



**CITY OF
PARRAMATTA**

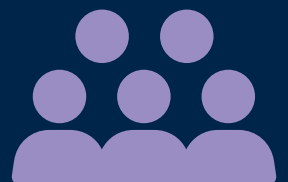
Community Strategic Plan

2018-2038



Butbutt Yura Barra Ngurra

The heart of the people of eel country





Butbutt Yura Barra Ngurra means 'the heart of the people of eel country' in the Darug language. This title acknowledges Parramatta's ongoing connection to the Traditional Owners and Custodians of the land and waters of Parramatta, and recognises that our entire community is the living, beating heart of the City of Parramatta.

Recognition of the Darug peoples

NUNANGLANUNGDYU BARAMADA GULBANGA MAWA NAA
BARAMADAGAL DARUG NGURRAWA BADURA BARAMADA DARUG YURA

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

City of Parramatta recognises the Darug peoples as First Australians, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Darug peoples, the traditional custodians of the land we call the City of Parramatta today. The Darug peoples have cared for and nurtured the habitat, land and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society can learn from the resilience and community spirit of Aboriginal and Torres Strait Islander peoples (Indigenous Australians) to best ensure a sustainable City for all.

Parramatta has always been an important meeting place for Indigenous Australians, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name

Parramatta is a derivation of the word Burrumatta or "place where the eels lie down" (breeding location for eels within the Parramatta River).

City of Parramatta recognises the significance of this area for all Indigenous Australians as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

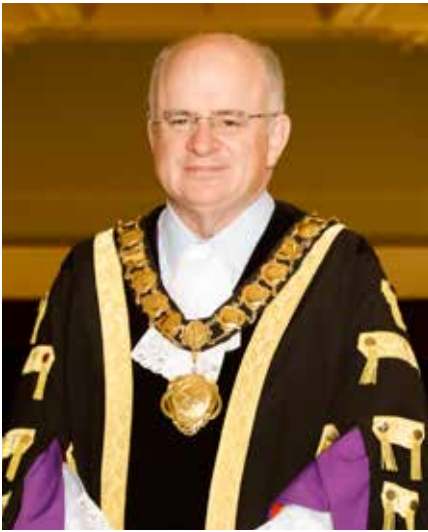
Indigenous Australians continue to play a vital role in the ecological, economic, social and cultural life of Parramatta, while maintaining a distinct culture built on the principles of Caring for Country, the primacy of family, and the dignity and governance of Elders.

At City of Parramatta we imagine a future where the cultures, histories and rights of all Indigenous Australians are understood, recognised and respected by all Australians.

City of Parramatta is committed to playing an active role in making this future a reality. We have developed a Reconciliation Action Plan to assist in supporting the rights of Indigenous Australians to self-determination, equal employment opportunities and economic and social development.

City of Parramatta is proud to acknowledge the ongoing stewardship of Country by Indigenous Australians and is committed to the healing process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for Indigenous Australians.

City of Parramatta's Reconciliation Action Plan is available on Council's website: cityofparramatta.nsw.gov.au



**I am proud to present this
Community Strategic Plan.**

This is an exciting time for the City of Parramatta. As more people choose to live in, work in and visit our great City, Parramatta is emerging as a centre of economic activity, culture and creativity. Our streets and restaurants buzz with life, businesses prosper and opportunity abounds. The challenge for Parramatta is to carefully manage this transformation in order to bring about the greatest benefit for all members of our community.

This Community Strategic Plan is the result of two years of research, reflection and conversation with our community. While Council has played a central role in the development of this Plan, it is not a Council Plan - it is a community Plan for our City that has been prepared to reflect the needs and aspirations of our diverse community. At the heart of this

Plan is a recognition that the opportunities of growth must be shared equitably.

Our Community Strategic Plan is supported by Council's Delivery Program 2018-2021, Operational Plan 2018/19 and Resourcing Strategy 2018-2028. These detail how Council will contribute to achieving the goals set out in this Plan, through aligning Council's services, resources and strategic relationships. It is through strong partnerships and networks both within and beyond our community that together, we can shape a positive future for Parramatta.

I look forward to celebrating our achievements as we move towards making the City of Parramatta a more sustainable, liveable and productive City for present and future generations.

**Councillor Andrew Wilson
Lord Mayor, City of Parramatta**



'As more people choose to live in, work in and visit our great City, Parramatta is emerging as a centre of economic activity, culture and creativity.'

Message from The Lord Mayor

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About Parramatta



Parramatta is a place of shared ancient and living histories.



“Where new and modern stands side-by-side with historic and cultural”

Situated on the Parramatta River, Parramatta has been home to the Darug peoples for more than 60,000 years as a fertile source of food, and a place to gather. Parramatta is also Australia's second-oldest city and its oldest inland European settlement. Not long after the First Fleet arrived in Sydney in 1788, Governor Arthur Phillip realised the colony was dangerously vulnerable to starvation. In search of fertile farming land, an expedition found the ideal place to produce food for the Sydney settlement: the Parramatta River foreshore.

Governor Phillip had grand ambitions for Parramatta. Laid out with Georgian town planning principles, it became Australia's first grid city, and the settlement continued to grow.

With the arrival of the first train line connecting Parramatta to Sydney in 1850, the city's focus shifted from the river to the station, and a new wave of industry and economic development began.

Today, Parramatta is a thriving centre, home to a rich diversity



Old Government House, 2017

of cultures. While the threads of our history have woven together to create a new, global city, we have not left our past behind. Our community and visitors readily experience the intermingling of past and present when they visit our incredible heritage sites. These include the UNESCO World Heritage listed Parramatta Park and Old Government House, the oldest remaining public building in Australia, and the nationally significant Harris Park heritage precinct, which includes Experiment Farm

Cottage, Hambledon Cottage and Elizabeth Farm.

Greater Sydney (including the Blue Mountains and Central Coast) is currently home to more than 5 million people and is growing fast. Parramatta is the geographic and demographic centre of Sydney, and is accessible to 2.3 million people by car or public transport within 45 minutes.

As our City grows, we face new challenges that will require resilience and a strong sense

of community. Respect for Aboriginal and Torres Strait Islander peoples, histories and cultures is key to City of Parramatta's core values and vision for Reconciliation, and we can learn from the resilience demonstrated by the Darug people who have lived here for tens of thousands of years.

Planning for Parramatta's future

We're developing this Community Strategic Plan during an exciting but challenging time for Parramatta.

The City of Parramatta is changing. Unprecedented public and private investment, population growth and new infrastructure are transforming Parramatta into Sydney's Central City.

This intensity of growth and investment in the City of Parramatta will create many opportunities for a new and more diverse mix of high quality housing, jobs and infrastructure. However, this growth will not be consistent across our City. Some areas will significantly increase in population, while other areas will experience minimal growth.

While the NSW Government is investing in infrastructure for the long term, in the short term the City of Parramatta is experiencing current and ongoing growing pains. We are seeing more congestion, crowding in urban spaces and

parklands, and rising house prices as population growth and new development expose infrastructure gaps, and place pressure on our shared resources.

Many of the issues and concerns facing the City are beyond the direct control and influence of Council and will require concerted and coordinated actions by State and Federal Government. This Community Strategic Plan is our opportunity to put strategies in place to manage the elements of growth that the City can influence, leading to an improved quality of life for all.

The Community Strategic Plan is the highest level of Council plan. Prepared on behalf of the community, it sits above and helps inform all other Council plans and policies. It has been developed based on the social

justice principles of equity, access, participation and rights. The purpose of the Plan is to outline our community's shared vision and aspirations for the future, and to set out strategies to achieve this vision.

While this Community Strategic Plan looks at a 20-year horizon, more detailed planning is needed in the short term. Council's Delivery Program 2018-2021, Operational Plan 2018/19 and Resourcing Strategy 2018-2028 will translate the overarching vision of the Community Strategic Plan into specific actions, while identifying the resources required to achieve this vision.

Now is the time to take significant strides to shape a future that all people can share in.

This Community Strategic Plan will be our roadmap.

WHY A 20-YEAR PLAN?

20 years from now, in 2038, it will be a significant year for Parramatta:

- It will mark the 250th anniversary of Parramatta's Foundation Day
- It will mark 100 years since Parramatta was declared a city
- 2038 also represents a 20-year planning period – a sensible timeframe for long-term goals to be fully realised

COMMUNITY ENGAGEMENT

Identifies community needs and priorities, and informs the development of Council's plans.

COMMUNITY STRATEGIC PLAN 20 YEARS

Highest level plan that Council prepares. The purpose of this plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

STATE AND REGIONAL PLANS

ECONOMIC DEVELOPMENT PLAN

ENVIRONMENTAL SUSTAINABILITY STRATEGY

SOCIALLY SUSTAINABLE PARRAMATTA FRAMEWORK

CULTURAL PLAN

RECONCILIATION ACTION PLAN

DISABILITY INCLUSION ACTION PLAN

(Other Council Plans)

DELIVERY PROGRAM 3 YEARS

Sets out the principal activities that Council will deliver to the community during the Council term.

RESOURCING STRATEGY 10 YEARS

Contains the Long Term Financial Plan, Asset Management Strategy, Workforce Strategy and Technology Strategy.

OPERATIONAL PLAN 1 YEAR

Sets out the details of the Delivery Program – the individual projects, activities and budget for the financial year.

ONGOING MONITORING AND REVIEW

ANNUAL REPORT

Our City in numbers



OUR PEOPLE

Population	<ul style="list-style-type: none">• 235,000 in 2016 (2,800 people per km²)• 390,000 forecast for 2036 (4,650 people per km²)• Median age = 34 years (NSW = 38 years)• 9 in 10 residents are proud to be part of the Parramatta area.
Dwellings	<ul style="list-style-type: none">• 85,600 dwellings in 2016• 157,000 dwellings forecast for 2036.• 55% of residents live in medium or high density dwellings
Diversity	<ul style="list-style-type: none">• 50% of residents were born overseas• 52% speak a language other than English at home<ul style="list-style-type: none">• 11% Mandarin• 7% Cantonese• 5% Korean• 0.7% of residents identify as Aboriginal or Torres Strait Islander.
Education & employment	<ul style="list-style-type: none">• 37% of residents hold a bachelor's degree or higher• 93% employment rate• 27% of residents also work within the LGA• Median household income = \$1755 per week (NSW = \$1481) in 2016.
Vulnerable communities	<ul style="list-style-type: none">• 19% of households are 'low income', earning less than \$750 per week• 13% of households are in housing stress• 4% of people require assistance with daily living activities• 10% of residents do not speak English well or at all.



OUR PLACE

Location	<ul style="list-style-type: none">• The City of Parramatta covers 84 km² at the centre of metropolitan Sydney, 24km west of Sydney CBD
Connection	<ul style="list-style-type: none">• Home to the Darug peoples for more than 60,000 years• Australia's oldest inland European settlement
Heritage	<ul style="list-style-type: none">• Parramatta Park is a World Heritage Listed site• More than 750 significant archaeological sites• More than 50 State significant heritage sites
Environment	<ul style="list-style-type: none">• 65 km of natural waterways• 859 ha of parks, reserves and sportsgrounds• 461 ha of bushland• 33% tree canopy cover• 600 unique species of flora and 230 unique species of fauna
Climate	<ul style="list-style-type: none">• More than 16 days per year over 35°C
Economy	<ul style="list-style-type: none">• 2.3 million people live within a 45-minute commute to the Parramatta CBD• Gross Regional Product = \$25 million in 2016• 186,000 people work in the City of Parramatta• 11,500 jobs created in the last 5 years (to June 2017)• More than 23,000 businesses call Parramatta home• Zero vacancy rate in Parramatta's A-grade premium commercial office buildings

Our approach to engagement

Engagement is about involving our community in the decision-making process.

For Council, it provides the opportunity to understand varied points of view and gather comprehensive information to make better decisions and deliver better services.

Here at City of Parramatta, we strive for best-practice engagement both online and in-person. We believe it's important that the community can see and have a direct impact on the decisions of its Council and our City.

To develop this Plan, Council has drawn on the views of more than 15,000 people over the past 2 years, including:

- 9,000 residents, workers and visitors who provided feedback by phone, at pop-up kiosks, workshops or as part of focus groups, to develop Council's Vision and Priorities in 2016.
- 3,000 residents, workers and visitors who provided feedback on our draft Operational Plan in 2017 via surveys, pop-up kiosks and written submissions.

- 2,800 people who have provided direct feedback during the development of this Community Strategic Plan.
- Community views shared on many other plans and strategies, covering a range of issues, exhibited throughout 2016 and 2017.

What you've told us

Since the City of Parramatta was proclaimed in May 2016, we've been talking extensively with you, our community, to understand your priorities, needs and aspirations.

It's clear that you are passionate about Parramatta, and want to build on the strengths of our community to create a liveable, productive and sustainable future.

- You want future growth to be managed, with the economy and other infrastructure improved to keep up with demand. You want Parramatta's rich heritage to be the cornerstone of future development.



- You want to get where you need to go easily and efficiently, with a strong public transport network supported by walking and cycling paths.
- You want the City's neighbourhoods to be better connected to the CBD, and to each other, with ongoing road improvements to address congestion spots, as well as parking at key locations.
- You want to be able to work close to home, and not spend lots of time commuting across Sydney. You want to see new, and larger companies basing their operations in Parramatta, and support for small business.



Parramatta Artists Studios

- You want to have a more diverse range of affordable housing options, so that families of all income levels are catered for.
- You want vibrant and safe neighbourhoods and precincts that showcase our City's emerging food and cultural scene – great destinations that are close to home.
- You want to build on Parramatta's unique cultural identity, celebrating our rich history, sense of community and diversity. You believe that diversity – of cultures, ages, and income levels – is our City's greatest strength, and fundamental to our identity.
- You love Parramatta's green and open spaces, and the Parramatta River – spaces you want to continue to enjoy. You also want to see action on our changing climate, and for Parramatta to be an eco-efficient City, where our buildings use less energy and water, and we recycle more and waste less.
- You want Council to continue to find the balance between maintaining existing assets and building new ones, to optimise use for a growing population.
- You want a forward-thinking, innovative and transparent Council that listens to and collaborates with the community. You care about the future of our City, and you want community needs and aspirations to be at the heart of Council's decision-making.



“A place where people can live and enjoy spaces safely, and where heritage areas are protected”

Parramatta's role within Sydney

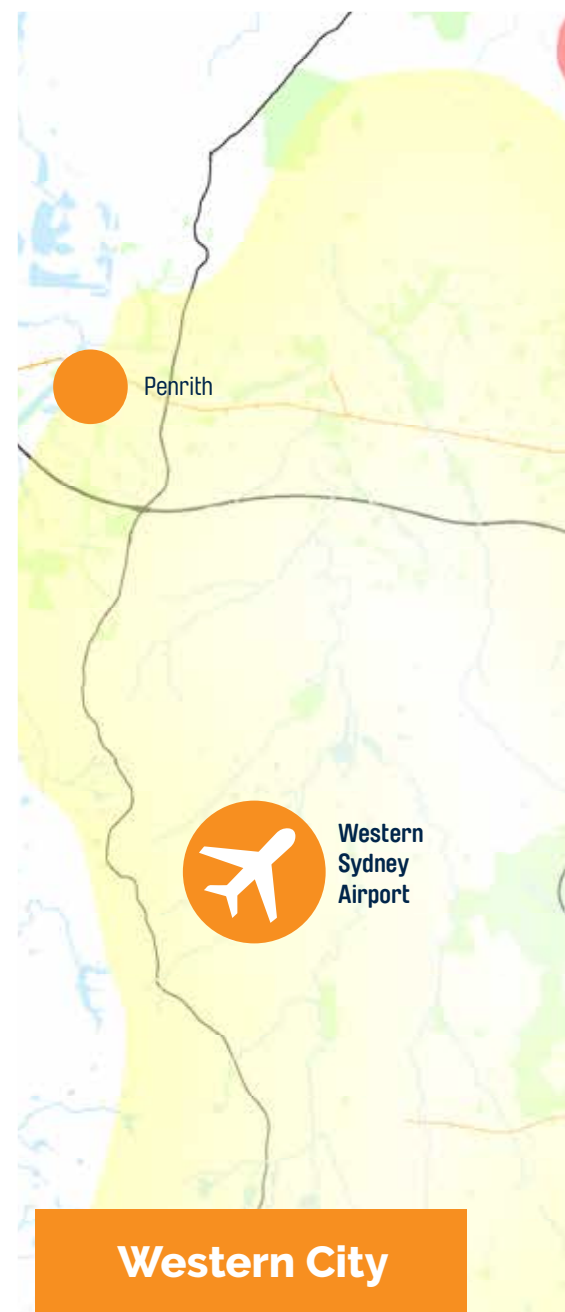
As the largest city centre in Greater Western Sydney, Parramatta is building on its strengths as a focus of economic activity, essential services, natural assets, culture and creativity, to lead one of Australia's fastest growing regions.

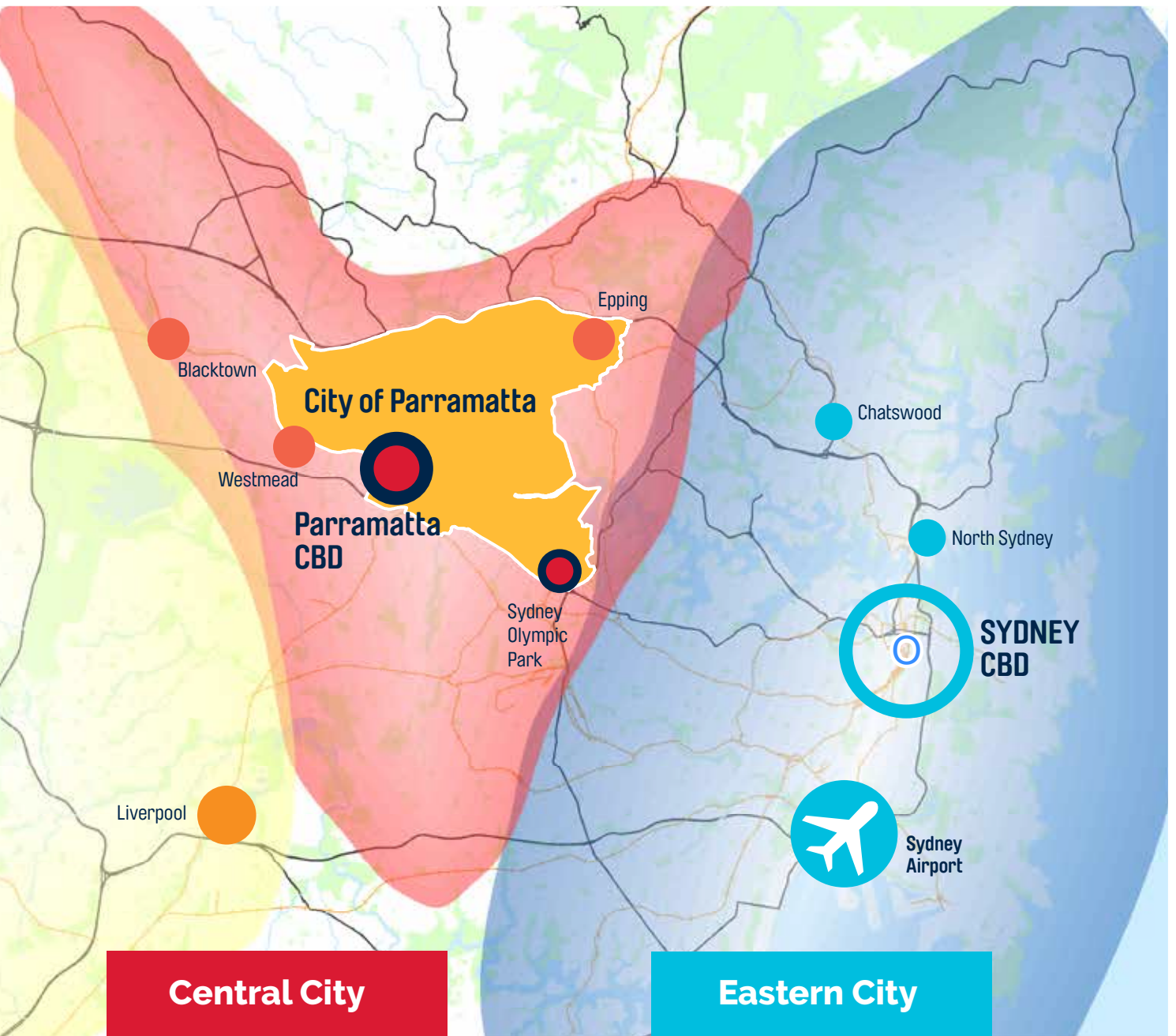
Western Sydney is currently experiencing a jobs deficit crisis, and there is a growing mismatch between where people live and work. Over the past 10 years the Western Sydney region added 26,000 residents per year, but only created 9,000 jobs per year, and every weekday 225,000 Western Sydney residents commute to workplaces outside of the region due to the undersupply of jobs. Based on existing trends, most new housing will be built in Western Sydney, while jobs growth in key industries, particularly the knowledge and innovation sectors, will happen in the northern and eastern suburbs. Without a major shift in both land use and transport planning, the jobs deficit in Western Sydney will continue.

High demand for residential housing in Western Sydney is resulting in house prices that are unaffordable for many households, including young people. There is little affordable

housing for low income households and increasing housing supply alone will not meet the needs of the large numbers of people in housing stress in the City of Parramatta and across Greater Sydney.

These trends are creating a metropolitan Sydney that is divided by economic opportunity, health and social outcomes. As Sydney's Central City, Parramatta has an important role to play in shifting investment, jobs growth and prosperity westwards. Positioned at the heart of Sydney's Central City, the success of Parramatta will benefit not just those living within the City of Parramatta and the Central City District – it will benefit all Sydneysiders.





Central City

Eastern City



*'I love the potential
of Parramatta.
I love that it's an
exciting new story'*



What's ahead for Parramatta

Parramatta is growing into Sydney's Central City – a strategic centre of services and infrastructure which will drive employment and growth for the whole Western Sydney region.

Over the next 20 years, the City of Parramatta will grow from 235,000 to almost 400,000 people - the equivalent of three busloads of new residents per week. New public and private investment in infrastructure is planned to support this growth, including roads, light rail, schools, hospitals, universities, offices, shops, accommodation, and new public spaces.

This pace and intensity of growth is unprecedented in the City of Parramatta. Decisions made now will have significant consequences in 20 years. The unique potential of City of Parramatta has been recognised in numerous NSW Government plans, and Parramatta's major centres have been earmarked for population growth and investment.

NSW Government Plans

To meet the needs of a growing and changing population, the Greater Sydney Commission's Greater Sydney Region Plan (Mar 2018) is built on a vision of three cities where the people of Greater Sydney live within 30 minutes of their jobs, education and health facilities, and essential services. The vision brings new thinking to

land use and transport patterns to boost Greater Sydney's liveability, productivity and sustainability by spreading the benefits of growth. The developing Central City, with Parramatta at its heart, is anticipated to experience the most significant urban transformation over the next 10 to 15 years.

The Central City District Plan (Mar 2018) guides the implementation of the Greater Sydney Region Plan at a district level, and assists councils to plan for and support growth and change. Strategic planning for this district focuses on high quality urban renewal and new neighbourhoods, matched with quality public places, green spaces and infrastructure to attract skilled workers and businesses. Parramatta CBD will be the driver of the Central River City, giving residents in the Central City district quicker and easier access to a wider range of jobs, housing types and activities.

The Future Transport Strategy 2056 (Mar 2018) recognises the need to build efficiently on Parramatta's existing transport networks to connect Parramatta CBD to its surrounding suburbs

and other parts of Greater Sydney. The strategy outlines plans to improve 30-minute access to Greater Parramatta by focusing on new transport connections, particularly from the north and south, as well as unlocking capacity on existing road and rail corridors, and supporting renewal and walkability by drawing traffic away from centres. Doing so will increase both Parramatta's and Greater Sydney's ability to connect people with jobs and other opportunities.

The NSW Government's *Interim Land Use and Infrastructure Implementation Plan for Greater Parramatta* (July 2017) forecasts an additional 72,000 dwellings and more than 113,000 jobs over the next 20 years for the area between Westmead to North Parramatta, through Parramatta CBD and Harris Park, Rosehill, Camellia, Rydalmere, Dundas, Telopea to Carlingford, and Olympic Park and Strathfield (also known as GPOP – Greater Parramatta to Olympic Peninsula). The plan identifies additional infrastructure needed, such as roads, schools and community facilities to support growth and ensure a liveable, well-connected community.

Transformational projects

Over the next 20 years, several major projects stand out as once-in-a-generation opportunities for our City. Although significant development is taking place in many growth hotspots across our City, the projects outlined below have the potential to be transformative for residents, businesses and visitors in Parramatta.

Parramatta CBD

Our CBD is changing as Council's vision to create a vibrant business and cultural hub for Western Sydney comes to life. It is now buzzing with activity due to increased commercial and residential development, including new shops, restaurants, and a year-round program of events offering entertainment for locals and visitors.

In the medium term, Parramatta Square, the Civic Link project, Parramatta Quay, Western

Sydney Stadium redevelopment and Parramatta Light Rail will completely transform the look and feel of the City. The centrepiece of Parramatta's river foreshore will be a new cultural precinct, including the new, state-of-the-art Museum of Applied Arts and Sciences, and the redevelopment of the Riverside Theatres.

Parramatta Square

The \$2.4 billion Parramatta Square, slated for completion in 2022, is set to become a

landmark destination in the heart of the Parramatta CBD. Spread over three hectares of prime real estate, it will showcase design excellence from internationally acclaimed architects, as well as provide a major injection of public and private sector jobs into the Parramatta CBD. It includes the construction of at least five major commercial, educational and civic buildings that will border a public domain thoroughfare in the core of Parramatta's CBD.



"What we're seeing here in Parramatta is the future, and we're living and being part of it, and more importantly, we're creating it."



Parramatta Light Rail

Parramatta Light Rail is a major infrastructure project to connect commuters across Greater Parramatta with their homes, jobs, hospitals, universities, entertainment hubs, sport stadiums and leisure areas. Transport for NSW is leading this project, and Council is a key partner in the process of planning and delivering this infrastructure. The first stage of the project will connect Westmead to Carlingford via Parramatta CBD and Camellia, and is expected to open in 2023. The preferred route for Stage 2 has been announced, which will connect to Stage 1 and run north of the Parramatta River through Ermington, Melrose Park and Wentworth Point to Sydney Olympic Park.

Westmead Innovation Precinct

Westmead is already Australia's largest health services precinct, offering world-class integrated tertiary clinical care, an innovative education and research network, hundreds of private health businesses and the globally connected Westmead Institute for Medical Research and Children's Medical Research Institute.

Council is working closely with NSW Health to upgrade and expand the precinct's health services, education and medical research facilities.

By 2036 there will be more than 10,000 students and 30,000 full-time staff working

across Westmead. More than \$3 billion has been committed by government, universities and the private sector to deliver an integrated and innovative health, commercial, education and research precinct.

A new civic heart on the Parramatta Light Rail route will be created with an enhanced public domain and a greater number of dwellings.



*Artist's Impression:
River Foreshore
Cultural Precinct*

Major precincts

Although many areas within our City will not undergo significant change, there are plans for precinct development in several areas across the City of Parramatta.

Parramatta North

UrbanGrowth NSW is planning to deliver new apartments and a village centre, as well as 7 ha of public open space, including a river foreshore park on NSW Government lands. Council will advocate for the retention and adaptive reuse of heritage buildings to accommodate arts, cultural, health and heritage endeavours.

Westmead

More than \$3 billion has been committed by the NSW Government, universities and the private sector to upgrade and expand the precinct's health services, medical research facilities and public transport. As a world-class Innovation District, Westmead will see a significant increase in jobs and university students over the next 20 years. A masterplan is being undertaken to guide this and future investment in the precinct.

Granville

Part of the Parramatta Road Corridor Urban Transformation Strategy area (north of the railway line), the strategy will see Granville transform into a high density, mixed-use town centre with high quality public domain, open space networks and transport links.

Camellia

The long term vision for renewal at Camellia includes a high density mixed use town centre located on the future Parramatta Light Rail route with a proposed new primary school, community facilities, new jobs, housing and public open spaces on the riverfront.

Telopea

A combination of new and revitalised social, affordable and private housing is planned, as well as a retail centre next to the forthcoming light rail station. This mix of housing, transport and social infrastructure will support a growing and more diverse community.

Rydalmere

The vision for Rydalmere involves its transformation into a high-tech and knowledge precinct. This will involve redevelopment for retail and commercial uses, suiting businesses seeking to build strong relationships with the adjacent Western Sydney University campus.

Epping Town Centre

With significant new and redevelopment putting pressure on existing infrastructure, the Epping Planning Review seeks to introduce planning controls that better manage future growth. Stage 2 of the Epping Planning Review aims to address principles relating to heritage, commercial floorspace, public domain, traffic and planning processes.

Melrose Park

The urban renewal planned will result in significant public benefit for the new and existing community and surrounding neighbourhoods. Residential development, including a minimum of 150 affordable dwellings, will provide significant housing stock to the area to address housing choice and affordability.

Wentworth Point

This precinct forms part of the wider area of urban renewal of former industrial and commercial lands on the Sydney Olympic Peninsula. A growing residential area is planned, as well as commercial centres and a maritime plaza. This precinct will continue to deliver new homes, open space, shops and services.

Carter Street

South of Sydney Olympic Park, this area was rezoned in 2015 to support its transformation into a vibrant community with easy access to the M4 motorway. The precinct will provide more homes, better public spaces, a primary school, shops and cafes with access to public transport, international sporting facilities and entertainment venues.

Sydney Olympic Park

The Master Plan for this precinct seeks to promote the Park's role as a premier destination for cultural, entertainment, recreation and sporting events, and protect and enhance the public domain and parklands. Sydney Olympic Park will be transformed into a thriving urban centre providing employment opportunities, housing and retail.



Accommodating change

Parramatta's population is growing fast. There are more people in our parks and on our footpaths, more cars on our roads and commuters on our trains, housing is more expensive, and there is more competition for shared resources.

This period of growth is an exciting but challenging time for the City of Parramatta.

Population growth is highlighting major infrastructure gaps, especially around schools, roads, public transport and open space. There is a greater demand for existing services and facilities, some of which are ageing, and many of which were designed to support a much smaller community. Construction activity has been challenging for many small businesses, and has interrupted access to the city centre.

Parramatta has the potential to emerge from this period of growth a stronger, more liveable, more productive and more sustainable City. In the meantime,

we acknowledge that there are numerous challenges and opportunities ahead.

You are at the heart of our plans to manage growth and changing lifestyles.

Our community has told us it is optimistic about the prospect of better access to good jobs and improved infrastructure, but anxious about the intensity of change in local neighbourhoods. Protecting and improving our green spaces, minimising congestion and preventing overdevelopment are key concerns.

Improved accessibility, connectivity and improved transport are priorities for the future. New and expanded



Parramatta Lanes Festival, 2016

infrastructure to support population growth will be expensive, and will require coordination from the public and private sectors.

We are committed to addressing inequality in our community.

Excessive inequality is a problem for any society. While many members of our community are relatively prosperous, others experience barriers such as unemployment, low incomes, poor health outcomes, lack of English language proficiency and unaffordable housing.

Inequality undermines the strength of our community as a whole, and leads to crime, poor health outcomes, and lower

levels of trust and happiness. The entire community is stronger when everyone achieves their full potential. Addressing inequality is therefore essential to improving the health, wellbeing and prospects for our community as a whole.

We will cope with change by planning ahead and building resilience.

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of stresses and shocks they experience. Our community, like any city, is vulnerable to economic and geographic inequity, chronic illness, extreme weather, and other stresses.

Our climate is changing, and how we cope with this change in the future will depend on the adaptation strategies we put in place now. For our City, there is an increased risk of heat stress, drought, flooding, bushfires and storms.

Heat stress puts the very young, ill and elderly at risk and increases energy and water consumption. Flash flooding along the Parramatta River can cause loss of businesses and livelihoods.

As our City grows, we need to build the resilience of our community, institutions, businesses and systems – so they can all thrive regardless of the challenges we face.

Our unique history and landscape connect us with our past and our future.

Parramatta is a place of shared ancient and living histories. The Darug peoples have nurtured the lands and waters of Parramatta for thousands of generations, and our River contains to be our greatest natural asset. As the first seat of European government, Parramatta has also played a vital role in our nation's history.

Our changing City is built around important colonial buildings that tell stories of the past, and help us understand our future. Our community cherishes Parramatta's parks, bushland and river, and recognises that access to green spaces is essential to health and wellbeing as density increases. We need to ensure

Parramatta's heritage and natural assets are protected for future generations.

Our diverse community means we are greater than the sum of our parts.

Parramatta is a cosmopolitan City where generations of migrants and their families have prospered and thrived, and our diverse community can draw on the wisdom of many cultures and life experiences. More than half of our residents speak a language other than English at home, and 50 percent of people were born overseas.

Diversity is our strength, and our greatest resources for managing future challenges are to be found in our community. We recognise that Parramatta's diversity

enables people to come together and generate new connections and ideas.

Culture is key to energising and promoting our changing city.

It is an exciting time for culture, arts and entertainment in the City of Parramatta. Culture encourages the celebration of Parramatta's emergence as a cosmopolitan global City that is rich in diversity and history. It showcases what we are passionate about, what we value, and who we are.

Culture is key to activating, celebrating and promoting our changing City. It is a driving force of vibrancy, a contributor to prosperity and the agent for showcasing the Parramatta story.

We embrace the extraordinary changes taking place in the economy, technology, lifestyle and social practices and acknowledge the profound effects these will have on our residents, workers and visitors.

Now is the time to take significant strides to shape the future and harness change to deliver positive outcomes for our community.

Over the next 20 years, the intensity of growth and investment has the potential to create many opportunities. For Council, a growing population and more investment means a stronger rates base. This allows an increased capacity to improve the lives of

our community through a more powerful voice in advocacy with other levels of government, and more resources to upgrade and expand essential facilities.

Council is committed to ensuring that our City benefits from this period of growth, and that our community emerges more sustainable, liveable and productive than before.

We will use our increased capacity as a Council to advocate for the needs of our community, so that all people can share in the benefits of growth, without compromising what makes our community strong.



*'The River is the
symbolic and
real life force
of Parramatta'*

Our vision



Following the formation of the City of Parramatta in 2016, extensive community consultation was carried out to develop a community vision:
Sydney's central city, sustainable, liveable and productive – inspired by our communities.

There was an extraordinarily high level of community response, with more than 9000 people sharing their views on their vision and priorities for the City of Parramatta. Over the next 20 years, our challenge is to co-create a city that is liveable, productive and sustainable for all members of our diverse community.



SUSTAINABLE

Stewards of our built and natural environment. Fostering vibrant neighbourhoods, places and development that is well-balanced, connected and sustainable.

Sustainability is about managing the relationship between growth and liveability, as well as creating the right balance between the urban and the natural environment. A sustainable city is efficient and self-sufficient, where resources are locally sourced when possible, and responsible consumer choices and product use are encouraged to reduce waste.

It is also a city where the health of our unique natural ecosystem of plants and animals is protected and enhanced. In becoming a sustainable City of Parramatta, we foster a healthy and thriving community and environment that is more resilient in times of stress.



LIVEABLE

Supporting all of our community to succeed and live well. Champions of our community and culture.

Liveability is about creating a great City for our community to live in, and supporting all of our community to succeed and live well. We need to create a more affordable urban lifestyle with the prospect of rapid jobs growth close to quality housing. We must provide adequate social infrastructure for our diverse and growing community by addressing health inequity, accessibility, inclusivity and homelessness. We must also ensure our City is safe for all. In creating a liveable City of Parramatta, we offer access to the right support when needed, and promote arts and culture celebrations and destinations.



PRODUCTIVE

Drivers of the economy. Growing local jobs by positioning Parramatta as a global centre for businesses and investment.

Productivity is about prosperity, efficiency, and harnessing opportunities to create a stronger Parramatta where everyone in our community achieves their full potential. Pivotal to this is attracting

investment so that there are more quality jobs closer to home for Parramatta residents. We must also match population growth with infrastructure development, and ensure that areas with less growth also receive improvement and renewal of infrastructure. In creating a productive City of Parramatta, we help individuals and families to improve their circumstances, and businesses to prosper.



LEADING

Accountable to our communities. An agile, listening and transparent Council working in partnership and providing great services now and into the future.

Leading is about listening to our community to improve our decision-making, and driving ethical, sustainable and innovative approaches to the development of a distinctive world-class city. We need to engage and communicate with our community about their needs, as well as provide equal access to information. We also need to manage and improve community assets and infrastructure for the future. In creating a leading City of Parramatta, we focus on continual improvement in service delivery and efficiency, and aim to excel in good governance, providing the best possible support for our community so that all can thrive.



Achieving our vision

In order to achieve our vision, the following long-term community goals have been developed to reflect the community's aspirations for the City of Parramatta. Supporting strategies provide a roadmap to achieving these goals, and are outlined over the next pages along with measures to track our progress.



FAIR

WE CAN ALL
BENEFIT FROM THE
OPPORTUNITIES OUR
CITY OFFERS.



ACCESSIBLE

WE CAN ALL GET
TO WHERE WE
WANT TO GO.



GREEN

WE CARE FOR
AND ENJOY OUR
ENVIRONMENT.



WELCOMING

WE CELEBRATE
CULTURE AND
DIVERSITY - PAST,
PRESENT AND FUTURE.



THRIVING

WE BENEFIT FROM
HAVING A THRIVING
CBD AND LOCAL
CENTRES.



INNOVATIVE

WE COLLABORATE
AND CHAMPION NEW
IDEAS TO CREATE
A BETTER FUTURE.



FAIR

We can all benefit from the opportunities our City offers.

The City of Parramatta is growing, and although growth brings some challenges, it also brings many opportunities. We want everyone in our community to benefit from our City's growth and prosperity.

The intensity of growth and investment in the City of Parramatta will create many opportunities for a new and more diverse mix of high quality housing, jobs and infrastructure.

For Council, our growing population and stronger rates base means an increased capacity to improve the lives of our community by addressing inequality, and providing more resources to upgrade and expand essential services and facilities. Council is committed to ensuring all members of our community can participate in Parramatta's bright future.

Our strategies to achieve this are:	How we will track our progress:
1.1 Invest in services and facilities for our growing community	<ul style="list-style-type: none"> • Provision of and access to essential services and community facilities • Dwelling mix, level of housing stress and risk of homelessness • Health, wellbeing and general life satisfaction of residents • Early childhood development, participation in education, and adult literacy rates • Community giving of time and resources • Residents' financial and social resilience • Level of income inequality • Community engagement and consultation • Community confidence in Council
1.2 Advocate for affordable and diverse housing choices	
1.3 Support people to live active and healthy lives	
1.4 Ensure everyone has access to education and learning opportunities	
1.5 Empower communities to be strong and resilient by building individual and community capability	
1.6 Engage and consult the community in decision-making	
1.7 Deliver effective, responsible and ethical leadership and decision-making, reflective of community needs and aspirations	

KEY PARTNERS:

- NSW Department of Family and Community Services
- NSW Health
- NSW Department of Planning and Environment
- NSW Department of Education
- Greater Sydney Commission
- Western Sydney Community Forum
- Committee for Sydney

ACCESSIBLE

In the City of Parramatta, much like the rest of Sydney, quality and ease of access to other places varies widely depending on where you live. The location of jobs and opportunities, the structure of transport networks and congestion all influence the time it takes to travel between places.

efficiently improves liveability and creates a better quality of life by reducing the time and stress associated with commuting. Better accessibility can also be life-changing for some residents, such as people with a disability, the less mobile and even people pushing prams, while also benefitting the wider community.

We can all get to where we want to go.

Having a variety of options to get to places seamlessly and

Our strategies to achieve this are:	How we will track our progress:
2.1 Design our City so that it is usable by people of all ages and abilities	<ul style="list-style-type: none"> • Public transport service coverage • Public transport usage • Participation in walking and cycling • Satisfaction with walking and cycling paths and facilities • Satisfaction with local road conditions • Satisfaction with local traffic management and signs
2.2 Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the greater Sydney region	
2.3 Make our City more enjoyable and safe for walking and cycling	
2.4 Provide and upgrade roads and improve safety for all road users	
2.5 Manage traffic congestion and access to parking	

KEY PARTNERS:

- Transport for NSW
- Roads and Maritime Services
- NSW Department of Planning and Environment
- NSW Health
- Greater Sydney Commission
- Committee for Sydney
- Western Sydney Regional Organisation of Councils



We care for and enjoy our environment.

The City of Parramatta is unique in its surroundings – truly a City in nature. Maintaining a healthy bushland and river not only provides habitat for plants and animals, but also makes our City a more enjoyable place to live, rest and recreate.

Caring for our environment helps contribute to a liveable city, and improves sustainability

and productivity. More energy efficient buildings attract significant businesses and investors, and good indoor and outdoor environments contribute to improved wellbeing. As our population grows, reducing our waste, water and energy will help lessen our impact on our surrounds, meaning our City is more sustainable in the long term.

Our strategies to achieve this are:	How we will track our progress:
3.1 Protect and enhance our natural environment	<ul style="list-style-type: none"> • Extent of bush regeneration and tree planting • Species diversity • Improvements to water quality and swimmability • Perceptions of cleanliness • Provision of and upgrades to parks and green space • Initiatives to minimise the impacts of extreme weather • Energy efficiency and renewable energy supply • Water efficiency and alternative water supply • Waste diversion from landfill.
3.2 Improve our River and waterways	
3.3 Keep our City clean	
3.4 Provide green spaces for recreation, relaxation and enjoyment	
3.5 Prepare for and lessen the impacts of extreme weather events	
3.6 Promote energy and water efficiency, renewable energy sources, and reduced emissions and waste	

KEY PARTNERS:

- NSW Office of Environment and Heritage
- NSW Department of Planning and Environment
- Sydney Water
- NSW Environmental Protection Authority
- Western Sydney Regional Organisation of Councils
- Resilient Sydney



We celebrate culture and diversity – past, present and future.

Parramatta has an incredibly rich history, from the Darug peoples who have inhabited this land for more than 60,000 years, to the recently migrated. Our diversity of cultures and sense of community are our City's greatest strengths, and fundamental to our identity. Our histories are colliding, creating a new, global city. Over

the next 20 years our City will continue to generate a strong sense of place, invite creativity, stimulate prosperity and celebrate our diversity.

Driven by culture, Parramatta will be known for its diversity and energy, a place where talent flourishes, with people, ideas and creativity at its core.

Our strategies to achieve this are:	How we will track our progress:
4.1 Acknowledge the Darug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation	<ul style="list-style-type: none"> • Progress towards Reconciliation Action Plan outcomes • New knowledge, insights and ideas gained • Creativity stimulated • Aesthetic enrichment experienced • Sense of belonging to a shared heritage experienced • Diversity of cultural expression appreciated.
4.2 Promote the growth of arts and culture and champion the role that culture plays in city-building	
4.3 Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage	
4.4 Recognise that Parramatta has always been a gathering place and our diversity is our strength	

KEY PARTNERS:

- Reconciliation Australia
- NSW Department of Planning and Environment
- Sydney Festival
- Parramasala Limited
- Tropfest
- Parramatta Park Trust
- UrbanGrowth NSW
- Create NSW
- Live Music Office
- Westwords
- Riverside Theatres
- Museum of Applied Arts & Sciences (MAAS)
- Information and Cultural Exchange (ICE)



We benefit from having a thriving CBD and local centres.

Businesses thrive in prosperous communities, and employers benefit when students graduate from school and university equipped with skills for the workforce. Individuals and families can improve their circumstances when they have the training to access jobs that enable them to live with dignity and security, and being able to work close to home promotes a

better quality of life. Parramatta's sphere of influence is greater than just our City's boundary – a thriving CBD is of value not only to our residents but also visitors and workers from surrounding areas. Our community also wants attractive and distinctive local centres, right across the City of Parramatta.

Our strategies to achieve this are:	How we will track our progress:
5.1 Accelerate local jobs growth and support people in finding employment	<ul style="list-style-type: none"> • Local employment statistics • Business and investment activity • Vibrancy and attractiveness of the City of Parramatta • Perceptions of safety • Aesthetic enrichment experienced • Economic activity
5.2 Attract public and private investment to our City and support the growth and prosperity of local businesses	
5.3 Plan and deliver a vibrant, attractive and safe CBD and local centres	
5.4 Ensure major centres have a thriving day and night time economy	

KEY PARTNERS:

- Western Sydney Business Chamber
- Parramatta Chamber of Commerce
- NSW Police
- Epping Chamber of Commerce
- Committee for Sydney
- NSW Department of Planning and Environment
- Westmead Alliance
- Greater Sydney Commission
- UrbanGrowth NSW



We collaborate and champion new ideas to create a better future.

With the scale of transformation that Parramatta is undergoing, managing growth is one of the top concerns for our community. The future of Parramatta is much more than bricks and mortar – it includes best practice in city design, technology, creativity and connectivity. It is not simply about growth: it is about becoming smarter. Inspired by some of the world's greatest cities, Parramatta will leverage the foundations of good urban planning, and

use open data and enabling technologies to create a vibrant, people-centric, and connected City. Council will continue to provide service excellence that addresses community issues, aiming for continuous improvement and leveraging the benefits of a larger local government area. We value the ingenuity of collaboration, and working with strategic partners and stakeholders will help make our City great.

Our strategies to achieve this are:	How we will track our progress:
6.1 Engage in strategic planning and implement innovative solutions to manage the growth of our City	<ul style="list-style-type: none"> • Community attitudes towards Council's collaborative efforts • Community attitudes towards Council innovation and forward-thinking • Perception and promotion of Parramatta as a research, education and training precinct • Corporate performance indicators • Community satisfaction with value for money for Council rates
6.2 Support collaboration and partnerships to deliver key outcomes for our City	
6.3 Embrace technology, creativity and innovation to solve complex problems and improve our City	
6.4 Attract leading research, education and training facilities to Parramatta	
6.5 Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community	

KEY PARTNERS:

- Westmead Alliance
- Western Sydney University
- University of New England
- University of New South Wales
- University of Sydney
- Greater Sydney Commission
- Western Sydney Regional Organisation of Councils

Council's role

As the City of Parramatta continues to grow, Council, our stakeholders and our community need to work together to invest in our individual and collective wellbeing.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the community, it is not wholly responsible for its implementation. Many of the issues and concerns facing the City of Parramatta are complex and beyond the direct control and influence of Council, such as public transport, health, schools, housing, planning and employment.

To deliver the community's vision, Council works with various stakeholders and partners including other levels of government and their affiliated agencies, local businesses and industry, educational institutions, community groups, and other service providers.

Council's role, depending on the activity being undertaken, is to Deliver, Partner, and/or Advocate. The principal activities to be carried out by Council over the next three years are outlined in Council's Delivery Program 2018-2021 and Operational Plan 2018/19.

By building strong partnerships, taking a strong leadership role, and delivering on its own commitments, Council plays a pivotal role in shaping places and supporting local people to lead fulfilling lives.





Deliver

Council delivers a wide range of programs and services including waste collection, libraries, child care, maintenance of local roads and public spaces, recreation facilities and programs, community care, special events and regulatory functions.



Partner

Council builds strategic partnerships with Federal and State Government agencies, the private sector and a range of other stakeholders whose work will contribute to delivering the long term goals outlined in this Community Strategic Plan.



Advocate

When not in direct control or partnership, Council gives voice to the needs and aspirations of the community by advocating for changes in policy and action at relevant levels of government and industry to bring about the best outcomes for our community.

What Council is already doing

Achieving the vision set out by the community in this plan requires a commitment to action. City of Parramatta has already prepared and commenced delivery of several significant plans and strategies to guide the City's growth and change.

Community Engagement Strategy

At City of Parramatta, we believe it's important that our community can see and have a direct impact on the decisions of its Council. This strategy provides a roadmap for creating and maintaining good relationships and effective engagement with our community and stakeholders. It acts as a guide for consultation, research and engagement across Council in order to ensure best practice engagement with our community, now and into the future.

Culture and Our City

City of Parramatta's Cultural Plan champions the role that culture plays in city building, and prepares our City for the opportunities and challenges

that unprecedented growth brings. Culture and Our City outlines a roadmap to create a city that is liveable, has a strong sense of place, invites creativity and stimulates prosperity.

Disability Inclusion Action Plan

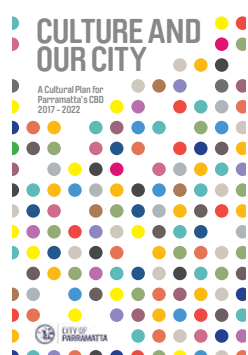
We're committed to creating an inclusive and accessible City for everyone who lives, work and visits the City of Parramatta. This plan outlines the practical steps Council will take to create a more inclusive community for people with disability who are living in our City. The actions set focus on developing positive community attitudes and behaviours, creating liveable neighbourhoods, supporting access to meaningful employment and improving access to services.

Economic Development Plan

Employment growth close to quality housing is essential to ensuring the wellbeing of our entire community. To help enable this, the Economic Development Plan encourages marketing and investment attraction, support for small business and strategic partnerships with key stakeholders to help deliver inclusive growth for all.

Environmental Sustainability Strategy

The natural environment creates a better quality of life, not just for people, but for all living things. City of Parramatta's Environmental Sustainability Strategy focuses on protecting and enhancing our natural environment while also ensuring



that the built environment is ready for the future through reduced water and energy consumption, more sustainable transport options and resilience to extreme heat and flood events.

Reconciliation Action Plan

City of Parramatta Council will lead by example to advance the important cause of Reconciliation. The Stretch Reconciliation Action Plan outlines ways to foster relationships with the Darug peoples and other Aboriginal and Torres Strait Islander communities, show respect for the history, resilience and hopes of Aboriginal cultures and create opportunities to make real and lasting improvements to the social wellbeing of Aboriginal and Torres Strait Islander people.

Socially Sustainable Parramatta Framework

We want everyone in our community to benefit from our

City's growth and prosperity and we recognise that now is the time to take significant strides to shape a future for our City in which all people can share. Sharing The Opportunities of Growth for All is City of Parramatta's framework for advancing social sustainability in our City and sets out a new way of working that puts people first.

Transport Planning

Transport is critical to the future of a sustainable, liveable and productive city. Smart, multi-modal transport solutions are being considered and progressing to planning and delivery stages that will transform the joint futures of both Sydney and Parramatta metro regions. These include:

Parramatta Bike Plan

A 20-year plan for developing Parramatta's cycling network that will play an important role in supporting the liveability of Greater Parramatta by enabling residents, workers and visitors to

have more transport choices as our City grows.

Parramatta Ways Walking Strategy

A plan for a green grid across the City of Parramatta that aims to better connect people and places, and support healthy lifestyles by encouraging more walking.

For details of planned delivery actions over the next three years, see Council's Delivery Program 2018-2021 and Operational Plan 2018/19.



Key projects

City of Parramatta Council is working with the NSW Government on key projects including:

- Parramatta Light Rail
- Parramatta CBD Aquatic Leisure Centre
- Museum of Applied Arts and Sciences
- Sydney Metro West
- Westmead Innovation Precinct
- Camellia Priority Precinct
- Epping Town Centre
- Telopea Town Centre
- Parramatta and Rydalmere Ferry Wharf upgrades
- Parramatta North Heritage Precinct
- Parramatta Road Urban Corridor Transformation
- Escarpment Boardwalk cycle and walkway

We will continue to advocate on a range of strategic issues to secure the best outcomes for our community. For further details of Council's work, please consult Council's Delivery Program.

Tracking our progress

This Community Strategic Plan has outlined our community's shared vision and aspirations for the future, and how they will be achieved.

So that we can track our progress along the way, we'll use the methods identified on pages 30-35 of this Plan to monitor our movement towards achieving these goals. A full report on the progress of the implementation of the Community Strategic Plan

will be published at the end of the current Council term, in 2020.

In addition, councils are required to report regularly to the community on all levels of their integrated plans. This includes:

- Progress reports on the principal activities in the Delivery Program every six months
- An annual report which outlines Council's

achievements in implementing its Delivery Program, as well as a financial summary showing key income expenditure areas for the financial year, and an asset report.

The Community Strategic Plan will be reviewed and updated following the completion of this Council term to ensure that it remains responsive to changing circumstances.

#parralanes

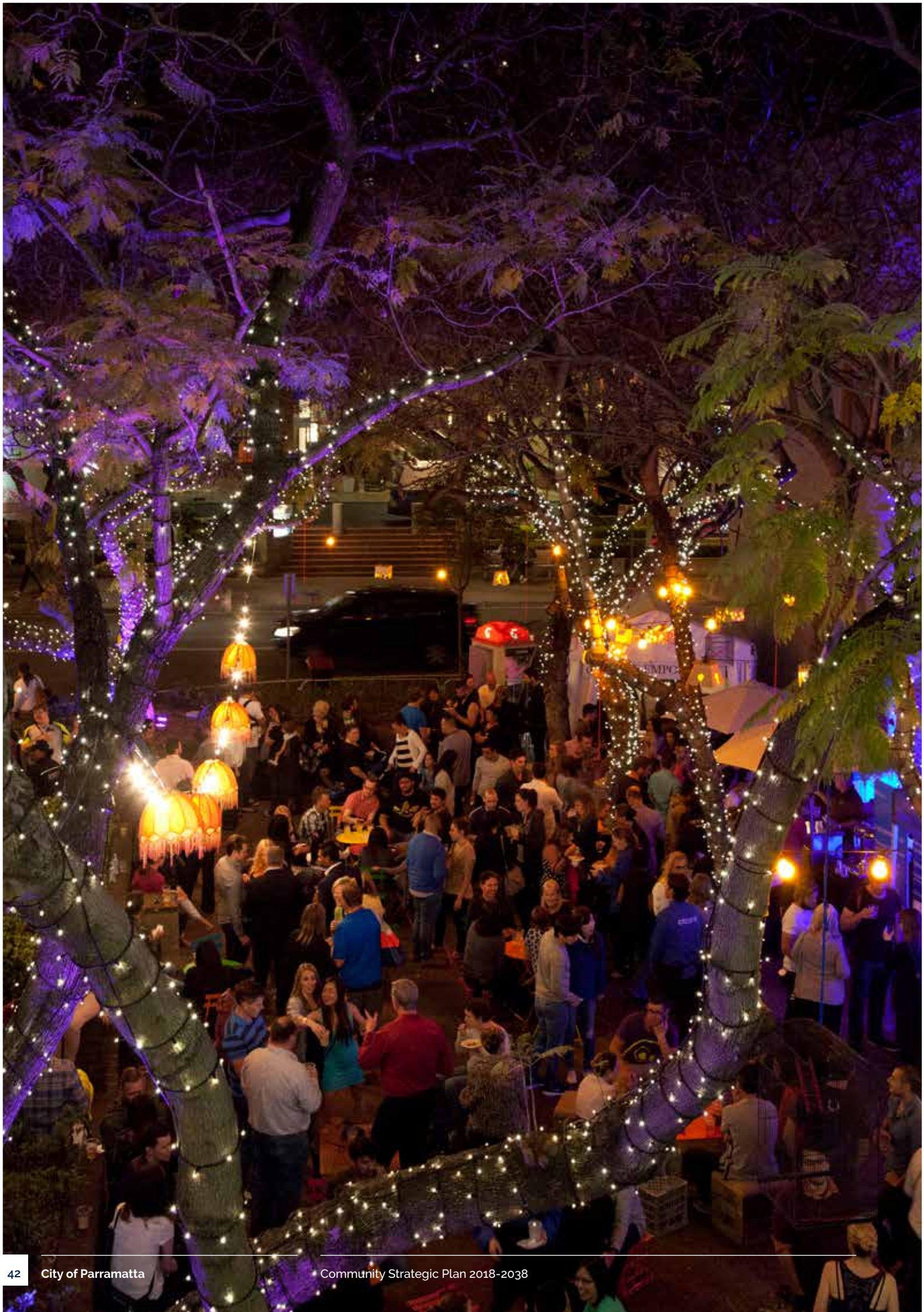
#parramattaartistsstudios

COLOURS

Miles
To Go

When there is
love, there is life





CITY OF PARRAMATTA COUNCIL

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follow the link at:

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ARABIC

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

CHINESE

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

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

KOREAN

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

HINDI

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



**CITY OF
PARRAMATTA**