

EXECUTIVE SUMMARY

Draft Community Infrastructure Strategy



CITY OF
PARRAMATTA

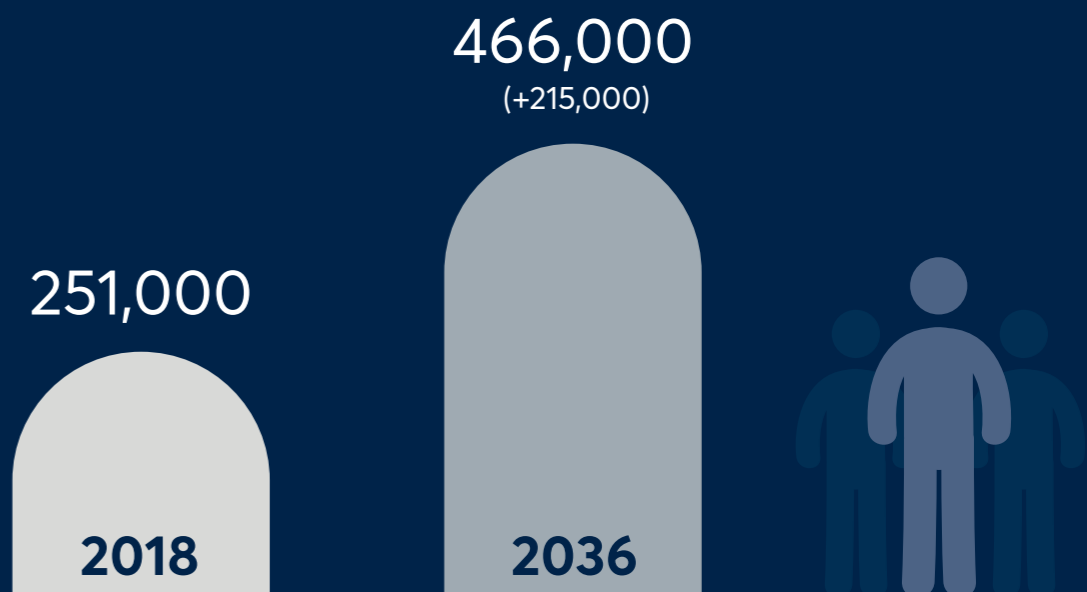


Executive Summary

The pace and scope of change is unprecedented in the City of Parramatta.

In twenty years, an additional 215,000 people will live in our City, increasing the population from 251,000 residents in 2018 to 466,000 residents in 2036.

City of Parramatta Population



There are significant and exciting opportunities that come with growth and we know that well-managed growth leads to positive outcomes for individuals, families and the broader community.

We want to capitalise on City of Parramatta's growth to ensure our CBD and neighbourhoods have the necessary community infrastructure to help people's standard of living maintain and improve, and their sense of belonging and community strengthen.

What is community infrastructure?

Community infrastructure is a combination of hard and soft infrastructure.

Hard infrastructure includes the facilities, buildings and spaces and soft infrastructure includes the programs, services and networks that run from and occur in these spaces.

This Strategy is concerned with hard infrastructure that Council plays a role in delivering or where it advocates for on behalf of the community.

The next stage of implementation will involve identifying operating costs, detailed site assessments and financial modeling.

Why do we need a community infrastructure strategy?

It is important for Council to play a role in providing adequate and high quality community infrastructure for our community.

We recognise that now is the time to clearly identify our current and future communities' needs and take determined steps to enable the delivery of appropriate, adequate and quality community infrastructure. This will take the expertise, assistance and resources of many.

Fast-paced growth, when well supported by the necessary community infrastructure that underpins our lives, can significantly improve people's access to the essential services, spaces and supports they require to live well and reach their full potential.

City of Parramatta Council has developed a Socially Sustainable Parramatta Framework that sets out a new way of working for Council. A socially sustainable community puts people first and shares the opportunities of growth with all. Chan and Lee (2008) have identified a number of key success factors for achieving a socially sustainable community and the provision of community infrastructure is one of these.

A commitment to making the City socially sustainable means that our current and future community will be resilient and will flourish no matter what stresses, challenges and disruptions we face.

If we invest, with our partners in the right community infrastructure to meet community needs, our city will be a more resilient, productive, liveable and sustainable place.

Principles for delivering community infrastructure



Co-located, multifunctional facilities and collaborative approaches



An accessible and connected network



Safe and secure community infrastructure



Welcoming spaces and places where we can celebrate our diversity



Equitably resourced neighbourhoods

These principles have been developed following a literature review of other local government community infrastructure strategies, understanding key trends in community infrastructure planning, and considering results of audit, local needs analyses and community engagement commissioned by City of Parramatta Council.

This strategy addresses

COMMUNITY FACILITIES

- Libraries
- Community Space
- Early Childhood Education and Care
- Subsidised Space
- Girl Guide and Scout Halls
- Affordable Rental Housing

OPEN SPACE AND RECREATION

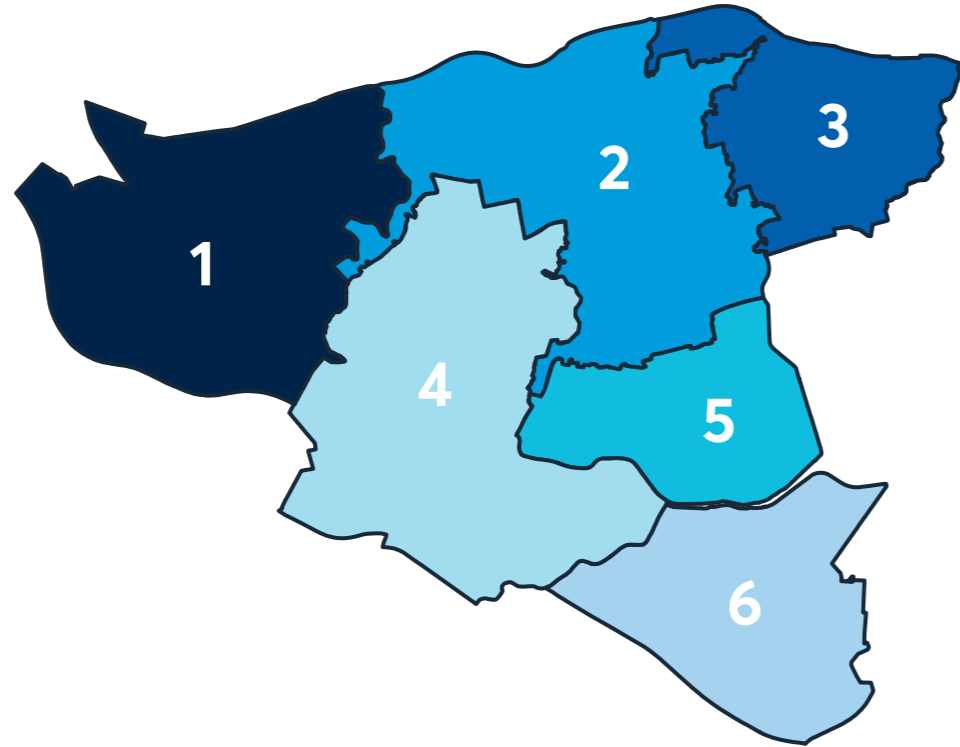
- Play Spaces
- Aquatics
- Indoor Recreation
- Sportsgrounds
- Parks and Outdoor Recreation
- Community Gardens

HIGH GROWTH AREAS

- Camellia
- Carlingford
- Carter Street
- Epping
- Granville
- Parramatta CBD
- Parramatta North
- Rydalmere, Ermington & Melrose Park
- Sydney Olympic Park
- Telopea
- Wentworth Point
- Westmead

A catchment approach

The Community Infrastructure Strategy is underpinned by a catchment based approach to planning for community infrastructure. These catchments are shown in the following map. They were determined with consideration of a number of factors, including: the location of key urban centres, likely travel patterns, community preference, the spread of the existing and future population across the LGA, natural barriers (e.g. waterways, topography) and built barriers (e.g. arterial roads, viaducts).



Catchments are a useful tool (but not the only factor), to consider the network provision of local and district facilities across a large area, with regional facilities more likely to service the LGA as a whole.

This strategy uses benchmarks

There are various provision standards and benchmarks that can be employed when determining future community needs and potential gaps related to community infrastructure. Many of these provision standards are well accepted.

Benchmarks are used to give an indication of the amount of community infrastructure that would ideally be provided when opportunity exists, feasibility is demonstrated, funding is available and when local context, site opportunities/limitations and broader provision close by are taken into account.

Council uses benchmarks for understanding and comparison purposes, but does not rely on them solely when considering options or making recommendations about community infrastructure provision to support the needs of communities now and into the future.

What this strategy could achieve for our community

The Strategy includes a lot of detailed information and research. The summary (below) for each asset type shows what Council does now, and what we need to do to meet the future challenges.

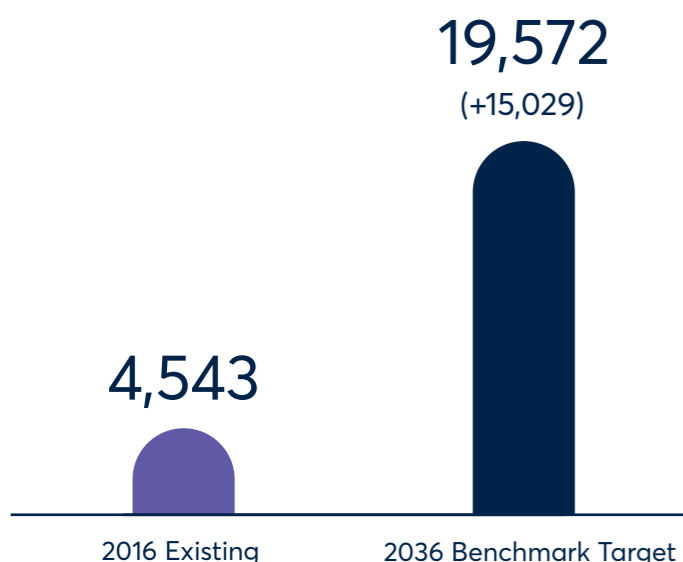


Library Network

City of Parramatta currently has 7 Library and Learning Spaces.

- Our libraries are spread well across City of Parramatta
- Data collected by Council shows high levels of usage and community satisfaction with libraries
- Council is the only provider of publicly accessible libraries. Other libraries exist for students at schools and educational institutions.
- Our challenge with libraries is that many are in older buildings that require renewal, and many are too small to meet current demand, let alone future population forecasts.

City of Parramatta: 2036 library floor space provision (m²) against benchmark



This Strategy says Council will:

- Expand or deliver new libraries where they are required across the local government area
- Plan all new libraries to be co-located with existing or future community hubs

This Strategy will seek to deliver:

- Deliver approximately 15,000m² of additional library space through the following approach
- Redevelop libraries at Constitution Hill, Ermington and Carlingford
 - Delivery new libraries at Telopea, Epping, Parramatta CBD and Wentworth Point
 - Delivery library link services at North Rocks Park (Carlingford), North Parramatta and Melrose Park

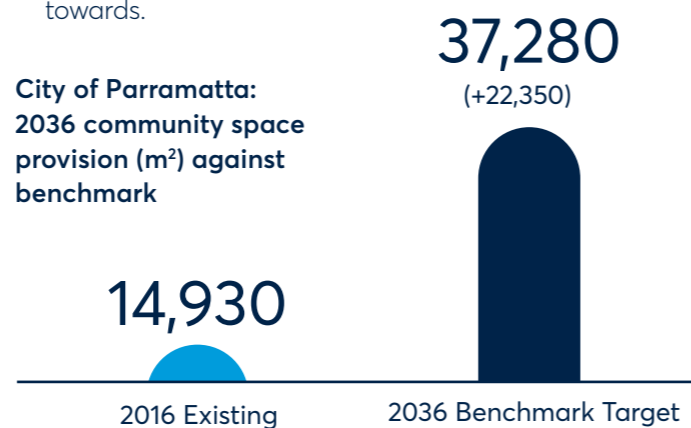
*Benchmark based on State Library of NSW as well as the 'Guidelines, Standards and Outcome Measures for Australian Public Libraries' 2016

Community Space Network

City of Parramatta currently has 23 community facilities offering community centres, halls and meeting rooms.

- Like many other areas across Greater Sydney, City of Parramatta's community space is made up mostly of smaller halls and meeting rooms located across the City. Most are 400m² or smaller.
- Many of our facilities are in poor condition, and have reached the end of their economic life. Despite their challenges, our buildings are highly utilised, being booked 16,400 times in the 2017 financial year.
- Council is the primary provider of this type of community facility, though other halls and meeting rooms exist in schools, and other non-council owned buildings.
- Community demand for high quality, flexible community space is increasing. The future model of providing a range of flexible meeting and activity spaces in a centrally located, easy-to-access location (a community hub) is one that we need to work towards.

City of Parramatta: 2036 community space provision (m²) against benchmark



This Strategy says Council will:

- Redefine our network of community spaces by upgrading many of our existing facilities, consolidating some older facilities, and building new community hubs that meet the needs of a range of different user groups

This Strategy will seek to deliver:

- Approximately 25,000m² of additional community space by developing new community hubs at Westmead, Carlingford (with Library), Telopea (with Library), Epping (with Library), Parramatta CBD, Camellia (with Library), Ermington (with Library), Melrose Park (with Library link) and Carter Street
- Upgrade existing community halls and spaces across City of Parramatta to increase their accessibility

*Benchmark based on Elton's 'Parramatta Community Facilities Audit and Needs Study Report 2017' commissioned by City of Parramatta

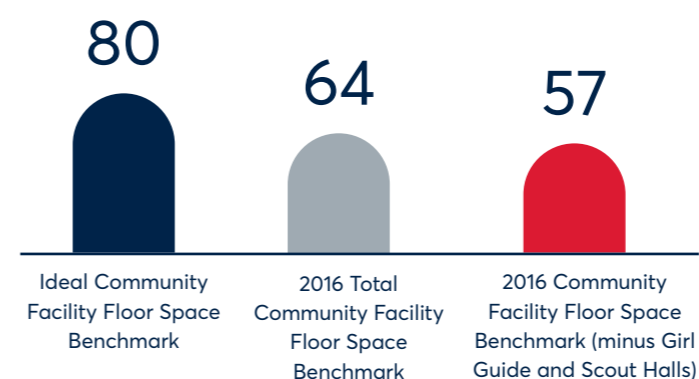
Girl Guide and Scout Hall Network

City of Parramatta currently has 10 Council-owned Girl Guide and Scout halls. Another 6 are owned by others, including Girl Guides, Scouts and other government organisations.

- Existing Girl Guide and Scout halls are spread across the area, and most are in poor condition. In total, they amount to 2,300m² of space, with many being used infrequently and often only by Girl Guides or Scouts groups. One existing hall is not currently used by an active group.
- Across Sydney, the same pattern exists: Girl Guides and Scouts are housed in old facilities historically provided by councils that are now in poor condition, and most are underutilised. Some examples exist of Girl Guide and Scout functions being built into newer multipurpose facilities – and where it has happened it is working well, e.g. Lane Cove.
- Our challenge is to open up wider access to the halls in the short term, and to find a better way to provide facilities for Girl Guide and Scout groups in the long term.

When considering the need for Girl Guide and Scout Halls, local councils usually incorporate opportunities and considerations into overall community facility provision and planning.

City of Parramatta 2016: Rate of Community Facility Provision (m²)



This Strategy says Council will:

- Take carriage of all maintenance responsibilities and improve the building condition of existing Guide and Scout halls
- Update licences for all Guide and Scout halls and ensure that spaces are bookable by the community when they are not needed by Guide and Scout groups
- Plan for the future needs of Guide and Scout groups in our future Community Hubs (see Community Space)

This Strategy will seek to deliver:

- **Short-Medium term:** increased community access to existing Guide and Scout halls
- **Long term:** flexible multipurpose space within our planned network of Community Hubs that can also be used by Guide and Scout groups as well as a range of other user groups

*Benchmark based on Elton's 'Parramatta Community Facilities Audit and Needs Study Report 2017' commissioned by City of Parramatta

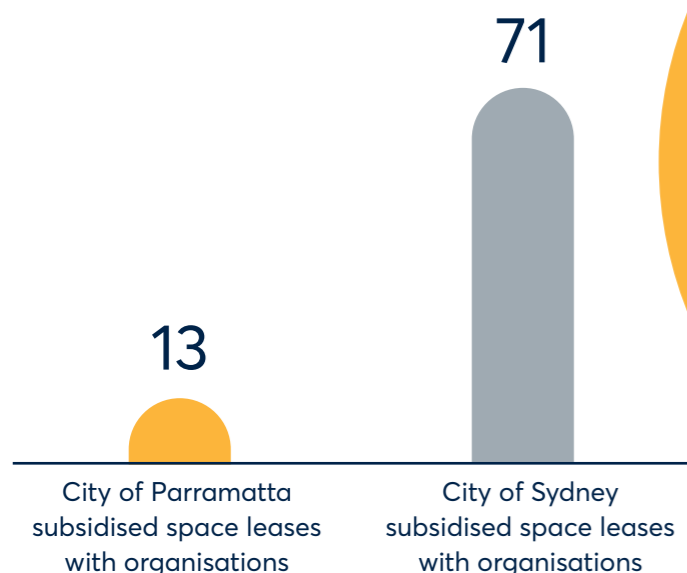


Subsidised Space Network

Council currently provides 15 subsidised spaces totalling around 23,000m², although, not all of them are owned by Council.

- Subsidised space is co-working, office and service delivery space that is hired at a reduced rental rate to non-government organisations to deliver important services to the community.
- Our current subsidised space network allows services such as charity, recycling, and health programs to be delivered. Without this space, these services may not be able to afford premises in City of Parramatta.
- There's no benchmark for subsidised space – some councils consider it as an overall part of community space, but it represents a specific function that is separate to space that can be easily booked by the community for other purposes.
- Leading cities, such as City of Sydney, Melbourne and Whittlesea, provide support to a significant number of community organisations through subsidised space.
- As the cost of commercial premises go up, it is harder for community organisations to be able to afford rent. Subsidised space is often crucial to their operation in our City.

City of Parramatta Council subsidised space leases with organisations compared to City of Sydney Council: 2017

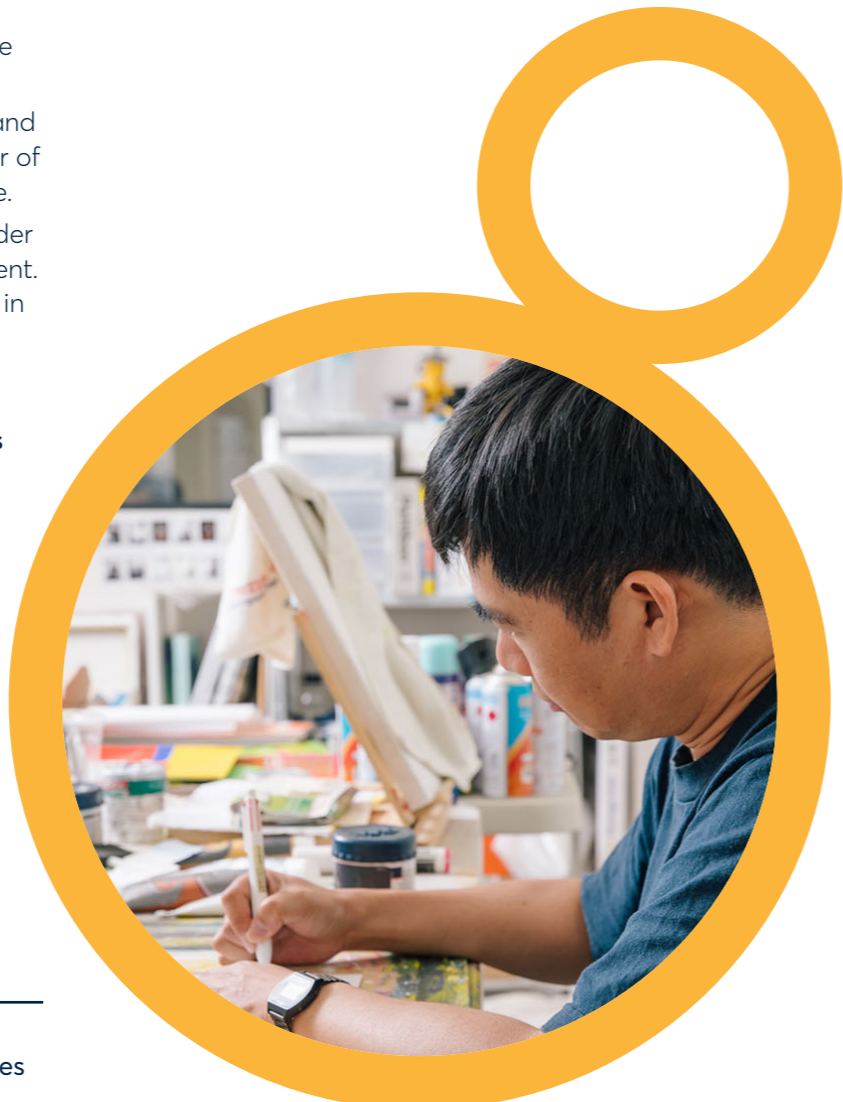


This Strategy says Council will:

- Plan for more subsidised space as part of its future network of Community Hubs (see Community Space)
- Review and revise its processes for measuring the impact of subsidised space, and for its allocation

This Strategy will seek to deliver:

An additional 6,800m² of subsidised space as part of the future network of Community Hubs



Early Childhood Education and Care (ECEC) Network



This Strategy says Council will:

- Continue to operate our existing LDC and OSHC centre
- Upgrade some of our existing long day care centres, particularly where there are significant waiting lists of children who require spaces
- Facilitate provision of some new Council-operated LDC and OSHC centres, where they can be negotiated through voluntary planning agreements

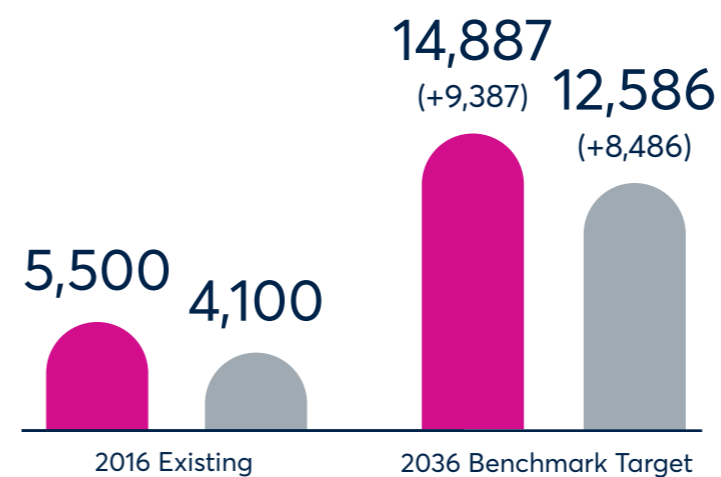
This Strategy will seek to deliver:

- Up to 4 additional Council-owned and operated LDC centres
- Up to 5 additional Council-owned and non-Council operated OSHC Centres
- Advocate for increased provision of LDC and OSHC centres on school sites and through private development

City of Parramatta currently provides 11 ECEC services in the form of long day care (LDC) centres. 5 are operated by Council, and the remaining 6 are operated by non-government organisations. Council currently owns 1 out of school hours care (OSHC) centre that is operated by a non-government organisation.

- There are 116 long day care centres operating in City of Parramatta (including those that are provided by Council, by non-government organisations and the private sector).
- The Council-run centres are of a high quality compared to the private sector. In 2019, 100% of Council-run centres meet or exceed national standards (compared to 66% of private services). They also make special provision for children with high needs and for vulnerable families as well as prioritise spaces for younger children, who require more staff to supervise.
- Council provides only a small number of long day care centres, overall. About 95% of long day care centres are delivered by the private sector.
- There is a shortfall in the number of ECEC places provided within the LGA to meet the needs of the current population of residents and workers. As our population grows, more long day care centres and out of school hours care facilities will be required to meet the needs of our community.

City of Parramatta: 2036 LDC and OSHC provision against benchmark



KEY: ● LDC places ● OSHC places

*Benchmark based on Families at Work 'Early Education and Needs Analysis Report 2015'

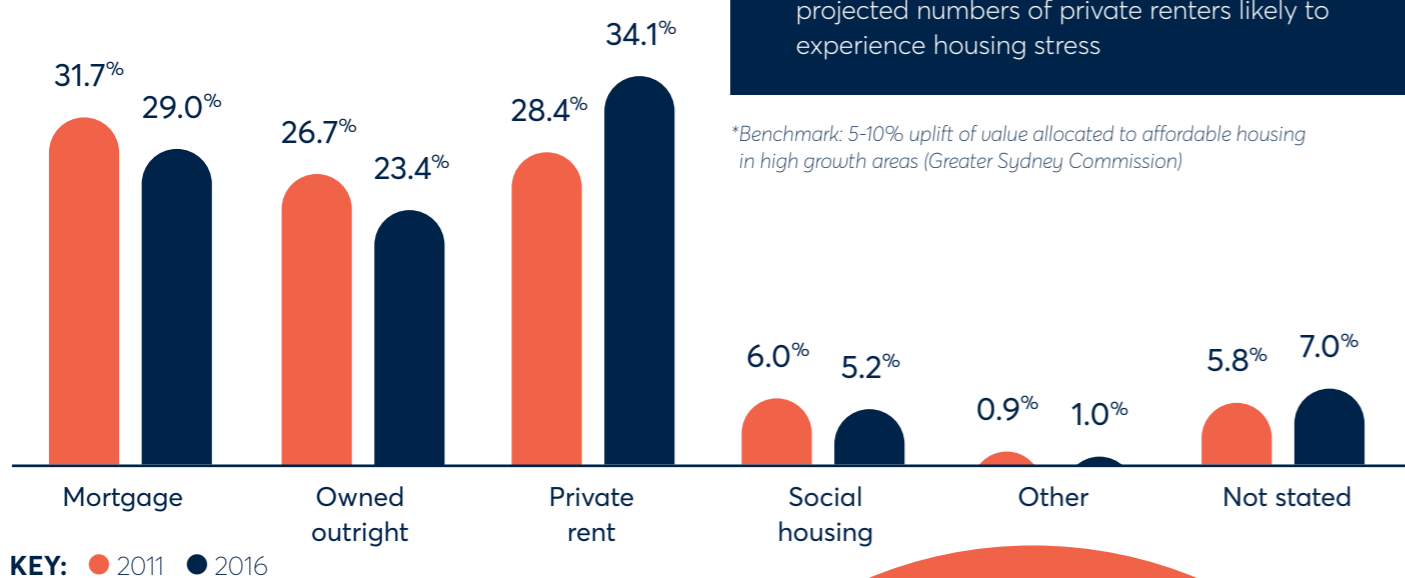


Affordable Rental Housing Network

City of Parramatta currently owns 8 affordable rental dwellings. Across the Local Government Area Community Housing Provider (CHP) sector, provides an additional 690 affordable rental dwellings.

- Council's existing affordable rental housing network is very limited in quantum, but most other councils who provide affordable rental housing still only have 20-30 properties, with the exception of City of Sydney.
- All of Council's units are currently located in Parramatta CBD. While limited at present, over time the increase of affordable rental dwellings in employment areas such Parramatta CBD and Westmead, can help make Parramatta an attractive place to live for the key workers who help our City thrive.
- 1 in 4 renters in the private rental market in our LGA are experiencing housing stress, and in the last 5 years the rate of home owners in the City has dropped. Council needs to consider its housing market and how it will meet the needs of the future community.

City of Parramatta 2011 and 2016: Housing Tenure Types



This Strategy says Council will:
Implement the short and long-term strategies in Council's Affordable Rental Housing Policy 2019.

- In the short term, seek 10% of the value captured through voluntary planning agreements to be allocated to affordable rental housing
- In the long term, develop and implement an affordable housing contributions scheme in high growth areas where it is found to be economically viable

This Strategy will seek to deliver:

- More affordable rental housing in City of Parramatta. Specific projections for how much will be developed following more detailed economic modelling as Council prepares an affordable housing contributions scheme in line with the NSW Government's SEPP 70
- Council will aim to ensure a total of 9,500 affordable rental dwellings are provided in City of Parramatta by 2036. This figure is based on projected numbers of private renters likely to experience housing stress

*Benchmark: 5-10% uplift of value allocated to affordable housing in high growth areas (Greater Sydney Commission)

KEY: ● 2011 ● 2016

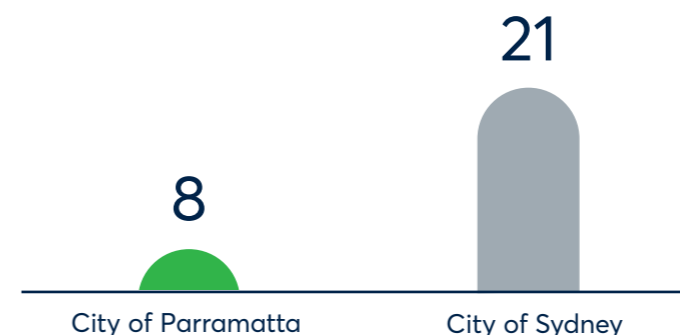
Community Gardens Network

City of Parramatta currently provides 8 community gardens. 3 are located on Council-owned land and at least 5 are located on non-Council owned land.

- There are public schools within City of Parramatta LGA that have school kitchen gardens, which are not usually accessible to the broader community.
- Council only plays a small role in the provision of community gardens.
- All current community gardens are located on open space owned by Council, and their success varies in terms of how well they are managed by their user groups.
- As our housing shifts from low-density to high density, community space where people can grow things and connect with each other will become more important.

Current provision of community gardens available to the general public in City of Parramatta is limited.

2018 Provision of Community Gardens in City of Parramatta and City of Sydney



This Strategy says Council will:

- Support residents and organisations of City of Parramatta to develop and manage community gardens where communities express the desire for them and are committed to their development, delivery and ongoing operations
- Encourage community garden provision in high growth, high density areas

This Strategy will deliver:

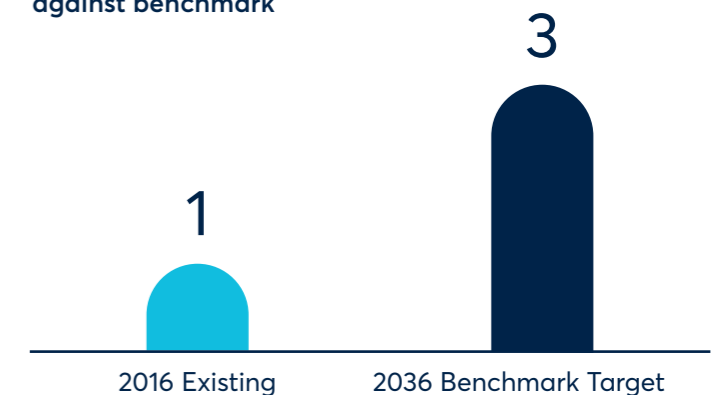
- New community gardens where opportunity is identified

Aquatics Network

City of Parramatta currently provides 1 aquatic centre, 3 water play parks and 1 natural swimming area that are Council owned and operated.

- The loss of Parramatta Pool has left a significant gap in provision of aquatic facilities in City of Parramatta, and community expectation that this facility will be replaced is high.
- Other non-Council aquatic facilities also exist. Sydney Olympic Park Authority (SOPA) operates a regional aquatics centre, and there are swimming pools in some schools and privately owned commercial swim centres.
- Council-run aquatic facilities are usually more affordable and accessible to the general community and are highly valued.

City of Parramatta: 2036 aquatics facility provision against benchmark



KEY: ● Number of Aquatic facilities ● 2036 population benchmark

This Strategy says Council will:

- Deliver contemporary aquatic facilities in Parramatta CBD and Epping
- Expand natural water play and swim experiences.

This Strategy will deliver:

- One new aquatic facility in Parramatta CBD and one upgraded aquatic facility at Epping
- Up to 2 new natural area swimming and water play sites in the longer term

*Benchmark based on Aquatics Recreation Victoria 2011 and Parks and Leisure Australia Guidelines for Community Infrastructure 2012

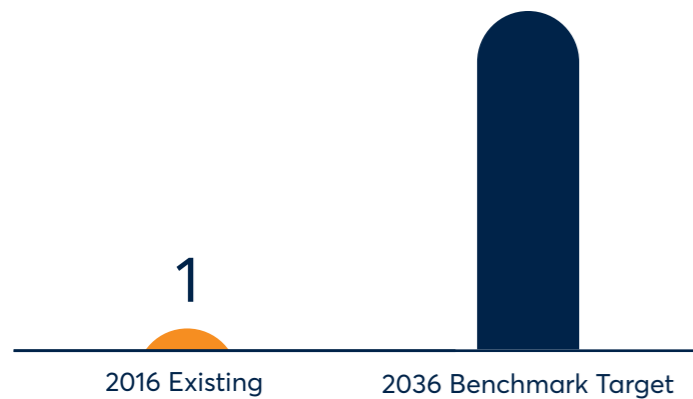
Indoor Recreation Network

City of Parramatta currently has 1 council-owned indoor recreation court.

- Unlike most councils, City of Parramatta has no PCYC, who often provide some indoor recreation space.
- Council-run indoor recreation centres typically provide indoor courts for a range of sports and recreation uses, most often basketball, and provide for organised competition and casual hire.
- Sydney Olympic Park also has 13 indoor sports courts, and some other groups such as schools, churches, private fitness clubs and gyms may provide space as well. Access to these courts is less available than Council-owned indoor recreation courts and the cost is generally higher.
- Current provision of indoor recreation space is severely limited compared with current need, let alone future demand due to population growth.

City of Parramatta: 2036 indoor recreation provision against benchmark

23 (+22)



KEY: ● Indoor Courts

This Strategy says Council will:

- Seek to expand Council's indoor recreation facility provision in high growth areas
- Seek to increase access to non-Council indoor recreation facilities through shared and joint use arrangements with schools
- Advocate for additional non-council indoor recreation facility provision by others in our community

This Strategy will deliver:

- Up to 31 new multipurpose indoor recreation courts. Some of these will be on Council-owned land, and some may be provided in partnership with Department of Education as part of joint use arrangements when new schools are built

**Benchmark based on standards identified by Parks and Leisure Australia, Guidelines for Community Infrastructure*



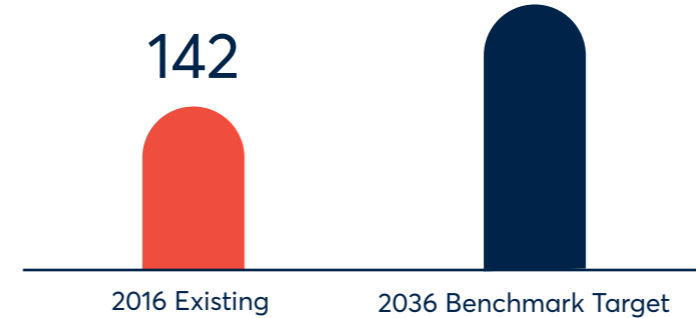
Play Space Network

City of Parramatta currently provides 142 play spaces that are Council-owned and managed.

- City of Parramatta currently plays a significant role in the provision of play space for a range of ages and spanning pocket, local and district-level facilities.
- Some play spaces are also provided at schools, childcare centres, businesses and non-government organisations.
- Regional play spaces that serve our City and beyond are provided by other agencies at Parramatta Park and Sydney Olympic Park.
- Many of Council's play spaces are of poor quality, and some are underutilised and are not designed for a broad range of ages and abilities. There is a fragmented provision of playgrounds, with some parts of our City very well serviced and some areas under serviced.

City of Parramatta: 2036 play space provision against benchmark

233 (+91)



**Benchmark based on standard identified by Parks and Leisure Australia, Guidelines for Community Infrastructure 2012*



This Strategy says Council will focus on:

- Planning the network of play spaces to ensure that everyone lives within 250-400m from their nearest play space
- Increasing the quality of current play spaces through upgrade and redesign
- Expanding the offer of play types and age range offerings
- Enhancing pedestrian and cycle connections between play spaces
- Advocating for new play spaces in areas where there will be significant urban renewal

This Strategy will deliver:

- Up to 5 upgraded local play spaces through redesign of existing pocket play spaces
- Up to 17 new local play spaces delivered through master-planning, acquisition of land or through a new facility being built on existing Council-owned land
- Up to 10 upgraded district play spaces through redesign of existing local play spaces
- Up to 4 new district play spaces delivered in high growth areas through master-planning

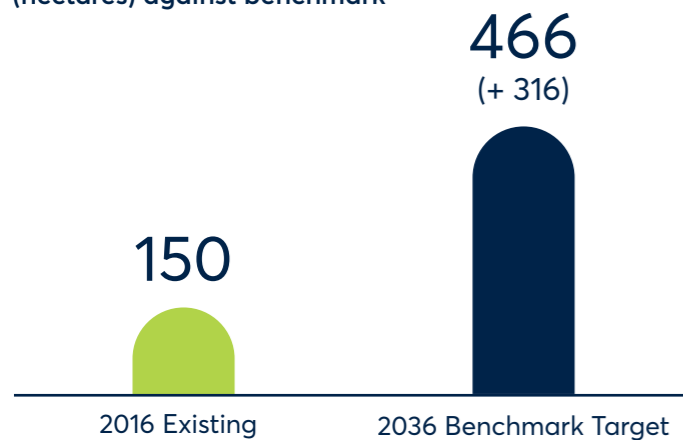


Sportsground Network

City of Parramatta Council currently provides 63 individual playing fields that are Council owned and managed.

- Council sportsgrounds are highly accessible to the community and highly valued, particularly by those who participate in organised sport.
- Most schools, some universities, and some other government agencies in City of Parramatta have sportsgrounds of varying size; however, community access is often limited.
- Some of our sportsgrounds are in poor condition and only some sportsgrounds are flexible in design to incorporate multiple and changing uses.
- There is a shortfall in Council's provision of sportsgrounds available for the community, and there is an uneven distribution of local and district sportsgrounds, particularly in areas set to experience high population growth.

City of Parramatta: 2036 sportsground provision (hectares) against benchmark



KEY: ● Sportsground Space
● 2036 population benchmark

*Benchmark based on average LGA standard of 7 metropolitan councils 2017

This Strategy says Council will focus on:

- Seeking no net loss of current sportsgrounds overall
- Increasing Council's own sportsground network through upgrade or embellishment, re-configuring sites where viable and developing new sportsgrounds in high growth areas
- Increasing access for the community to sportsgrounds through programming and through shared use arrangements with schools, businesses, government and not-for-profits

This Strategy will deliver:

- Up to 6 new full size playing fields to be delivered in high growth areas through master-planning
- Up to 11 additional full sized playing fields delivered through reconfiguration of existing Council-owned sportsground sites
- Up to 16 playing fields made available for broader community use through shared use with schools

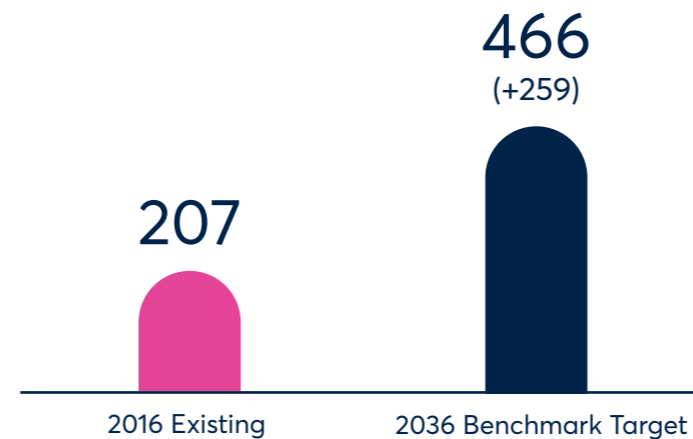


Parks and Outdoor Recreation Network

City of Parramatta currently has 259 parks that are Council owned and managed.

- The ability of residents to walk 5-10 minutes to active open space from their homes is variable throughout the LGA.
- Some parks are underdeveloped and underutilised and there is potential to use these spaces to create quality open space in areas that will experience high population growth.
- There is a lack of diversity and inequitable spread of outdoor recreation offerings across the LGA to meet the variety of needs of our community in some areas.

City of Parramatta: 2036 Park provision (hectares) against benchmark



*Benchmark based on standard identified by Parks and Leisure Australia Guidelines for Community Infrastructure 2012

This Strategy says Council will focus on:

- Seeking no net loss of current park and outdoor recreation space overall
- Redesigning our existing parks and outdoor recreation to improve quality and offering, so that they work harder to meet the needs of a variety of user groups
- Delivering new parks and outdoor recreation opportunities by unlocking schools, seeking the use of innovative and non-traditional sites, and through negotiations with developers in all urban renewal areas

This Strategy will deliver:

- Up to 4 upgraded local parks through redesign of existing pocket parks
- Up to 2 new local parks delivered through master-planning or acquisition of land
- Up to 14 upgraded district parks through redesign of existing local parks
- Up to 4 new district parks delivered in high growth areas through master-planning



A catchment approach

Given the costs of these types of projects and limited funds, Council prioritises the delivery of community infrastructure based on community need, available funding and opportunities arising.

The top priorities for community infrastructure in City of Parramatta are:



Plan and deliver **new community hubs**, at:

- **Wentworth Point** – Wentworth Point Library and Community Centre (opening 2019)
- **Epping** (including library and flexible multipurpose spaces)
- **Carlingford** (including library and flexible multipurpose spaces)
- **Parramatta CBD** (including library, flexible multipurpose space and recreation space, across a network from north to south)
- **Telopea** (including library, neighbourhood centre, and flexible multipurpose spaces)
- **Westmead** (including learning space and flexible multipurpose spaces)
- **Rydalmere, Ermington and Melrose Park Corridor** (Including new library, learning links and flexible, multipurpose spaces)



Plan and support delivery of a **new aquatic facility** in the Parramatta CBD



Redevelop and expand Jubilee Early Childhood Education and Care (ECEC) Centre as part of a **new Child and Families Hub** (including 80 long day care places and office space for service provision)



Increase availability of **City of Parramatta Scout and Guide Halls for community use**



Unlock school facilities (halls, meeting rooms and sportsgrounds) for community use



Preserve and plan for sportsgrounds throughout our community, with a focus on high growth areas



Preserve and plan for parks and outdoor recreation throughout our community, with a focus on high growth areas



Plan and deliver new indoor recreation centres in high growth areas



Plan and deliver additional district level play spaces in high growth areas

What's next?

Our clear, specific and evidence based Community Infrastructure Strategy enables and equips Council to deliver new and upgraded community infrastructure to our community, Council will focus on the following strategic actions:

- Identify and guide the preparation of Developer Contribution Plans and other infrastructure funding sources
- Develop short, medium and long term plans for its assets and services based on the objectives and recommendations of this Strategy
- Develop short, medium and long term financial plans in reference, and to support, the objectives and recommendations of the Strategy and Council's asset plans
- Actively monitor opportunities that arise against objectives and recommendations of the Strategy
- Utilise the Strategy to inform advocacy, planning and negotiation with the State Government and developers on community infrastructure needs
- Align its current funding streams and budgets with the priorities and directions of this Strategy and determinedly seek out new funding opportunities

For more information

This Community Infrastructure Strategy draws on the knowledge and experience of Council who has a passion for enabling socially sustainable communities. Together with feedback from our community, and our key stakeholders, this document has been a shared effort.

For further information on City of Parramatta's Community Infrastructure Network, or Council's key strategic directions, the following resources are available:

- 'Sharing the Opportunities of Growth for All' - Socially Sustainable Parramatta Framework

- City of Parramatta Council's website: www.cityofparramatta.nsw.gov.au
- City of Parramatta Customer Contact Centre: **9806 5050**
- For access to demographic data, log onto: <http://profile.id.com.au/parramatta>



www.cityofparramatta.nsw.gov.au



**CITY OF
PARRAMATTA**