



# Community Strategic Plan End of Term Report 2018–2021



**CITY OF  
PARRAMATTA**

*Butbutt Yura Barra Ngurra*  
The heart of the people of eel country



# Recognition of the Dharug Peoples

## **NUNANGLANUNGDYU BARAMADA GULBANGA MAWA NAA BARAMADAGAL DARUG NGURRAWA BADURA BARAMADA DARUG**

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

**City of Parramatta recognises the Dharug 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 Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug 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.

As a community, we can learn from the resilience and community spirit of Aboriginal and Torres Strait Islander peoples (First Nations people) to best ensure a sustainable City for all. Parramatta has always been an important meeting place for our First Nations people, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming).

The name Parramatta is derived from 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 First Nations people as a site of early contact between the First Australians and European Colonists, and Parramatta remains an important meeting place for our First Nations community.

First Nations people 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 aspire to a future where the cultures, histories and rights of all First Nations people are understood, recognised and respected by all Australians. City of Parramatta is committed to playing an active role in making this future a reality. City of Parramatta is proud to acknowledge the ongoing stewardship of Country by First Nations people and to celebrate their enduring wisdom, strength and resilience.

The title of Parramatta's Community Strategic Plan 2018-2038 is BUTBUTT YURA BARRA NGURRA which means "the heart of the people of eel country" and acknowledges Parramatta as a place of continued significance for the Traditional Owners and Custodians of the land and waters of Parramatta.

# Introduction

**Parramatta's Community Strategic Plan 2018–2038:**  
*Butbutt yura barra ngurra* was endorsed on 25 June 2018.  
 The Community Strategic Plan is the highest level of plan that a Council prepares and was developed through extensive consultation. It sets out the community's shared vision and aspirations for the future and includes six (6) long term goals, as well as supporting strategies, to help achieve them.

The End of Term report reflects on the progress that has been made on the implementation of the Community Strategic Plan to date. The End of Term Report includes measures and indicators from 2018 to 2021 (where this data is available) for each of the six (6) long-term goals. Also included is a summary of key achievements as well as selected case studies as examples of the work being done towards each of the goals.

A total of 52 different measures are currently being used to track progress towards the six (6) long-term goals. Almost half of the 52 measures indicate a positive change over time, 14 are 'steady' and nine (9) are new measures, meaning baseline data had been captured, but comparison data was not yet available. There are five (5) measures that are currently indicating to be at 'risk' or moving off-track and will require further investigation.

The End of Term Report is a statutory document that coincides with the end of the current Council term. This will be the final report on the current adopted plan before it is revised, amended and updated for a new Council. In measuring the progress over the past three years and in reviewing the current measures there are some limitations which will be considered as part of the update of the Community Strategic Plan (due by 30 June 2022). The following pages provide more detailed information about each of the six (6) community goal areas and how the City is progressing.

This report includes information on the City of Parramatta Local Government Area (LGA) post local government amalgamation on 12 May 2016. Data from 2016 and prior has been included where relevant and has been readjusted to reflect the new City of Parramatta LGA boundaries where possible.

**KEY:**

|   |   |   |   |   |   |
|---|---|---|---|---|---|
|  |  |  |  |  |  |
| Increasing over time  | Staying the same  | Decreasing over time  | Good  | Steady  | Risk  |

## COMMUNITY VISION:

**Sydney's central city, sustainable, liveable, and productive – inspired by our communities**

## COMMUNITY GOALS:



WE CAN ALL BENEFIT FROM THE OPPORTUNITIES OUR CITY OFFERS.



WE CAN ALL GET TO WHERE WE WANT TO GO.



WE CARE FOR AND ENJOY OUR ENVIRONMENT.



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



WE BENEFIT FROM HAVING A THRIVING CBD AND LOCAL CENTRES.



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



# Fair















## We can all benefit from the opportunities our City offers

### Our shared goal:

The City of Parramatta wants 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:

|   |  |                                   |   |  |
|---|--|-----------------------------------|---|--|
|    | 1.1 Invest in services and facilities for our growing community  | <b>How we will track progress</b> |    | Provision of and access to essential services and community facilities.  |
|  | 1.2 Advocate for affordable and diverse housing choices  | <b>How we will track progress</b> |  | Dwelling mix, level of housing stress and risk of homelessness.  |
|  | 1.3 Support people to live active and healthy lives  | <b>How we will track progress</b> |  | Health, wellbeing and general life satisfaction.   |
|  | 1.4 Ensure everyone has access to education and learning opportunities   | <b>How we will track progress</b> |  | Early childhood development, participation in education, and adult literacy rates.                             |
|  | 1.5 Empower communities to be strong and resilient by building individual and community capability                           | <b>How we will track progress</b> |  | Community giving of time and resources. Residents' financial and social resilience. Lack of income inequality. |
|  | 1.6 Engage and consult the community in decision-making  | <b>How we will track progress</b> |  | Community engagement and consultation.   |
|  | 1.7 Deliver effective, responsible and ethical leadership and decision-making, reflective of community needs and aspirations | <b>How we will track progress</b> |  | Community confidence in Council.   |









## FAIR: We can all benefit from the opportunities our City offers

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                       | Measure   | Data  | Trend   | Source   |
|---|---------------------------------|---|---|---|--|
|  1.1 Invest in services and facilities for our growing community | Community facilities            | <b>Community satisfaction with libraries (libraries that are owned and managed by Council)</b><br>(Percentage of people that selected 'satisfied' or 'very satisfied')                                      | 2020: 92%<br>2019: 90%<br>2018: 91%   |    | City of Parramatta's Library Satisfaction Survey |
|  1.2 Advocate for affordable and diverse housing choices         | Housing affordability           | <b>Percentage of households in housing stress</b><br>(These are households in the lowest 40% of incomes, who are paying more than 30% of their usual gross weekly income on rent)                           | 2016: 13.1%<br>2011: 12.3%  |    | Profile.id                                       |
|  1.3 Support people to live active and healthy lives             | Provision of quality facilities | <b>Percentage of community members that agree with the statement, 'our City provides facilities for me to live an active life'</b><br>(Includes community members who selected 'agree' or 'strongly agree') | 2021: 71%<br>2019: 68%  |    | City of Parramatta's Our City My Life Survey     |
|   |                                 | <b>The value that Council invests in park, playground and open space upgrades</b>   | 2020/21: \$18m<br>2019/20: \$13.36m<br>2018/19: \$5.25m<br>2017/18: \$11.5m |  | Council data (City Assets & Operations)          |

## FAIR: We can all benefit from the opportunities our City offers

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                            | Measure  | Data   | Trend   | Source   |
|---|--------------------------------------|--|--|---|--|
|  <p>1.4 Ensure everyone has access to education and learning opportunities</p>   | Learning and education opportunities | <b>Percentage of children in the local government area (LGA) that are vulnerable across two or more domains</b><br>(Domains include: physical health and wellbeing, social competence, emotional maturity, language and cognitive skills, and communication skills and general knowledge.) | 2018: 11.0%<br>2015: 11.6%<br>2012: 8.8%             |    | Australian Early Development Census (AEDC)         |
|   |                                      | <b>Percentage of people that agree our City provides opportunities for all people to learn and develop skills at any age</b><br>(Includes those that selected 'agree' and 'strongly agree')  | 2021: 52%<br>2019: 61%                               |    | City of Parramatta's Our City My Life Survey       |
|  <p>1.5 Empower communities to be strong and resilient by building individual and community capability</p>                             | Community support and resilience     | <b>Percentage of people who could ask someone who does not live with them for support in an emergency</b>  | 2021: 92%<br>2019: 95%                               |    | City of Parramatta's Our City My Life Survey       |
|  <p>1.6 Engage and consult the community in decision-making</p>   | Community engagement                 | <b>Community satisfaction with opportunities to have a say on key issues</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)   | Residents:<br>2020: 3.48<br>2019: 3.42<br>2018: 3.41 |  | City of Parramatta's Community Satisfaction Survey |
|  <p>1.7 Deliver effective, responsible and ethical leadership and decision-making, reflective of community needs and aspirations</p> | Confidence in leadership             | <b>Community satisfaction with Council's openness and accountability to the community</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)  | 2020: 3.42<br>2019: 3.37<br>2018: 3.39               |  | City of Parramatta's Community Satisfaction Survey |

## Summary of achievements to date

- February 2018: Launch of the 1,000 Books Before School initiative to support early literacy development in pre-school aged children.
- February 2019: Adoption of the Affordable Rental Housing Policy 2019, which seeks to increase the provision of affordable rental dwellings and lower the number of households experiencing housing stress.
- September 2019: Review and adoption of the Community Engagement Strategy, which details how Council will engage with the community and outlines how community members can have their say on Council projects.
- September 2019: Homelessness Action Plan 2019-2023 endorsed, which provides practical guidance and details how Council will work towards minimising homelessness in the Parramatta LGA.
- December 2019: Opening of Wentworth Point Community Centre and Library, which provides an additional 3,000m<sup>2</sup> of library and community space to service the needs of the local community.
- June 2020: Council's Meals on Wheels service, which delivers meals to older people and people living with disabilities, supported 188 people during COVID-19, meeting a 25% increase in demand.
- July 2020: Adoption of the Community Infrastructure Strategy 2020, which provides a framework to address present and future infrastructure needs for our City.
- July 2020: Launch of Council's engagement platform, 'Participate Parramatta', to give community members the opportunity to view and provide input into Council projects that are open for consultation.
- March 2021: City of Parramatta Council and Department of Education (DoE) signed a new one-year Memorandum of Understanding (MoU), with the aim of exploring partnership opportunities to benefit schools and the local community. This may include planning for and the delivery of mutually beneficial educational and social infrastructure, amenities, and services.

## How we are tracking to date

Based on these measures, here is a summary of progress towards the 'Fair' community goal:

| Going well:   | Room to improve:   |
|---|--|
| 1.5 – Community support and resilience: The percentage of people who feel they can ask someone who does not live with them for support in an emergency is high. | 1.1 – Community facilities: We are working towards meeting benchmarks for provision of community space > aim is to reach 80m <sup>2</sup> per 1,000 people.              |
| 1.6 – Community engagement: Community satisfaction towards having opportunities to have a say on Council projects has increased over time.                      | 1.2 – Housing affordability: Percentage of households in housing stress increased between 2011 and 2016 > our aim is for this to lower over time.                        |
| 1.7 – Confidence in leadership: Community satisfaction and confidence in Council's leadership is modestly increasing over time.                                 | 1.4 – Learning and education opportunities: The percentage of vulnerable children across two or more domains has remained constant > aim for this to decrease over time. |



# Accessible



**We can all get to where we want to go**

**Our shared goal:**

In the City of Parramatta, much like the rest of Sydney, quality and ease of access to other places varies widely depending on where one lives. The location of jobs and opportunities, the structure of transport networks and congestion all influence the time it takes to travel between places. Having a variety of options to get to places seamlessly

and 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 living with a disability, the less mobile and even pram-users, while also benefiting the wider community.




**Our strategies to achieve this are:**

|   |   |                                   |   |   |
|---|---|-----------------------------------|---|---|
|    | 2.1 Design our City so that it is usable by people of all ages and abilities  | <b>How we will track progress</b> |    | The City is fully accessible.                               |
|  | 2.2 Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods, and the Greater Sydney region | <b>How we will track progress</b> |  | Public transport service coverage and usage.                |
|  | 2.3 Make our City more enjoyable and safe for walking and cycling   | <b>How we will track progress</b> |  | Satisfaction with walking and cycling paths and facilities. |
|  | 2.4 Provide and upgrade roads and improve safety for all road users   | <b>How we will track progress</b> |  | Satisfaction with local traffic management and signs.       |
|  | 2.5 Manage traffic congestion and access to parking   | <b>How we will track progress</b> |  | Satisfaction with local traffic management and signs.       |



## ACCESSIBLE: We can all get to where we want to go

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                            | Measure   | Data   | Trend   | Source   |
|---|--------------------------------------|---|--|---|--|
|  2.1 Design our City so that it is usable by people of all ages and abilities  | Inclusivity and accessibility        | <b>Number of parks and playgrounds that are inclusive and accessible</b>  | 2020:<br>1 x inclusive and accessible playground   | N/A   | Council data (City Assets & Operations)            |
|  2.2 Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods, and the Greater Sydney region | Public transport usage               | <b>Journey to work mode (use of public transport)</b>   | 2016:<br>Public transport: 27.6%<br>Car: 55.3%<br>Walk or cycle: 3.9%<br>Other: 13.2%<br><br>2011:<br>Public transport: 23.9%<br>Car: 58.4%<br>Walk or cycle: 4.0%<br>Other: 13.7% |    | Profile.id (Census Data)                           |
|  2.3 Make our City more enjoyable and safe for walking and cycling  | Participation in walking and cycling | <b>Number of cyclists and pedestrians using Parramatta Valley Cycleway (at Park Road)</b>   | Cyclists:<br>2020: 303,656<br>2019: 230,074<br>2018: 232,232<br><br>Pedestrians:<br>2020: 113,867<br>2019: 77,066<br>2018: 68,725  | <br> | Council data (City Strategy)                       |
|  2.4 Provide and upgrade safety for all road users   | Road safety and traffic congestion   | <b>Community satisfaction with local traffic management and signs</b><br><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied) | 2020: 3.46<br>2019: 3.46<br>2018: 3.48   |    | City of Parramatta's Community Satisfaction Survey |
|  2.5 Manage traffic congestion and access to parking   |                                      |   |  |   |  |

## Summary of achievements to date

- July 2017: As part of implementing Council's Disability Inclusion Action Plan 2017–2021, all significant park upgrade works (including the delivery of new amenities and toilet blocks) are now reviewed and approved by an accessibility consultant, to ensure the facilities meet the needs of all users.
- February 2019: Opening of Ollie Webb Reserve (Parramatta CBD), City of Parramatta's first all-abilities district level playground and water play park, that employs universal play principles.
- August 2019: Launch of City of Parramatta's CBD Parking Finder tool in partnership with SPOT Parking, which – as a first for New South Wales – includes all on-street accessible parking spaces, to help meet the needs of those living with a disability and assist them in planning their trip to Parramatta. Along with photographs, each accessible parking space is given a 5-star rating for the size of the space, hoist suitability, and kerb ramp access.
- October 2019: Two Sydney Metro West stops confirmed for City of Parramatta at Parramatta and Sydney Olympic Park, along with one in Cumberland City Council at Westmead. This new underground railway will connect greater Parramatta and the Sydney CBD, increasing connectivity and supporting employment growth and housing supply.
- November 2019: Began implementation of Council's new signage system across City of Parramatta, incorporating Australian accessibility standards and recognising the City's heritage through the inclusion of English/Dharug dual language signage.
- January 2020: Commencement of construction works for Stage One of the Parramatta Light Rail to connect Westmead to Carlingford via Parramatta CBD and Camellia, with a two-way track spanning 12 kilometres.
- October 2020: Stages One and Two of separated walking and cycling paths at Eric Primrose Reserve (Rydalmere) completed.
- April 2021: Escarpment Boardwalk completed, finalising the completely off-road pathways in the Parramatta Valley Cycleway connection.

## How we are tracking to date

Based on these measures, here is a summary of how we are tracking towards our 'Accessible' goal:

| Going well:  | Room to improve:  |
|--|---|
| <p>2.2 – Public transport usage: Increased usage of public transport and decrease of car usage across the LGA between 2011 and 2016 &gt; Council supports the uptake of public transport options, though we anticipate this measure is likely to have since been impacted by COVID-19. We will consider this as part of the review and update of the new Community Strategic Plan.</p> | <p>2.1 – Inclusivity and accessibility: Increasing inclusive access to parks and playgrounds and community facilities across our LGA &gt; we've made a start, but there is much room for improvement.</p> |
| <p>2.3 – Participation in walking and cycling: Parramatta Valley Cycleway has seen an increase in users over time, with the highest usage in 2020. Some of this increase may relate in part to COVID-19.</p>   |   |



# Green

## We care for and enjoy our environment

### Our shared goal:

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 in which to live, visit and play. 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 clean and well-designed indoor and outdoor environments contribute to improved wellbeing. As our population grows, reducing our waste and water and energy usage will help lessen our impact on our surrounds, meaning our City is more sustainable in the long term.

### Our strategies to achieve this are:

|   |  |                                   |   |  |
|---|--|-----------------------------------|---|--|
|    | 3.1 Protect and enhance our natural environment  | <b>How we will track progress</b> |    | Extent of bush regeneration, tree planting and species diversity.  |
|  | 3.2 Improve our River and waterways  | <b>How we will track progress</b> |  | Improvements to water quality and swimmability (the Parramatta River is swimmable).                                    |
|  | 3.3 Keep our City clean  | <b>How we will track progress</b> |  | Perceptions of cleanliness.  |
|  | 3.4 Provide green spaces for recreation, relaxation and enjoyment                                  | <b>How we will track progress</b> |  | Provision of and upgrades to parks and green space.  |
|  | 3.5 Prepare for and lessen the impacts of extreme weather events                                   | <b>How we will track progress</b> |  | Initiatives to minimise the impacts of extreme weather.  |
|  | 3.6 Promote energy and water efficiency, renewable energy sources, and reduced emissions and waste | <b>How we will track progress</b> |  | Energy efficiency and renewable energy supply. Water efficiency and alternative supply. Waste diversion from landfill. |









## GREEN: We care for and enjoy our environment

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                | Measure  | Data   | Trend   | Source   |
|---|--------------------------|--|--|---|--|
|  3.1 Protect and enhance our natural environment                     | Tree canopy              | <b>Percentage of urban tree canopy cover</b>   | 2016: 22.64%<br>2014: 22.92%   |    | OEH NSW Urban vegetation cover (modified mesh block 2016)  |
|   |                          | <b>Number of trees and seedlings planted</b>   | 2020/21: 91,542<br>2019/20: 90,782<br>2018/19: 77,989<br>2017/18: 103,834<br>Total = 364,147   |    | Council data (City Assets & Operations)  |
|  3.2 Improve our River and waterways                                | Natural area swimming    | <b>Number of people visiting Lake Parramatta swimming area</b>   | 2019/20: 28,603<br>2018/19: 67,256<br>2017/18: 68,775  |   | Council data (City Strategy)   |
|  3.3 Keep our City clean   | City cleanliness         | <b>Community satisfaction with the cleanliness of our City (includes cleanliness of streets, parks and waterways)</b><br><small>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)</small> | 2020: parks 3.98, streets 3.82, waterways 3.60<br>2019: parks 3.98, streets 3.89, waterways 3.63<br>2018: parks 3.95, streets 3.87, waterways 3.59 |  | City of Parramatta's Community Satisfaction Survey   |
|  3.4 Provide green spaces for recreation, relaxation and enjoyment | Provision of green space | <b>Percentage of residents living within a 5-minute walk of a park or playground</b>   | 2016: 91%  | N/A   | Council data (City Strategy)<br>Data note: Measure is based on ABS Census data, which is collected every four years. |
|  3.5 Prepare for and lessen the impacts of extreme weather events  | Extreme weather events   | <b>Number of days over 35 degrees captured by the Bureau of Meteorology</b>  | 2020: 11<br>2019: 23<br>2018: 16   |  | Bureau of Meteorology  |
|   |                          | <b>Number of people that have signed up to FloodSmart</b>  | Total as at October 2021: 1,299<br>2020: 188<br>2019: 238<br>2018: started 382   |  | Council data (City Assets & Operations)  |

## GREEN: We care for and enjoy our environment

The measures that indicate progress towards this goal are:

| Strategy   | Indicator   | Measure   | Data   | Trend   | Source   |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|--|---|---|--|---|--|------------------------------------|---------|---------------|---------|---------|---------------|---------|---------|---------------|--|------------------------------|---------------|----|---|
|  3.6 Promote energy and water efficiency, renewable energy sources, and reduced emissions and waste | Energy efficiency   | Power generated by community-installed solar panels in the LGA, in kilowatts (kW)   | 2018/19: 26,586 kW<br>2017/18: 20,809 kW<br>2016/17: 17,265 kW   |    | Council data (City Strategy)                                 |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  |   | Total grid electricity consumption by Council (including street lighting), in kilowatt-hours (kWh)  | <table border="1"> <thead> <tr> <th>FY</th> <th>Electricity consumption from grid (kWh)</th> <th>% Consumption reduction from 16/17</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>13,540,503.00</td> <td>-17%</td> </tr> <tr> <td>2018/19</td> <td>14,100,667.00</td> <td>-14%</td> </tr> <tr> <td>2017/18</td> <td>15,213,732.00</td> <td>-7%</td> </tr> <tr> <td>2016/17</td> <td>16,336,816.00</td> <td>0%</td> </tr> </tbody> </table> | FY  | Electricity consumption from grid (kWh)                      | % Consumption reduction from 16/17 | 2019/20 | 13,540,503.00 | -17%    | 2018/19 | 14,100,667.00 | -14%    | 2017/18 | 15,213,732.00 | -7%  | 2016/17                      | 16,336,816.00 | 0% |  |
|  | FY  | Electricity consumption from grid (kWh)   | % Consumption reduction from 16/17   |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  | 2019/20   | 13,540,503.00   | -17%   |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  | 2018/19   | 14,100,667.00   | -14%   |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  | 2017/18   | 15,213,732.00   | -7%  |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  | 2016/17   | 16,336,816.00   | 0%   |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| Water efficiency   | Community water consumption (both potable/drinking water and recycled water) per person per year in kilolitres (kL)                       | <table border="1"> <thead> <tr> <th>FY</th> <th>Potable water usage per person in kilolitres (kL) per annum</th> <th>Recycled water usage per person in kilolitres (kL) per annum</th> </tr> </thead> <tbody> <tr> <td>2018/19</td> <td>109.3</td> <td>5.3</td> </tr> <tr> <td>2017/18</td> <td>117.9</td> <td>5.2</td> </tr> <tr> <td>2016/17</td> <td>113.7</td> <td>4.3</td> </tr> </tbody> </table> | FY   | Potable water usage per person in kilolitres (kL) per annum   | Recycled water usage per person in kilolitres (kL) per annum | 2018/19                            | 109.3   | 5.3           | 2017/18 | 117.9   | 5.2           | 2016/17 | 113.7   | 4.3           | Potable water usage: <br>Recycled water usage:  | Council data (City Strategy) |               |    |   |
| FY   | Potable water usage per person in kilolitres (kL) per annum   | Recycled water usage per person in kilolitres (kL) per annum  |  |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| 2018/19  | 109.3   | 5.3   |  |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| 2017/18  | 117.9   | 5.2   |  |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| 2016/17  | 113.7   | 4.3   |  |   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
|  | Water usage (potable water/drinking water) across Council assets, in megalitres (ML)  | 2019/20: 149.15 ML<br>2018/19: 218.27 ML<br>2017/18: 357.88 ML<br>2016/17: 272.74 ML<br><br>Potable water consumption has decreased 45% from 2016/17 levels.  |   | Council data (City Assets & Operations)   |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| Reduced emissions  | Emissions TCO <sub>2</sub> -e/ per person = Tonnes CO <sub>2</sub> equivalent/ per person/per year across the local government area (LGA) | 11% decrease:<br>TCO <sub>2</sub> -e:<br>2018/19: 11.55 pp<br>2017/18: 12.11 pp<br>2016/17: 12.00 pp  |   | Council data (City Strategy)  |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |
| Waste diversion  | Percentage of municipal solid waste diverted from landfill in the local government area (LGA)   | 2019/20: 54%<br>2018/19: 58%<br>2017/18: 72%<br>2016/17: 72%  |   | Council data (City Assets & Operations)<br><br>Data note: The decline in waste diversion is due to the Mixed Waste Organic Output (MWOO) legislation that was passed in October 2018. This legislation changed the rulings around the use of the organic output from Alternative Waste Treatment facilities as a soil amendment, and affected the recovery of organic material from the residual garbage (red-lidded) bins, reducing the diversion of materials from this waste stream from 61% to 29%. |  |                                    |         |               |         |         |               |         |         |               |  |                              |               |    |   |

## Summary of achievements to date

- August 2018: Launch of the award-winning FloodSmart Parramatta program and flood warning service, Australia's first automated real time flash flood warning system, in partnership with NSW State Emergency Service (SES).
- October 2018: Launch of the Ten Steps to a Living River – The Parramatta River Masterplan. Bringing back natural swimming at Lake Parramatta is a key action for the Masterplan that brings enjoyment to thousands of swimmers each summer.
- December 2018: City of Parramatta awarded as the Overall Winner at the Local Government NSW Environmental Excellence Awards 2018.
- July 2019: Completed Stage Two of the street lighting LED upgrade (50% of streetlights now energy efficient), as part of the Light Years Ahead project, coordinated by Western Sydney Regional Organisation of Councils (WSROC), saving Council \$7 million.
- July 2019: Over 1,000 community volunteers planted 10,000 native seedlings for National Tree Day. Each year Bushcare and community volunteers assist Council to plant 100,000 seedlings within local bushland and riparian reserves. City of Parramatta's National Tree Day is one of the largest across Australia.
- July 2019: Between 2017 and 2019, Council installed 220kW of solar panels on the roof of the Rydalmere Operations Centre. This reduces Council's energy consumption from the grid for that site by approximately 40%, or around 233,000kWh per year (the equivalent of powering 40 average NSW homes), and is saving Council around \$40,000 per year.
- October 2019: Launch of 65km Great West Walk, a walking route connecting Parramatta to the foot of the Blue Mountains.
- October 2019: Council adopted City of Parramatta's Waste and Resource Recovery Strategy 2019–2023, to help set the City's direction for sustainable waste management.
- March 2020: Council implemented two road surface trials: a trial of an innovative asphalt product 'Reconophalt', which incorporates recycled glass and plastics, on two road resurfacing projects in Epping and Ermington; and the 'cool roads' surface treatment to reduce urban heat and help adjoining households be cooler.

## How we are tracking to date

Based on these measures, here is a summary of how we are tracking towards our 'Green' goal:

| Going well:   | Room to improve:   |
|---|--|
| 3.1 – Tree canopy: Council continues to plant a large number of trees and seedlings every year, to green our city and reduce the impacts of urban heat. | 3.6 – Water efficiency: Community water usage across the local government area (LGA) per person per year has increased over time.  |
| 3.4 – Provision of green space: In 2016, 91% of residential dwellings were within a 5-minute walk of a park or playground.                              | 3.6 – Waste diversion: Percentage of municipal solid waste diverted from landfill has decreased over time, due to the introduction of new legislation. Council is considering ways to address this in the near future. |
| 3.6 – Energy efficiency: Power generated by community-installed solar panels has increased year on year.  |  |



# Welcoming



We celebrate culture and diversity – past, present and future

**Our shared goal:**

Parramatta has an incredibly rich history, from the Dharug peoples who have inhabited these lands and waters for over 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 joining together, 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:**

|   |  |  |  |
|---|--|--|--|
|    | <p>4.1 Acknowledge the Dharug peoples as the traditional custodians of the land and make Parramatta a leading City of Reconciliation</p> | <p><b>How we will track progress</b></p> | <p>➤ Progress towards the Reconciliation Action Plan outcomes.</p>           |
|  | <p>4.2 Promote the growth of arts and culture and champion the role that culture plays in city-building</p>                              | <p><b>How we will track progress</b></p> | <p>➤ New knowledge, insights and ideas gained. Creativity is stimulated.</p> |
|  | <p>4.3 Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage</p>                             | <p><b>How we will track progress</b></p> | <p>➤ Sense of belonging to a shared heritage experience.</p>                 |
|  | <p>4.4 Recognise that Parramatta has always been a gathering place and our diversity is our strength</p>                                 | <p><b>How we will track progress</b></p> | <p>➤ Diversity of cultural expression.</p>                                   |

## WELCOMING: We celebrate culture and diversity – past, present and future

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                          | Measure   | Data   | Trend   | Source  |
|---|------------------------------------|---|--|---|---|
|  <p>4.1 Acknowledge the Dharug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation</p> | Reconciliation Action Plan         | <b>Percentage of milestones and actions achieved for City of Parramatta's Stretch Reconciliation Action Plan (July 2017–June 2020)</b>  | 2020: 80% complete<br>2019: 74% complete                                       |    | Council data (Community Services)   |
|   |                                    | <b>Number of Dharug-led tours</b>   | 2019/20: 33<br>2018/19: 30<br>2017/18: 18                                      |    | Council data (Community Services)   |
|  <p>4.2 Promote the growth of arts and culture and champion the roles that culture plays in city-building</p>                              | Cultural Plan actions              | <b>Number of actions completed for City of Parramatta's Cultural Plan 2017–2022, 'Culture and Our City'</b>   | 2019/20: 8 actions completed (out of 108 actions)*                             | N/A   | Council data (Community Services)   |
|   | Cultural Plan actions on track     | <b>Number of actions in progress and on track in City of Parramatta's Cultural Plan 2017–2022, 'Culture and Our City'</b><br>(These are projects that are in progress and on track, and that have met their deliverables)               | 2019/20: 37 actions in progress and on track (out of 108 actions)              | N/A   | Council data (Community Services)   |
|  <p>4.3 Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage</p>                            | Arts and cultural programs         | <b>Number of arts and cultural programs run by Council</b><br>(Including: Riverside Theatres, Parramatta Artists' Studios (PAS), City Events and Festivals, Civic and Community Events, Cultural Heritage and Tourism tours and events) | 2019/20: 1,662 programs*<br>2018/19: 3,851 programs<br>2017/18: 2,459 programs |  | Council data (City Engagement & Experience)<br>*Data note: Measure impacted by COVID-19 during 2019/20. |
|   | Cultural heritage tours            | <b>Number of cultural heritage tours conducted by Council's Cultural Heritage &amp; Tourism team</b>  | 2019/20: 195*<br>2018/19: 209<br>2017/18: 102                                  |  | Council data (City Engagement & Experience)<br>*Data note: Measure impacted by COVID-19 during 2019/20. |
|  <p>4.4 Recognise that Parramatta has always been a gathering place and our diversity is our strength</p>                                | Appreciation of cultural diversity | <b>Percentage of people who agree that their community is welcoming of people from different cultures</b><br>(Includes those that selected 'agree' or 'strongly agree')   | 2021: 84%<br>2019: 80%   |  | City of Parramatta's Our City My Life Survey  |



## Summary of achievements to date

- March 2019: Launch of new Parramatta Artists' Studio location in Rydalmere, providing another supportive studio environment for artists to develop their practices, whilst also connecting them with their community of peers and arts professionals.
- May 2019: Launch of a new annual Indigenous event program called Warami, a festival celebrating and commemorating Indigenous culture in Parramatta.
- January 2020: Riverside Theatres Accessibility Initiatives – increased focus on in-house provision of Audio Described performances, and continued provision of Auslan interpreted and relaxed performances.
- April 2020: Parramatta Artists' Studios launched the Studio Conversations podcast series, sharing insights into the studio practices of PAS artists and alumni, contributing to an accessible archive of artists speaking about their own work and that of their peers.
- May 2020: Launch of Riverside Digital, a new program of online activity encompassing livestreamed performances, podcasts and 'meet the creatives' opportunities, connecting both local and iconic artists with the community in digital spaces. This initiative was developed and launched two months after COVID-19 health precautions saw Riverside Theatres close its doors to live performances.
- August 2020: Council's Research & Collections Services team has been digitising and cataloguing Council's archival and cultural collections to create an industry-leading, immersive digital storytelling and interactive research resource, giving the public direct access to search for up to 30,000 catalogued items via the Parramatta History and Heritage website.
- November 2020: Council's Cultural Heritage & Tourism team piloted its Dharug Language and Culture program. This included an Aboriginal games incursion delivered by Visitor Services guides, a series of Dharug cultural videos developed in-house, and a Zoom link-up between students and our Dharug presenters, Uncle Chris Tobin and Auntie Corina Norman.
- February 2021: City of Parramatta libraries received the 2020 Multicultural Excellence Award (awarded annually by the NSW Public Libraries Association), recognising its extensive digital engagement program for local multicultural communities during the COVID-19 pandemic, which included videos, livestreamed talks and podcasts, and digital programs in four community languages.

## How we are tracking to date

Based on these measures, here is a summary of how we are tracking towards our 'Welcoming' goal:

| Going well:   | Room to improve:   |
|---|--|
| 4.1 – Reconciliation Action Plan: 80% delivery of City of Parramatta's Stretch Reconciliation Action Plan (July 2017–July 2020).  | 4.2 – Cultural Plan Actions: 8 out of 108 actions are completed in Council's Cultural Plan 2017–2022, 'Culture and Our City'.                          |
| 4.3 – Cultural heritage tours: The number of cultural heritage tours run by Council has increased year on year (or remained stable during COVID-19), increasing awareness of City of Parramatta's unique attractions. | 4.2 – Cultural Plan Actions on track: 37 out of 108 actions are in progress and on track in Council's Cultural Plan 2017-2022, 'Culture and Our City'. |
| 4.4 – Appreciation of cultural diversity: 4 in 5 community members (80%) agree or strongly agree that their community is welcoming of people from different cultures.   |  |



# Thriving









## We benefit from having a thriving CBD and local centres

### Our shared goal:

Businesses thrive in prosperous communities, and employers benefit when students graduate from school and university equipped with skills for the workforce. Individuals and their 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 to visitors and workers from surrounding areas. Our community also desires attractive and distinctive local centres, right across the City of Parramatta.

### Our strategies to achieve this are:

|   |   |                                   |   |   |
|---|---|-----------------------------------|---|---|
|    | 5.1 Accelerate local jobs growth and support people in finding employment                                       | <b>How we will track progress</b> |    | Local employment statistics.                                      |
|  | 5.2 Attract public and private investment to our City and support the growth and prosperity of local businesses | <b>How we will track progress</b> |  | Business and investment activity.                                 |
|  | 5.3 Plan and deliver a vibrant, attractive and safe CBD and local centres                                       | <b>How we will track progress</b> |  | Vibrancy and attractiveness of Parramatta. Perceptions of safety. |
|  | 5.4 Ensure major centres have a thriving day and night time economy   | <b>How we will track progress</b> |  | Economic activity.  |

## THRIVING: We benefit from having a thriving CBD and local centres

The measures that indicate progress towards this goal are:

| Strategy  | Indicator                        | Measure  | Data   | Trend   | Source   |
|---|----------------------------------|--|--|---|--|
|  5.1 Accelerate local jobs growth and support people in finding employment                                       | Local employment                 | <b>Growth in local jobs, year on year</b>  | June Quarter 2020*: 188,160 jobs, 4.13% growth<br>June Quarter 2019: 188,308 jobs, 5.83% growth<br>June Quarter 2018: 177,940 jobs, 5.89% growth |    | Council Data (City Strategy)<br>* Data note: This measure was significantly impacted by COVID-19 in 2019/20. |
|  5.2 Attract public and private investment to our City and support the growth and prosperity of local businesses | Business activity                | <b>Commercial vacancy rate (overall) in Parramatta CBD</b>   | Jan 2021: 6.4%*<br>Jan 2020: 3.2%<br>Jan 2019: 3.0%<br>Jan 2018: 3.0%  |    | Property Council of Australia  |
|   | Investment activity              | <b>The value of building approvals (both non-residential and residential) annually</b>   | 2020: \$973.95 million<br>2019: \$2.55 billion<br>2018: \$2.41 billion   |  | Profile.id   |
|  5.3 Plan and deliver a vibrant, attractive and safe CBD and local places                                      | Aesthetic enrichment experienced | <b>Percentage of people who feel our City provides safe and inclusive places to play and relax</b><br>(Includes those that selected 'agree' and 'strongly agree')      | 2021: 72%<br>2019: 62%   |  | City of Parramatta's Our City My Life Survey   |
|  5.4 Ensure major centres have a thriving day and night time economy   | Tourism in Parramatta            | <b>Percentage of people (from outside the City of Parramatta LGA) who indicated their attitude towards Parramatta has changed in a positive way over the last year</b> | 2019: 42%  |  | City of Parramatta's Perception Tracker Survey   |
|   | Attitude towards Parramatta      |  | 2017: 40%  |   |  |

## Summary of achievements to date

- April 2018: Confirmation that a new Museum of Applied Arts and Sciences (MAAS) will be established in City of Parramatta, reflecting the communities and cultures of one of Australia's fastest growing regions.
- April 2019: Official opening of CommBank Stadium, a new state-of-the-art facility supporting sporting and cultural events, and boosting the vibrancy of our City.
- November 2019: 4 Parramatta Square (PS4) completed and tenanted, providing premium commercial spaces with ease of access for workers, customers and the community in the heart of Parramatta.
- December 2020: Approval of a new aquatic and leisure centre for City of Parramatta, to be funded in partnership with the NSW Government, delivering a state of the art aquatic and multi-purpose recreation facility with universal access features, in order to meet community need.
- February 2020: Endorsement of Parramatta Night City Framework 2020-2024, as well as a pilot of the Night Time Economy Diversification Grants Scheme, to expand our night time economy and move towards becoming a thriving 24-hour destination.
- March 2020: Launch of Parramatta's new City Brand and City Marketing Alliance, supported by the City's major stakeholders.
- April 2020: City of Parramatta's CBD Parking Finder tool transformed into a Local Business Finder to help support local businesses during the COVID-19 pandemic.
- June 2020: In the first year of implementation for Council's Destination Management Plan, 59% of the first year actions were completed or on track/ongoing. The remaining year 1 actions were delayed, on-hold or not implemented as a result of bushfires and COVID-19 disruptions and have been re-assessed and prioritised for year 2 or year 3 actions. Council's Destination Management Plan outlines aspirations and an implementation plan to position City of Parramatta a destination of choice for both local and international visitors.
- August 2020: Parramatta Night City Framework wins the Local Government NSW Planning Award for culture change, innovation and excellence.
- October 2020: Parramatta Night City Framework receives Certification of Commendation: Planning for Jobs and Skills in the Greater Sydney Planning Awards.

## How we are tracking to date

Based on these measures, here is a summary of how we are tracking towards our 'Thriving' goal:

| Going well:  | Room to improve:   |
|--|--|
| 5.4 – Attitude towards Parramatta: The percentage of people from outside of the Parramatta LGA who indicated their attitude towards Parramatta has changed in a positive way over the past year has increased over time. | 5.1 – Local employment: The growth in local jobs was negatively impacted by COVID-19, experiencing a decline in June 2020.                                   |
|  | 5.2 – Investment activity: The commercial vacancy rate in Parramatta CBD has increased, partly due to the delivery of new commercial stock.                  |
|  | 5.3 – Aesthetic enrichment experienced: In 2019, 62% of people agreed or strongly agreed that our City provides safe and inclusive places to play and relax. |



# Innovative

We collaborate and champion new ideas to create a better future

**Our shared goal:**

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:**

|  |   |                                   |   |  |
|--|---|-----------------------------------|---|--|
|  | 6.1 Engage in strategic planning and implement innovative solutions to manage the growth of our City                                  | <b>How we will track progress</b> | > | Corporate performance indicators.  |
|  | 6.2 Support collaboration and partnerships to deliver key outcomes for our City   | <b>How we will track progress</b> | > | Community attitudes towards Council's collaborative efforts.                           |
|  | 6.3 Embrace technology, creativity and innovation to solve complex problems and improve our City                                      | <b>How we will track progress</b> | > | Community attitudes towards Council innovation and forward-thinking.                   |
|  | 6.4 Attract leading research, education and training facilities to Parramatta   | <b>How we will track progress</b> | > | Perception and promotion of Parramatta as a research, education and training precinct. |
|  | 6.5 Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community | <b>How we will track progress</b> | > | Community satisfaction with value for money for Council rates.                         |

## INNOVATIVE: We collaborate to champion new ideas to create a better future

The measures that indicate progress towards this goal are:

| Strategy   | Indicator                     | Measure  | Data  | Trend   | Source   |
|--|-------------------------------|--|---|---|--|
|  <p>6.1 Engage in strategic planning and implement innovative solutions to manage the growth of our City</p>                                    | Management of growth          | <b>The community's overall satisfaction with City of Parramatta Council</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)  | 2020: 3.74<br>2019: 3.76<br>2018: 3.73  |    | City of Parramatta's Community Satisfaction Survey |
|  |                               | <b>Community satisfaction that the face of Parramatta is changing for the better</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)   | 2020: 3.63<br>2019: 3.55<br>2018: 3.54  |    | City of Parramatta's Community Satisfaction Survey |
|  <p>6.2 Support collaboration and partnerships to deliver key outcomes for our City</p>   | Working in partnership        | <b>Community satisfaction that the Council collaborates and partners with others to achieve the City's goals</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)                       | 2020: 3.41<br>2019: 3.39<br>2018: 3.42  |    | City of Parramatta's Community Satisfaction Survey |
|  |                               |  |   |   |  |
|  <p>6.3 Embrace technology, creativity and innovation to solve complex problems and improve our City</p>                                      | Capacity for innovation       | <b>Community satisfaction that the Council is innovative</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)   | 2020: 3.5<br>2019: 3.43<br>2018: 3.53   |  | City of Parramatta's Community Satisfaction Survey |
|  <p>6.4 Attract leading research, education and training facilities to Parramatta</p>   | Tertiary students             | <b>Number of domestic tertiary students living in City of Parramatta Local Government Area (LGA)</b>   | 2016: 19,805<br>2011: 16,775  |  | Profile.id   |
|  <p>6.5 Manage the City's assets and financial resources in a responsible manner and provide the best possible services for the community</p> | Community assets and services | <b>Community satisfaction with value for money provided in return for the rates paid each year (City of Parramatta residents only)</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied) | Residents:<br>2020: 3.55<br>2019: 3.43<br>2018: 3.27  |  | City of Parramatta's Community Satisfaction Survey |
|  |                               | <b>Community satisfaction with Council's management of community assets (libraries, community spaces and parks)</b><br>(Average score given, where 1 = very dissatisfied, 2 = dissatisfied, 3 = neither satisfied nor dissatisfied, 4 = satisfied and 5 = very satisfied)                    | 2020:<br>Library services: 4.02<br>Public spaces: 3.81<br>Parks and gardens: 3.98<br>2019:<br>Library services: 3.99<br>Public spaces: 3.87<br>Parks and gardens: 3.95<br>2018:<br>Library services: 4.00<br>Public spaces: 3.84<br>Parks and gardens: 3.97 |  | City of Parramatta's Community Satisfaction Survey |

## Summary of achievements to date

- November 2018: Executive Team adopted Council's Social Investment Action Plan, which aims to encourage participation in innovation and creative social investment activity and to create opportunities for it to thrive in Parramatta. The Plan also aims to continue the City of Parramatta's reputation as an innovative, forward-thinking Council and a leader in Social Investment activity in both NSW and Australia.
- July 2019: Digitising heritage and promoting Parramatta's rich history: Using 3D scanning technology, Council is making fragile, rare and unique artefacts from its collection more accessible. This provides the opportunity for the community to engage online with the stories of historical items that are connected to Parramatta.
- August 2019: Reducing heat by 2 degrees: collaborative study with UNSW examining hot spots on Philip Street, Parramatta, to develop strategies to mitigate urban heat which will inform the Philip Street upgrade.
- September 2019: Hosted 'Pitch for Good 2019', to support and encourage emerging sustainability entrepreneurs.
- October 2019: Council received a Social Impact Measurement Network Australia (SIMNA) award for innovation in social impact measurement as a result of the 'Valuing our Green Places – A Social Return on Investment evaluation of City of Parramatta's parks and sportsgrounds project'.
- October 2020: Virtual storytelling in Parramatta: Australia's first interactive digital storytelling box was installed in Parramatta Square to showcase imaginative stories of Parramatta's past, present and future. Council is a key partner in the Storybox Parramatta initiative, which is being led by ESEM Projects in collaboration with ABC Content Ideas Lab, Western Sydney University and Story Factory.
- October 2020: Melrose Park – Smart Planning for Climate Responsive Neighbourhoods, delivered in partnership with property developer PAYCE and the University of Technology Sydney (UTS) as part of the Federal Government Smart Cities and Suburbs Program: 70 environmental sensors have been installed in Melrose Park to monitor and collect data on local conditions, including temperature, humidity, air quality, noise and stormwater. The information gathered will be analysed and used to understand the impacts of development on the surrounds, improve the area's liveability in the long term, and inform future planning.
- December 2020: Council received two Social Impact Measurement Network of Australia (SIMNA) awards in both the 'excellence' and 'innovation' categories for its 'Measuring Impact of the Socially Sustainable Parramatta Framework' project.
- December 2020: Council received a Smart Cities Award in the 'Leadership City' category, for implementing four smart city initiatives, including Australia's first automated real time flash flood warning system.
- December 2020: City of Parramatta Council welcomed the NSW Government's announcement that it has partnered with the University of Sydney to deliver a Parramatta/Westmead campus. This supports Council's long-standing vision for Westmead as a world-leading innovation, health and education centre.

## How we are tracking to date

Based on these measures, here is a summary of how we are tracking towards our 'Innovative' goal:

| Going well:   | Room to improve:   |
|---|--|
| 6.1 – Management of growth: The community's overall satisfaction with City of Parramatta Council has remained consistent since 2018.                        | 6.2 – Working in partnership: Community satisfaction that Council collaborates and partners with others to achieve the City's goals is decreasing over time. |
| 6.1 – Management of growth: The community's satisfaction that the face of City of Parramatta is changing for the better has remained consistent since 2018. | 6.3 – Capacity for innovation: The community's belief that Council is innovative has remained stable over time.  |
| 6.5 – Community assets and services: Residents' satisfaction with the value for money received in return for their annual rates is increasing.              |  |



# The impacts of COVID-19 on the City of Parramatta

The COVID-19 pandemic has significantly impacted people globally and presented many unprecedented social, political, economic and environmental challenges worldwide. Its impacts continue to be felt as people adjust to a new way of living.

The effects of COVID-19 have been felt differently by everyone. In the City of Parramatta, local businesses have faced financial difficulties and some people became unemployed. Social distancing requirements changed the way people connected with each other. Some people experienced an increased sense of loneliness and vulnerable members of the community in particular felt the impacts of the pandemic. People spent more time at home – working or learning. Usage of Council's parks increased, as did cycleways.

In response to the pandemic, the City of Parramatta Council identified a range of initiatives to optimise services and support for the local community and local businesses. Council approved its first COVID-19 Community Resilience and Economic Relief Package on 7 April 2020. It included an initial 23 actions and was valued at \$3 million. Further support packages and actions were approved on 9 June 2020, 13 July 2020 and 12 October 2020. In total 38 actions were endorsed focusing on financial relief, jobs and investment, health and wellbeing, support for vulnerable people and recovery.

Actions included:

- Waiving the interest on late payments for Council rates where ratepayers satisfied the hardship criteria and providing a payment plan for late payments
- A community grants program for eligible organisations to help address digital and social inclusion, cultural production and service accessibility
- A business grants program totalling \$150,000 to support local businesses that have been adversely impacted by COVID-19
- A creative economy grants program totalling \$150,000 to support local cultural and creative organisations adversely impacted by COVID-19
- Accelerating Council's transition to online services to improve remote-community access
- A COVID-19 experience survey to better understand how the pandemic has impacted residents.

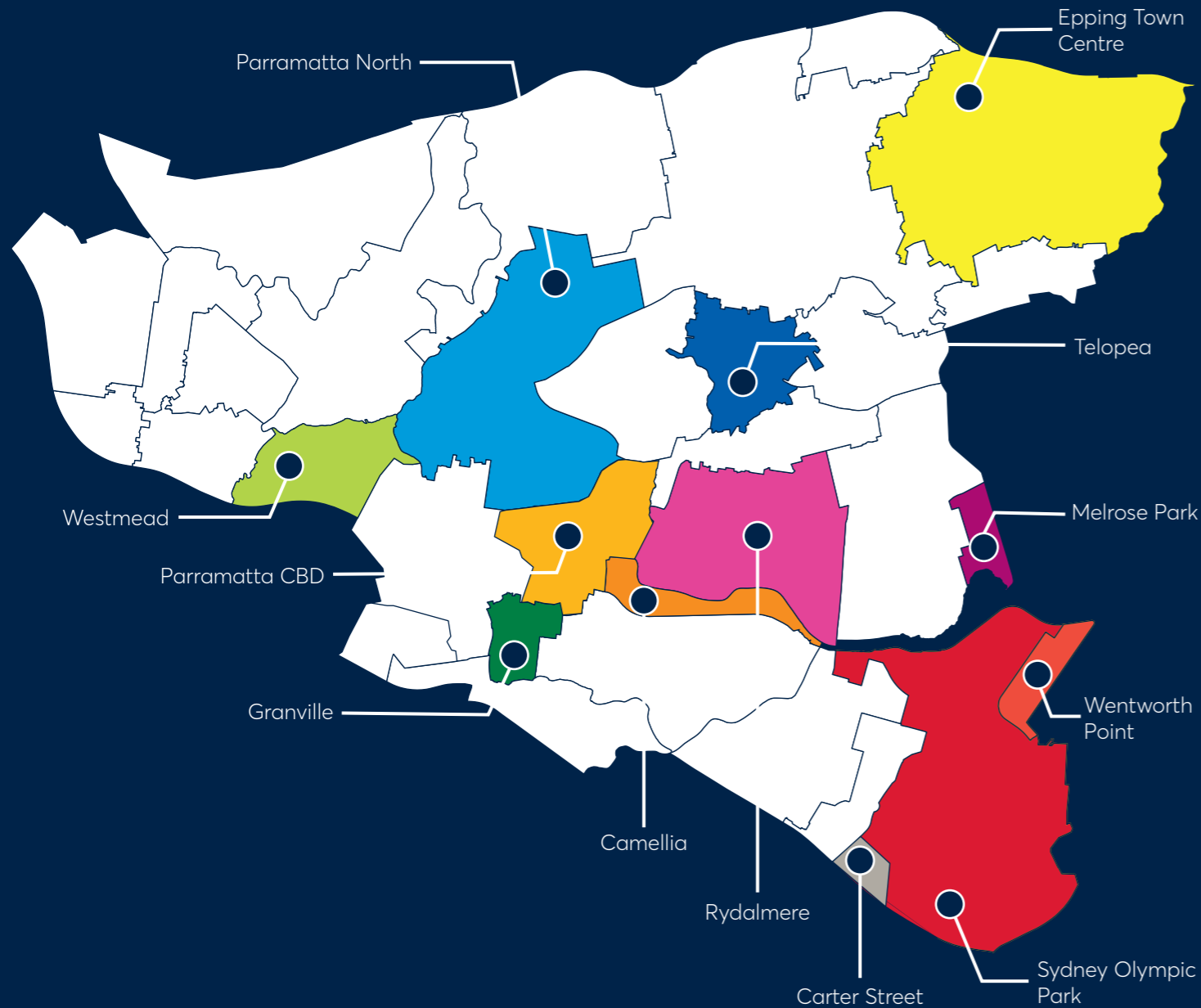
In addition to this package, Council's frontline staff continued to provide essential services to the community including children and family services, Meals on Wheels, waste services, ranger services, and the maintenance of Council's parks, streets and public spaces to a high standard in response to increased community use during stay at home orders.

Taken together, Council's COVID-19 actions delivered social and economic relief and support to residents and businesses impacted by the wide-ranging changes to peoples lives and livelihoods that the pandemic created.

This has undoubtedly been a challenging time and it is not yet known how the COVID-19 pandemic may continue to impact the community into the future. However, there is opportunity to reflect on what has been learnt and by better understanding the impact of this pandemic on City of Parramatta, there is the opportunity to build back better, together, as the recovery phase continues.



# Parramatta is Transforming



The City of Parramatta's population is expected to double and reach 463,000 people by 2038, with more than \$20 billion in public and private infrastructure investment being realised over the next five years.

Parramatta has never stopped transforming. As Sydney's Central City, Parramatta is creating world class centres of excellence in education, health, research and innovation. The city's new skyline and footprint is changing. Parramatta has undeniably become 'Where it's AT'. City of Parramatta's new City brand, which launched in March 2020, highlights Parramatta as the destination of choice for residents, visitors and businesses.

Some of the major transformational projects and plans outlined four years ago in the City of Parramatta Community Strategic Plan 2018–2038 *Buttut yura barra ngurra* are well underway and others are nearing completion.

The City of Parramatta Council's iconic \$130 million community, cultural and civic building 5 Parramatta Square will be the final addition to the \$2.7 billion Parramatta Square precinct and is set for completion in 2022. It will include a new state-of-the-art library, Discover Centre with interactive exhibitions, multipurpose meeting and creative spaces, a ground-floor foyer with concierge, visitor services and the new Council Chambers.

The new 30,000 seat CommBank Stadium opened in 2019. The NSW Government has also committed to establishing a new flagship Museum of Applied Arts and Sciences (MAAS) at Parramatta scheduled to open in 2023.

In 2020, construction commenced on Sydney Metro West – a new 24-kilometre metro line that will connect Greater Parramatta and Sydney CBD. Construction is also well underway on the NSW Government's Parramatta Light Rail project. The route will link the Westmead Health Precinct to Carlingford via North Parramatta, CommBank Stadium, Parramatta CBD, Rosehill Gardens, Camellia, Telopea and three Western Sydney University campuses. It is expected to open in 2023.

In December 2020 an agreement was signed between the NSW Government and the University of Sydney to deliver a new world-class university campus within the Westmead Health and Innovation District. In April 2021, the City of Parramatta Council launched the EducateAT Parramatta Alliance uniting all of the universities that have a presence in Parramatta to a new Australian-first alliance of government and top universities. In addition to Council, signatories to the partnership charter are Western Sydney University, University of Sydney, UNSW Sydney, University of New England, Swinburne University of Technology, and the Western Sydney Local Health District.

There are also major precincts and high growth areas that were identified in the Community Strategic Plan as well as in subsequent plans including Council's Community Infrastructure Strategy 2020 that are also undergoing transformation. These areas are all situated along major public transport infrastructure, which are driving this growth:

- Camellia Town Centre
- Carlingford Town Centre
- Carter Street Precinct
- Epping Town Centre
- Granville Urban Transformation Precinct
- Parramatta CBD
- Parramatta North Urban Transformation Precinct
- Rydalmere, Ermington and Melrose Park Corridor
- Sydney Olympic Park Town Centre
- Telopea Planned Precinct
- Wentworth Point
- Westmead Innovation District



# Where to next?

This report will inform the review and update of the City of Parramatta's Community Strategic Plan 2018–2038 *Butbutt yura barra ngurra* by providing:

- Evidence-based data for decision making
- Data to help understand how we are tracking so far

Council must review and update the Community Strategic Plan every four years. The review must include the following:

- A report from the outgoing Council on the implementation and effectiveness of the Community Strategic Plan in achieving its social, environmental, economic and civic leadership objectives over the past four years
- A review of the information that informed the original Community Strategic Plan
- A Community Engagement Strategy, as prescribed by the Local Government Act and Essential Element 1.5 which states that as a minimum, the Community Engagement Strategy prepared and implemented by the Council must identify relevant stakeholder groups within the community and outline methods that will be used to engage each group.

From 2012, each newly elected Council must complete the review by 30 June in the year following the local government elections and roll the planning period forward so that it maintains a minimum ten-year horizon.

The report on the progress on implementation of the Community Strategic Plan must be presented at the final meeting of an outgoing Council.

In accordance with Section 404 of the Local Government Act, the Annual Report in the year of the ordinary election will also include an outline of achievements in implementing the Community Strategic Plan.

For further information, the following resources are available:

- City of Parramatta Council's website: [cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)
- City of Parramatta Council's Customer Contact Centre: 9806 5050

# APPENDIX A: Case Studies

The following case studies are examples of the great work that has been achieved under each of the six community goal areas.

## FAIR CASE STUDY:

### Telopean Neighbourhood Team in Telopea and Dundas Valley

#### Developing strong connections through conversations

The Telopean Neighbourhood Team (TNT) was developed in 2019 as a forum for collaboration and connection within the Telopean community. Telopea is changing, with the goal of transforming into a more vibrant and cohesive community that appeals to a diverse population. New development projects occurring in and around Telopea have provided Council with an opportunity to engage with the community and form the TNT. TNT allows members of the community to have a voice and role in their community's development. The creation of the team was facilitated by Council but is primarily driven by the community and relies on their participation to create positive change in the community.

#### Listening to Telopeans about their local community

Council held five open community conversation sessions in Telopea which were each attended by up to 25 local residents. These sessions have enabled Council to connect with the Telopean community and hear their views on how they can improve their neighbourhood. As part of this process a Warami Welcome mural was created at the Waratah Shops in Telopea. The artwork was completed by the community with local Dhungutti/Dharug artist and designer Aunty Kerrie Kenton. These sessions eventually developed into the current TNT which consists of a small group of local residents who have committed to attending a series of capacity building workshops developed to support them to become a team capable of achieving outcomes in their community. The first community 'walkshop', held in February 2020, was attended by four community

members and representatives from various Council teams who met and explored a pre-mapped route in Telopea. The walkshop was focused on sharing what Council has heard from the TNT and the broader residents of Telopea during community conversations. Walkshops provide an opportunity to welcome new members of the community into the TNT and to share its purpose. By walking around the local neighbourhood, community members are able to see what we are doing and can understand how their neighbours are working towards building a better Telopea. From here, Council staff will continue to support the TNT to bring their vision for the community to life.

#### Taking action based on what the community has told us

The development of TNT reflects Council's 'Fair' goal through its empowerment of the Telopean community to work towards greater connection and belonging. This is achieved by Council working in partnership with local community members to build individual and community capability. The project also demonstrates how Council is working towards greater engagement and consultation with the community in decision-making in order to achieve outcomes which are fair for all. This community engagement enables Council to make more responsible and effective decisions for the future that are reflective of community needs and aspirations.



## ACCESSIBLE CASE STUDY:

### Designing and creating spaces that can be enjoyed by all – Ollie Webb Reserve

In February 2019, City of Parramatta Council opened its first all-inclusive, all abilities playground at Ollie Webb Reserve, Parramatta. Consultation between Council, disability advocacy groups and residents resulted in a destinational play space that can be used by individuals, families, sporting clubs, schools and community groups. Ollie Webb Reserve features multiple inclusive play spaces that were designed using universal play principles, which means that the park includes unique and diverse equipment chosen to maximise creative, physical, social and cognitive play for all children. As an inclusive play space Ollie Webb is easy to access, easy to move around in, provides a range of play types and has appropriate amenities. Specifically, Council's fundamental design requirements for Ollie Webb Reserve included an active play space, sensory space, quiet space, individual play and musical play. This design enables interaction and play between children of all ages and abilities.

The playground at Ollie Webb Reserve allows children to engage in a variety of activities with unique play equipment such as swings, climbing ropes, trampolines, slides, a water play park and sandpit. All features of the playground have been designed with an inclusive focus. For example, the seven-metre high Kanopé Tree Tower allows children to self-manage the level of difficulty they are comfortable with and challenge themselves to tackle this piece of equipment, only once they have developed the confidence to do so. Many slides at the playground

also have ramp access which provides children of all abilities with the opportunity to access and enjoy the park. This inclusive playground is accompanied by a number of amenities in the park that can be used by the community:

- Outdoor exercise equipment
- Sporting fields
- BBQs
- Mini basketball court
- Picnic tables and park benches
- Walking path
- Street parking

#### Working towards an accessible City of Parramatta

The delivery of Ollie Webb Reserve highlights how we are designing our City so that it is able to be used and enjoyed by people of all ages and abilities. Ollie Webb Reserve brings together different members of our community to enjoy outdoor green spaces together. This project increases our capability to deliver other inclusive and accessible parks and playgrounds across the local government area (LGA) in the future.



## ACCESSIBLE CASE STUDY:

### Improving connectivity across our City – Escarpment Boardwalk

The Escarpment Boardwalk was completed in April 2021, connecting Parramatta Park to Melrose Park through a completely off-road walking and cycling path along the Parramatta River. Spanning 350 metres, the Escarpment Boardwalk provides pedestrians and riders an easy, attractive and safe route to the Parramatta CBD. Co-funded by City of Parramatta and the NSW Government, this \$18 million project is the final link in the popular Parramatta Valley Cycleway.

As part of this project, a new set of stairs up to Stewart Street and Macarthur Street was provided to ensure safe and direct access for the public and local school students. With this new connection, the community is now able to experience over 20km of off-road paths on both sides of the Parramatta River.

#### Engaging with our community

The Parramatta Bike Plan 2017 was developed through extensive consultation with residents, businesses, State Government partners and bicycle user groups. The Escarpment Boardwalk was confirmed as an important link in the plan.

#### Community benefit

Improved health and reduced car trips are some of the benefits realised as people walk and ride along the Escarpment Boardwalk. The Escarpment Boardwalk will become increasingly popular as more people discover it is a level, direct, and scenic link to Parramatta CBD. This in turn will attract more visitors by foot and bike to the CBD.

The Escarpment Boardwalk is the first stage of the transformation of Parramatta Quay, the riverside gateway to the Parramatta CBD, with the upgrade of Charles Street Square to follow.

## GREEN CASE STUDY:

### Launch of a new website to help the community prepare for and respond to floods – FloodSmart Parramatta

City of Parramatta Council launched FloodSmart Parramatta in August 2018, a new service to help residents, business owners and the wider community prepare for a flooding. Parramatta is prone to flash floods, and whilst extreme weather events cannot be stopped, services like this help reduce the impacts when they do occur. FloodSmart Parramatta uses live rainfall and water level data combined with modelling and forecasting to provide the community with early warnings in partnership with the NSW State Emergency Service (NSW SES). A range of other resources from access to flood mapping, real time gauge data and the ability to share flood experiences with Council, all support our communities to become more prepared and resilient before the floods occur.

#### Accessible flood warning service

FloodSmart Parramatta includes a free flood warning service for the Upper Parramatta River which provides the community with messages and alerts in the lead up to a flood event. Members of the community can receive warnings via text, email or automated voice message about the locations they are interested in. The warning messages outline the level of severity of the flood and local impacts that may occur, as well as providing links to further information. The service provides the community with five easy steps that they can follow to reduce the impact of flooding:

- Step 1: Know your risk
- Step 2: Sign up for warnings
- Step 3: Be prepared for flooding
- Step 4: Check out your local river and rain gauges
- Step 5: Share your flood information

#### FloodSmart Parramatta in Action

On 9 February 2020, a large rainfall event hit Sydney and the City of Parramatta received around 170mm in 24 hours. FloodSmart Parramatta issued minor flood

warnings to five communities before the flooding hit and allowed Council, NSW SES staff and residents to prepare. Emergency staff were able to follow the flooding and make decisions based on expected impacts, closing a number of roads before they flooded and targeting staff to areas that would need the most help. Following the floods FloodSmart Parramatta received a large increase in the number of people signed up to it and the website had over 9,000 visitors.

#### Preparing our community for the future

The development of FloodSmart directly contributes to our 'Green' goal by helping the Parramatta community prepare for and lessen the impacts of extreme weather events through access to services and information that are relevant to them. Recognising the integration of technology and environmental solutions, City of Parramatta received a Highly Commended Award at the Smart City Gala Awards for FloodSmart in 2018. Smart City Awards celebrate projects that address challenges faced by cities through the use of efficient design, planning, information and communication technology. The launch of the FloodSmart website demonstrates how Council is preparing for the future by ensuring all members of the community can choose to effectively prepare for and respond to flooding events. As a result of further grant funding from the Department of Planning, Industry and Environment, FloodSmart Parramatta will be expanding to cover more parts of the City of Parramatta LGA. We will continue to improve our understanding of flood impacts, forecasting and warning, and to work closely with the NSW SES to provide the best possible service to our community. Council is also working on a major new flood study on the Parramatta River that will inform future development and flood risk management activities. This project will likely be shared with the community for their feedback in late 2021 or early 2022.



## WELCOMING CASE STUDY: Burrumatta NAIDOC

For over 65,000 years, the area comprising present-day Parramatta has been occupied by the Burrumattagal people, a clan of the Dharug, who first settled along the upper reaches of the Parramatta River. The Dharug people still populate the areas of Parramatta, Greater Western Sydney, La Perouse and the Blue Mountains today.

NAIDOC week is a celebration of Aboriginal and Torres Strait Islander cultures, which invites all Australians to embrace the true history of Australia – a history which dates back thousands of generations. The origins of NAIDOC day can be traced to the emergence of Aboriginal groups in the 1920s who sought to increase awareness in the wider community of the status and treatment of Aboriginal and Torres Strait Islander Australians (National NAIDOC Secretariat).

The theme for NAIDOC week in 2020 was 'Always Was, Always Will Be', which recognises that First Nations people have occupied and cared for this continent for over 65,000 years (National NAIDOC Secretariat).

In 2020, to ensure community safety during COVID-19, City of Parramatta postponed NAIDOC week from July to November and transitioned our local Burrumatta NAIDOC celebrations online, to ensure everyone was able to safely celebrate the culture and achievements of Aboriginal and Torres Strait Islander people.

From 8–15 November 2020, our community was able to join in the online celebrations, which included a series of activities and videos centred around education, culture, music, dance and art, and featuring:

- Aboriginal arts and crafts
- Language activities
- Aboriginal cultural walk
- WARAMI live concert, hosted by MC Sean Choolburra and featuring performances by Koori Radio veteran DJ Niain, country music singer-songwriter Maddi Lyn, hip-hop artist Barkaa, soul singer-songwriter Evie J Willie, and electro-soul duo Bow and Arrow who have toured nationally with The Sapphires.

In addition to City of Parramatta's NAIDOC celebrations, 2020 also marked the second season of WARAMI, a festival celebrating and commemorating Indigenous culture in Parramatta.

Due to COVID-19 health restrictions, WARAMI – which is a Dharug word meaning 'good to see you' – ran online between 26 May to 5 July. The festival included National Sorry Day, National Celebration Week and Burrumatta NAIDOC, and featured:

- Online stories from past and present Stolen Generations
- Ways to support Stolen Generation survivors, families and communities
- Links to Aboriginal corporations and foundations and educational resources
- Storytelling sessions and a photo competition
- Torres Strait Islander education and dance.

This festival encouraged our community to immerse themselves in the culture and traditions of local Aboriginal and Torres Strait Islander people. In total, approximately 69,000 visited Council's website, with 5,500 people viewing the online concert and 60 entries into the 'Through your Maya (Eye)' photo competition.

## WELCOMING CASE STUDY:

### City of Parramatta libraries' Harmony Week 2021 initiative, 'Where everyone belongs'

To celebrate Harmony Week this year (15–21 March 2021), staff from across City of Parramatta's library network created a video welcoming customers to the library service in 19 different languages. This year's theme, 'Everyone belongs', acknowledges the contributions and successful integration of migrants into our communities. The video specifically celebrates the cultural diversity of the community of the City of Parramatta, including its Council and library staff, through its welcoming message shared in a variety of languages including Arabic, Cantonese, Croatian, German, Gujarati, Hindi and Mandarin.

The library staff welcome customers in their own language, promote the community languages collection and call individuals to visit our libraries and to engage with our programs, services and facilities. The video seeks to communicate that City of Parramatta Libraries as a welcoming and inclusive service where everyone belongs. For over 60,000 years, the area comprising present-day Parramatta has been occupied by the Burrumattagal people, a clan of the Dharug – Aboriginal Australians who first settled along the upper reaches of the Parramatta River. In Dharug, Warami wellamabami means 'it is good to see you, wherever you have come from'.

View video:

<https://www.youtube.com/watch?v=WZSfrTmXdzk>



## THRIVING CASE STUDY: Creating a diverse, vibrant and unique city

City of Parramatta's night time economy is undergoing a once-in-a-lifetime transformation to respond to a rapidly growing CBD and the needs of our local community. We are beginning to transition to become a 24-hour city centred on the Parramatta CBD, supported by later trading local and strategic centres. As our population continues to grow and diversify, the needs and wants of the community are changing. As a city, we must harness the opportunity for Parramatta to become a thriving night city that supports diverse late night business, fosters safe public spaces at night, and celebrates creativity and culture at its core.

In February 2020, City of Parramatta Council endorsed the Parramatta Night City Framework 2020-2024, a 5-year strategy to grow and diversify the night time economy in the City of Parramatta. The Framework's primary aim is to create a night city that is diverse, vibrant and uniquely Parramatta. There are over 80 actions in the Framework for Council to undertake across six focus areas. In the long-term, Council aims to provide the right conditions to transform the Parramatta CBD into a lively hub operating 24 hours, and to support businesses and the community to take advantage of the opportunities this will bring.

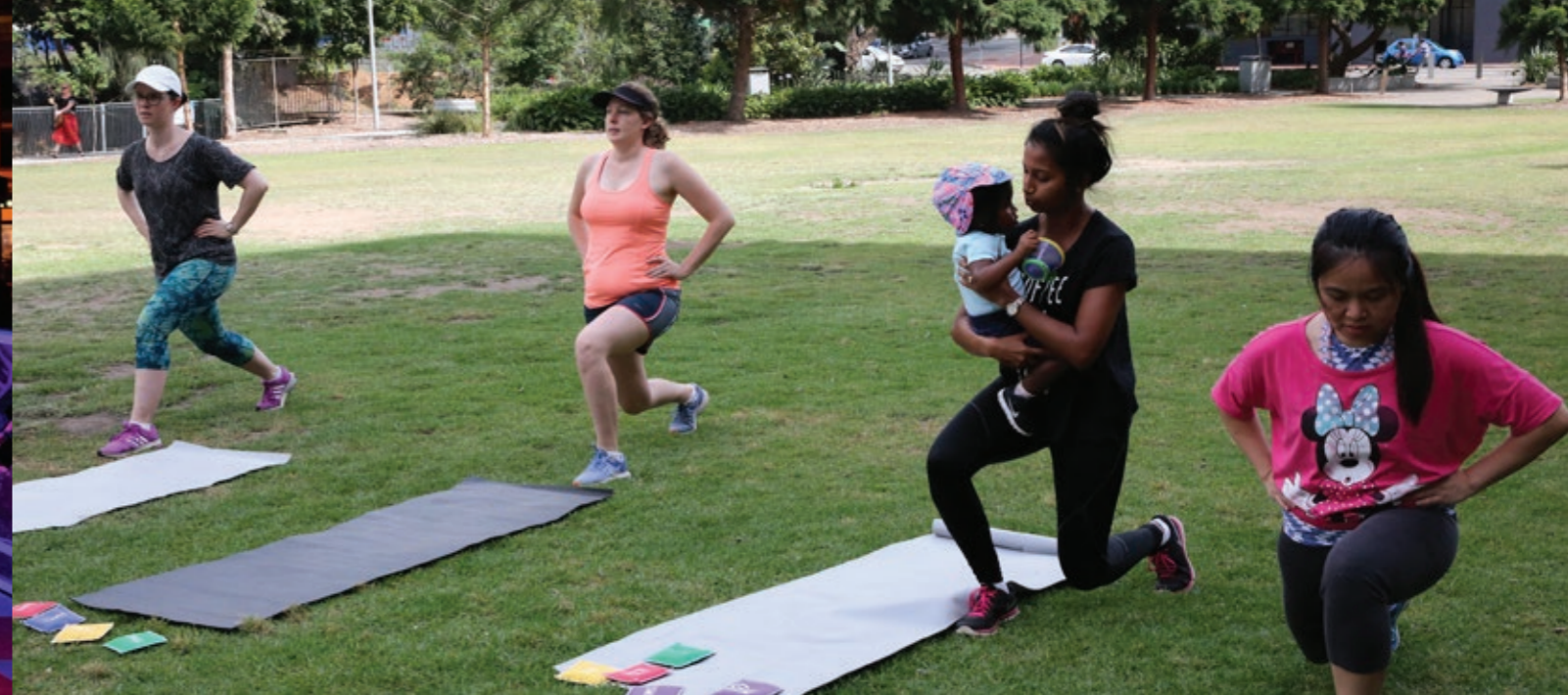
### Our community told us they wanted our night city to be safe, well-designed and accessible

Community consultation and partnership is a key pillar of the Parramatta Night City Framework. Throughout the development process Council consulted over 1,500 people including community members, businesses, industry, workers and visitors. The community told us they wanted our night city to be safe, well-designed and accessible and to deliver

a diversity of offerings that celebrate our unique identity and diverse community. The Framework recognises the importance of planning our City for different times of night with transitions in offerings and activities available from the early evening into the depths of night. At Parramatta Lanes 2019, we asked the local community about what they would like to see from a 24-hour Parramatta. Their responses were collated in an artwork drawn by local artist Michael Black and coloured by the community.

Reflecting what our community has told us, we have devised an action plan under six focus areas which outline the strategic direction Council will take in order to deliver the Framework. Aligning with the second focus area, the Parramatta Artists' Studios are a great example of how Parramatta is working towards becoming a centre of late-night business, leisure and culture. The Studios are a home for artists, ideas and creative production. Artists have 24-hour access to their studio spaces and events are held in the evenings through a diverse program of workshops, exhibitions and talks that stimulate discussion and encourage valuable participation.

The Parramatta Night City Framework will contribute to Council's 'Thriving' goal by creating a vibrant and diverse night time economy that will drive economic growth for our CBD and local centres. The Framework showcases our work towards creating a vibrant, attractive and safe CBD, local and strategic centres that can be experienced by our diverse community. Although the Framework is in its early stages of implementation, the inclusion of long term goals and a detailed action plan demonstrates how we are developing innovative solutions for a thriving future in Parramatta.



## INNOVATIVE CASE STUDY: Australian first-of-its-kind study into the value of Council's parks and sportsgrounds

In 2018, Council partnered with Western Sydney Local Health District (WSLHD) to commission a Social Return on Investment (SROI) evaluation to assess the social and economic value created by Council's parks and sportsgrounds. This research aimed to determine how much social and economic value has been created for every dollar spent by Council on our parks and sportsgrounds. The SROI evaluation was conducted at five sites across the City of Parramatta Local Government Area including two sportsgrounds (Max Ruddock Reserve and Robin Thomas Reserve) and three parks (Jubilee Park, West Epping Park and Ray Park). These results were scaled across 33 sportsgrounds and 123 parks in our City.

### Our parks and sportsgrounds are creating significant social value

*'For every dollar invested in our parks and sportsgrounds, \$10 of social and economic value is experienced by users and other stakeholders in a year'*

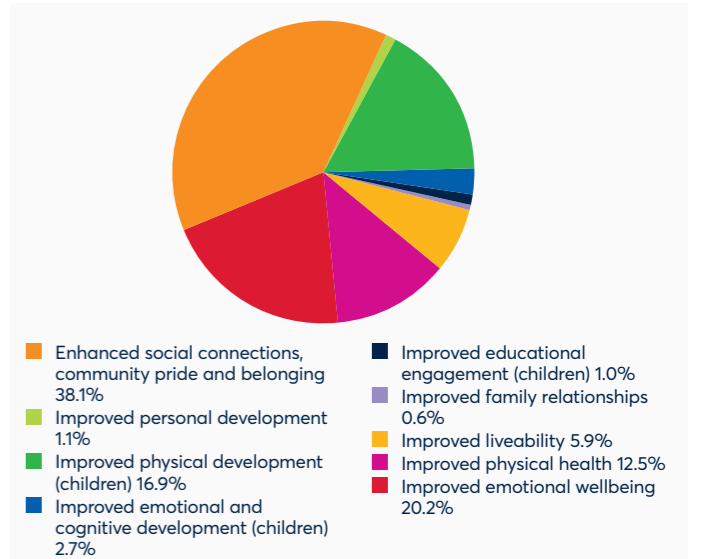
The SROI evaluation revealed that City of Parramatta's parks and sportsgrounds produce significant social and economic value for a range of stakeholders. The SROI found that visitors to parks and sportsgrounds in Parramatta experience nine key outcomes that were included in the model. These nine outcomes were realised based on the reported proportion of people experiencing the change and are presented in the pie chart. Enhanced social connections, community pride and belonging was revealed as the outcome experienced by the community with the greatest value and impact.

### We are supporting innovation and collaboration

This SROI evaluation demonstrates the value of working in partnership to use creative research strategies (6.4) to provide the best possible

services and assets for our community (6.5). The project supported collaboration with community stakeholders such as sports club representatives and local schools to deliver key outcomes for our City. This allowed the Council to better understand and appreciate the value of green spaces and their impact on community wellbeing.

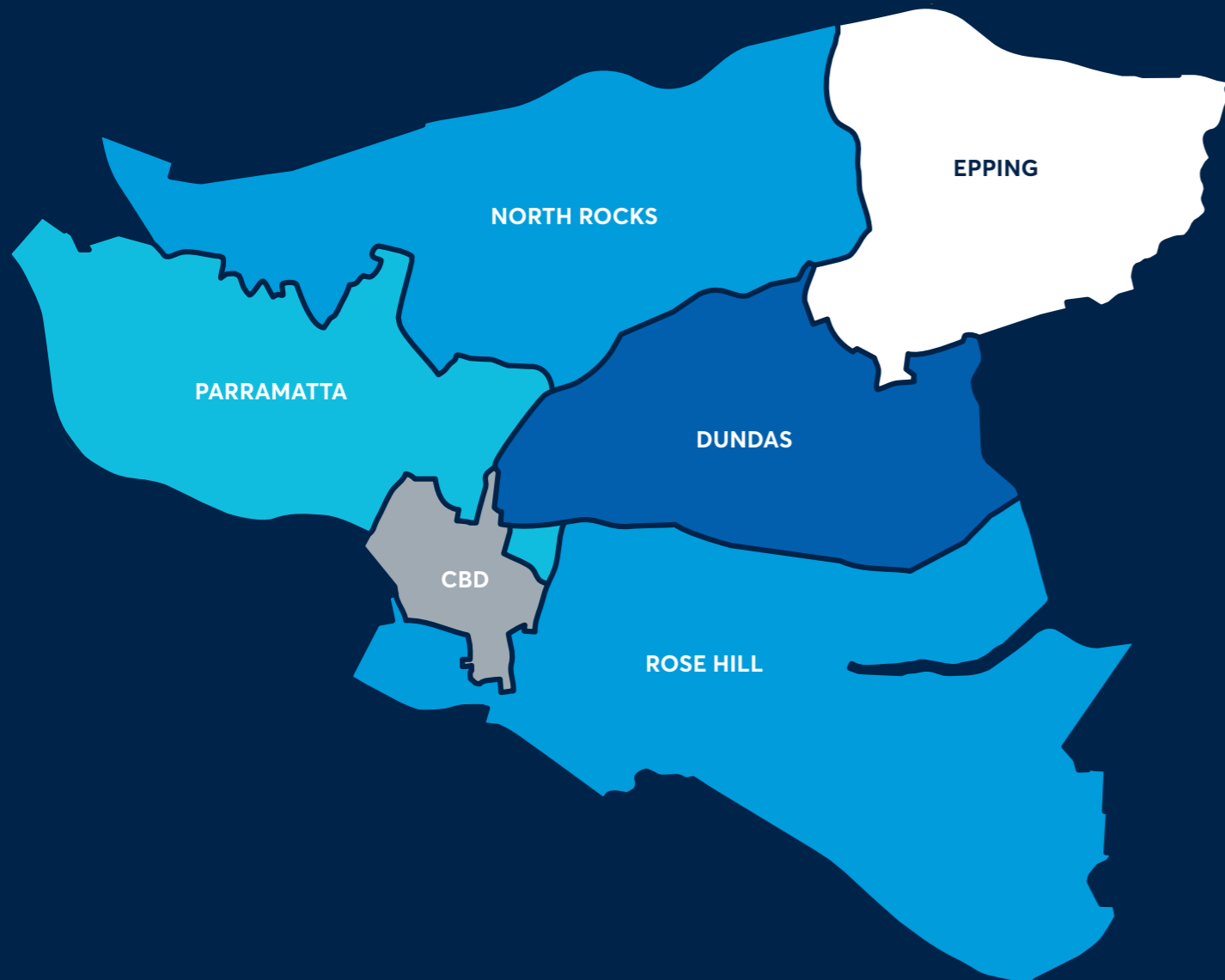
The research was the first of its kind to be undertaken in Australia and reflects our goal to collaborate and champion new ideas for a better future. In recognition of this creative research strategy, Council was awarded the 2019 Innovation in Social Impact Measurement Award by the Social Impact Measurement Network Australia (SIMNA). Building on the success of this project, we are now able to use this research to influence decision making and to champion and advocate for our green spaces. As a council, we can also use this information in our strategic planning to implement solutions to manage the future growth of our City.



# APPENDIX B: Delivering Council's neighbourhood priorities

A New Futures series of workshops held in February and March 2018 identified a number of key projects and local priorities for each of the City of Parramatta's five wards: North Rocks, Rosehill, Epping, Dundas and Parramatta. These were endorsed through the City of Parramatta's Delivery Program and Operational Plan.

The following table provides an update on progress towards delivering these priority projects.



| LOCAL PRIORITY   | STATUS                        | UPDATE  |
|--|-------------------------------|---|
| <b>PARRAMATTA WARD</b>   |                               |   |
| 1. Identify location for a new community hub and develop a concept plan                      | <b>Progressing – On Track</b> | <p>The location of Binalong Park has been identified to develop a concept plan for local community facilities and a masterplan to identify future recreational needs is currently being developed.</p> <p>Based on this analysis, the funding has been allocated to the 'Heart of Play': North Parramatta Sporting and Recreation Network, to instead deliver the blueprint for a 30-hectare open space network for the community. Further project information is located at: <a href="https://participate.cityofparramatta.nsw.gov.au/hop_dan">https://participate.cityofparramatta.nsw.gov.au/hop_dan</a></p>   |
| 2. Identify location for an all ability water play area and develop a concept plan           | <b>Progressing – On Track</b> | <p>The location of Arthur Phillip Park has been identified to develop an all ability water play concept, and the project scope has also been expanded to renew the masterplan.</p> <p>The Arthur Phillip Park Masterplan was adopted by Council 26 July 2021. The masterplan was informed by three rounds of community consultation and considers the important roles that the park currently plays, in addition to providing a better park experience for all. We received a total of 538 responses across three rounds of community consultation.</p> <p>To view the adopted masterplan and the results of the community consultation please visit: <a href="https://participate.cityofparramatta.nsw.gov.au/arthur-phillip-masterplan">https://participate.cityofparramatta.nsw.gov.au/arthur-phillip-masterplan</a></p> |
| 3. Implementation of the Milson Park Masterplan  | <b>Progressing – On Track</b> | <p>Council was successful in their grant application for Milson Park. This project will be delivered in partnership with Sydney Water.</p> <p>Council's Place Services team is currently coordinating a review of nature-based play, landscaping, and lighting design on behalf of Council. Sydney Water is managing the design and construction. Construction works commenced in July 2020. It is estimated that construction will be completed in early 2022.</p>   |
| <b>NORTH ROCKS WARD</b>  |                               |   |
| 1. Delivery of a new playground and amenities pavilion at Max Ruddock Reserve                | <b>Progressing – On Track</b> | <p>Council completed delivery of new fitness equipment, shelters, playground, and ball fences at Max Ruddock Reserve in January 2021.</p> <p>Planning for the new amenities building at Max Ruddock Reserve is currently underway.</p>  |
| 2. Installation of a new playground at Goodin Road, Winston Hills (Roger Gregory Playground) | <b>Completed</b>              | Completed and opened in November 2020.  |

| LOCAL PRIORITY   | STATUS                        | UPDATE  |
|--|-------------------------------|---|
| <b>EPPING WARD</b>   |                               |   |
| 1. Complete the Dence Park Masterplan, and implement key priorities including improvements to Epping Aquatic Centre  | <b>Progressing – On Track</b> | The Dence Park Masterplan was endorsed by Council in December 2019.<br>The implementation of key priorities including improvements to Epping Aquatic Centre is currently underway and estimated to be completed in late 2023.<br>Further project information is located at: <a href="https://participate.cityofparramatta.nsw.gov.au/dencepark">https://participate.cityofparramatta.nsw.gov.au/dencepark</a>   |
| 2. Work towards creating a new multi-purpose community facility in Epping. In the interim, undertake essential repairs and maintenance to the Masonic Hall so that it is suitable for public use in the short term | <b>Progressing – On Track</b> | Boronia Grove Community Centre (formerly known as the Epping Masonic Hall) underwent maintenance and repairs. Improvement works have started at Epping Leisure and Learning Centre, with the works at Epping Library scheduled to follow in late 2021. These works are anticipated to be complete by early 2022.  |
| 3. Investigate a location for a district-scale playground  | <b>Completed</b>              | A district-scaled playground was identified for Dence Park. The playground was included as part of the Dence Park Masterplan 2019.<br>Further project information is located at: <a href="https://participate.cityofparramatta.nsw.gov.au/dencepark">https://participate.cityofparramatta.nsw.gov.au/dencepark</a>  |
| <b>DUNDAS WARD</b>   |                               |   |
| 1. Investigation for potential water play park   | <b>Completed</b>              | Due to the distribution of existing water play across the LGA (all residents of Dundas Ward are within a 10-minute drive of water play), and the cost of maintaining these water play areas, the investigation demonstrated that it would be an inequitable use of funds to deliver additional water play within Dundas Ward.<br>Based on this analysis, the funding has instead been allocated to 'Heart of Play': North Parramatta Sporting and Recreation Network.                               |
| 2. LGA-wide extension of the Retail Frontage Improvement Program (RFIP) and promotion to Property and Business Owners at each Local Centre   | <b>Progressing – On Track</b> | This project is ongoing and progressing on-track.   |
| 3. Prioritisation of small park upgrades   | <b>Progressing – On Track</b> | \$200,000 has been allocated towards funding small park upgrades across the City of Parramatta local government area. Projects being delivered or completed include:<br>– Cowells Lane Reserve dog park fence, accessible parking, water station and replacement of Betty's Bridge<br>– Homelands Reserve playground access pathway and play track<br>– Doyle Ground shade sail replacement<br>– George Gollan Reserve funding contribution for basketball court associated with 'Four Angels Park' |

| LOCAL PRIORITY   | STATUS                        | UPDATE   |
|--|-------------------------------|--|
| <b>ROSEHILL WARD</b>   |                               |  |
| 1. Delivering a new sportsground at Newington Reserve  | <b>Progressing – On Track</b> | Consultation for the new sportsground at Newington Reserve was undertaken between 7 and 21 December 2020. 78% of the community members that engaged in the consultation process supported the design.<br><br>The concept plan has the support of the Newington Gunners and Football NSW. Council is currently undertaking detailed design and investigations for the site. A final proposal will be presented to the community in November 2021, with construction expected to commence in mid-2022, and be completed in early 2023. |
| 2. Design and deliver Good Street as a Smart Street and creating an Urban Plaza – including the purchase of property | <b>Progressing – On Track</b> | The design and delivery of Good Street, Granville with integrated smart technology is progressing and on track. The Good & Bridge Streets project was presented to the Smart City Advisory Committee on 23 February 2021.<br><br>Further project information is located at: <a href="https://participate.cityofparramatta.nsw.gov.au">https://participate.cityofparramatta.nsw.gov.au</a>  |
| 3. Implementation of Hill Road Masterplan – short term pedestrian and cycle upgrades                                 | <b>Progressing – On Track</b> | Hill Road Masterplan has been adopted, and we are now working towards implementing short term pedestrian safety interventions.<br><br>Further project information is located at: <a href="https://participate.cityofparramatta.nsw.gov.au/hillroadmasterplan">https://participate.cityofparramatta.nsw.gov.au/hillroadmasterplan</a>   |





## The Integrated Planning and Reporting framework

The NSW Local Government Act (Planning & Reporting) 2009 established an Integrated Planning and Reporting (IPR) framework designed to improve long-term financial sustainability, asset management, community engagement and organisational planning in local government.

All local councils in NSW are required to work within the Integrated Planning and Reporting framework.

Using the framework outlined in this diagram, Council connects its various strategic plans. Drawing these plans and resources together supports closer

collaboration between Council, the community and our partners, to achieve a shared vision and goals.

The IPR Guidelines (NSW Dept Premier & Cabinet Division of Local Government, March 2013) list all the mandatory requirements from the Act that councils follow. Councils must comply with these Essential Elements to comply with the Local Government Act.

**Essential Element 1.10 of the IPR Guidelines states that a report on the progress on implementation of the Community Strategic Plan must be presented at the final meeting of an outgoing Council.**

