

CULTURE AND OUR CITY

A Cultural Plan for
Parramatta's CBD
2017 - 2022



**CITY OF
PARRAMATTA**



Our CBD Cultural Plan is bold, ambitious and optimistic; it formalises our shared dreams for what our City can and should be. This plan champions three key sources of inspiration: people, culture and new opportunities.

Warning: Aboriginal and Torres Strait Islander readers should be aware that this document may contain images or names of people who have since passed away.

New Year's Eve
Parramatta Park

WARIMI NGALLAWAH MITTIGAR

HELLO, COME IN, SIT DOWN, FRIEND

WARIMI NGALLAWAH MITTIGAR

TIATI MURRA DURGA PEMEL.
KOI MURRA YA PEMEL NGALARINGI BUBBUNA.
BAN NYE WURRA NANG.
NYE DICE GAI DYI YA NANGAMI DYARRALANG.
NGALARINGI TIATI NGALARINGI NAGAMI GAI.
GU-YA WILLY ANGARA GU-NU-GAL DA GU-NU-GAL.
DA LA LOEY MOOGOO COT-BALLIE NANGAMI
DICE LA LOEY GNIA TARIMI GU-NU-GAL.
JAM YA TIATI NGALARINGI EORAH JUMNA.
MITTIGAR GURRUNG BURRUCK GNEENE DA
DURAGA PEMEL.

Hello, come in, sit down, friend

This is Darug lands.
It is the land of our Ancestors.
Their spirits walk amongst us.
Spirits that have been here since the Dreaming.
Our language and our culture have been passed
down from generation to generation.
To continue an unbroken culture that has extended
for thousands of years.
In the language of our people we welcome you to
Darug lands.

Welcome from Aunty Edna Watson

We are Darug, born of this land, born of the spirit,
we have walked this land since the Dreaming. Darug
clan lands embrace the land, rivers and seas from the
Blue Mountains to the oceans, from Hawkesbury in
the north and down as far as Appin in the south. Our
ancestors' voices are echoed in our own as we still
live in these changed, but beautiful places.

When we perform a Welcome to Country it is very
important to myself and our community because
we are making a statement. We are saying that
even though we do not own the land now, it is still
our Country and we still have spiritual ties with the
Dreamtime and the land you live and walk on.

Being Aboriginal to us means survival, gentle strength,
respect and recognition for all people. Aboriginal
people are still connected to the land and know it in
ways that Europeans never could. But together we
can make better decisions about how to live here.

Together we can belong here.

Aboriginal people are more than happy to share their
stories with non-Aboriginal people, but even if those
stories cannot be understood or if the traditional
owners are no longer around to tell them, tread softly
on this ancient land because our Dreamtime is still
happening, our Dreamtime is forever.

Aunty Edna Watson
Darug Elder
Image courtesy Moogahlin Performing Arts Inc.



A MESSAGE FROM THE CITY

We warmly thank Aunty Edna for her Welcome to Country. Her words set the tone for our Cultural Plan; the recognition of Country, place, people, respect, belonging and sharing.

Our CBD Cultural Plan shares what we love about Parramatta and our aspirations for our growing City. Our plan reflects all the ways we consider culture: a driving force of vibrancy, a contributor to prosperity and the agent for showcasing and celebrating our diverse Parramatta experiences and stories.

We are a City already with much to offer.

Our place is deeply significant for Aboriginal people and sits at the heart of cultural and social engagement. Reconciliation is vital to our identity and role as a place of gathering and influence nationally and internationally. In our cultural planning we understand the need to put our First Nation peoples front and centre and make good on our leadership potential. We can learn from their resilience and community strength to ensure a sustainable future for all people in our City.

Our City is home to historic sites of national and global significance. In the midst of a new contemporary, cosmopolitan City we need to anchor, promote and share this World Heritage for our local and national community. We also have a celebrated and loved platform of arts and culture facilities that need bolstering to meet the demands of our growing and evolving community.

This plan maintains what we love in our City as it changes; strengthens what needs invigoration; and creates space for new opportunities to flourish as the future unfolds. And the opportunities are many, from State Government investment to new modes of connection, new platforms for creation and display and a growing, dynamic community. We are committed to seizing these opportunities, engaging the newest of ideas as well as leading-edge city building and sustainable thinking.

Our CBD Cultural Plan champions the role that culture plays in city building and reflects our community's values and priorities. Together, we have outlined a roadmap that threads a cultural heartbeat throughout our changing cityscape.

**We share an ambition
for a city that is ...**

**Driven by culture,
Parramatta will
be a world-class
city known for
its diversity and
energy, with
people, ideas
and creativity at
its core.**

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OUR CULTURAL DIRECTION

Major urban renewal is changing the area from a low-scale, suburban centre to Sydney's central city; the centre of services, infrastructure and employment for Western Sydney, where more than half of Sydney's population live.

Socially Sustainable Parramatta Framework

Our City is transforming.

The pace and scope of change is unprecedented in the City of Parramatta. In twenty years, an additional 152,000 people will live in our City, increasing the population from 245,282 residents in 2017 to over 397,000 residents in 2036.

By 2021, it is expected that the City's economic growth rate will nearly double, from 2.4% to 4.6% per annum, and more than \$10 billion will be invested in constructing light rail, hospitals, schools, universities, a museum, a sports stadium, aquatic leisure centre, roads and new public spaces.

We know these ingredients need a Cultural Plan to galvanise and activate the city day and night. And we recognise the expectation and potential of our role as Sydney's new Central City.

Over the next five years we will create a City that is liveable and has a strong sense of place, invites creativity, stimulates prosperity, and celebrates our diversity as a strong and growing community – from First Peoples to the most recently arrived.

Our CBD Cultural Plan is designed to grow what we love in our City as it changes, enjoy and build on our cultural assets and make space for new ideas

and opportunities to flourish as we move toward the future. Our plan strives for a strong and resilient cultural life that supports the young, the older, the emerging and the experienced.

We are inspired by our communities and this plan outlines a broad program of actions, policy, partnerships, advocacy and infrastructure to address your shared vision for the City. The actions planned for the next three years are costed with funding identified through operational team budgets or strategic projects. To resource our longer-term actions, we have identified existing allocations, new partnerships and opportunities, and made provisions in the Parramatta CBD infrastructure plan to make it all possible.

We value ingenuity of collaboration. Throughout the plan, we have highlighted opportunities for partners to help us create the circumstances that make art extraordinary. And we invite our residents, students, workers and visitors to experience and contribute to our cultural transformation of our City centre, CBD neighbourhoods and precincts.

The key actions and ideas in this plan will also inform and support future neighbourhood cultural planning across our Local Government Area.

I believe that a successful city is like a fabulous party. People stay because they are having a great time.

Amanda Burden,
New York City's Planning Director

Our plan responds to our community

We value your opinions.

We've listened to you and engaged with many artists, residents, stakeholders, visitors and business owners over the last 18 months. Through a series of consultations, public events, online feedback and meetings, we have explored what culture means to Parramatta, and what Parramatta means to us all. We have considered the opportunities and the challenges, tested solutions, and listened to our broad community.

Our learnings and preliminary ideas are detailed in *Culture and Our City: A Cultural Discussion Paper for Parramatta's CBD*, released in March 2017. We received an overwhelming response to the Cultural Discussion Paper and your feedback has influenced and shaped this plan.

In written submissions, survey responses, focus groups and hundreds of conversations about the Cultural Discussion Paper, you gave us a myriad of exciting ideas for Parramatta.

A single, strong theme runs through all of your responses.

We have a once-in-a-generation opportunity to make our City great. We must seize it and make it happen.

You told us that Parramatta is already buzzing with vitality. You talked about the City's laneways projects, artist studios, parks and untamed spaces, festivals and events. Now you want to see Parramatta go to the next level – the heart of Sydney, coming into its own.

You have a vision for Parramatta as culturally vibrant and liveable – 90% of respondents think it is important that Parramatta have a vibrant and active culture and want the city to have a Cultural Plan.

In short, you are passionate about your City.

You urge the City to take advantage of a critical moment in Parramatta's history. You want us to realise Parramatta's incredible cultural and creative potential.

To develop the CBD Cultural Plan we have:

- Explored the local and global context to identify future needs and opportunities.
- Taken inspiration from benchmark global cities and lifestyle trends.
- Through community engagement, been inspired by the vision and priorities of over 9000 people in articulating what they valued about the new City of Parramatta.
- Consulted with over 450 people to prepare the Cultural Discussion Paper.
- Analysed over 750 responses to the Cultural Discussion Paper.
- Tested and reviewed the feasibility of key goals and actions through a detailed implementation plan.

What you told us

The key ideas and priorities you shared with us throughout the consultation process:

You want Parramatta to be a place where people can live, work and create.

You're looking to Parramatta as a cultural hub – multiple cultural institutions to be in the one place, making them easy to access and enjoy.

You have a vision for Parramatta as a national leader in Reconciliation.

You support the Museum of Arts and Applied Sciences (MAAS) coming to Parramatta.

You'd like Parramatta to have its own unique cultural identity, drawn from the history of the area.

You treasure Riverside Theatres and you'd love to see it grow.

You feel Parramatta should fulfil your cultural needs without the need to travel elsewhere.

You are excited about the city's emerging food and live music scene.

You believe Parramatta needs a new art gallery and exhibition space.

You want to ensure Parramatta's heritage is a cornerstone of future development and a city which embraces its heritage legacy.

You envisage Parramatta as a centre for new Australian literature.

You believe the creative industries should be part of the city's economic and cultural fabric.

We've been inspired by what you told us.
Your ideas and priorities have confirmed the direction for
our Cultural Plan and what the plan needs to achieve.

1

Always was, always will be a gathering place

We will

- Embrace the importance of Parramatta as an Aboriginal place.
- Create a place where people want to be.
- Foster a sense of adventure through our changing city.
- Acknowledge and love the place we are in.
- Share our rich and diverse heritage story and create new histories.

What you will see by 2021:

- A shared sense that our City is built on Darug land.
- Our heritage buildings and natural environments are known throughout the world and are accessible and activated every day.
- Our complex and important stories are available in different forms and embedded in our public domain.
- Parramatta is a cultural destination of choice for residents and visitors alike.
- A safe and vibrant City energised by live music and food culture in our small bars, on our streets and in unexpected places.

2

Diversity is our strength and everyone is welcome

We will

- Embrace and support the importance and value of our Aboriginal community.
- Celebrate our City's culture as the sums of all our parts: ideas, faiths, expertise, expression, ethnicity, race, sexuality, age.
- Support a City where our people are connected, we celebrate inclusivity and we all belong.

What you will see by 2021:

- New ways to actively engage, experience and learn from Aboriginal cultures.
- The diverse communities of Parramatta inform a lively program of festivals and events that reverberates throughout the City.
- Our City is recognised as the home ground for many. Parramatta is a welcoming host that opens its doors and unites fans with shared activities to celebrate memorable sporting moments.
- More spaces and events for and by Parramatta's young people that are safe, inspiring, creative and respectful.
- The people engaging in our public programs reflect the diverse community we see every day on the streets of Parramatta.

Our four strategic goals

3

Ideas and imagination are the heartbeat of our City

We will

- Support creativity.
- Celebrate and support our artists, dreamers, designers, storytellers, digital innovators, curators, scientists and architects to inspire connections and transform the way we live, come together, see ourselves and influence the world.

What you will see by 2021:

- Parramatta has a reputation as a cultural hub of ideas, imagination and artistic leadership.
- A well-resourced community and professional creative workforce, with access to a mix of new and adapted creative spaces.
- Our CBD neighbourhoods and precincts are energised with arts and cultural activation across sports, science, community and technology, food and diversity.
- Our public spaces, buildings and streets are enhanced with a visual aesthetic that is purposeful, playful and reflective of our community.
- A leading performance, visual arts and literary destination with arts and cultural venues right in the heart of our City.

4

By design, our City incubates creativity, industry and new knowledge

We will

- Support innovation, playfulness, experimentation and curiosity.
- Encourage creative leadership and learning.
- Make our City a magnet for economic success and partnerships. Creativity will be our agent of change, bringing people together and fostering new approaches to complex urban challenges.

What you will see by 2021:

- An interconnected city landscape that sparks curiosity and encourages new conversations, social interactions, learning and discovery.
- Our City leveraging existing and new platforms for knowledge generation, cross-pollination of ideas and learning.
- Networks across business, industry, education, arts and social sustainability.
- Growing clusters of new creative industries and a developing Parramatta screen industry with local employment opportunities.
- Aboriginal Infrastructure that is open to the public and shares traditional and contemporary Aboriginal knowledge with scientific exploration.
- A smart city that is people-centred, informed by creativity and ideas.
- New ideas, collaborations and methods of investing in arts and culture across the City.

In 1982, UNESCO defined culture as ...

... distinctive spiritual, material, intellectual and emotional features that characterise a society or social group. It includes arts, modes of life, the fundamental rights of the human being, value systems, traditions and beliefs.

In 2001, Australian Bureau of Statistics defined culture as ...

... the shared sense of meaning that determines a group's way of life ... People usually participate in a number of cultures; a family culture, a work culture, a religious culture. Cultures also evolve over time.

In 2008, UN Declaration on the Rights of Indigenous Peoples states:

... respect for indigenous knowledge, cultures and traditional practices contributes to sustainable and equitable development and proper management of the environment.

Indigenous peoples have the right to practise and revitalize their cultural traditions and customs. This includes the right to maintain, protect and develop the past, present and future manifestations of their cultures, such as archaeological and historical sites, artefacts, designs, ceremonies, technologies and visual and performing arts and literature.

In 2013, British think tank DEMOS described culture as encompassing

... publicly funded, commercial and individual 'homemade' culture. Among its core expressive activities are language, sport, education, food and religion.

In 2017, as part of Western Sydney University's submission, Dr Paul James wrote ...

... culture is 'how and why we do things around here'.

The 'how' is how we practice materially, the 'why' emphasises the meanings, the 'we' refers to the specificity of a life held-in-common, and 'around here' specifies the spatial, and also by implication the temporal particularity of culture.

What is culture to us?

... culture is 'how and why we do things around here'.

Dr Paul James, Western Sydney University submission

The word 'culture' is infused with different meaning to us all.

Culture is part of everyday life. It is the way we live and, at its very broadest, the way we spend our time. Culture defines us, what sets us apart. Culture showcases what makes us distinctive and imprints the community's personality on a place. Culture enables us to enjoy the place we inhabit, reflect on and celebrate who we are, and reimagine the world we live in.

Taking the lead from our Darug community we understand culture has an all-encompassing role. Aboriginal people and Indigenous peoples around the world see culture as part of a holistic, unified system that has song, dance, ceremony, ritual as the foundations of their knowledge systems including land and water management – they are inseparable.

We embrace the range of ways you respect and regard culture, including formal definitions and personal perspectives. Some of our community identify culture as customs, tradition, language, song, dance, stories, clothing and food. Others hear the word 'culture' and think arts, which may include theatre, performance, music, visual arts, digital and screen-based work, heritage interpretation, writing, fashion, architecture, design, and creative industries.

Some see sport and art as very separate activities, while many of our community have said that spectating and participating as a fan is a powerful, shared cultural experience. We acknowledge the nostalgic and cultural significance of sport and recreation as experiences and activities we do as individuals, families and as groups. Professional sport and large events provide an entertainment outlet – as well as reflecting and forging a shared cultural identity.

You also told us culture is not a static concept. We know technology and new social practices are shaping our experience of contemporary life and forging new modes of cultural consumption and participation.

Throughout this plan we embrace the dynamism of culture. We embrace the abundance of ways our community want to experience culture, including:

- Watching, exploring, making, creating, playing and participating
- Personal and individual experiences as well as shared community connections
- In person, online and shared digital experiences
- Once-in-a-lifetime opportunity, seasonal temporary or permanent programs
- A range of formats from festivals, celebrations, cultural heritage programs and activities, performances, exhibitions and digital displays.

Our plan recognises culture can be intimate or grand, and is found in galleries, museums, libraries, theatres, studios, at built and natural cultural sites, on the streets and laneways, sporting grounds, open spaces and in unexpected and surprising locations.

Parramatta is a fine example of when a council recognises the value of art, where culture can positively define and shape a community.

Community feedback

Understanding Parramatta

Parramatta has been home to the Darug people for over 60,000 years and we support and value the continuing connection this community maintains to this Country. Families living in our community today share a language and have an unbroken lineage to this heritage. Parramatta also holds a special place for other Aboriginal and Torres Strait Islander nations, who are connected through history and contemporary identity. It is an ancient place of knowledge, ceremony, farming and trade. We recognise it as a place of shared and challenging histories: a place of early contact and colonisation, the site of resistance and sustained frontier wars.

Parramatta is rich in diversity, an important migration hub that has fostered generations of people who have a unique historical and ongoing relationship to the area. All of these histories are presently being woven into a new global city where the next generation can prosper and thrive. The landscape and natural environment of Parramatta has enabled the City to be a vital gathering place for thousands of years and supported waves of people to come together, trade and generate new knowledge.

Today our green spaces and natural environment contribute to the vitality and wellbeing of our growing population. **Parramatta Park is the green heart of our City, our link to the past** – a World Heritage listed asset and our shared back yard. A rejuvenated Parramatta River and revitalised River Foreshore is becoming the focal point of our City.

Parramatta occupies a vital role in our nation's history. As the first seat of government, our built environment features some of the Australia's most important colonial buildings, peppered throughout our City's changing landscape. More than the architecture, these heritage assets tell a story of the past and help us better understand our future. We also understand the importance of sharing the stories of our Aboriginal, colonial and diverse settlement history with our growing local and global population.

The people of our City – our residents, students, workers and visitors – are our most important asset.

Diversity in every sense of the word is the great strength of our City. Together we are more than the sum of all our parts. This great wealth makes our City cosmopolitan and vibrant – our food, our love of sport, our many faiths, our music and our everyday.

We are a young, diverse population that is growing. The median age of our community is 35. More than 140 languages are spoken in the City of Parramatta, and almost half of our people speak a language in addition to English at home. Although the largest population group in our City is 25 to 50 year olds, growing numbers of children, young people and over 55 year olds are calling Parramatta home. Eighty-two percent of residents agree that *'it is a good thing for society to be made up of people from different cultures,'* and 71% agree that their *'local community is welcoming of people from different cultures.'*

As our CBD transforms with high-density living and new vertical campuses, our public spaces and domains become increasingly important as places for connection, participation and social interaction. **The 'third spaces' – not our home or work – become our shared backyards and communal living rooms.** Our cultural plan embraces our City's need for welcoming, activated street life and public space in which you can just be.

We treasure our network of green spaces connected by our iconic Parramatta River. **We know our City is getting hotter due to climate change and urban development.** In Western Sydney, the number of very hot days, 35°C and over, has risen by 250% over the past three decades. These climatic conditions influence when, where and how we come together.

Our plan builds on all our strengths to chart a cultural direction that embraces our identity, celebrates who we are and where we are headed together. Throughout the plan you will see the hallmarks of our Aboriginal community, heritage, environment and diversity featuring in key aspirations and actions.

Our City in numbers

PLACE

CONNECTION

Home to the Darug peoples for over

60,000 years

who maintain an ongoing connection to Country

PARKS AND RECREATION



212 ha

of parks for leisure and recreation

143 ha

of sports grounds for your enjoyment

HERITAGE



Over 750

significant archaeological sites

1

World Listed Heritage Site

Over 50

State significant heritage sites

NATURE



33%

of tree cover across the local government area

277 km

is the extent of the Parramatta River catchment area

600

unique species of flora and 230 unique species of fauna call our bushland and waterways home

CLIMATE



Over 15 days per year over

35°C

ECONOMIC

BUSINESS



186,000

people work in Parramatta and by 2021 this will increase by

14%

21,000

businesses call Parramatta home, and counting

2.3 million people

live within a 45-minute commute to the CBD

21%

considered on 'high income'

ECONOMIC

GREATER INVESTMENT



\$10B

will be invested in roads, light rail, schools, Westmead Hospital, university offices, shops, accommodation, a museum, a sports stadium, aquatic leisure centre, and new public spaces in the next 5 years

GREATER DEMAND FOR PREMIUM BUILDINGS



ZERO VACANCY

in our A-grade premium commercial office buildings

SOCIAL

GROWTH



25%

growth rate in Aboriginal and Torres Strait Islander population in Parramatta (Census 2006–2011)

DIVERSITY



Over 140

languages spoken

MORE PEOPLE



46%

of the population between the ages of 25–50

MORE DEVELOPMENT



50% more

dwellings by 2023

21%

of the population are aged under 20

17%

of the population are aged over 55

VULNERABLE COMMUNITIES



15%

of households are 'low income', earning less than \$500 per week

nearly 14%

of people do not have internet connection at home

This data was sourced from the 2011 Census, unless otherwise stated.



We champion an integrated approach. Our plans and strategies work together to deliver our cultural ambition.

Our role

As we work towards our cultural future we recognise the ways in which the City of Parramatta can support culture and contribute to our ambition.

CUSTODIAN

In partnership with communities and cultural heritage organisations, we share responsibility for providing access to and caring for our Aboriginal history, colonial and diverse settlement history, cultural collections and cultural and natural heritage sites.

LEADER

Benchmark the City globally. Listen to our communities and drive innovative approaches to the development of a distinctive world-class city. Establish the cultural brand and distinct personality for cultural activity across our City.

CONNECTOR

Identify and connect commercial, government and third-sector parties to encourage innovation and maximise investment from a broad range of sources.

PRODUCER

Invest in and produce conditions that allow for our local arts and culture sector and community to flourish. Produce events, seed new works and create major and bespoke presentation opportunities for our growing creative community.

TRUSTED PARTNER

An open, receptive and committed approach creates opportunities for significant collaborations and partnerships.

HOST

Create and maintain the right environment for large-scale events, festivals and sporting celebrations. Create and maintain the right environment for visitors to feel welcome in our City and support cultural exchange to raise the City's profile and build understanding and reciprocity.

ADVOCATE

Celebrate the achievements of our artistic and creative community. Champion the role culture and the arts play in building a strong, cohesive and unified community.



Exhibition featuring
Emma Fielden's work
Parramatta Artists Studios

State planning context

In 2016 the Greater Sydney Commission, established by the NSW Government to lead metropolitan planning for Greater Sydney, outlined a plan to create a three-city strategy for Sydney with Greater Parramatta and the Olympic Peninsula (GPOP) as the Central City. The Greater Sydney Commission identified the importance of this 4,000 hectare economic corridor and the opportunities to create jobs, housing and transport connections to facilitate significant population growth in the region.

The NSW State Government is significantly investing in our City. Light rail and transport connectivity will dramatically transform Parramatta into a hub for the surrounding regions and, in the future, we will be connected to the new airport at Badgerys Creek – Sydney's Western City. Within the Parramatta CBD, NSW State Government investment includes increased education, jobs, social and cultural infrastructure.

In 2014 *A Plan for Growing Sydney* outlined the goal to make Sydney 'a great place to live with communities that are strong, healthy and well connected.' Parramatta has specifically been identified as an area where arts and cultural opportunities need to grow to include

state-level facilities. The plan considers the relocation of the Powerhouse Museum (Museum of Applied Arts and Sciences) as a catalyst for increased opportunities and enhanced arts and culture. *Create in NSW*, the NSW Arts and Cultural Policy Framework, outlines the plan to create a Parramatta Cultural Precinct in partnership with the City of Parramatta, private sector partners, Western Sydney arts and cultural organisations and local artists.

A key to success will be to underpin the employment and prosperity vision with improved liveability and lifestyle opportunities. This CBD Cultural Plan embraces the extraordinary opportunities and demands that the NSW State Government's vision and investment places upon our City. Coupled with our existing cultural assets the State investment creates a robust and dynamic cultural platform and infrastructure footprint for our City.

Mapping our City



● Our City 2017
● Heritage
● City in transformation

- ### Heritage Buildings & Parks
1. Parramatta Linen Service
 2. Former Parramatta Gaol
 3. Old Government House
 4. Brislington Medical and Nursing Museum
 5. St John's Cemetery
 6. St John's Anglican Church
 7. Parramatta Town Hall
 8. Roxy Theatre
 9. NSW Lancer Barracks and Museum
 10. Harrisford House
 11. Hambledon Cottage
 12. Experiment Farm Cottage
 13. Elizabeth Farm Cottage
 14. Female Orphan School
 15. Willow Grove
 16. Lennox Bridge
 17. Old King's School
 18. Wisteria Gardens
 19. Cumberland Hospital East Campus
 20. Female Factory/ Lunatic Asylum Precinct
 21. Norma Parker/Kamballa
 22. Prince Alfred Square
 23. City River Foreshore
 24. St Patrick's Cathedral
 25. All Saints Anglican Church
 26. Jubilee Park
 27. Robin Thomas Reserve

Mapping our Cultural Assets 2017

Parramatta Park is the stunning green heart and lungs of our CBD. Managed by the Parramatta Park Trust, the 85-hectare park is the favourite gathering place of Parramatta and is home to **UNESCO World Heritage Listed Old Government House**, the oldest remaining public building in Australia.

The Crescent is a spectacular outdoor amphitheatre at the centre of **Parramatta Park** and hosts major concerts and events throughout the year, with capacity for 18,000 people.

Parramatta Female Factory Precinct Memory Project connects past to present through social history and contemporary art projects to promote awareness about the legacy of institutional confinement of women and children in Australia.

Information and Cultural Exchange ICE is celebrated for community focused and driven art that is bold, imaginative and adventurous. ICE delivers creative opportunity cultural empowerment and employment for communities and artists and operates a multi-purpose creative hub and digital arts facility in Parramatta.

Riverside Theatres is our anchor performing arts venue with three separate theatres and events spaces under one roof. Over 1,200 performances, screenings and events take place each year – spanning musicals, classical and contemporary performance, education and learning, drama, film, festivals, comedy and music.

Parramatta Artists Studios is a key arts development organisation providing vital studio spaces to artists from across disciplines and career stages. Through its residency, commissioning and community-engaged programs, Parramatta Artists Studios significantly contributes to artists' careers as well as connecting artists and communities locally and beyond.

FORM Dance Projects is a dynamic hub for Australian contemporary dance. FORM's aim is to support Australian choreographers and dancers at all stages of their career, and engage with Western Sydney communities, including young people and cultural performers, to connect local artists and audiences.

WestWords is dedicated to celebrating and championing the stories of the people, places and cultures that comprise the heart of Western Sydney. A guiding philosophy of WestWords is a belief in the power of literacy (written, oral and visual), self-expression and creativity to change lives and the experience of communities.

The National Theatre of Parramatta was established by **Riverside Theatres** in 2016 and creates bold, popular, contemporary performance works that draw their inspiration from the rich diversity of Western Sydney and beyond. Integral to the company's work is the development of Western Sydney's professional and emerging artists.

Studio 404 is a performing arts rehearsal studio space in Parramatta. There are four spaces of different shapes and sizes. They are suitable for dance, theatre and music rehearsals, workshops, readings, creative developments and small physical group activities.

City of Parramatta's Heritage Centre provides a comprehensive introduction to our City. The Centre is a hub for visitor information and houses the local studies and family history library, heritage research centre and the City's cultural collections, including archives dating back to 1860.

Parramatta Clay and Arts Inc. is an artist-run and owned social enterprise business providing opportunities for artists and the community to participate and engage with ceramics and artistic play.

The City of Parramatta Art Society is the longest-running art society in New South Wales, having been formed in 1950. The aim of the society is to encourage, promote and foster appreciation of arts throughout the local community.

The Bower Reuse & Repair Centre is an environmental charity and cooperative committed to reducing waste going to landfill. There is a shop for recycled and salvaged goods and workshops including basic carpentry, furniture repair and restoration.

Based in Parramatta, **Arab Film Festival Australia** is a community-based and community-driven film festival that brings the best in contemporary Arab cinema to Australian audiences.

Based in Parramatta, **Parramasala** is a celebration of the diverse and rich cultures in Sydney's west – a celebration of music, dance, parade, theatre, food, film and heritage.

Our City in transformation 2017 – 2027

Parramatta North

NSW Government is planning to deliver new homes and a village centre on approximately 26 hectares of government-owned land at Parramatta North. The renewal will also facilitate the long-term preservation of the Historic Core, which contains the key built and landscape elements that previously included the Parramatta Female Factory, Lunatic Asylum, Roman Catholic Orphanage, Parramatta Industrial School for Girls, Norma Parker Centre and Kamballa.

Western Sydney Stadium

Part of the State Government's *Rebuilding the Major Stadia Network* program, our new stadium will seat 30,000 people and deliver a multi-use venue for sports and large-scale outdoor entertainment events.

5 Parramatta Square is designed as our home for ideas, aspirations and expertise. A new civic and community centre for lifelong learning and a place to connect, participate and learn.

Parramatta Square

Parramatta Square is one of the largest commercial renewal precincts in Australia. It includes the construction of five major commercial, civic, education and residential buildings which will border a public domain thoroughfare in the heart of the city.

Museum of Applied Arts and Sciences (MAAS)

Our City welcomes a world-class iconic museum in Western Sydney – the flagship site for the Museum of Applied Arts and Sciences.

Civic Link

Extending over four City blocks, this green pedestrian public space will be a cultural corridor connecting Parramatta CBD's civic and riverfront spaces.

Aquatic Leisure Centre for the City

Constructed within the Mays Hill Precinct of Parramatta Park, the new aquatic centre will meet the contemporary needs of the community.

Light Rail

The Parramatta Light Rail is set to connect our city and its neighbourhoods.

Parramatta Quay will be revitalised by improved ferry, cycle and pedestrian connections, to create a distinct visitor arrival experience which celebrates the historic river journey connecting Circular Quay to Parramatta.

Arthur Phillip Redevelopment will involve a new high-rise campus for **Arthur Phillip High School** for up to 2,000 students and a new multi-storey **Parramatta Public School** for up to 1,000 students on the existing school sites.

Westmead Precinct will be one of the largest health, research and education precincts in the world. By 2036 the workforce at Westmead is expected to increase from 18,000 to 32,000 and the number of students is expected to grow from 2,600 to 9,000. As some of the largest education, research and training providers in Australia, the Westmead hospitals, Westmead research facilities and Westmead-based university facilities are uniquely placed to create a global centre of excellence.

River Square

Parramatta's premier riverside public space linking directly to Parramatta Square and station through the Civic Link.

Heritage

Parramatta has over 750 significant archaeological sites and over 50 State significant heritage sites.

The heritage items featured on the map on pages 30–31 include our World Heritage Listed item, State Listed items and notable local landmarks including the Parramatta Town Hall and our churches.

Parramatta River

The banks of Parramatta River have been inhabited for thousands of years, providing fresh water, food and transport for the Aboriginal clans that lived along its course. After Europeans arrived these activities continued, contributing to the growth of Parramatta and development of Sydney.

The story of Parramatta is interwoven with the river and as a result rich archaeological deposits, and many significant heritage buildings, line its foreshore. It fed Australia's first successful agricultural development at Experiment Farm, helping to establish a bustling regional centre with a population greater than the settlement at Sydney Cove. The future vision for the Parramatta River centres on highly active and connected world-class facilities along a rejuvenated and cleansed natural river corridor which respects its history.

Parramatta Town Hall – marking the first known area where, on 20 January 1815, the first 6 children were taken.

Many Darug Western Sydney Aboriginal people can trace our family tree through Maria, daughter of Yarramundi.

In 1825, Maria’s marriage to Robert Locke in St John’s Cathedral was the first marriage between an Aboriginal person and a whitefella recognised by the Government.

Uncle Greg Smith
Darug Elder

St John’s Cathedral, Parramatta

George Voulgaropoulos,
Parramatta, people, and culture series 2016

Parramatta, people and culture is a series of portraits commissioned by City of Parramatta. We invited cultural and community leaders to share a vision for our city.



*Connecting past to present
and memory to action –
Parramatta Female Factory
Precinct Memory Project
is a social history and art
project that creates
opportunities for the
community to engage
with this historic site.*

Bonney Djuric OAM

Founder, Parragirls –
Parramatta Female Factory Precinct.
OAM awarded in 2017 for service to heritage
preservation, and to the community of
Parramatta.

Bethel House, North Parramatta



*I have been at Riverside
for five years since 2011.
I am a performer and
theatre operator assistant.
I make people laugh and
I make people cry. It means
a lot to be a performer and
an actor. I am passionate
about it.*

*Everyone at Riverside
is like my second family.
We are a team.
I love it.*

Gerard O'Dwyer
Actor and Theatre Operator,
Riverside Theatre

Lennox Theatre, Riverside Theatres,
Parramatta



OUR CULTURAL PLAN FOR THE CBD



From Nature and the Heart
Anna McMahon
Parramatta Artists Studios



Symphony Under the Stars
The Crescent
Parramatta Park

GOAL 1: Always was, always will be a gathering place

We will:

Embrace the importance of Parramatta as an Aboriginal place.

Create a place where people want to be.

Foster a sense of adventure through our changing city.

Acknowledge and love the place we are in.

Share our rich and diverse heritage story and create new histories.

What you will see by 2021:

- A shared sense that our City is built on Darug land.
- Our heritage buildings and natural environments are known throughout the world and are accessible and activated every day.
- Our complex and important stories are available in different forms and embedded in our public domain.
- Parramatta is a cultural destination of choice for residents and visitors alike.
- A safe and vibrant City energised by live music and food culture in our small bars, on our streets and in unexpected places.



Aboriginal and Torres Strait Islander Cultural Program

There is a once-in-a-generation opportunity for Parramatta to lead the country in sustainability and Reconciliation.

Community feedback

I am excited to see the emphasis placed on recognising Aboriginal and Torres Strait Islander culture, particularly the Darug People, their stories, cultural ownership and belonging.

Community feedback

I applaud the [Discussion Paper] – especially the placing of Parramatta and Darug culture first and foremost. 'Always was, always will be a gathering place.' This is where Parramatta can definitely lead Sydney urban councils: by always looking to our past to inform our future.

Community feedback

Our City embraces what was, is and always will be Aboriginal Country.

The City of Parramatta wants to become an innovative, creative and inclusive global city. To do this we have an opportunity and obligation to meet the cultural aspirations of Darug and other Aboriginal and Torres Strait Islander peoples that live, work and visit the City.

Building on the principles of our *Stretch Reconciliation Action Plan 2017–2020*, a new Aboriginal and Torres Strait Islander Cultural Program will outline the development and delivery of a suite of interconnected cultural projects. The program will acknowledge the centrality and value that Aboriginal culture plays within our shared history and contemporary society.

With a focus on the ecological and cultural importance of Country, including the City's river, we will connect existing and new public art commissions with sites of importance throughout the CBD. We will work with senior Aboriginal knowledge holders, artists and designers to develop a digital and physical walk through the City. In dialogue with Elders and community leaders, we will implement a shared language program and, over the longer term, develop dual City signage and place naming.

This important cultural foundation equips us to embrace and welcome the extraordinary diversity of Parramatta.

5 Parramatta Square



5 Parramatta Square
Due for completion 2020
Artist's impression Manuelle Gautrand Architecture,
DesignInc and Lacoste + Stevenson

If we want people to feel like they belong we have to have people in place to witness the process of change, to be participating ...

Community feedback

Parramatta Square will be our new home for ideas, aspirations and expertise and a place to connect, participate and learn. It will be a major hub for activating our community of residents, student and workers and an extraordinary site for visitors to the region.

Wrapping around our heritage-listed Town Hall, the City has commissioned an iconic new civic and community building to be a centre that nourishes learning and creates opportunities across cultural forms and celebrations.

Our new civic and community building, 5 Parramatta Square will host:

- A new central library
- Welcome to the City and visitor services
- Keeping Place and Darug Talking Room
- Open access to multifunctional, bookable meeting rooms
- Digital, creative maker spaces and research rooms
- An exhibition and experience space for sharing Parramatta stories
- External projection skin across the frontage
- A café, open-air terraces, public roof garden and children's space
- Our Heritage Town Hall and Council Chambers
- Informal, social gathering and collaborative spaces

Parramatta Square reflects our City's strong commitment to people and connection, experience and culture.

We are developing a new model of governance and decision making for all functions of the building and Parramatta Square public domain. This approach will integrate the vision and expertise of City programs in dialogue with our community. It will weave together public engagement, outdoor activation, digital platforms, everyday events, major exhibitions and community-led ideas.

We will host a series of public talks, forums, programs, debates, with intersecting new ideas on city life, politics, innovation, research and writing. Digital platforms will be embedded into public programming and complemented by a program of contemporary arts, archaeological collections and cultural materials.

Over the next two years, we will develop our opening annual program for 2020, prioritising Aboriginal knowledge, diverse migration histories and contemporary stories. To increase accessibility we will introduce diverse language hosts and signage and develop digital content across a range of platforms.

We are looking forward to sharing with our residents, students, workers and visitors the experiences and events we are planning to celebrate our rich history and contemporary stories.



Parramatta Park

Our shared backyard

You love the idea of green spaces and our shared backyard.

The river is the symbolic and real life force of Parramatta. It is where people should be able to gather and have a wonderful experience. A creative city needs actual land to connect to and to invest in community making ... Parks and reserves should remain to some degree wild, e.g. Lake Parramatta remain an example of remnant forest in the urban landscape.

Community feedback

... preserve all remaining green spaces and open spaces to ensure the heritage of these spaces remain – as well as lending green and open spaces for a healthy and creative culture.

Community feedback

Parramatta has some of the most beautiful natural environments accessible to Sydney residents. These include 85-hectare Parramatta Park, River Foreshore, Lake Parramatta and public domains. When we embrace this natural environment as important to cultural engagement it opens up new possibilities for our changing City over the coming five years. The public spaces and places enhance our City's liveability in a range of ways. Our community's love of parks, Lake Parramatta, new pedestrian corridors, walking paths and cycling tracks are especially important as our population grows in the coming years. Our CBD Cultural Plan understands the importance of places for people to gather, picnic, celebrate, relax, engage and socialise as a shared expression of who we are.

We have some significant future challenges to ensure our natural environment and our community are resilient. There is much to learn from our First People about their care for Country and Aboriginal sciences, over tens of thousands of years. The City of Parramatta Environmental Sustainability Plan outlines our key directions and priorities as our City grows.

Our CBD Cultural Plan also recognises the importance of activating our green spaces and public domains with a program of cultural events and festivals that reflect the changing interests and well-being of our community. Over the next five years we will work with key industry partners to broker new artistic collaborations across science, technology, design and the environment to share the stories of our significant green sites.

We are committed to our City being an active place for adventure where residents, students, workers and visitors can explore, reinvent, preserve and participate in our natural spaces.

The green/open spaces of Parramatta are superb. It is imperative that these cultural assets are maintained and preserved.

Community feedback

World-class heritage



Look to the past, and look to the future for a culturally sensitive and culturally successful city.

Community feedback

We have extraordinary built, natural and intangible cultural heritage in the City of Parramatta which our community highly values. From the First Peoples to the most recent arrivals, our buildings and significant natural sites share a complex story of power, politics, trauma and transformation.



Elizabeth Farm
Sydney Living Museums
Rosehill

World-class heritage

You told us you want to ensure Parramatta's heritage is a cornerstone of future development and a city which embraces its heritage legacy.

You applauded the concept of an Open House for heritage sites. You urged us to review and develop these locations as cultural assets for local and international tourism, research and education.

We heard how much you value Parramatta's heritage buildings and historical sites, and want to see them become a greater part of the City's living culture and story, including the use of digital technology to keep people curious about, and invested in, our City's remarkable and nationally significant stories.

Use existing opportunities to link and interpret the archeological and place history to give due recognition to 60,000 years' occupancy of Indigenous people on Darug land ... Consider ways in which Council planning codes and guidelines facilitate preservation of city's built heritage ...

Community feedback

The Parramatta Female Factory has the histories of over 5,000 women and their children who went through the Factory – what a research opportunity. Between 1 in 5 and 1 in 7 people in Australia are descended from those women and their children. Are you?

Community feedback

Our heritage sites are owned, managed and operated by Federal, State and Local Government, commercial, not-for-profit, volunteer and community run organisations. While Parramatta's core heritage assets are among the most important in Australia, they do not provide a coherent citywide experience. The City of Parramatta will continue to work with our partners to make heritage experiences and interpretation more accessible and impactful for residents, students, workers and visitors.

We will work with our partners to host a Heritage Open House long weekend, where for three days a year all Parramatta heritage buildings are opened to the public. We will develop a curatorial approach to Heritage Interpretation for the public domain and new city developments. Over the next three years we will increase accessibility to the City's collection of archives, artefacts, research, cultural materials and spaces, to enable our community to curate their own heritage stories and experiences. We will investigate long-term storage for our cultural and archaeological collections.

We will identify and advocate for short and long-term cultural uses for state significant built heritage in Parramatta North. We will work to build meaningful partnerships and respect the value and significance our community places on this site.

UrbanGrowth NSW is managing the delivery of the North Parramatta Heritage Precinct – an opportunity to restore and adaptively reuse the largest collection of early European and Colonial buildings in Australia and make Parramatta known for its heritage. As part of this transformation, the state will invest close to \$100 million to make the North Parramatta Heritage Precinct.

We embrace the extraordinary opportunities and expectations the NSW Government's vision places on our City. Coupled with our existing cultural assets the State investment creates a robust and dynamic cultural platform and infrastructure footprint for our City.

**Dr Geoff Lee MP,
Member for Parramatta submission**



Live music and our City's soundtrack

You want to see more music in Parramatta and you reiterated the need to support a live music culture in the city.

You told us live music can revitalize the night-time economy and enhance the cultural vibe of the city. You want a city that is alive with music, on the streets, in small bars, cafes and restaurants, through the day, after work and into the night.

I believe Parramatta is becoming busier with all the developments going and there are already many excellent and interesting restaurants. There is nothing like live music that adds atmosphere and ambience ...

Community feedback

As an aspiring independent acoustic guitarist, I was extremely excited when the Live and Local campaign was launched in Parramatta this February ... it was so great to see a local council step in to help aspiring, and struggling artists like myself find opportunity to kickstart their careers.

Community feedback

In 2016 the City of Parramatta commenced a three-year commitment to redevelop and animate live music in the CBD. In 2017 we supported the program *Live and Local*, which featured 40 local musicians, and in 2018 we will deliver *Amplify*, working with local businesses and restaurants to build capacity as music venues. We know regulatory changes are needed for supporting live music and a vibrant City Centre. We will work with our partners to create an environment in which residents, businesses and audiences can all enjoy live music. We will grow the number of Western Sydney musicians performing in Parramatta and ensure locally created, produced and recorded music features in our venues and festivals. We will support an all-ages music event featuring mentoring opportunities for young musicians and event producers.

The energy and diversity of our live music scene will enhance the liveability of the City and create a safer, more inclusive and welcoming place.

Parramatta and Western Sydney in general needs an outlet for original musicians to play regularly and should be a pivotal part in making Parramatta a cultural hub. I'm genuinely excited about this initiative and what Parramatta Council is undertaking, embracing the diversity and uniqueness of the area.

Community feedback



Online spaces

Enhanced digital capacity and technology is a critical part of our growing city infrastructure. We understand technology and online spaces can enhance the physical world by adding digital layers to the experience of place. As increased technology changes our work and leisure practices, we see the line between the online and lived space blurring even more.

The Parramatta of the future will expand online access in new buildings and digital corridors throughout the CBD for people to work, socialise, connect, make and collaborate. Our new civic hub and community hub, 5 Parramatta Square, will offer programs and events which make online spaces and the creation of digital content more accessible to people of all ages.

Over the next five years, we will commission and curate multi-platform screen-based works to activate our City's new spaces and places. This will expand our understanding of digital content and live interactivity and support a growing digital engagement and dialogue with First Nation and diverse artists, digital designers and commentators.

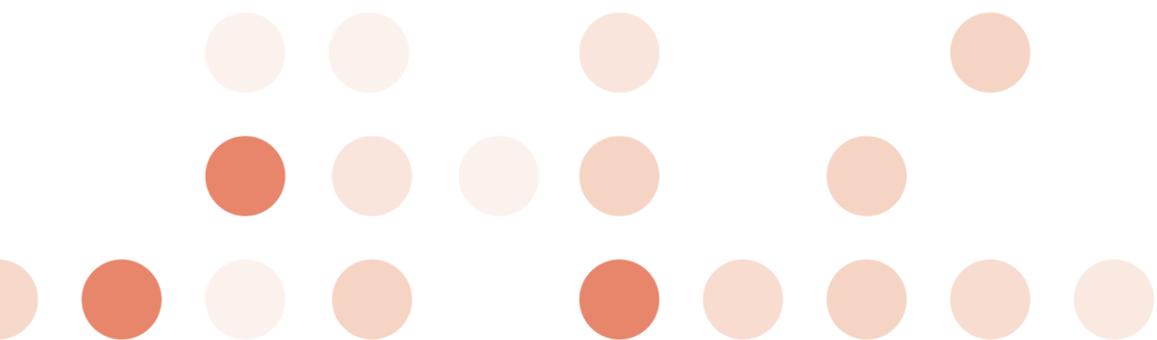
Over the coming two years, Council will undertake a range of live and online activities to support human interactions within the City. We will create an integrated platform to capture, promote and champion cultural activity across our City.

Our increased digital literacy and accessibility will build social sustainability, drive enhanced visitor experiences, and facilitate dialogue between citizens and government.

Tech is the future and we should be harnessing that and getting the skills.

Community feedback

Goal 1: Actions



ALWAYS WAS, ALWAYS WILL BE A GATHERING PLACE		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
Aboriginal and Torres Strait Islander Cultural Program					
1.1	Develop and publish an Aboriginal and Torres Strait Islander Cultural Program linking with the City's Reconciliation Action Plan.				
1.2	Create an Aboriginal City Scape Cultural Walk, connecting large-scale public art commissions and online programming with sites of importance.				
1.3	With permission and through cultural protocol, implement a shared language program.				
1.4	Design a program of dual City signage and place naming.				
5 Parramatta Square					
1.5	Develop an integrated approach to programming, public engagement, literacy and services across the building and public domain.				
1.6	Plan the opening events and first year of public programming, prioritising Aboriginal knowledge, diverse migration histories and contemporary stories.				
1.7	Introduce diverse language hosts and signage, include Darug language and languages spoken in Parramatta including Auslan.				
1.8	Create digital content and increase accessibility across a range of platforms and genres				
Our shared backyard					
1.9	Investigate the development of a signature river event.				
1.10	Work with key industry partners to broker new artistic collaborations across science, technology, design and the environment to share the stories of our significant green sites and the Parramatta River.				
1.11	Innovate our annual program of events, activations and everyday cultural offer to reflect our community's changing interests in our outdoor, public and natural environments.				

ALWAYS WAS, ALWAYS WILL BE A GATHERING PLACE		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
World-class heritage					
1.12	Create an integrated Heritage Strategy to unify our approach to built, natural and intangible cultural heritage.				
1.13	Increase accessibility to the City's cultural collection of archives, artefacts, research resources.				
1.14	Advocate to the NSW Government to identify appropriate uses for heritage buildings in the North Parramatta Precinct, including cultural and arts uses.				
1.15	Host an annual heritage open house in which Parramatta's heritage buildings will be open to the public.				
1.16	Share local stories through our Parramatta's Heritage and Stories Research grants program.				
1.17	Investigate long-term storage for the City's cultural collections.				
Live music and the City's soundtrack					
1.18	Continue with <i>Live and Local</i> as a musician development program and <i>Amplify</i> as a CBD-wide venue activation for live music.				
1.19	Develop a sustained program to continue the growth of live music in the City.				
1.20	Undertake a collaborative marketing campaign with artists and venues for live music in Parramatta.				
1.21	Support an annual all-ages music event with mentoring for young musicians and event producers.				
1.22	Review planning framework and development control planning to enable live music venues and residential developments.				
Online spaces					
1.23	Introduce a program of events at 5 Parramatta Square which make online spaces more accessible to people of all ages.				
1.24	Commission and curate multi-platform screen-based works to activate our City's new spaces and places.				
1.25	Prioritise the use of public space for online activation, increasing shared spaces for people to work, socialise, collaborate or make.				
1.26	Create an integrated platform to capture, promote and champion cultural activity across our City.				
1.27	Support the growing digital engagement and public dialogue with First Nation artists, digital designers and commentators.				

We want to see a concert in the middle of Prince Alfred Park where musical acts of all types can showcase their talents for the Parramatta public.

This is the perfect launching pad for musicians.

Josh Connor, Brian Zhang
Musicians

Parramatta Transport Interchange



I am a proud Waka Waka woman from the Darumbal Nation. I am the Aboriginal Education Officer at Marsden High School which is on Wallumattagal Land. I mentor and support 22 Aboriginal students.

Now is the time to take action to better the Aboriginal people of this community.

Aunty Jeanie Moran

Jayden Petersen,
Jayden Beale,
Aunty Jeanie Moran,
Kalem Petersen,
Jack Beale

Macquarie Lane, Parramatta





GOAL 2: Diversity is our strength and everyone is welcome

We will:

Embrace and support the importance and value of our Aboriginal community.

Celebrate our City's culture as the sums of all our parts: ideas, faiths, expertise, expression, ethnicity, race, sexuality, age.

Promote inclusivity as a City where our people are connected and we all belong.

What you will see by 2021:

- New ways to actively engage, experience and learn from Aboriginal cultures.
- The diverse communities of Parramatta inform a lively program of festivals and events that reverberates throughout the City.
- Our City is recognised as the home ground for many. Parramatta is a welcoming host that opens its doors and unites fans with shared activities to celebrate memorable sporting moments.
- More spaces and events for and by Parramatta's young people that are safe, inspiring, creative and respectful.
- The people engaging in our public programs reflect the diverse community we see every day on the streets of Parramatta.



Our people, our celebrations, our City



We love our differences. We embrace our diversity.

Our existing program of signature events and festivals and daily activations is an expression of the diverse communities that call Parramatta home. Our program reflects the wealth of cultural knowledge, traditions, religions, identities and contemporary practices within the City. Over the next five years, we will also celebrate our emerging communities, building on our long tradition of making the City's newest residents feel welcome.

A growing reputation for inclusive and accessible events will be a feature of the City's annual program. We will consider those community members who are often excluded from events and meet their access needs. The City will work with partners and organisations to ensure intercultural and intergenerational inclusion in all events and festivals. This also includes community members who feel marginalised because of their sexuality or gender.

Each year we showcase incredible moments of celebration with a range of partners. This includes the multi-award winning Parramatta Lanes Festival, Parramasala, Arab Film Festival Australia, Tropfest, Lunar New Year Festival, Winterlight Festival, Sydney Festival, New Year's Eve and Sydney Writers' Festival.

During the consultation, you emphasised the need to profile local artists in our events and festivals. We will increase the opportunities for local artists and creative enterprises as part of our social procurement and cultural programming.

We will establish cultural advisors and ambassadors from diverse communities to inform the cultural content and community engagement for our City's events, festivals and programs, and increase the number of multi-lingual hosts and guides in our public events.

Council will continue to refine and diversify our vibrant program of festivals and signature events and seek new opportunities to respond to our changing communities, including smaller, bespoke festivals and audience-led work. To meet the growing demand for events and festivals, the City will investigate commercialising some elements of our program and invite philanthropic investment from across our diverse communities.

Our communities sing, dance, eat, laugh and celebrate together and we extend an open invitation for all to participate.

New Year's Eve
The Parade Ground
Old King's School, Parramatta



A City for young people

Young people want to be a part of something bigger than themselves.

Community feedback

We are building Parramatta with the next generation. Young people have told us they are deeply interested in arts, creativity and events 'just for us'. Young people belong in our City and will shape it culturally over the coming five years in ways we can only imagine.

This CBD Cultural Plan builds on our Council-wide *Statement of Engagement* for the city's young people and offers greater artistic and cultural opportunities. We will extend our relationships with education and training providers and commence a program of student internships across the City. We will commission and curate the work of young and emerging artists for Parramatta Square and encourage young people's engagement in existing and new digital programs. We will commence an arts and cultural program of student interns across the City of Parramatta, including professional development for young and emerging artists.

Our approach champions the inclusion of young people in the City at all levels to inform, create, curate and occupy cultural spaces and programs.

23% of young people surveyed want to see creative and performing arts spaces, including public art, street art and arts-focused events for young people.

29% want to see more weekly/regular youth events, including sports, music and hanging out.

The MCA has Gen Next, a free Art Party for young people with arts and culture. Such a hub to go have fun with your friends for 12-18s. Something like that in Parramatta would be really really good.

Community feedback



A destination for fans

Parramatta is a city for sports lovers. Regardless of the colours, the teams or the sport, we take pride in our role as a host city. Throughout the year, our City comes alive with fans, friends and crowds of people united in a shared experience. We are excited by the energy our sporting families and fans bring to Parramatta and their contribution to creating new types of audiences for a range of experiences locally created by arts and cultural practitioners.

As part of the NSW State Government's *Rebuilding the Major Stadium Network Program*, we are building the new Western Sydney Stadium to seat 30,000 people. This will be a multi-use venue for sports and large-scale outdoor entertainment events. We will continue to work with local business and our sporting community to develop city-wide events and activation. We will ensure these events are destination orientated, engaging and elicit pride in our City to help shape and showcase our cultural identity.

We also heard how important it is for our community to participate and share in active pursuits that are inspired by the stunning natural environment, waterways and green spaces of Parramatta. We will attract a mass participation sporting event to Parramatta that invites athletes of all ages to join in a shared community experience.

Eels Parade
Church St, Parramatta



Parramatta Lanes

Food and our City at night

I believe that through the powerful, universal appeal of food, there is the ability to promote enjoyment, family values and social cohesion.

Community feedback

Food is a growing part of Parramatta's reputation and offers potential for Parramatta to share our diversity with residents, students, workers and visitors. Throughout the consultation process you frequently emphasised the potential for food culture to bring people together and make Parramatta a distinctive culinary destination. An expanded palette of taste, cuisine, small bars, activation and programming will support our night-time economy and will promote a safer, inclusive and vibrant night life for our City.

Our CBD neighbourhoods are developing clusters of fine dining experiences, restaurants and cafes next to well-loved family-run businesses, farmers' markets and new social enterprises. You can soak up the vibe round Eat Street, jump off the ferry and head to the upper East side, stroll through Harris Park or turn down any corner and find yourself new eats in a surprising location – a hole in the wall, a laneway, a carpark.

Our events and festivals introduce and showcase some of our greatest food offerings, expanding our understanding of traditional and contemporary eats. Alongside our love of food is the City's encouragement of food entrepreneurs, small bars, breweries and distilleries locally made and managed.

We will develop a Night Time Economy Strategy to promote a welcoming and diverse vibrant night life for our City. A great night time economy enables creative and cultural expression, gives our diverse community a chance to share and celebrate its cultural and social richness and opens the city up for discovery. By setting the framework for a night time economy the City will be safe, retain its talent, become a home for creativity and provide greater diversity of offering. We want the community to participate in activities at night, stroll the streets, go to dinner or have drinks with their friends.

Over the next five years, we will create opportunities for new food offerings through initiatives and events and broker underutilised spaces for after-hours innovation, events and activations.

Goal 2: Actions

DIVERSITY IS OUR STRENGTH		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
Our people, our celebrations, our City					
2.1	Ensure our vibrant program of events and festivals celebrates and responds to our changing communities, including smaller bespoke festivals and audience-led work.				
2.2	Encourage partnerships and investment to grow our annual events and festivals program.				
2.3	Increase opportunities for local artists and creative enterprises as part of our social procurement and cultural programming.				
2.4	Expand the range of everyday activations in our public spaces.				
2.5	Increase multi-lingual hosts and guides in our public events.				
2.6	Expand engagement of families and children in public spaces and programming.				
2.7	Establish cultural advisors and ambassadors from diverse communities to inform the cultural content and community engagement for our City's events, festivals and programs.				
A City for young people					
2.8	Enable young people to inform, create, curate and occupy cultural spaces and programs.				
2.9	Extend the City's relationship with students through partnerships with education and training providers.				
2.10	Encourage young people's engagement in existing and new digital programs, events and festivals.				
2.11	Commission and curate the work of young and emerging artists for Parramatta Square.				
2.12	Commence an arts and cultural program of student interns across the City of Parramatta, including professional development for young and emerging artists.				
2.13	Establish our 'Welcome to the City' event for international students as an annual event.				

DIVERSITY IS OUR STRENGTH		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
A destination for fans					
2.14	Work with local businesses to ensure fans remain connected with the CBD during the construction phase of the new Western Sydney stadium.				
2.15	Program complementary cultural offerings and experiences such as live art events, curated markets and street activations.				
2.16	Provide a fantastic experience for our sporting fans that extends their connection with Parramatta and invites them to return.				
2.17	Collaborate with partners to ensure that fans remain connected with Parramatta during the stadium constructions.				
Food and our City at night					
2.18	Develop a Night Time Economy Strategy to promote a welcoming and diverse vibrant night life for our City.				
2.19	Broker opportunities for new food offerings through initiatives and events, for example, Parramatta Lanes Festival and the Farmers' Markets.				
2.20	Broker underutilised spaces for after-hours innovation, events and activations.				

The future of Parramatta's culture is in the acceptance, support and celebration of every person and community, a culture where everyone feels free to participate, express opinions and find like-minded people within Parramatta.

Claudia Connelly

Claudia Connelly,
Shehnaya Foran,
Taliya Jayasinghe,
Tamara Kort,
Bianca Del Rosario
Year 10, 11 and 12 students

Our Lady of Mercy College, Parramatta



I was at the opening night of Riverside Theatres 29 years ago and a member of the Committee for the Friends of Riverside ever since.

Please keep up your good work to make Parramatta's future a great one ... Especially in the field of art and theatre as I am passionate about this very important issue.

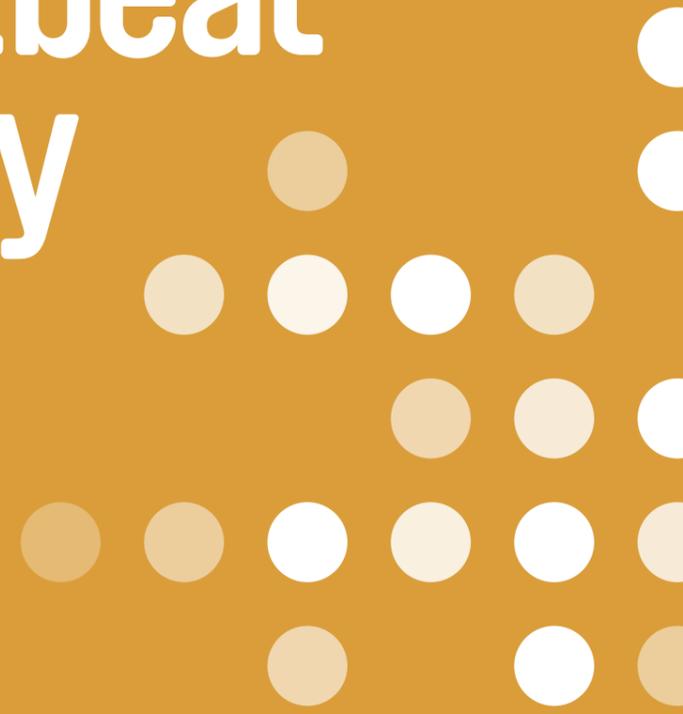
Val Squires
Honorary Life Member

Riverside Theatres





GOAL 3: Ideas and imagination are the heartbeat of our City



We will:

Support creativity.

Celebrate and support our artists, dreamers, designers, story-tellers, digital innovators, curators, scientists and architects to inspire connections and transform the way we live, come together, see ourselves and influence the world.

What you will see by 2021:

- Parramatta has a reputation as a cultural hub of ideas, imagination and artistic leadership.
- A well-resourced community and professional creative workforce, with access to a mix of new and adapted creative spaces.
- Our CBD neighbourhoods and precincts are energised with arts and cultural activation.
- Our public spaces, buildings and streets are enhanced with a visual aesthetic that is purposeful, playful and reflective of our community.
- A leading performance, visual arts and literary destination with anchor arts and cultural venues right in the heart of our City.



A new Riverside Theatres



Artist's impression of a new Riverside Theatres

I feel strongly that the growing population size and diversity in Parramatta ... demand a cultural and performance space that stands out as an icon. Such a complex should be large enough to enable local initiatives eg the National Theatre to perform in world-class standard facilities, as well as attracting both international performers and artists. In particular, the significant development and expression of ethnic and indigenous cultural activities in the Parramatta area needs recognition and suitable facilities for performance space.

Community feedback

As a hearing impaired person ... opportunities to see open captioned movies in Sydney are really few and far between. I now rely on you guys and the smaller Open Captions Sydney to watch movies in the cinema. Otherwise I wouldn't go to the movies at all.

Community feedback

A new Riverside Theatres

Redeveloping Riverside Theatres is one of your top priorities.

You would like to see Riverside Theatres become an arts centre with flexible performance spaces and state-of-the-art cinema equipment. You picture the new arts centre as part of a larger arts precinct, which includes a gallery and museum, linked to the city through accessible and convenient transport. You see a larger arts precinct as an opportunity for a distinctive piece of architecture in Parramatta.

In 2018 Riverside Theatres will celebrate 30 years of shared stories on our stages and screens. Already, 200,000 people crowd through the doors of Riverside every year. To be ready for our growing population of children, students, workers, visitors, residents and the creative professional workforce, we will reimagine our performing arts centrepiece on the banks of Parramatta River.

Our vision for Riverside Theatres is a new, revitalised arts centre with performance at its core that will fold out onto the Riverbank, Church Street and Prince Alfred Square. The space will be welcoming the public to visit, enjoy a meal, see a performance or exhibition, work as an artist or participate actively in the program. For nearly three decades, Riverside Theatres has been a highly successful Western Sydney cultural arts asset.

Riverside Theatres holds an important place as a working theatre providing employment, opportunity and cultural infrastructure for our community and across Sydney. Through our outstanding education program, Riverside has sparked imaginations and nourished generations of children, young people and families. Riverside contributes to Parramatta's economic prosperity and lifestyle by delivering world-class performances and events.

Riverside's legacy has enabled the growth of professional and community performing arts and encouraged a diversity of art forms in Parramatta. It has given rise to new programming and organisations including National Theatre of Parramatta, FORM

Dance Projects, Beyond the Square and the Dance Makers Collective to name but a few.

Over the next five years, Riverside Theatres has an immense opportunity for change and growth. We understand our vital role in providing an expanded artistic program that responds to our increasingly diverse and intergenerational community of artists, residents, students, workers and visitors.

At Riverside Theatres, we understand the limitations of our building's aging infrastructure and we need to be agile and ready to embrace change. Alongside our passionate community, we will work tirelessly to reimagine and develop a new cultural venue that captures the best of what you love at Riverside Theatres and creates more possibilities for audiences, artists and communities to share and participate in the cultural life of our City.

To enable this change, we will develop a strategic approach to resourcing the redevelopment of Riverside Theatres by appointing a project manager to co-ordinate planning and fundraising. To better understand our requirements, we will commission a business analysis to include a market needs study, operating and governance arrangements and the economic and social impact of Riverside today and in the future.

These much-loved theatres have been home for the Festival for many years and its redevelopment is fully supported and much anticipated by our Festival audiences.

Sydney Festival submission



Marikit Santiago
Parramatta Artists Studios

Expand Parramatta Artists Studios

... without Parramatta, my career wouldn't be where it is right now, and my experiences as an artist wouldn't be nearly as rich ... working with and meeting local Parramatta residents has been so very energising for me and my practice. There is so much this city has to offer.

Community feedback

These spaces where artists from different artforms can work, influence and collaborate with each other are incredibly important. I fully support the idea of Parramatta Artists Studios being expanded so that there is more space in the region for artists across multiple artistic platforms to collaborate with each other.

Community feedback

At the Studios I was provided with the opportunity to meet with and discuss my work with some of the leading curators and directors from museums and galleries across the country.

Community feedback

Parramatta Artists Studios has a critical impact upon artist careers. You shared with us your career has been transformed through the Studios. That dedicated and clustered production spaces for artists to make and connect are key to the development of artists, their work and their long-term careers. You told us you developed meaningful connections to Parramatta's community and discovered Parramatta through Parramatta Artists Studios.

In 2016, Parramatta Artists Studios celebrated 10 years of growing local talent and pursuing public support for our artists. The Studios have led to unprecedented visual art growth, excellence, ambition and success. Parramatta Artists Studios is a unique arts production

facility and the only provider of significant studio and production-based arts space in Western Sydney. The Studios are an incubator of ideas, art forms, creative production and a launchpad for artistic careers. The Studios' focus is on arts development and production. This includes the development of an individual artist's practice over time, their engagement with the wider arts sector and the communities of Parramatta. The Studios also deliver public-facing programs that provide valuable participation experiences for audiences.

There is significant unmet demand for similar spaces and programs. Over the last three years, our waiting list for residencies have grown by 400%. The Studios are currently in leased premises in the CBD. Expanding the capacity of the Studios will result in even more local artists growing their work to international standards and in turn increasing Parramatta's reputation as a world-class cultural city.

Over the next five years, we will increase the number of studio spaces and short to long-term residencies at Parramatta Artists Studios to support production across multiple arts and cultural forms. We will trial the expansion of studio opportunities outside of the CBD to cater for growth areas.

We will broker opportunities and access for Parramatta-based artists to other city initiatives and expand our community-engaged program with a focus on learning and exchange through our talks series, workshop programs and events.

Parramatta Artists Studios will continue to seek out new approaches to public engagement and exhibitions that thread through our streets, new developments, architectural façades and public domains. We will develop a flagship bi-annual arts event that contributes to the Studios' positioning and reputation as the leading arts development initiative in Western Sydney.



Mandala workshop, Sydney
Festival of Sacred Music
Riverside Theatres

Support for our creative communities

Overwhelmingly, you told us that artists make our City a better place to live.

I have Parramatta Artists Studios to thank for my discovery of Parramatta, and I believe that the Studios and its expansion, including more studios and gallery space, will enlighten more and more artists and visitors to all the joys Parramatta has to offer.

Community feedback

Artists reflect, interpret and reimagine our understanding of the world and retell stories in new ways. Our artists create work that we experience and provoke our senses, emotions and thoughts. Throughout the consultation process you called for more pop-ups, laneway projects and artist-run spaces. You support intercultural exchange and want to see an expanded constellation of programs and spaces that enable creative practitioners to work in Parramatta.

A vibrant sector of independent artists, thinkers, makers and cultural organisations in conversation with local and global audiences is critical to the future liveability of Parramatta. There is significant unmet demand from artists and collectives to work in the City. We already support a range of artists and projects through our Community Grants programs and lease arrangements. The current grant categories (as they stand in 2017) include:

- Creative Project Leverage Fund
- Cultural Heritage and Stories Grants
- Creative Fellowship.

Over the coming years, Council will ensure the grants program adequately reflects the needs of our community and the changing nature of creative practice.

In addition to our commitment for Parramatta Artists Studio expansion, over the next five years we will work with partners throughout the CBD and Parramatta North to increase access to artist spaces and build on the opportunities of Studio 404 and the Parramatta Artists Studios.

The City will develop an innovative approach to accommodating the infrastructure needs of cultural and creative industries in the CBD. Our Creative Broker will support and enhance the opportunities across the City. Together with our partners, we will encourage adaptive use of existing assets and new opportunities including public courtyards, expansive foyers, singular walls, projection surfaces, flexible rooms, hot desks, residencies and rooftops.

We will host professional development programs to incubate new ideas, methods of working and creative content development and encourage professional and independent Artist Run Initiatives (ARIs) in Parramatta.

We will audit low-cost and affordable creative and community spaces across the CBD, to identify whether Parramatta CBD's creative spaces can be retained and expanded to support socially sustainable population growth and investigate regulatory changes to secure affordable community spaces.



Gallery and exhibition spaces

We heard you feel strongly that Parramatta needs a new art gallery and exhibition space.

Along with redeveloping Riverside Theatres, a new art gallery and exhibition space is one of your top priorities for Parramatta's cultural infrastructure. You believe a new gallery could be an opportunity for a distinctive piece of architecture that builds Parramatta's reputation as an edgy, vibrant place.

... establish another gallery of a larger scale (like Casula Powerhouse for example) which would further landmark Parramatta as the hub of all that is new and emerging and excellent in the Australian art scene.

Community feedback

Great architecture, iconic architecture is the key.

Community feedback

Through our artist support initiatives such as Parramatta Artists Studios we have a growing alumni of leading visual artists. The national and international success of our artists has contributed to generating demand for a new gallery and exhibition space.

In response to your feedback, we have included the demand for major exhibition space in our CBD infrastructure requirements. In partnership with NSW State Government, cultural institutions, private investment, artist-run initiatives and creative organisations we will explore how best to meet the needs of a new exhibition space and gallery.

As we gather momentum towards a new gallery and exhibition space, we are also exploring innovations in integrating visual arts, craft, design, heritage and screen in existing and new City initiatives. This will include:

- New external screen skins as part of 5 Parramatta Square.
- Online and physical exhibitions of our heritage collection.
- Ephemeral and permanent public art commissions.
- Festival and event scale presentation of artists' works.
- Art installations in the City's indoor and outdoor public spaces.
- Temporary gallery spaces for exhibition programs.
- Encouraging Artist Run Initiatives (ARIs) with seed funding.
- Market development training for artists to ensure they can scale their work for commercial sale in retail outlets across the City.

We will increasingly develop a curated City programming – a curated approach to shared space for ideas, art, public expression and play throughout the footprint of City. We are committed to enhancing our City as an extraordinary place that excites, challenges and inspires. A place that expresses our local diversity through a global lens.



Western Sydney literature

The Sydney Morning Herald and The Conversation have both named Western Sydney as the 'new literary frontier'. Our local writers are winning major literary prizes, are being studied all over Australia and are being translated into overseas markets.

Now is the best time to highlight our City's stories, personality and cultural voices through literature ... two of the best ways to do this are by providing a space for literature and by fostering increased professional development opportunities and employment for writers in the area.

Community feedback

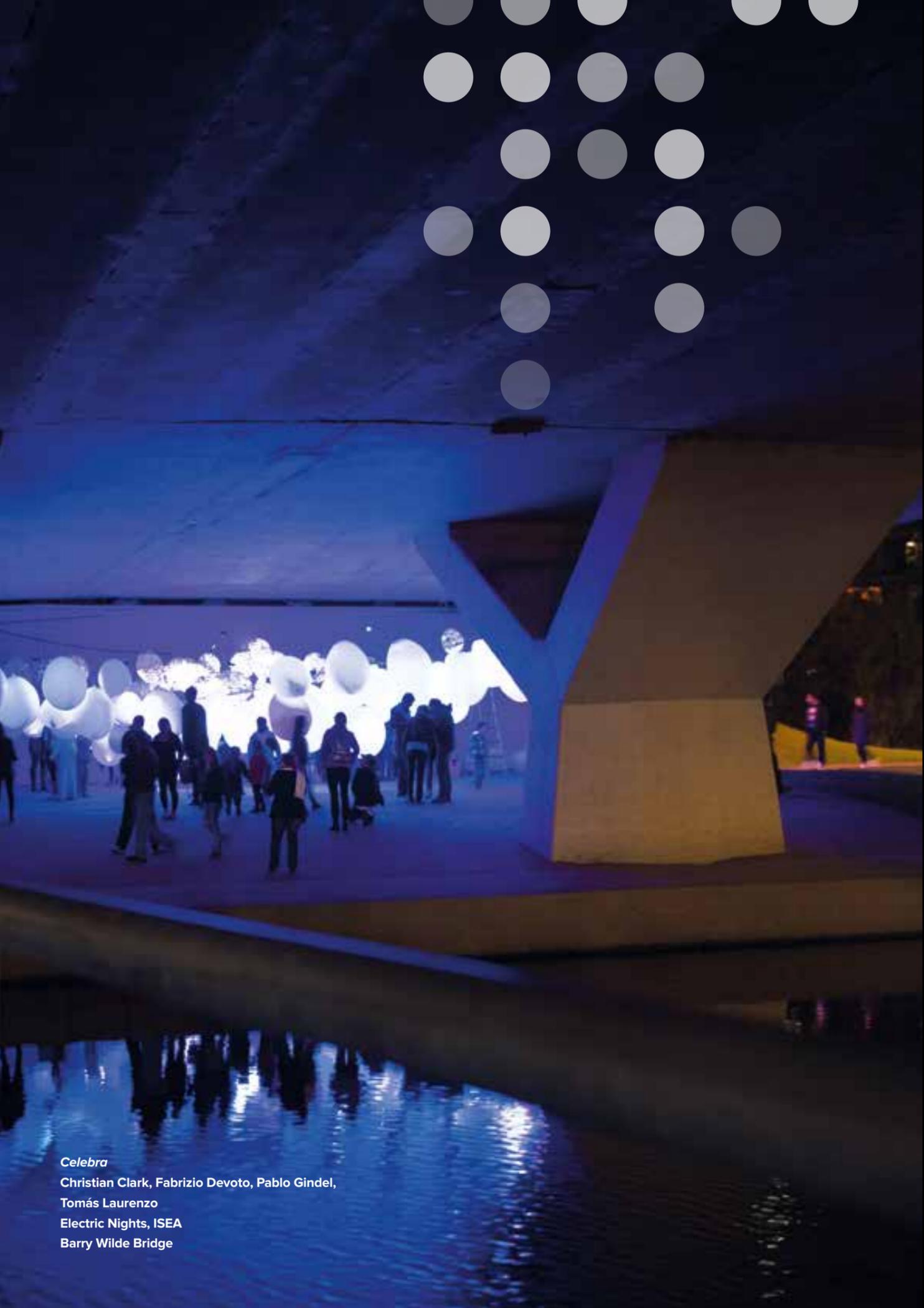
Our region fosters the kinds of writing readers want to buy, download, hear about and listen to. Our storytellers and writers need opportunities to reflect the lived experiences of their community with access to a range of mechanisms to share locally and globally.

We are excited that local organisations and City partners including WestWords, Information and Cultural Exchange (ICE), Parramatta Female Factory Memory Project, Whitlam Institute and Western Sydney University WSU Institute of Society and Culture foster a diversity of voices, encouraging new writing forms and publications. Diversity of writing forms are also supported by the National Theatre of Parramatta and Parramatta Artists Studios.

Our City recognises the growth needs in the areas of:

- Screen and film writers
- Digital and online writers and podcasts
- Food writers and reviewers
- Playwrights and dramaturgs
- Poets in both published and performance genres
- Copywriters and editors
- Young and emerging writers
- Writing for children and families
- Fiction, non-fiction and historical writers
- Editors, publishers and literary investors and brokers.

Over the next five years, we will work alongside our emerging writing organisations to support their development in Parramatta. Alongside our partners, we will develop an expanded City talks program and seek out new opportunities to celebrate the distinct writing voices in multiple languages and across art forms.



Celebra
Christian Clark, Fabrizio Devoto, Pablo Gindel,
Tomás Laurenzo
Electric Nights, ISEA
Barry Wilde Bridge

Public art and heritage interpretation

Infuse our City with public art and understanding of our heritage ... by an active program of public art and heritage interpretation to celebrate this amazing place, its people and its culture.

Community feedback

Inspired by place and people, public art and heritage interpretation installations infuse our everyday with the past and future. With our City in a state of rapid transformation there is an increased interest from partners and investors in contributing to the City's story and aesthetic through public art commissions, street art and interpretation.

We embrace the permanent and temporary impact public art offers. It is something you can touch, climb on, meet friends near, argue about or simply enjoy. The nature of street art sparks responses and attitudes of the time. Interpretative installations explain, capture and retain the history and social fabric of our places.

We will build on the strengths of the *Parramatta Square Public Art Masterplan* and *Public Art Policy*, which shows the City's commitment to visual design of our shared public spaces. We will explore art in the CBD as a genre of temporary and ephemeral artwork that has a strong resonance with global audiences. This will include a public register of all local art works available for viewing which will be used for online promotion, ongoing care plans for each work, and maintenance and upgrade plans as required.

One of the features of our policy is the establishment of a Public Art Jury to make recommendations and manage the ongoing curation of public art, reflecting our community's interests and leading artistic practice.

Goal 3: Actions

IDEAS AND IMAGINATION		Now	Short 1-2 yrs	Medium 2-3 yrs	Long 3 yrs+
A new Riverside Theatres					
3.1	Undertake a business analysis to include market needs study, operating and governance arrangements and the economic and social impact of Riverside today and in the future.				
3.2	Develop a strategic approach to resourcing the redevelopment of Riverside Theatres by appointing a project manager to co-ordinate planning and fundraising.				
3.3	Commission, produce and present local, national and international performances of contemporary excellence and scale alongside the National Theatre of Parramatta program.				
3.4	Enhance the education and community program for students, children, families and young people.				
3.5	Strengthen the accessible arts and disability program, including the provision of professional opportunities for artists with disability.				
3.6	Develop digital extensions to performances and events, including websites, social media, podcasting and live streaming, and explore new partnerships and work in languages other than English.				
3.7	Expand existing program of independent cinema and alternate screen content while supporting and engaging with local industry through special screenings and festival opportunities.				
3.8	Consolidate and develop membership programs and philanthropic support circles.				
Parramatta Artists Studios					
3.9	Increase the number of studios at Parramatta Artists Studios in short and long-term arrangements.				
3.10	Deliver a permanent home for an expanded Parramatta Artists Studios facility that encourages dialogue and production across multiple arts and cultural forms.				
3.11	Trial the expansion of studio opportunities outside of the CBD to cater for growth areas.				
3.12	Broker access for Parramatta artists to other city initiatives. Building capacity in existing programs for artists connected to the studio program.				
3.13	In partnership, expand our program of community-engaged activities with a focus on learning and exchange.				
3.14	Seek partnerships to provide strategic residency exchange opportunities to local, interstate and international artists				
3.15	Develop an Alumni program that encourages continued engagement with artists and contributes to the sustainability of artists' careers.				
3.16	Establish a flagship bi-annual arts event that contributes to Parramatta Artists Studios' positioning and reputation as the leading arts development initiative in Western Sydney.				

IDEAS AND IMAGINATION		Now	Short 1-2 yrs	Medium 2-3 yrs	Long 3 yrs+
Support for creative communities					
3.17	Generate and promote increased opportunities across the City for our creative workforce.				
3.18	Host professional development programs to incubate new ideas, methods of working and creative content development.				
3.19	Identify partners, funding sources and possible sites for new small to medium-scale exhibition spaces.				
3.20	Broker innovative approaches to visual arts, craft and design exhibition opportunities across the CBD.				
3.21	Support the cultural and arts practice of Aboriginal and Torres Strait Islander artists in Parramatta, ensuring locally produced works across all art forms.				
3.22	Encourage professional and independent Artist Run Initiatives (ARIs) in Parramatta.				
3.23	Audit low-cost and affordable creative and community spaces across the CBD, to identify whether Parramatta CBD's creative spaces can be retained and expanded to support socially sustainable population growth.				
3.24	Investigate regulatory changes to secure low cost and affordable community spaces.				
Gallery and exhibition space					
3.25	Research and benchmark innovative approaches to cultural infrastructure, a major gallery and exhibition spaces.				
3.26	Undertake a feasibility study for a major gallery and exhibition space with key partners, cultural institutions, business and government.				
Western Sydney literature					
3.27	Host public readings, slam poetry and other live performance moments, build our local publishing scene and seek new markets in online and published forms.				
3.28	Co-host a city talks program linked with live streaming partners and podcasts.				
3.29	Develop a bi-annual meeting of the literary sector, the library and educational institutions, exploring the community's literacy across languages and diverse social practices.				
Public art and heritage interpretation					
3.30	Develop the City's Public Art Policy and Development Application (DA) procedures.				
3.31	Facilitate a curatorial approach to interpretation, including an interpretation policy and toolkit for all City significant developments.				
3.32	Develop best practice collection management and storage plan for the City's cultural collections.				
3.33	Establish criteria for a Public Art Jury to assess public art projects in the public domain.				

*Based in Parramatta,
we are the only literary
organisation in the
western suburbs of
Sydney that is run by
women and we have
so many stories to tell.*

Finishing School Collective

Felicity Castagna,
Faith Chaza,
Sheila Pham

Macquarie Lane, Parramatta



I love that the Aboriginal name of Country sounds like we say it in Arabic: Burramatta.

As well as new contemporary construction, let us re-open and re-energise the beauty of buildings and spaces that we do have – we have already lost the art deco curve of the old David Jones, we must not lose The Roxy ...

Parramatta and the Greater Western Sydney region is central to itself – we are our own benchmark, we have our own subjectivity, we are not ‘out here’ / ‘out there’.

Alissar Chidiac,
Creative Producer, Community Arts
and Cultural Development

Burramatta

George Voulgaropoulos,
Parramatta, people, and culture series 2016





Adorned Film Shoot
Seinileva Huakau
Studio 404

GOAL 4: By design, our City incubates creativity, industry and new knowledge

We will:

Support innovation, playfulness, experimentation and curiosity.

Encourage creative leadership and learning.

Make our City a magnet for economic success and partnerships. Creativity will be our agent of change, bringing people together and fostering new approaches to complex urban challenges.

What will you see by 2021:

- An interconnected city landscape that sparks curiosity and encourages new conversations, social interactions, learning and discovery.
- Our City leveraging existing and new platforms for knowledge generation, cross-pollination of ideas and learning.
- Networks across business, industry, education, arts and social sustainability.
- Growing clusters of new creative industries and a developing Parramatta screen industry with local employment opportunities.
- Aboriginal Infrastructure that is open to the public and shares traditional and contemporary Aboriginal knowledge with scientific exploration.
- A smart city that is people-centred, informed by creativity and ideas.
- New ideas, collaborations and methods of investing in arts and culture across the City.



Burrumbidgee NAIDOC
City River Foreshore
Parramatta River

Aboriginal cultural infrastructure

You want to make sure that we listen to the Aboriginal community.

You suggest establishing an iconic First Nations Centre or a place to showcase historical pieces of Aboriginal culture and art to help visitors understand culture and Parramatta as a gathering and keeping place. In our consultations, you suggested a specialised hub that works in relationship with other developments across Western Sydney, particularly Blacktown and Cumberland Councils.

Museums & Galleries of NSW is excited to see the emphasis placed on recognising Aboriginal and Torres Strait Islander culture, particularly the Darug People, their stories, cultural ownership and belonging. We support the need for dedicated cultural infrastructure, an Aboriginal cultural centre, to celebrate and sustain Aboriginal cultural ownership.

M&G NSW submission

The emphasis in each part of the cultural plan on indigenous history and culture is just great. Important for a lot of reasons, not the least of which this history interweaves cultures of both indigenous and colonising people here and the most of the important dynamics that continue to resonate to current day began and were concentrated here.

Community feedback

Our City recognises the need for dedicated cultural infrastructure for the Aboriginal and Torres Strait Islander community and for our people to experience Aboriginal culture in Parramatta.

Our need for dedicated Aboriginal Culture Infrastructure is captured in our CBD infrastructure requirements. Building on extensive conversations with our community, we will undertake a feasibility study to better understand our future context and the role of Parramatta in the regional and national story. We recognise that this is an ongoing conversation that needs Darug people as the central voice and that also includes input from the broader Aboriginal and Torres Strait Islander community and the general population.

The proposed Aboriginal cultural infrastructure will showcase Darug people and Parramatta's unique place in the national story. It will also be a meeting place for the more than 30,000 Aboriginal and Torres Strait Islander people who live or work in Western Sydney. Our cultural infrastructure could also embrace innovations in Aboriginal and Torres Strait Islander cultures and demonstrate the links between science and culture as a uniqueness in Parramatta.

Council will resource and facilitate this vital conversation to ensure the appropriate cultural authority of Darug is embedded in any plans and that the eventual proposal is evidence-based and compelling. This highlights the national and international significance of Parramatta, is regionally strategic and, most importantly, is sustainable for future generations.



Artist's impression of River Square,
City River Foreshore

An iconic museum for our City

You support the Museum of Arts and Applied Sciences (MAAS) coming to Parramatta.

Eight in 10 Discussion Paper respondents support a world-class cultural, arts and science facility in Parramatta and almost 7 in 10 are specifically supportive of MAAS locating in the city.

In your submissions, you called for MAAS to become an integrated element of Parramatta's cultural infrastructure.

Link a redeveloped Riverside Theatres with the Powerhouse [MAAS] to create one world-class arts centre to put Parramatta on the map in the same way that MONA has done for Hobart.

Community feedback

You also see an opportunity for MAAS to support Reconciliation and represent local histories and stories.

The Powerhouse [in its current place] has an Indigenous program and they employ young Indigenous people. If the Powerhouse was to come to Parramatta then they need to be consulting with Darug people. It could mean jobs as well.

Community feedback

City of Parramatta welcomes NSW State Government commitment to building a truly iconic museum on the Parramatta riverbank. The museum will be the flagship site for the Museum of Applied Arts and Sciences, designed to meet community needs and be on the cutting edge of science and innovation.

The NSW Government wants to ensure the new world-class museum is designed with input from the people of Western Sydney and is a real attraction for our region, as well as national and international visitors.

The City of Parramatta will develop a curated approach to programming through shared spaces for ideas, art, public expression, and play throughout the footprint of the City. We are committed to enhancing our City as an extraordinary place that excites, challenges and inspires. A place that expresses our local diversity through a global lens.

The Festival will continue to utilise venues across the City and is already working with MAAS in anticipation of the the nation's newest and finest Museum on the banks of the Parramatta River.

Sydney Festival submission



Artist's impression
Civic Link

Civic Link and creative clusters

Architectural design and the process of generating designs is influential in culture and daily living so is part of a cultural plan. A cultural plan could mesh and become part of actual Control Plan codes for the surge in building and place making that is occurring in the LGA.

Community feedback

The Civic Link will be a vibrant new public space in the heart of the City. Extending over four city blocks, the Civic Link is a pedestrian public space with a cultural spine that connects Parramatta CBD's civic and commercial district with riverfront spaces and foreshore.

The Civic Link design draws inspiration from internationally acclaimed public spaces such as the High Line in New York and Las Ramblas in Barcelona. It celebrates Parramatta's heritage within the corridor, including Dr Pringle's House, Civic Arcade and the Roxy Theatre. Its new buildings and laneways will encourage incubators, small bars, collaborative work spaces and creative enterprises. And dotted throughout the Civic Link, public spaces will serve as a platform for arts and cultural activity and engagement, injecting energy into this pedestrian domain.

Our City knows the great value in placing artists, organisations, creative industries and start-ups in the centre of our City. We understand clustering this creative energy in our city, CBD neighbourhoods and Parramatta North can lead to inspiration and collaborations, and strengthen the personality and soul of a place.

We welcome the NSW State Government's commitment to a Parramatta cultural precinct. As identified in the NSW Arts and Cultural Policy Framework, Create NSW will:

... create a Parramatta Cultural Precinct in partnership with Parramatta City Council [City of Parramatta] private sector partners, Western Sydney arts and cultural organisations and local artists.

We will work with our partners towards an enhanced Riverside Entertainment Precinct, ensuring the city's extraordinary heritage, as well as its arts and culture, drive urban renewal and attract visitors to the precinct.

Create in NSW, Arts and Policy Framework



Adorned film shoot
Videographer Vera Hong
Studio 404

Digital production and presentation

To establish a film screen industry, approach the Australian Film, Television and Radio School (AFTRS) to relocate to Parramatta ...

Community feedback

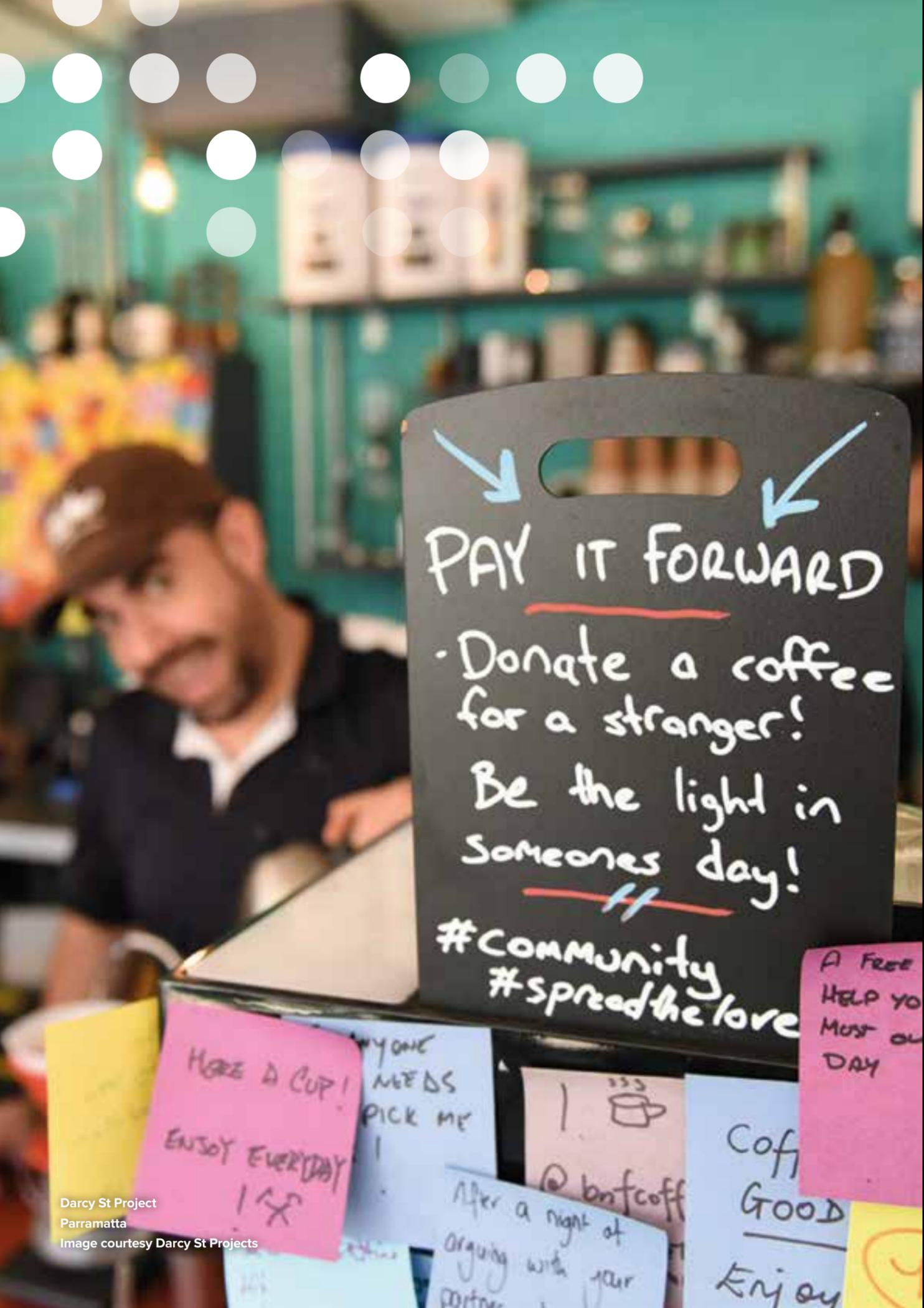
The North Parramatta Heritage Precinct site would make an ideal Future Creative Digital Industries precinct located between Parramatta CBD and the Westmead Bio Medical Precinct. We could also use the precinct to train up local talent including producers, filmmakers, artists and performers and produce and showcase more home-grown outputs. This could be done by incorporating a creative campus in the North Parramatta Heritage Precinct.

**Dr Geoff Lee MP,
Member for Parramatta submission**

We have a strong ambition to support the development of independent screen culture, digital literacy, content production and screen economies in the region. A number of organisations have already laid the foundation for the creative ecology, including Information and Cultural Exchange (ICE), Arab Film Festival Australia, Raffles College and most recently Tropfest. These organisations and partners present an important platform from which screen, digital and film culture can grow and thrive in Parramatta.

New spaces within the CBD and the proposed development of digital creative clusters in Parramatta North provide further opportunities to attract and support a screen industry with purpose-built production facilities including filming, editing and sound recording suites.

We have a long-term vision for the development of film culture, screen production, digital and creative industries. Over the next five years, we will collaborate with local organisations to promote their creative programs and projects based in the City, grow partnerships with creative industries and work with independent exhibitors to further expand and enrich the variety of current screen offerings.



Thriving social investment

Successful cities are optimistic cities

Parramatta has a vision to have a CBD where business is growing for all sectors of our community. Parramatta will support innovation and set a benchmark in developing new ways of investing in organisations, programs, projects and infrastructure. This is expressed most clearly when creating and enhancing positive social outcomes for our community.

The City already has a focus on social enterprises as part of its business development approach. A social enterprise is a business that operates to achieve a social outcome and generate enough income to cover its running costs. These businesses provide products and services like any other business, the difference being their emphasis on serving the community as the priority.

The City supports social enterprises with a Social Enterprise grants program. This program supports new social enterprises to carry out planning as they grow their business model and offers successful social enterprises the chance to grow and thrive in Parramatta. It is important for arts and cultural practitioners and groups to consider the ways in which new business models can also contribute to the broader community.

Goal 4: Actions

INCUBATE CREATIVITY		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
Aboriginal cultural infrastructure					
4.1	Undertake a feasibility study and business case to understand the needs of our community and the opportunity presented in Parramatta.				
4.2	Work with partners to identify Parramatta's role in the Western Sydney network of Aboriginal cultural infrastructure.				
4.3	Embed Aboriginal content in arts and culture programming across the city's cultural programs and institutions.				
4.4	Attract signature Aboriginal and Torres Strait Islander cultural programs to Parramatta.				
Iconic museum for our City					
4.5	Collaborate with the NSW Government to facilitate the development and delivery of a world-class new museum on our River Foreshore.				
4.6	Work with the NSW Government to engage our community in conversations about the vision for the new museum, ensuring our community is engaged and connected from planning to opening the new institution.				
Civic Link and creative clusters					
4.7	Deliver the Civic Link cultural spine as a vibrant space in the heart of the City.				
4.8	Encourage creative businesses including digital and screen-based enterprises to make the City their home in and around Civic Link.				
4.9	Establish an integrated approach with private and public investment to attract and foster a cultural ecology throughout this key public domain.				
4.10	Work with the NSW Government to develop cultural clusters that respond to our community's artistic and cultural ambitions for the City.				

INCUBATE CREATIVITY		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
Digital production and presentation					
4.11	Collaborate with local organisations to promote their creative programs and projects based in the City. Develop strategies to support local talent.				
4.12	Create, with our partners, training and employment pathways in the screen and related industries, and grow the creative industries economy.				
4.13	Promote screen culture by supporting and promoting film festivals which reflect the diverse and evolving cultural interests of Western Sydney, including the Arab Film Festival Australia and Tropfest.				
4.14	Develop partnerships with institutions and industry to foster Western Sydney-based digital/screen industry and attract businesses and projects to locate and film in Parramatta.				
4.15	Work with independent exhibitors to further expand and enrich the variety of current screen offerings.				
Thriving social investment					
4.16	Encourage and support local community participation in the development and establishment of innovative social projects.				
4.17	Develop a Fundraising and Grant-making Strategy for the new City of Parramatta Community Fund, incorporating new ways of growing philanthropy for culture in the city.				
4.18	Connect with the arts sector to explore social enterprise models for business growth and the small business ecology of the City.				
4.19	Deliver grants and financial incentives for emerging social enterprises.				

The upgrade of Riverside Theatres and a commercial cinema that shows independent films is important for our city to be known as a place to experience screen culture.

I'm born and bred in Parramatta and have been lucky enough to still work here on the Arab Film Festival Australia. I am also a filmmaker and had my first short film screened in the first ever Arab Film Festival at the Roxy Theatre in 2001.

Fadia Abboud

Osama Abdul-Nabi,
Mouna Zaylah,
Fadia Abboud
Arab Film Festival team

Parramatta River Foreshore



*Vibrant, warm,
energetic
and innovative,
Parramatta will
be a city for
all people.*

Lakshmi Logathassan

Student; Founder, The Laptop Project;
inaugural NSW Young Woman of the Year 2014

Smith Street, Parramatta



MAKING IT HAPPEN

As we develop our cultural future we recognise the ways in which City of Parramatta can support culture, contribute to our ambition and deliver our CBD Cultural Plan.

Our role involves leadership, inspiring Reconciliation and inclusion, decision-making and establishing the brand for cultural activity across the City. We need to be an advocate, celebrating the achievements of our artistic and creative communities. Concurrently, our role is to be producer and the driver for activity. At other times, our role is to host, supporting an environment for others to generate and deliver their cultural outcomes. In partnership with organisations and our communities, we share the responsibility of custodian, providing access to and caring for our Aboriginal history, colonial and natural heritage, and cultural collections.

The CBD Cultural Plan is big, bold and exciting – made to match the direction of our new Parramatta. Our ambition is only part of the equation and commitment and realistic approach to delivery is essential. We cannot do it alone. Our role therefore covers the duties of a broker, identifying, introducing and connecting commercial, government and third-sector parties to encourage innovation and maximise investment from a broad range of sources. Underpinning all these roles, we need to be a trusted partner offering an open, receptive and committed approach to create opportunities for significant collaborations.

A clear path for implementation is required to bring together all the facets of our role, achieve success and seize opportunities.





Governance and leadership

Throughout the development of this plan, our community has reinforced the importance the City's role in leading the development of Parramatta as a great cultural City. To ensure the full ambition of the plan can be realised over the next five years, we will undertake systemic change to realise our City's full cultural potential.



Movers and Makers discussion panel
Parramatta Artists Studios

Culture and Our City advisory group

... culture is the key to activating, celebrating and promoting the changing city of Parramatta. As one of the fastest-growing regions in Australia, Western Sydney's diverse communities are set to experience unique opportunities and challenges as more artists and audiences locate to the region, and the demand for arts and cultural services, products and performances grows.

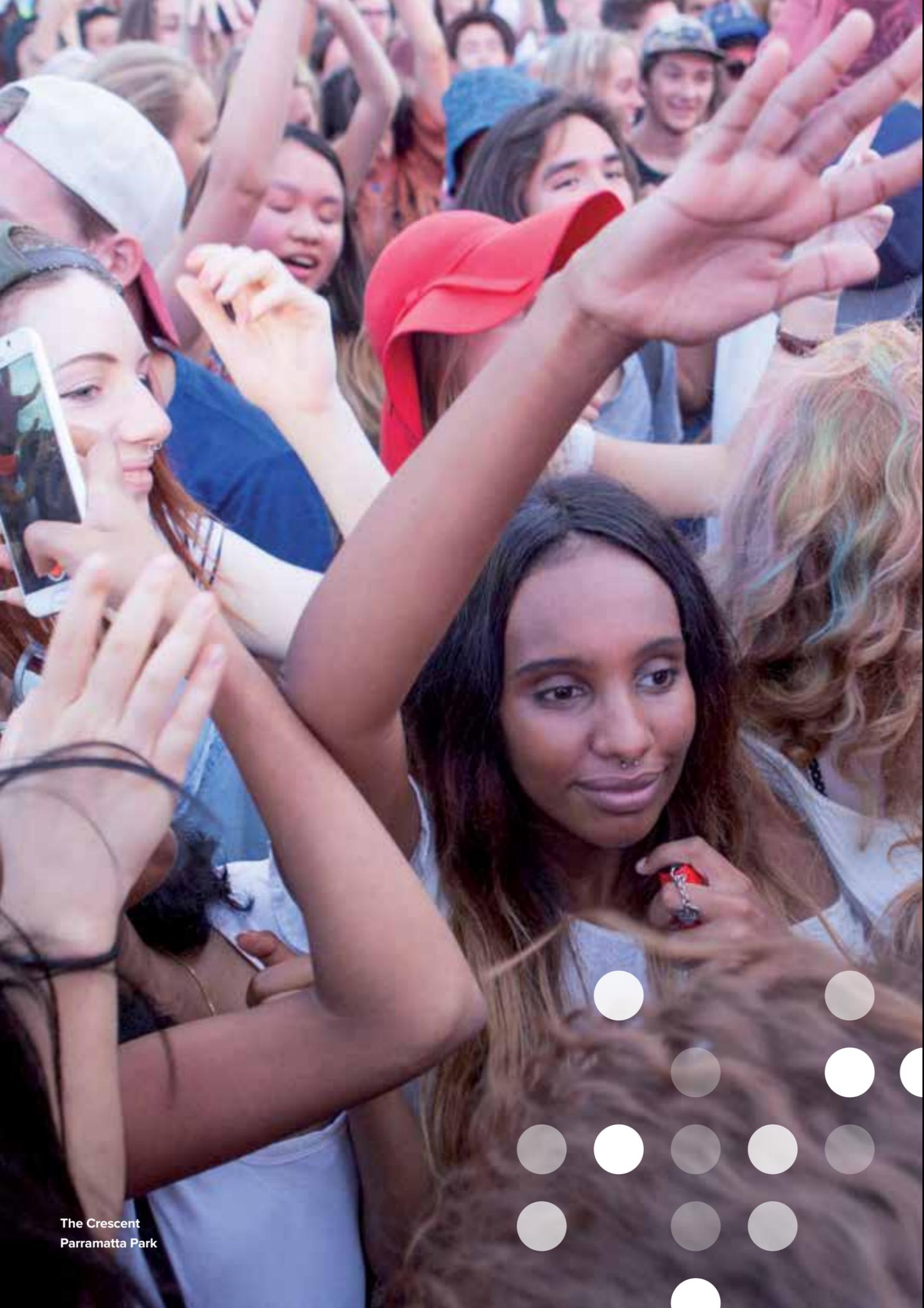
Create NSW submission

We suggest that the City establish a Cultural Plan Working Group. Establishing such a group would enable diverse perspectives to be heard to promote collaboration, drive investment in cultural projects and position Parramatta amongst emerging global cultural cities.

UrbanGrowth NSW submission

In response to our community and the growing interest in our City as an emerging cultural leader, we will develop a *Culture and Our City advisory group*. The advisory group will be convened by Council with representatives appointed from our community, the creative sector, broader industry and government.

This circle of champions will be critical in realising the ambition and actions of the CBD Cultural Plan. The formation of the advisory group is an opportunity to galvanise partnerships and collaboration across the City, independent of Council. It provides a structure for government and our creative sector to connect through the common lens of *Culture and Our City*, our CBD Cultural Plan.



The Crescent
Parramatta Park

Planning Parramatta's cultural infrastructure

Parramatta's growing and new cultural infrastructure is a City priority. We will undertake research and global benchmarking to better inform our decision-making and planning. Our CBD Cultural Plan outlines the City's commitment to laying the foundations for a global cultural City. We understand the need to build on our existing strengths, grow our creative workforce and audiences, and provide increased programming and activities that are relevant to our changing community of residents, students, worker and visitors. Alongside these programs, we need to grow our hard cultural infrastructure to accommodate our role as Sydney's central City, with a regional population of 2.3 million people.

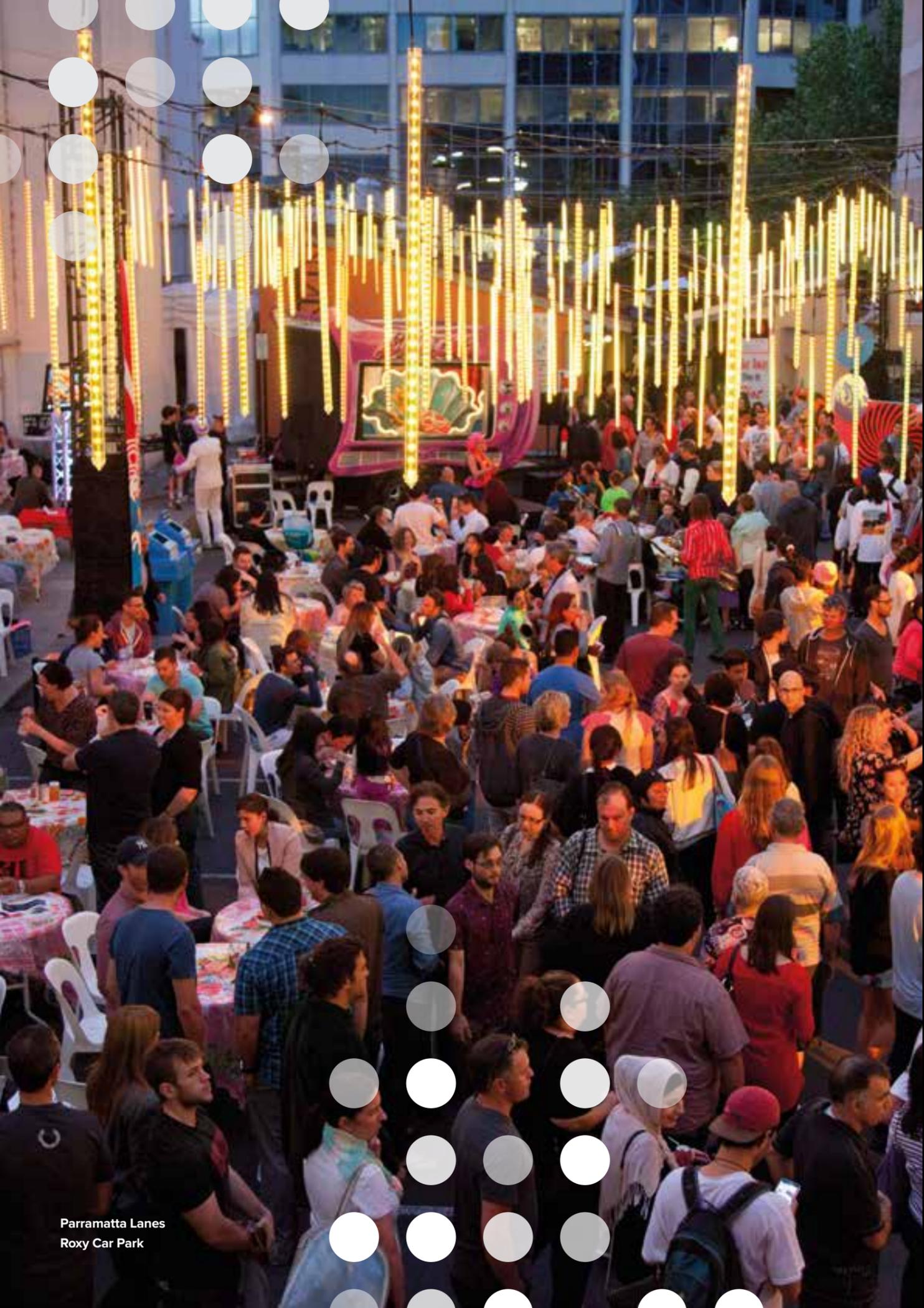
This requires us to develop greater insight into the needs of our changing demographics and the future trends in cultural production and consumption over the next 20 years. Critical analysis will assist us to develop a robust framework for planning appropriate cultural infrastructure in Parramatta Greater CBD, aligning with the aspirations and objectives of the Community Strategic Plan 2038.

We hear our community's feedback about the:

- Centrality of Aboriginal culture and the need for dedicated infrastructure
- Redevelopment of Riverside Theatres and our River Foreshore
- Importance of exhibition spaces and gallery
- Need for creative clusters and precincts throughout the CBD and Parramatta North
- Importance of our built heritage and the vital need to understand adaptive reuse which both respects the past and enables the future
- Importance of growing screen and digital facilities throughout our LGA
- Cultural DNA of our City identity and how it runs through streetscapes, furniture, lighting, new and existing architecture, ground-level façades, laneways, green spaces and our public domain.

Parramatta Artists Studios is a unique and amazing model for artist studio facilities that is the envy of other councils across Sydney and indeed Australia. If only every city council in Australia offered such a unique arts and culture facility of this excellent standard.

Community feedback



Parramatta Lanes
Roxy Car Park

Cultural programming

Our new CBD Cultural Plan builds on a strong legacy.

With a changing City and our community so vocal about the importance of our commitment to culture driving a vibrant City and liveability we understand the need to review and refine our City-wide approach to cultural programming.

We know there are significant changes and great opportunities that require an agile and responsive City cultural team.

Over the next five years, we understand the importance of growing our cultural leadership through Aboriginal and Torres Islander programming and senior curatorial staff. We also understand the importance of diverse cultural advisors and open dialogue between community-led ideas and City of Parramatta.

We will diversify our programming to thread throughout the City and grow the expertise, partnerships and broader networks to embrace the complexity of City life and how we live.

We are aware that you want us to grow our programs, entry points for artists and organisations, creative industries and new cultural infrastructure. We will develop a strategic growth team to better support the resources required to grow and build our cultural City.

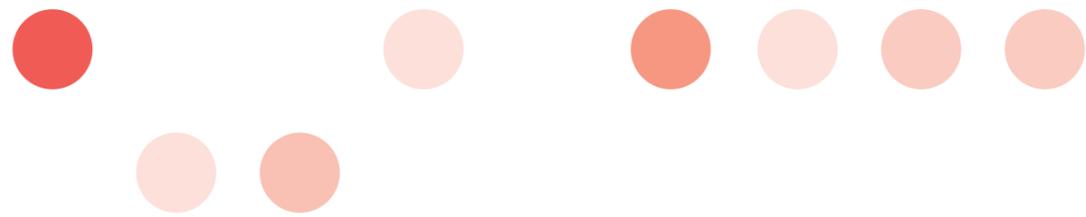
We will refine our evaluation methods to capture our successes and work on continuous improvement. We understand how precious and finite our resources are. We will work to deliver increased value and meaning across our City-wide cultural investment.

We also understand we can't deliver our cultural aspirations alone. Our CBD Cultural Plan champions partnerships, collaboration, new ways of thinking and new approaches. Ongoing dialogue with our local, regional and global community will ensure that together we deliver on our aspirations and exceed the potential of what may be possible.

Neighbourhood cultural plan

During 2017, we will undertake the development of neighbourhood master plans for communities across our LGA. These plans will reflect the cultural aspirations, distinctive identities and needs of our broader communities.

Governance and leadership: Actions



GOVERNANCE AND LEADERSHIP		Now	Short 1–2 yrs	Medium 2–3 yrs	Long 3 yrs+
Culture and Our City advisory group					
5.1	Establish a Culture and Our City advisory group.				
5.2	Develop terms of reference and appoint new advisory group.				
Planning Parramatta's cultural infrastructure					
5.3	Develop a strategic approach to understanding Parramatta's cultural infrastructure needs over the next 5–20 years.				
Cultural programming					
5.4	Develop coordinated approach to arts and cultural programming throughout the City, including resources for the strategic oversight of critical cultural projects, and the implementation of this plan.				
5.5	Grow our Aboriginal and Torres Islander programming and senior curatorial expertise.				
5.6	Engage cultural advisors to broker and open dialogue between community-led ideas and City of Parramatta.				
5.7	Introduce a strategic growth team to better support the resources required to grow and build our cultural City.				
5.8	Create an internal evaluation system for all projects within the CBD Cultural Plan and introduce comprehensive evaluation for continuous improvement.				
Neighbourhood cultural plan					
5.9	Develop neighbourhood master plan, including cultural aspirations, distinctive identities and needs of our broader communities.				



Burrumatta NAIDOC
Prince Alfred Square
Image courtesy Information and Cultural Exchange

*A city, like an artist's studio,
is a place of ideas.*

*Moving forward together,
Parramatta and its artists
are armed to unpack,
contest and honour ideas,
whilst also equipped to
conceive and facilitate
new ideas.*

*In our prosperous city,
artists and communities
are revered and acclaimed.
This is our now and our
future.*

Sophia Kouyoumdjian
Coordinator, Parramatta Artists Studios

City Centre Carpark rooftop, Parramatta



Performing arts permit us to explore our world through imagination, words, movement and music. They can challenge how we see our real world by surprising, sometimes even shocking us. Parramatta and performance will go hand in hand as Sydney's central city grows and matures into a cultural and entertainment destination and a centre of excellence.

Robert Love AM

Director, Riverside Theatres.
AM awarded in 2017 for significant service to the performing arts, particularly in Western Sydney, as an administrator, and as a supporter of independent artists.

Argyle Street, Parramatta



HOW WILL WE MEASURE OUR PROGRESS, AND THE BENEFITS OF THIS PLAN?



1953



Culture creates a destination

Culture is key to delivering on our community promise. Culture has unique intrinsic value. Culture also makes strong business sense.

If we invest wisely culture has a strong return on investment. Culture creates a destination, which drives sales, sales drive liveability, liveability drives investment and new community members. A self-reinforcing cycle.

We need to understand whether the activities we are investing in are delivering the benefits we hoped. To do this we will develop a monitoring and evaluation framework that measures progress, but more importantly measures the benefits our cultural investment delivers. We will look to some of the following indicators as the monitoring and evaluation framework is developed.

Impact

- People recommend Parramatta as a place to visit or live – known as the net promotor score.
- Parramatta is a destination people choose to visit or live – we see this in a growth in net migration and visitation.

Outcomes

- Our community feels more connected to our Aboriginal heritage – community feedback surveys tell us so.
- Increase private investment in the City's events and festivals.
- Percentage of growth in cultural GDP.

Culture creates a destination

Outputs — what we deliver

- Growth in the number of major events.
- Increase the number of people accessing our heritage places and collections.
- Improve engagement in our online cultural presence.
- Increase the number of Western Sydney artists in all CBD Cultural Plan projects.
- Receive awards and acknowledgement for our best practice heritage programming and management.
- Increase in the number of people participating in arts and culture in Parramatta.
- Increase the number of young people participating in the City's public programs.
- Increase annual night-time participation of people in Parramatta.
- More people are engaging with our food culture and more food businesses are attracted to Parramatta.
- Increase audiences and the diversity of audiences at Riverside Theatres.
- Increase number of artists and the diversity of artform supported through Parramatta Artists Studios.
- Increase artist's engagement with the built environment.
- Increase the number of artists and organisations working in Parramatta.
- Increase audiences for film and screen work across the City.
- Growth in the digital and creative industry businesses located in Parramatta.
- More screen productions and post-production services taking place in Parramatta.

Inputs — how we will change

- Funds invested in the CBD Cultural Plan as a percentage of the total budget.
- Increase the number and diversity of events and festivals hosted by the City.
- City of Parramatta is a cultural employer of choice.
- Increase employment of Aboriginal and Torres Strait Islander people across Council.
- Increase the number of public exhibitions co-hosted by the City.



References



You are one of the reasons I make art
Hayley Megan French & Carla Liesch

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Socially Sustainable Parramatta Framework
City of Parramatta

Acknowledgements

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City Animation, City Activation, City Strategy, City Transformation, Community Engagement, Cultural Heritage and Tourism, Economic Development, Future City, Governance, Land Use and Strategic Planning, Libraries, Parramatta Artists Studios, Marketing and City Identity, Media and Communications, Research and Consultation, Riverside Theatres, Place Services, Property and Significant Assets, Strategic Outcomes and Development, Riverside Theatres, Smart City, Social and Community Services, Social Outcomes, Strategic Outcomes and Development and Urban Design.

Parramatta, people and culture is a series of portraits by George Voulgaropoulos commissioned by City of Parramatta.

Artist Statement and Biography

These photographs are a personal journey into the suburb of Parramatta, a body of work delving into the suburb's rich culture during this period of transition.

George Voulgaropoulos worked as a staff photographer for a community newspaper group in the western suburbs of Sydney for 6 years before going freelance in mid 2013. As well as teaching photographic workshops for refugees and emerging photographers, George has a passion for contemporary documentary photography and visual storytelling. George's personal work consists of ongoing long-term projects which have been published extensively, both domestically and in international publications. George joined the Oculi collective in 2013 and continues to photograph the western suburbs of Sydney.

With thanks to

Aboriginal and Torres Strait Islander Advisory Committee, Darug Reference Panel, Heritage Advisory Committee, Former Councillor Representation Committee (FCRC), Local Representation Advisory Committee (LRAC), Riverside Theatres Advisory Board and former councillors.

Architect Marshall, AFTRS Open, Arab Film Festival Australia, CreateNSW, Australian Centre for Photography, ARUP, Blacktown Arts Centre, City of Sydney, Circus Solaris, Curiousworks, Department of Premier & Cabinet, Destination NSW, Fellowship of Australian Writers, FORM Dance Projects, Finishing School Collective, Friends of the Riverside, GWS Giants, Greater Sydney Rams, Hambledon Cottage, City of Parramatta Art Society, Information and Cultural Exchange ICE, Infrastructure NSW, Institute for Culture and Society – Western Sydney University, Lancer Barracks and Museum, Museum for Applied Arts and Sciences (MAAS), Museums and Galleries NSW, National Trust Old Government House and Experiment Farm, Parramasala, Parramatta Female Factory Memory Project, Pirtek Stadium, Rosehill Gardens – Australian Turf Club, Sydney Festival, Scentre Group, St John's Cathedral, Sydney Speedway, Sydney Living Museums Elizabeth Farm, Parramatta Clay and Arts Inc., Parramatta Eels, Parramatta Park Trust, Parramatta New Writers' Group, Television Sydney, Titan Pictures, Western Sydney Wanderers, Westwords, University of New England UNE, Urban Theatre Projects.

City of Parramatta acknowledges the following for their support of Arts and Cultural Programs in the City of Parramatta

NSW Government through Create NSW, Crown Resorts Foundation and Packer Family Foundation.

We acknowledge images by photographers

Mark Bowyer, George Gittany, James Photographic Services, Katrina James, Daniel Fewchuk, Heidrun Lohr, Ali Mousawi, Jason Nichol Photography, Jason Peters, Marlaina Read, Cath Renwick, Karen Steanis Photography, Phil Rodgers, Salty Dingo Photography, Cynthia Sciberras, Six Degrees Asia, Andrew Vincent, David Wallace, Jamie Williams Photography, Alex Wisser, William Yang.

Design

Leuver Design



Live and Local
Church St, Parramatta



