction period to assume them of the benefit in the long term).
- Parramatta's narrative needs to be convincing to win over decision-makers. As such, Parramatta will need to be promoted as an all-rounded business destination for all the different types of employees and patrons.
  - Parramatta, like all commercial centres, will need to '**earn the commute**' of workers for companies that are looking to increase office participation with changing working models accelerated by COVID-19.



Source: City of Parramatta, 2023

### Key actions

- **Council** to identify key stakeholders, ambassadors and promotion partners (e.g., TikTok, Meta etc) and leverage networks to ensure branding is reaching all demographics.
- **Industry** to leverage Council's branding in promotion and advocacy of the Parramatta CBD as a premier business destination.

## 5. Activation of key sites across the Parramatta CBD

Collaborate with the state government and landowners to revitalise underutilised and dormant key sites in Parramatta CBD, particularly while Parramatta is undergoing major transformation.

### Key findings

- There are a number of key sites across Parramatta CBD that are unoccupied without plans for reuse or reactivation in the near future. A number of other large sites (e.g., Metro) are under construction.
- These sites could become 'black holes', and place physical barriers between workers and residents and the destinations they are seeking out. Sites that could benefit from more effective activation include the 2 Fitzwilliam St/Valentine St site next to the station, the South Quarter site, and the Roxy Hotel.

### Key considerations

- Inactive sites should be prioritised by Council and the state government, and issues resolved wherever possible to activate the sites and their street level frontages.
- Adaptive reuse could also include start up/incubator spaces for universities, function centres, backpacker accommodation and 'makerspaces' for creatives, given these tenants often require large spaces with minimal fit out.
- Cities undergoing significant transformations should lean into the 'transition period' and identify ways they can create anticipation and make the CBD 'flow' despite the construction underway.
- Ways to do this include:
  - Encourage 'meanwhile use', for example temporary markets or food truck spaces and empty buildings can be lit in ways that highlight unique building features, providing pedestrian security
  - Designing hoarding and scaffolding in a way that shows what the finished product will look like, to contribute to a sense of anticipation (see example on right).



Source: City of Sydney



### Build to Rent – an alternative opportunity for Parramatta

Stakeholders frequently referenced Parramatta as an ideal location for Build-To-Rent projects. Demand drivers are population growth, proximity to jobs, universities and transport as well as local amenity. Housing targets, job targets and highly skilled migration all provide further reason to consider the role of Build to Rent around Parramatta's CBD in providing an alternative tenure type for residents.

On the supply side there are a number of lower-grade, low-rise commercial buildings around the CBD that could be repurposed for Build to Rent, particularly given the lower price of land compared to Sydney's Eastern CBD.

### Key actions

- **Council** (in collaboration with the NSW Government where relevant) identify and activate key sites that are currently acting as 'black holes' across the CBD
- **Landowners** to consider short term activations, meanwhile use and investment to respond to Council's activation strategy on these sites, where applicable.





# Summary of key actions

*Picture: Ruse Bar and Restaurant (Parramatta Square)*

# Stakeholder actions to pursue key opportunities in Parramatta

All stakeholders will play a part in shaping Parramatta's future for businesses, employees and residents in Parramatta

Opportunity	Attract and support industrial tenants' corporate offices	Harness the strategic cultural connectivity of Parramatta	Complement the Westmead precinct	Build the Information Technology services sector	Develop the media, film and arts economy
Key actions	<ul style="list-style-type: none"> <li>• <b>Industry</b> to survey current industrial land occupants west of Parramatta to determine level of interest in dual hub model (focusing on food industrial and engineering)</li> <li>• <b>All stakeholders</b> to promote Parramatta as talent hub and gateway to the west</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Industry</b> to determine the size of the market dependent on trade with South Asia and identify key target businesses for growth in/ relocation to Parramatta CBD.</li> <li>• <b>All stakeholders</b> to continue promoting Parramatta as the heart of Australian-Indian relations with promotion of community events for instance.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> to continue engaging with NSW Government WHID team to identify ancillary businesses to target for Parramatta CBD, including medical technology startups, clinical trial hubs and other medical technology and research and development businesses.</li> <li>• <b>Industry</b> to work with Council to attract businesses to Parramatta CBD.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Industry</b> to engage with local players in the data storage space to understand the trends in offshore and onshore data storage preferences including trends around bespoke data access compared to popular means such as Amazon Web Services.</li> <li>• <b>Industry and Council</b> to collaborate to support technology start ups in Parramatta.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> to finalise its Cultural Strategy to provide a consolidated vision for the community and cultural sector, advocates for investment and for Parramatta to be a cultural leader.</li> <li>• <b>Industry</b> to identify and target associated pre- and post-production businesses, leveraging precedents like ACE</li> <li>• <b>Industry</b> to consider viability of flexibly leased 'creative spaces' in B-C grade buildings</li> <li>• <b>All stakeholders</b> to campaign/continue to campaign for SBS headquarters to be relocated to Parramatta CBD</li> <li>• <b>All stakeholders</b> to consider best location for an arts and cultural precinct and creative spaces in Parramatta CBD to attract artists, theatre, design and other creative companies</li> </ul>



# Stakeholder actions to pursue key opportunities in Parramatta

All stakeholders will play a part in shaping Parramatta's future for businesses, employees and residents in Parramatta

Supporting opportunity	Continued improvement of amenity and connectivity	Celebration of Parramatta as a diverse cultural hub with a vibrant night time economy	Support for the city's digital infrastructure	Further promotion of Parramatta's unique value proposition	Activation of key sites across the Parramatta CBD
Key actions	<ul style="list-style-type: none"> <li>• <b>Council</b> to facilitate the short term activation of the city whilst the light rail corridor is under construction. Some options could include some short term pop up retail and hospitality to continue activation of the city until the light rail is operational.</li> <li>• <b>Industry</b> to consider how to make new developments more accessible in the long term to attract tenants and create a safe and walkable CBD, including additional hospitality and retail space.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> to update Parramatta Night City Framework to champion a diverse and vibrant night time economy</li> <li>• <b>Council</b> to promote community events, e.g., Diwali festival and delivering night-time events (Parramatta Lanes and live music)</li> <li>• <b>Council</b> to develop a Live Music Action Plan to revitalise local venues and showcase local talent</li> <li>• <b>Industry</b> to proactively work with arts and culture sector to provide access to vacant spaces.</li> <li>• <b>All stakeholders</b> to consider how they can complement key cultural, sporting and music events in Parramatta and Sydney Olympic Park, positioning Parramatta CBD as the pre- and post-event destination.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> to continue improving connectivity and data solutions in placemaking, planning and mobility in partnership with NSW Government and the broader Central River City area</li> <li>• <b>Industry</b> to align developments with state and local government efforts to make the city 'smarter', particularly where their developments will bring more internet users</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> to identify key stakeholders, ambassadors and promotion partners (e.g., TikTok, Meta etc) and leverage networks to ensure branding is reaching all demographics.</li> <li>• <b>Industry</b> to leverage Council's branding in promotion and advocacy of the Parramatta CBD as a premier business destination.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Council</b> (in collaboration with the NSW Government where relevant) identify and activate key sites that are currently acting as 'black holes' across the CBD</li> <li>• <b>Landowners</b> to consider short term activations, meanwhile use and investment to respond to Council's activation strategy on these sites, where applicable.</li> </ul>



# Appendices

*Picture: River Cafe Parramatta (Church Street, Parramatta)*



# Appendix A: Target sectors

Target sectors based on stakeholder feedback

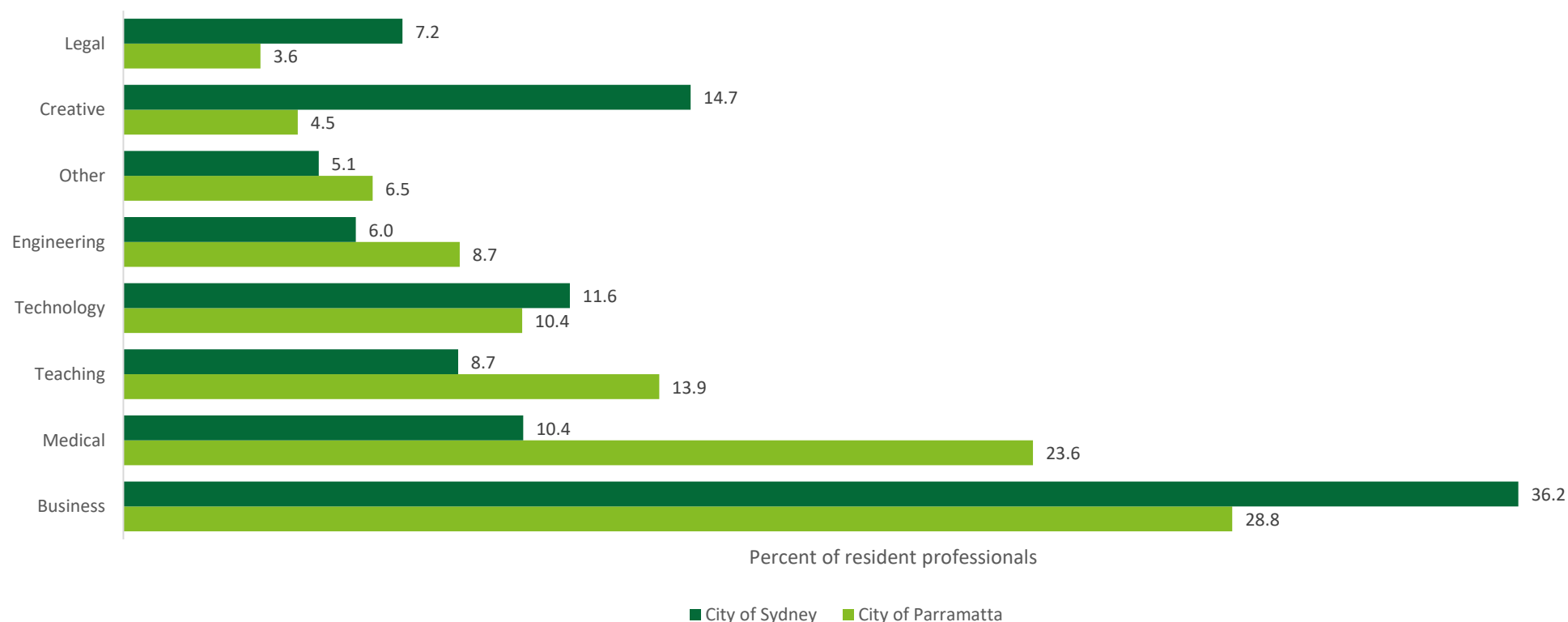
Types of businesses	Action	Why?	Key opportunity/ opportunities
Media	Target	<ul style="list-style-type: none"> <li>Capitalise on relocation of ABC</li> <li>Capitalise on investment in cultural infrastructure (e.g., Riverside Theatres, Powerhouse)</li> </ul>	Media & Arts
Engineering	Target	<ul style="list-style-type: none"> <li>There are several projects underway in Western Sydney.</li> <li>AECOM, Arup and other similar firms have existing project offices in Parramatta.</li> </ul>	(Ancillary service providers)
Industrial (Manufacturing, Utilities, FMCG)	Target	<ul style="list-style-type: none"> <li>Trend towards 'dual hub' model in Western Sydney (i.e., operations hub on industrial site and corporate services hub in CBD)</li> <li>Increasing cost and low amenity of industrial land in Western Sydney compared to Parramatta CBD's central location, high density of talent and access to customers (including Government clients).</li> </ul>	Industrial office space
Technology	Target	<ul style="list-style-type: none"> <li>Medical technology and data analytics firms, clinical trial organisations and R&amp;D arms of life sciences/ pharmaceutical organisations could present a compelling opportunity for Parramatta CBD given the proximity to Westmead and university students, the movement away from collocating with laboratories and the need to attract staff back to offices.</li> <li>10% of resident professional workers in Parramatta are in technology roles.</li> </ul>	Technology based on-shoring  Supporting Westmead
Government	Potential Target	<ul style="list-style-type: none"> <li>Recent developments have been supported by Government agencies relocating to Parramatta coined the 'new administration centre for NSW'.</li> <li>It is suggested that Government should be further targeted given the level of investment made.</li> </ul>	(Existing tenants)
Legal	Potential Target	<ul style="list-style-type: none"> <li>Top tier law firms are generally not interested due to their current partnership profiles, client headquarters and judges' residences.</li> <li>There is potential for other law firms to consider satellite offices in the short term as a greater number of young lawyers reside in Western Sydney (possible demand for secondary offices in the long term).</li> </ul>	(Ancillary service providers)
Education	Potential Target	<ul style="list-style-type: none"> <li>Larger universities are beginning to shift west as a result of population growth, diversity, access to a conglomeration of different sectors and linkages with the Westmead Health and Innovation District.</li> <li>Additional opportunity to target businesses which could facilitate industry placements.</li> <li>Potential to fill up B Grade commercial spaces with 9B education institutions targeting skilled migrants.</li> </ul>	Cultural connectivity

# Appendix B: Resident professional worker occupations in Parramatta and the City of Sydney

A large share of Parramatta's workforce comprises of professionals in the business, medical, teaching and technology sectors.

## 1 There are a growing number of professionals who live and work in Parramatta, particularly in the medical sector

- 49% of the resident workforce in the City of Parramatta were professionals in 2021 compared to 45% in Greater Sydney. Of resident professional workers in Parramatta, 24% are in medical professions, 29% in business and 10% in technology roles. See chart below.
- Between 2016 and 2021, 8,088 professionals and 3,252 managers have entered the resident workforce of the City of Parramatta which equates to a 19% and 22% increase respectively in these occupations.
- Parramatta has a significantly higher proportion of medical workers than City of Sydney.

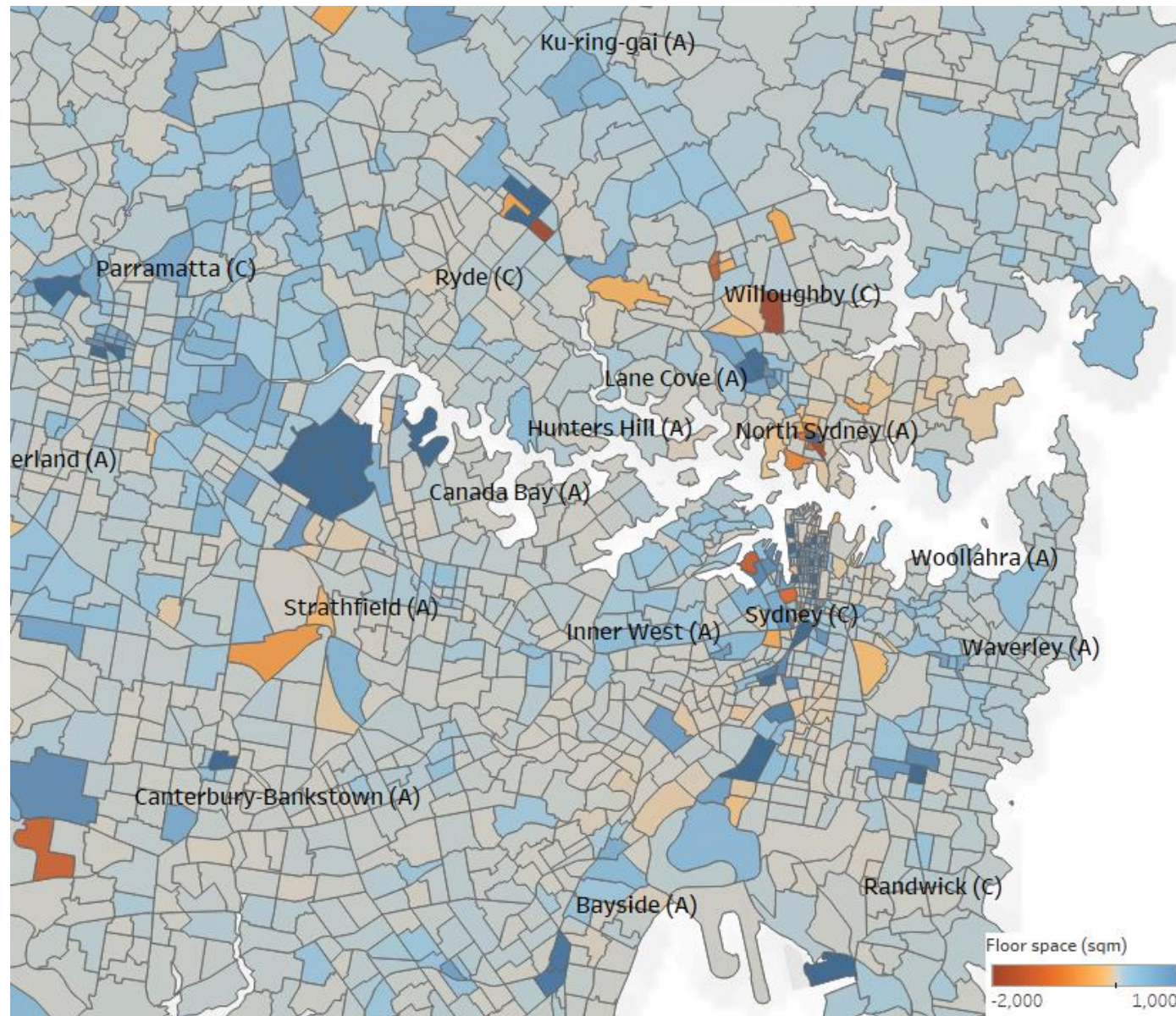


Sources: Deloitte analysis of ABS Census 2021



# Appendix C: Projected change in commercial floor space demand (2022 to 2026)

Projected change in commercial floor space demand (2022 to 2026)

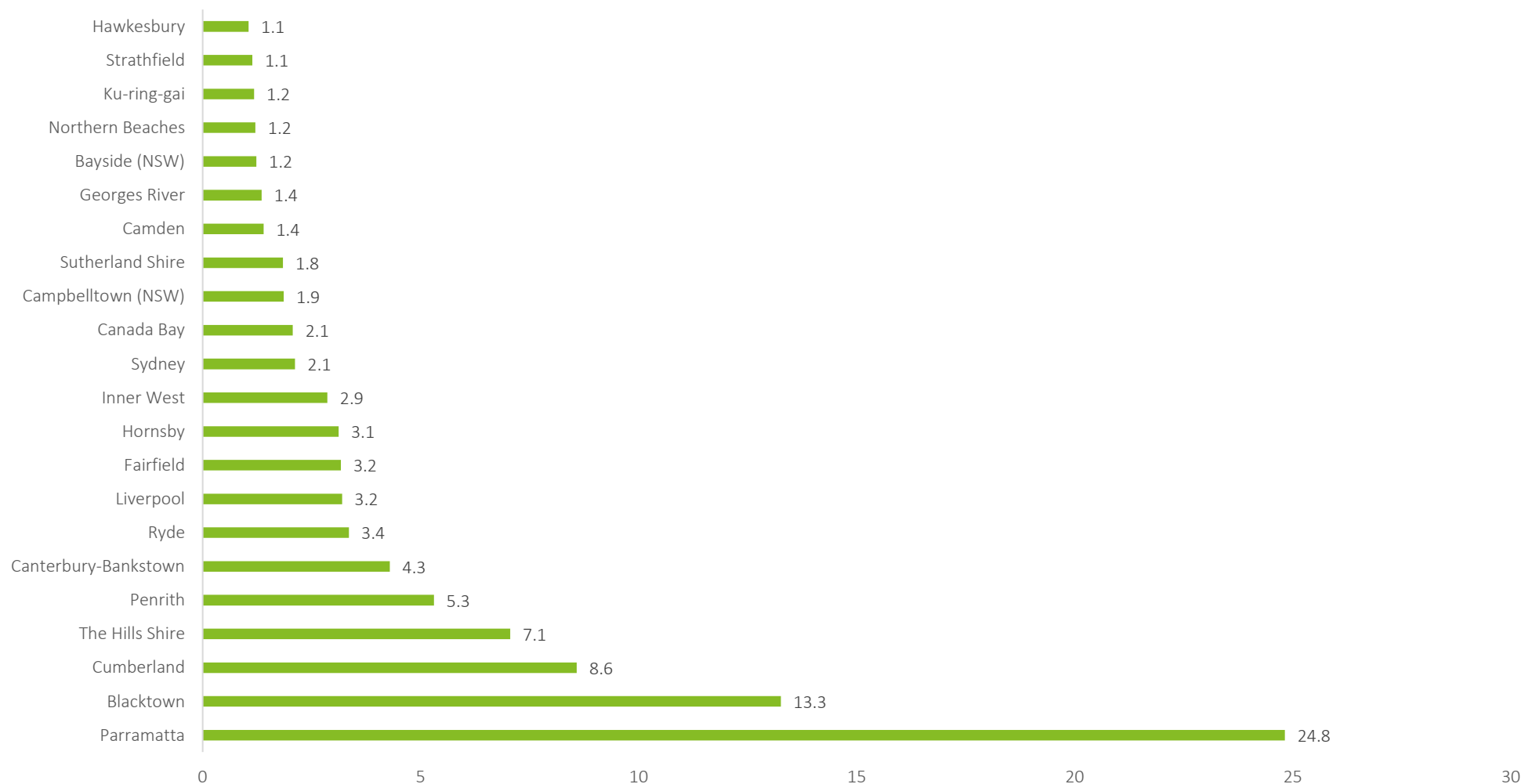


Sources: Deloitte analysis based on TPA employment projections

## Appendix D: Where Parramatta's workforce lives

More than half (53.7%) of workers in Parramatta live in Parramatta, Blacktown, Cumberland or The Hills. The area continues as the destination of choice for migrants creating a rich multicultural community.

Percentage of workers who live near Parramatta



Sources: .id (informed decisions) based on data obtained from 2021 Census of Population and Housing.



# Disclaimer

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We thank all the stakeholders for your support in this process and look forward to promoting Parramatta together



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