

# Community Strategic Plan 2025–2050



**CITY OF  
PARRAMATTA**





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V3. Endorsed by Council on 23 June 2025



# Recognition of & commitment to the Dharug People

**Wadyiman Barramada gulbanga  
naadyi Barramadagal Dharug  
Ngurrayin, badu, burra  
barramadagal dharug yurayin.**

City of Parramatta recognises the Dharug People as First Australians, people of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Baramadagal and other Dharug people, the Traditional Owners of the land we call the City of Parramatta today.

The Baramadagal and other Dharug People have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas.

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

The name Parramatta is derived from the word Baramada/Burramatta or 'place where the eels lie down' (breeding location for eels within the Parramatta River).

City of Parramatta recognises the significance of this area for all First Nations People as a site of early contact between the First Australians and European colonists, and Parramatta remains an important meeting place for First Nations community.

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

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

**Always was, always will be, Aboriginal land.**







# Message from the Lord Mayor



Welcome to the City of Parramatta's Community Strategic Plan 2025–2050 (the CSP), a bold and visionary roadmap that reflects the aspirations of our diverse and dynamic community.

Parramatta is a city of 60,000 years of history and endless opportunity. From our roots as a meeting place for the Dharug people to our growing reputation as a global city at the heart of Greater Sydney, Parramatta continues to evolve with purpose and pride. The CSP captures that evolution and sets a clear direction for the next 25 years — one that is inclusive, sustainable, and future-focused.

Developed through extensive community engagement, the CSP is shaped by the voices of more than 4,000 residents, workers, students, and stakeholders. It reflects what matters most to our people: a city where everyone belongs, where opportunity is shared, and where our environment and heritage are protected for future generations.

Importantly, the CSP aligns with Council's *Parramatta 2050* global vision, which sets out the ideas, initiatives, and places that will transform Parramatta into a world-class city. Together, these strategies ensure that our local priorities are connected to global opportunities, and that we are building a city that is both future-ready and deeply rooted in community values.

Our community vision, ***“AT Parramatta: Local Heart, Global Outlook”***, is underpinned by five strategic pillars:

- **We all belong**
- **We put people first**
- **We are an economic powerhouse**
- **We nurture our environment**
- **We are future focused**

These pillars guide our actions and ensure that as we grow, we do so with equity, resilience, and creativity at our core.

We are committed to creating a city that is welcoming and inclusive, where everyone can thrive. We will continue to invest in world-class infrastructure, champion environmental regeneration, support local businesses and jobs, and lead with integrity and innovation.

As the CSP is for the whole community, its success depends on strong partnerships across all levels of government, business, and civic society. Together, we will shape a Parramatta that is not only a leader in Greater Sydney and Australia, but a model for cities around the world.

Thank you to everyone who contributed to the Community Strategic Plan. I invite you to read it, share it, and partner with us in this once-in-a-lifetime transformation.

**Councillor Martin Zaiter**  
Lord Mayor



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PART 1

# About Parramatta

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## ABOUT PARRAMATTA

# Parramatta's history

**Parramatta is the heart of Sydney, and has been the home of the Dharug People for more than 60,000 years. Parramatta's name derives from Baramada/Burramatta which identifies it as the "place where the eels lie down" to breed (within the Parramatta River).**

Western Sydney has the largest First Nations population of any region in Australia. With the Baramadagal clan first settling along the Parramatta River, Parramatta has always been a natural meeting place, thought to have been positioned at a key transition point for the Dharug People regarding trade, language, custodianship of songlines and ceremony.

Parramatta is Australia's second-oldest city and the oldest inland European settlement. Soon after the First Fleet arrived in 1788, Governor Arthur Phillip, concerned about the risk of starvation in the Sydney colony, led an expedition in search of fertile land. He established a settlement along the Parramatta River foreshore, initially named 'Rose Hill'.

The Parramatta River, the main tributary of Sydney Harbour, offered rich alluvial soil and abundant fresh water—ideal conditions for agriculture. This made it a crucial site for food production, laying the foundation for farming industries that supported the survival of the early colony.

Parramatta today has also been shaped by its waves of migration, with more than half of the City's residents now born overseas.

Over the years, Parramatta has played an important role in key events in Australia's history, from the granting of UNESCO World Heritage to Old Government House (the residence of the first ten governors of New South Wales) in 2010,

to the world stage of the 2000 Sydney Olympic Games which transformed 640ha of industrial land on the fringes of Parramatta into nature, parklands, and new city neighbourhoods.

Today Parramatta is home to five universities, the largest health precinct in Australia at Westmead, and nationally renowned events and entertainment infrastructure at Sydney Olympic Park and CommBank Stadium. We are also home to world-class civic spaces and community infrastructure, including Parramatta Square, PHIVE, and the Parramatta Aquatic Centre.

Parramatta's story continues to evolve, with its population forecast to grow by nearly 50% between 2025–2046. The City is also set to become Greater Sydney's gateway to the world, with seamless connections to the rest of Greater Sydney, Australia and beyond with the introduction of Sydney Metro West and the nearby Western Sydney Airport. Parramatta is also on the cusp of the opening of the new Powerhouse Parramatta, the highly anticipated redevelopment of the Riverside Theatres, and the opening of Civic Link, Parramatta's grand boulevard.

As it continues its journey towards becoming a global city in the heart of Sydney, Parramatta is and will continue to be a natural gathering place, shaped by its history and inspired by its communities.





ABOUT PARRAMATTA

# Parramatta's role in Sydney

**Parramatta is a leader in Greater Sydney, with its central location, strong transport links, and emerging industries, positioning it as a future global city. As more people move west, Parramatta will continue to support millions who live, work, study, visit, and travel through the area, shaping the region for generations to come.**

**WE ARE THE HEART OF SYDNEY**

Parramatta is positioned at the heart of Greater Sydney and this has shaped our history and the City we are today. It is integral to the success of Greater Sydney, playing an increasingly important role as an economic, cultural and transportation hub. As the largest CBD in Western Sydney, Parramatta supports Sydneysiders to connect across the Greater Sydney regions, New South Wales, Australia-wide and internationally.

Parramatta is the geographic heart of Sydney and has an important role as a transport interchange connecting the City via rail, road, river, and most recently light rail. On the horizon is the expansion of its public transport network to include a metro line traversing through the City, further light rail stops and the arrival of the Western Sydney International Airport, with Parramatta CBD as its closest major metropolitan centre. These connections will expand Parramatta's employment centres and corridors, continuing to bolster the economy.

**WE ARE THE SECOND-LARGEST ECONOMY IN NSW**

Parramatta's population accounts for just over 3% of the state's population but its economy represents nearly 4% of Gross State Product, with a Gross Regional Product of nearly \$29 billion. Parramatta is home to key state government departments, and more than twice as many of Parramatta's labour force is working in public administration

in comparison to the rest of the state. Commercial space has increased by nearly 280,000m<sup>2</sup> in the past ten years with the opening of Parramatta Square and 32 Smith Street, which can collectively accommodate 27,000 workers.

**WE ARE A KEY EDUCATION HUB**

Along with providing a rich range of employment opportunities, Parramatta is a key education hub with five universities and some of Sydney's highest performing schools, and a larger student population compared to the rest of the Greater Sydney region. Parramatta aims to become Asia Pacific's centre for research and education — providing access to high quality education, from early childhood through to tertiary studies.

**WE ARE HOME TO THE LARGEST HEALTH AND BIOMEDICAL RESEARCH PRECINCT IN AUSTRALIA<sup>1</sup>**

Parramatta is home to Australia's largest health and biomedical research precinct at Westmead. Health care and social assistance is Parramatta's largest industry and in 2021 generated some \$3.37 billion in economic output. Parramatta makes up nearly 5% of the state's health workers, and by 2036 Westmead will have a full-time workforce of 50,000 — an increase of 32,000 from 2016 — and contribute an additional \$2.8bn in economic output.

<sup>1</sup> <https://www.westmeadhealthprecinct.com/about-us>



**WE ARE THE HOME OF SPORTS & EVENTS**

Parramatta is the home of sports and entertainment, with Sydney Olympic Park hosting thousands of events and welcoming millions of local and international visitors each year.

Our City is also home to two significant stadiums, CommBank (Western Sydney Stadium) and Accor (Stadium Australia), providing home turf for an array of Western Sydney sports teams.

Parramatta is also home to one of the biggest free street festivals in Sydney, Parramatta Lanes, which attracts hundreds of thousands of visitors every year. Year round, there are key community sport and cultural events happening in Parramatta, including Lunar New Year, Diwali, and ad hoc activations like the 2023 FIFA Women's World Cup viewing site at Parramatta Square.

**WE ARE A CULTURAL AND CREATIVE DESTINATION**

Culture and creativity are infused in the landscape of Parramatta, thanks to our diverse network of communities each with unique stories to tell. In the centre of the Parramatta CBD is Riverside Theatres, Western Sydney's home of storytelling, attracting visitors from all over Sydney and presenting theatre, cinema and dance, from home-grown productions to city-wide festivities such as the Sydney Festival. Parramatta River will soon also be home to the largest museum in the state, the Powerhouse Parramatta, which will provide a first class arts and culture experience for all of Sydney, and the world.

Locally, Parramatta is supporting the creative arts through Parramatta Artists Studios which provides studio spaces, professional development and presentation opportunities to artists of all disciplines at any stage of their career.



ABOUT PARRAMATTA

# A global outlook

PARRAMATTA IS ALREADY A THRIVING CITY

Parramatta is the thriving hub of Western Sydney. It has world-class health services, employment, education, and arts, culture & events which supports the needs of its diverse communities from visitors to residents, workers to students, and as the place to play.

To get to where we are now, the face of Parramatta has seen significant change with the centre of the CBD being transformed with the introduction of award-winning infrastructure and spaces that offer unparalleled opportunities for the region. Parramatta Square is the new meeting place for Western Sydney with PHIVE, community hub and library, as its centrepiece. The City's award-winning Parramatta Aquatic Centre and the highly anticipated Stage 2 of the Parramatta Light Rail to Sydney Olympic Park—via Camellia, Rydalmere, Ermington, Melrose Park, and Wentworth Point—are key milestones in the City's ongoing transformation.

PARRAMATTA IS RAPIDLY EMERGING ON THE GLOBAL STAGE

Parramatta is building upon its foundations and is transforming into a global city on the world stage. Becoming a global city means recognising that the big challenges of today and tomorrow do not exist as independent events, rather they intersect social, environmental and economic disciplines and require immediate and long-term planning to best support our community.

This will be guided by Council's aspirational global vision, *Parramatta 2050*, which identifies the places, directions, and initiatives that will shape Parramatta over the next quarter of a century.

As a global city, Parramatta is presented with an important opportunity to challenge the status quo, learn from the previous failings and successes of other global cities, and form new paths. To be a truly equitable and resilient global city, Parramatta must embed the principles of equity, resilience and innovation at the centre of all decision-making. This will ensure that everyone will be able to access and enjoy all the opportunities of Parramatta for generations to come.

FROM HERE TO 2050

Our City's focus is on building an equitable city that is prosperous for all and responds to key issues such as housing inequality, social inequity, connectivity, and climate change.

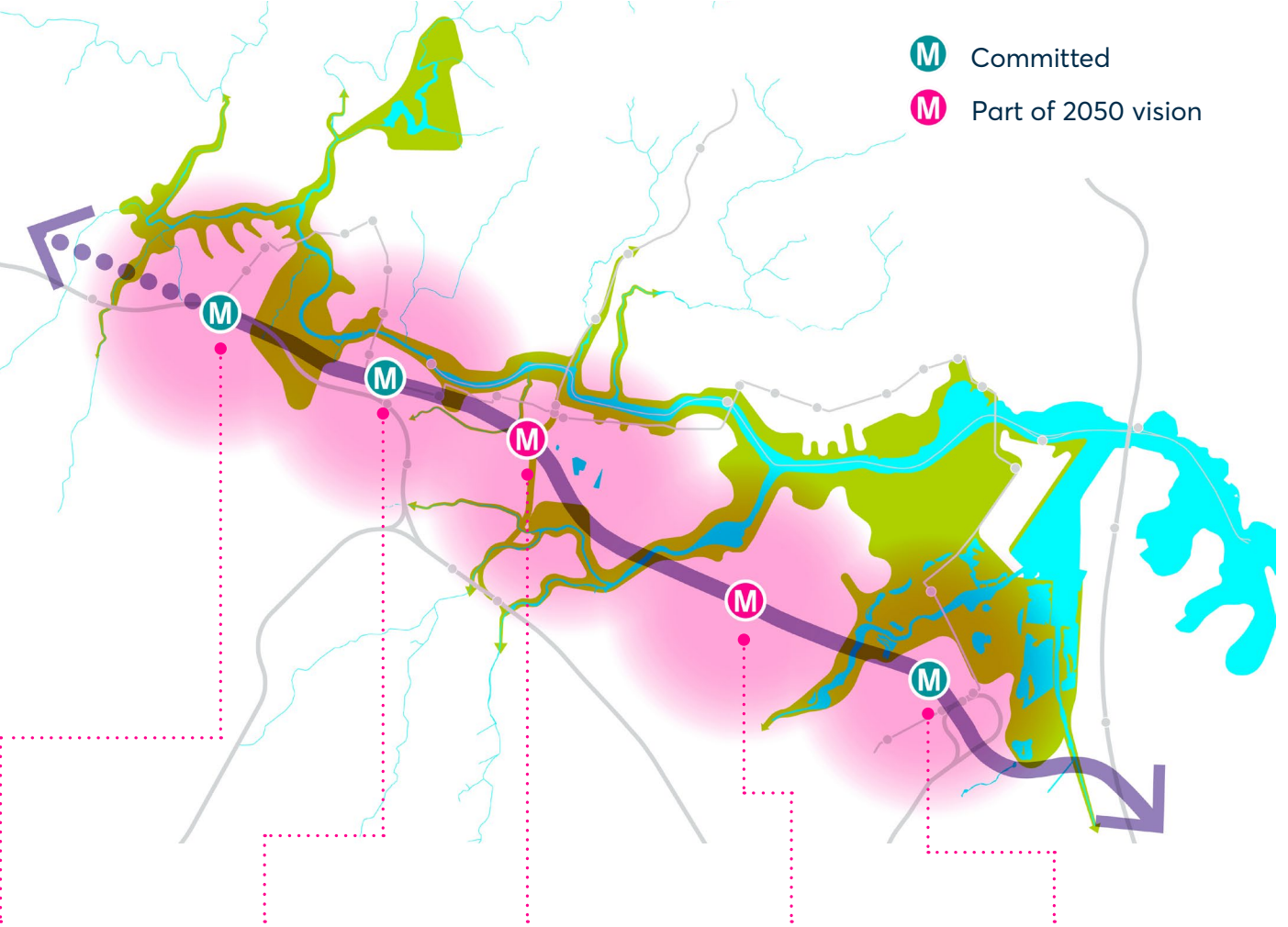
The coming years will also see successive local, state and federal governments, but throughout these changes Parramatta will continue to evolve into a globally responsible and future-ready city that provides opportunities for its diverse communities.



## GLOBAL PARRAMATTA IN 2050

Global Parramatta includes five Districts spanning from Westmead to Sydney Olympic Park, connected by the Parramatta River and the upcoming Metro line. While the key global opportunities for the City are concentrated in these Districts, Global Parramatta will also benefit our local communities, Greater Sydney, and beyond.

The names of the Districts amplify their strengths and highlight their points of difference, but do not limit their potential. While each is a standalone District in its own right, these Districts are part of an integrated global city that provides a wealth of opportunity for our local residents, right on their doorstep.



**The Health and Innovation District** in Westmead and North Parramatta that is a world leader in medical research, technology and well-being.

**The Headquarters District** in the Parramatta CBD that is home to some of the world's biggest businesses and key government departments and is the place to be day and night.

**The Model City District** around Camellia and Rosehill that sets the standard for green jobs, green infrastructure, and the circular economy.

**The Future Jobs and Industries District** in Silverwater that will be a hub for new industries.

**The Celebration District** at Sydney Olympic Park that becomes Greater Sydney's gathering place for major sporting and cultural events.



# Our City in numbers

## OUR CITY AT A GLANCE



Became a City in  
**1938**

Covers  
**83.86 km<sup>2</sup>**



Has **5**  
universities



 **5**  
Council-run  
childcare centres

Has **7**  
libraries




 **64**  
Sporting  
fields

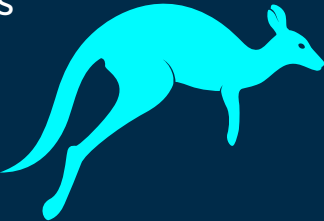

**105km**  
of waterways, and  
**474ha** of open space



In 2021 (ABS Census)  
had a population of **256,729**  
— with a population forecast  
of **412,627** in **2046**



Has **118** animal species  
including **78** bird species,  
**7** amphibians, **5** reptiles,  
and **28** mammals



In 2024, had  
**428,000** domestic  
overnight visitors,  
and **126,000** international  
visitors



## FOR EVERY 100 RESIDENTS IN PARRAMATTA

(Based on 2021 ABS Census data)

**53**  
Were born  
overseas, of which:  

- 11 were born in India
- 11 were born in China
- 4 were born in South Korea



**32**  
are students  
(preschool to tertiary)



**1** First Nations  
person



**56**  
speak a language  
other than English  
at home



**57**  
are employed



**1**  
is currently serving  
or has served  
in the **Australian  
Defence Force**



**69**  
are Australian  
citizens



**53**  
have tertiary  
qualifications



**7** are  
carers



**21** provide  
unpaid child-care





PART 2

# About this plan

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ABOUT THIS PLAN

# How we plan

The Community Strategic Plan is the highest level of plan that Council prepares and is developed through extensive consultation with the community to inform the strategic direction of the City.

Along with Council’s global vision, *Parramatta 2050*, this Community Strategic Plan, our local vision, will look across a 25-year horizon to identify our long-term goals and aspirations for the future, and strategic actions for achieving these goals.

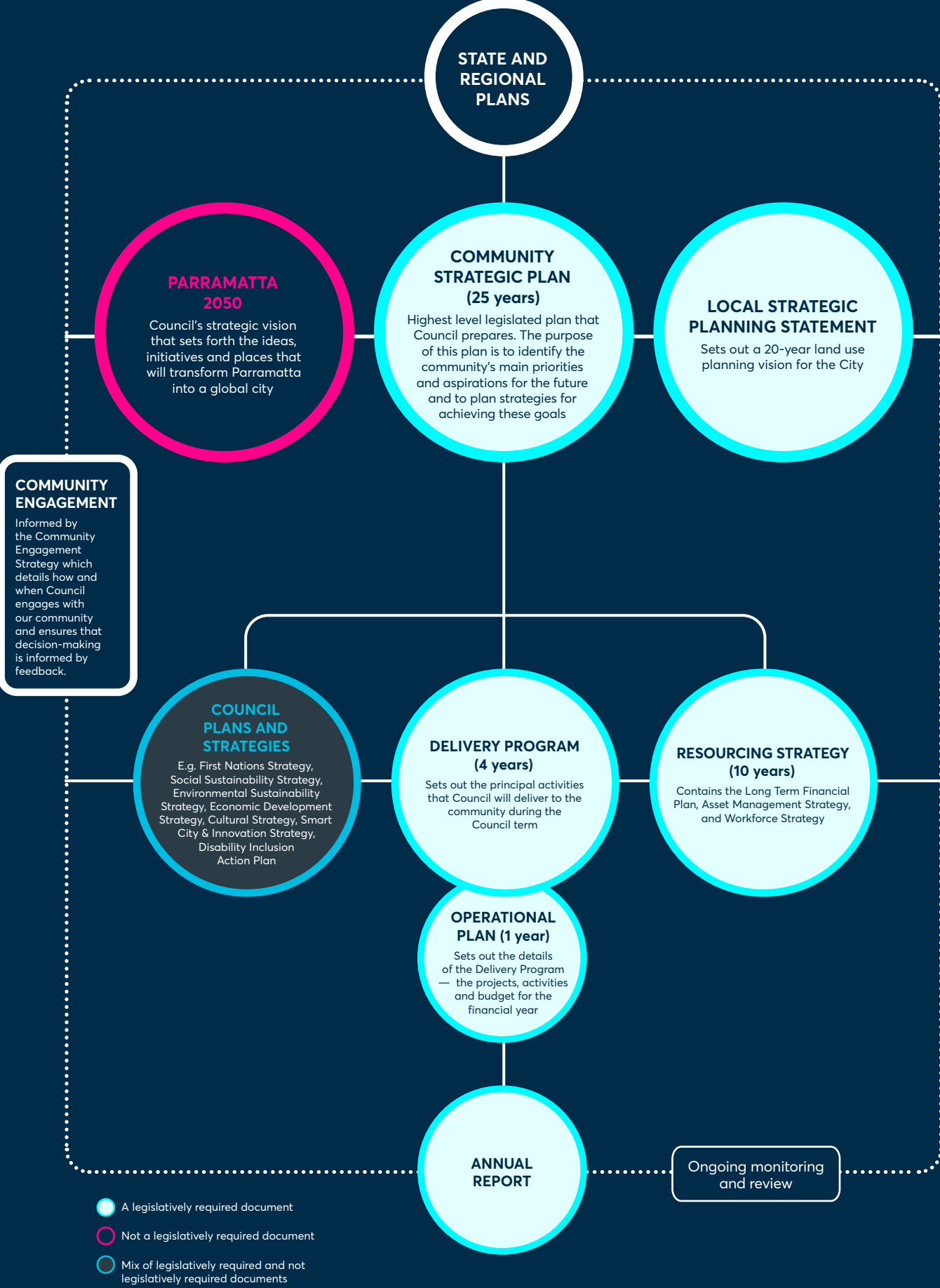
The plan is developed as part of the Integrated Planning and Reporting (IP&R) framework used by Council to connect various strategic plans, enabling closer collaboration between Council, the community, and our partners to achieve a shared vision and committed action.

By regularly updating and communicating our progress, we maintain transparency and accountability, fostering trust and collaboration within our community. The Community Strategic Plan is reviewed and updated at the end of each Council term to remain responsive to changing circumstances, ensuring it continues to reflect our community’s evolving needs and aspirations.

The Delivery Program and Operational Plan operationalises the objectives of the Community Strategic Plan. The Delivery Program details Council’s commitments for each 4-year term, while the Operational Plan specifies key projects and measurements for each financial year, ensuring our actions are aligned with our strategic vision.

The NSW Government is reviewing and updating their priority policy areas. The Community Strategic Plan aligns with current NSW Government economic, social, environmental, cultural, transport and land-use strategies. These plans and strategies are available on the NSW Government [website here](#).

## INTEGRATED PLANNING & REPORTING (IP&R) FRAMEWORK





ABOUT THIS PLAN

# Engaging with our community

Community engagement is about involving our community in the decision-making process. For Council, it provides the opportunity to understand different points of view and gather comprehensive information to make better decisions and deliver better services for our people.

To inform the development of this plan, Council has drawn on the views of more than 4,472 people across community engagement efforts undertaken in 2023–2024.

In 2024, Council ran a broad community campaign inviting feedback that would inform the development of this plan. The campaign had an audience of 138,773 and more than 1,600 community members participated in activities including the City of Parramatta’s first *100 Forum*.

Between May and June 2025, Council exhibited its refreshed Integrated Planning & Reporting documents, including the draft Community Strategic Plan 2025–2050. The campaign featured six ward-based pop-ups engaging 370 people, and received 89 online and email submissions.

This feedback, along with an extensive body of community engagement results from 2023–2024 on a variety of strategic projects, has underpinned the development of the Community Strategic Plan 2025–2050.

**WHAT YOU TOLD US**

Across ward pop-ups, an all-day forum and online survey, key themes emerged from the 2024 engagement including:

- Macroeconomic conditions are impacting the community through the cost of living, housing costs and issues relating to affordability.
- Traffic and transport planning needs attention including issues relating to parking, public transport infrastructure, and accessible transport.
- The importance of environmental sustainability and access to green space including parks, sports facilities, and play spaces for community health and wellbeing.

Council has also reflected on feedback received from the community for key strategic documents in 2023 and 2024 including the *Social Sustainability Strategy 2024–2033*, *Draft Economic Development Strategy 2024–2033*, *Smart City & Innovation Strategy 2024–2033*, and our global vision, *Parramatta 2050*.

## Community engagement timeline







PART 3

# Our vision and pillars

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## OUR VISION AND PILLARS

# Our vision

## "AT PARRAMATTA: Local Heart, Global Outlook"

The City of Parramatta's community vision for 2050 captures what we have always celebrated about Parramatta: it stands as the cultural and geographic heart of our local region, a role it will proudly uphold for generations to come.

This vision also highlights the remarkable progress our City has achieved, and the boundless ambition and innovative outlook driving us toward an even brighter future.

By 2050, Parramatta will have firmly established itself as a pioneering local leader, and a global city full of world class experiences and opportunities to gather, create and accelerate.

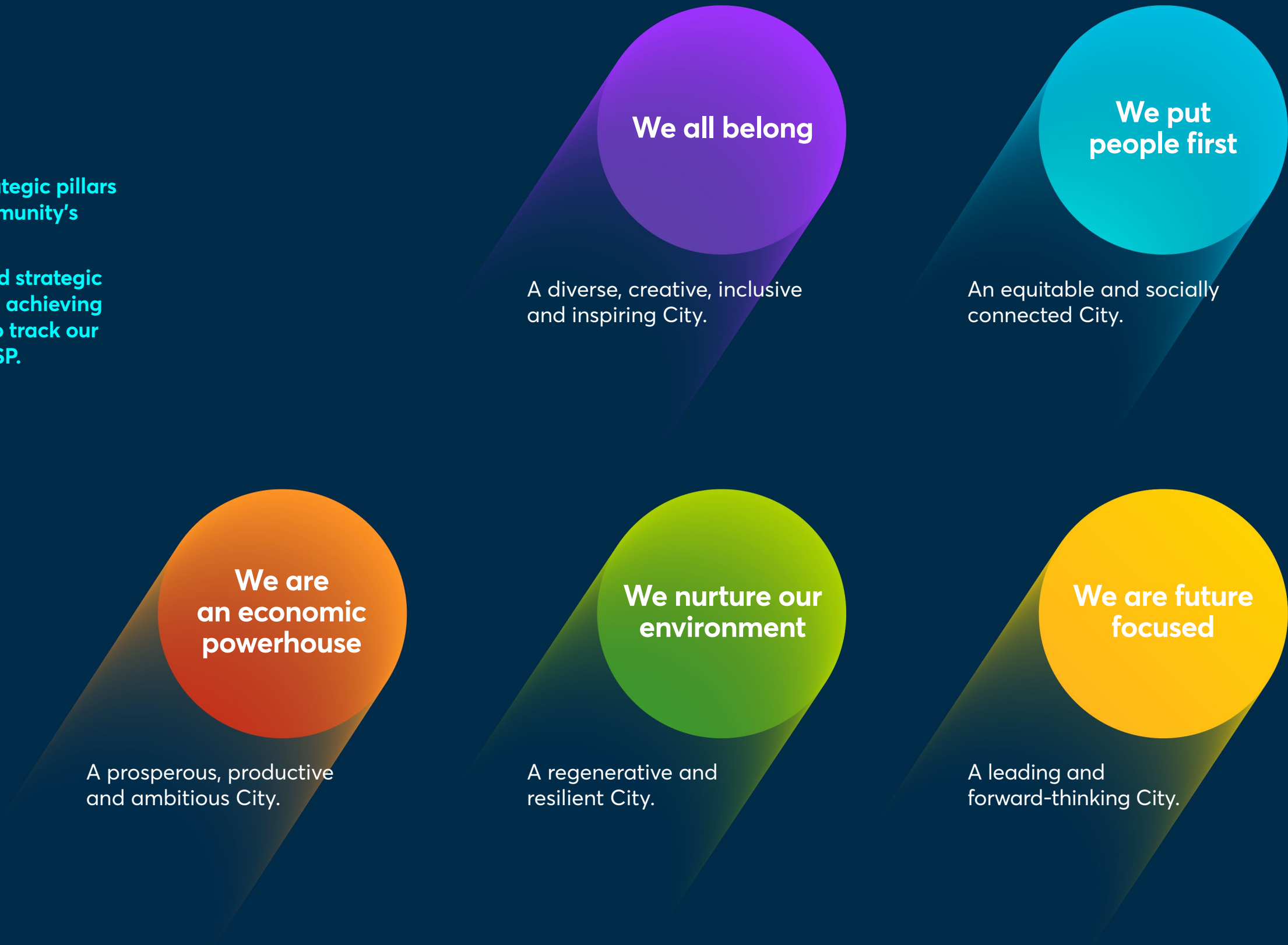




# Our strategic pillars

To achieve our vision, five long-term strategic pillars have been developed to reflect our community's aspirations for the City of Parramatta.

Each pillar is supported by outcomes and strategic actions that provide a roadmap towards achieving our goals. These, along with measures to track our progress, are outlined in Part 4 of this CSP.





# Delivering in partnership

As a plan for the whole City and community, strong partnerships are essential to achieving the goals of this Community Strategic Plan.

As Parramatta continues to grow, collaboration between government, businesses, and the community is vital to support both individual and collective wellbeing.

These partnerships, both formal and informal, allow Council and its partners to align goals, share resources, and work together effectively through combined knowledge, networks, and coordinated action.

COUNCIL’S ROLE

Council prepares and maintains the Community Strategic Plan on behalf of the community, but is not solely responsible for its implementation. Many challenges facing our City - like transport, health, schools, housing, planning and employment - are complex and beyond the direct control of Council.

To realise the community's vision, Council collaborates with stakeholders and partners including other levels of government, local businesses and industry, educational institutions, community groups, and other service providers.

Depending on the activity, Council's role is to Deliver, Partner, and/or Advocate. By building strong partnerships, taking a leadership role, and delivering on its own commitments, Council plays a pivotal role in shaping our City and supporting our communities.

- D

**DELIVER**

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

**PARTNER**

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

**ADVOCATE**

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



**FORMAL PARTNERSHIPS** — Formal partnerships bring together major stakeholders across government, industry, and community through shared objectives to lead, advocate or deliver strategic outcomes that are beneficial to our City’s identity. These relationships are formalised through established governance models with clear agreements on collaboration strategies, advocacy and delivery on outcomes.

**INFORMAL PARTNERSHIPS** — Council engages with stakeholders through informal partnerships to support advocacy, services, and projects. These arrangements address short-term needs and operational challenges, and can offer valuable insights into sector trends, environmental issues, and community expectations. Informal partnerships can often be more flexible than formal agreements.





PART 4

Our Plan

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# How to read this section

This section of the plan is divided into five parts, reflecting the long-term strategic pillars of the CSP. Each pillar includes the following components:

- Name of pillar
- The aspiration we'd like to realise for the City. Aims to answer the question: "Where do we want to be?"
- Steps that the whole City, including Council and its partners, needs to take to achieve the outcome. Aims to answer the question: "How do we get there?"
- How we will track our progress. Common sources include Council's annual surveys, Census data, and other research and data collection undertaken by Council.

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City of Parramatta

Community Strategic Plan 2025–2050

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OUR PLAN

We all belong

OUTCOME

1.1 Parramatta is an inclusive City that values our diversity and celebrates our unique identity.

1.2 Our City values and is inspired by our heritage and shared stories.

1.3 Everyone has access to opportunities for cultural practice and participation.

1.4 Our City is recognised as the Cultural Capital of Western Sydney, with a creative economy that operates around-the-clock.

1.5 Our City is a premier destination for world-class festivals, sports and entertainment.

1.6 Our City is the epicentre of culture and creativity.

GLOBAL

STRATEGIC ACTIONS

1.1.1 Recognise our diversity as our strength, and ensure people of all abilities, genders, family types, backgrounds and generations can feel that they belong.

1.2.1 Recognise, protect, and share Parramatta's rich and evolving heritage and histories.

1.3.1 Advocate for and facilitate equitable access to arts, culture and creativity that celebrates our socially and culturally diverse communities.

1.4.1 Enable access to a diverse range of creative and cultural experiences, events and public domain activations, both day and night.

1.5.1 Develop policy and planning mechanisms to support infrastructure, innovation and collaboration within Parramatta's creative and visitor economies.

1.6.1 Position Parramatta as a must-visit destination for arts and culture, including heritage and literature, for local, national and international audiences.

1.1.2 Facilitate and co-create creative and cultural experiences that celebrate and strengthen our diverse and multicultural communities.

1.3.2 Expand affordable and fit-for-purpose presentation and production spaces for creatives.

1.4.2 Foster relationships with the arts, cultural, creative and business sectors to identify opportunities to attract talent and investment and develop vibrant local precincts.

1.5.2 Deliver, promote and advocate for investment in internationally recognised events, cultural tourism, night-time economy, music, sports and infrastructure.

1.6.2 Deliver world-class arts and cultural institutions.

INDICATORS

Percentage of residents who agree Parramatta LGA is a city welcoming of diversity

Mean score of residents' level of agreement that Council protects, manages and promotes local heritage appropriately

Mean score of residents' level of agreement that City of Parramatta provides opportunities for participation in arts and culture

Awareness of Parramatta LGA's night-time precincts

Percentage of people who agree that Parramatta is the 'Home of Festivals, Sports, and Entertainment' - a premier national and global destination for sports, conventions and festivals year-round

Percentage of people who agree that Parramatta is the 'Epicentre of Culture & Creativity' - celebrating our City's rich diversity and cultural vibrancy through cultural infrastructure development, empowering creators and enhancing cultural accessibility

Target: Maintain or Increase

Target: Increase

Target: Increase

Target: Baseline and target TBD 2025

Target: Increase

Target: Increase

Baseline: 84% (2023)

Baseline: Mean score 3.28/5 (2024)

Baseline: TBD

Baseline: TBD

Baseline: TBD

Baseline: TBD

- Each pillar has a Global column which details the outcomes and strategic actions that are linked to the delivery of *Parramatta 2050*.
- Council's role in delivering this action.
- D Deliver
- P Partner
- A Advocate
- What we aim to achieve in relation to the relevant indicator.



OUR PLAN

# We all belong

A diverse, creative, inclusive and inspiring City.

Delivering in partnership with

- Create NSW
- Live Music Office
- Sydney Olympic Park Authority
- Powerhouse Parramatta
- NSW Department of Planning, Housing and Infrastructure
- National Theatre of Parramatta
- Sydney Festival

Our City is a diverse place, starting with a rich First Nations history spanning more than 60,000 years, and now with a community that has come together from across the globe.

Everyone is welcome in our city: people of all ages, abilities, cultural backgrounds, religions, occupations, genders, sexualities and family structures can find a place to belong in Parramatta.

Here in Parramatta, we embody rich and diverse stories, are home to leading arts and cultural institutions, celebrate sporting heroes, offer culinary delights and showcase world-renowned literature. Our flagship cultural infrastructure and precincts are globally and nationally recognised for design excellence.

We are home to award-winning cultural organisations, including the Parramatta Artists' Studios, PHIVE, Riverside Theatres and the National Theatre of Parramatta; and we look forward to welcoming the highly anticipated Powerhouse Parramatta.

OPPORTUNITIES AND CHALLENGES

To strengthen our creative and cultural landscape and attract new audiences to Parramatta, we must advocate for more arts and culture funding for Western Sydney, increase affordable, dedicated and secure spaces for production and performance, and facilitate improved collaboration and partnerships between organisations.

We also have a once in a generation opportunity on our journey to becoming a global city, to increase awareness of Parramatta as the cultural capital of Greater Sydney and to share our unparalleled cultural and creative offerings with the region, Australia and the world.



OUR LOCAL DIRECTION

Sharpening our focus beyond the Parramatta CBD, to a whole of Parramatta perspective, will help us nurture creative and cultural expression across our local government area.

By expanding our network of dedicated, affordable and accessible space we can ensure that everyone has access to authentic opportunities for cultural production and participation.

Championing our diverse and multicultural communities will help us position Parramatta as an inclusive city with experiences and opportunities for everyone - both day and night.

Valuing and protecting our heritage will help us share Parramatta's rich and evolving stories with local, national and international audiences.

OUR GLOBAL CONNECTION

Parramatta recognises the inherent value that culture and creativity bring to our City.

Our rich and diverse cultural landscape is an economic driver that attracts talent and investment, and a global positioner that can help us compete on the world stage. It is also a connector that fosters social cohesion, inclusion and civic pride for our communities.

As our City develops, we will ensure that everyone has access to the world-class creative opportunities available here in Parramatta.

We can do this by providing a platform for emerging Western Sydney creatives to showcase their talent and skills closer to home and by taking advantage of opportunities to bring global talent and experiences to Parramatta.



# We all belong

| OUTCOME   |   |   |   | GLOBAL  |   |
|---|---|---|---|---|---|
| 1.1 Parramatta is an inclusive City that values our diversity and celebrates our unique identity.   | 1.2 Our City values and is inspired by our heritage and shared stories.   | 1.3 Everyone has access to opportunities for cultural practice and participation.   | 1.4 Our City is recognised as the Cultural Capital of Western Sydney, with a creative economy that operates around-the-clock.   | 1.5 Our City is a premier destination for world-class festivals, sports and entertainment.  | 1.6 Our City is the epicentre of culture and creativity.  |
| <div>STRATEGIC ACTIONS</div> <div>1.1.1 Recognise our diversity as our strength, and ensure people of all abilities, genders, family types, backgrounds and generations can feel that they belong.<div>DPA</div></div> <div>1.1.2 Facilitate and co-create creative and cultural experiences that celebrate and strengthen our diverse and multicultural communities.<div>DPA</div></div> | <div>1.2.1 Recognise, protect, and share Parramatta’s rich and evolving heritage and histories.<div>DPA</div></div>   | <div>1.3.1 Advocate for and facilitate equitable access to arts, culture and creativity that celebrates our socially and culturally diverse communities.<div>DPA</div></div> <div>1.3.2 Expand affordable and fit-for-purpose presentation and production spaces for creatives.<div>DPA</div></div> | <div>1.4.1 Enable access to a diverse range of creative and cultural experiences, events and public domain activations, both day and night.<div>DPA</div></div> <div>1.4.2 Foster relationships with the arts, cultural, creative and business sectors to identify opportunities to attract talent and investment and develop vibrant local precincts.<div>PA</div></div> | <div>1.5.1 Develop policy and planning mechanisms to support infrastructure, innovation and collaboration within Parramatta’s creative and visitor economies.<div>DPA</div></div> <div>1.5.2 Deliver, promote and advocate for investment in internationally recognised events, cultural tourism, night-time economy, music, sports and infrastructure.<div>DPA</div></div> | <div>1.6.1 Position Parramatta as a must-visit destination for arts and culture, including heritage and literature, for local, national and international audiences.<div>DPA</div></div> <div>1.6.2 Deliver world-class arts and cultural institutions.<div>DPA</div></div>   |
| <div>INDICATORS</div> <div>Percentage of residents who agree Parramatta LGA is a city welcoming of diversity<br/><b>Target:</b> Maintain or Increase<br/><b>Baseline:</b> 84% (2023)</div>  | <div>Mean score of residents’ level of agreement that Council protects, manages and promotes local heritage appropriately<br/><b>Target:</b> Increase<br/><b>Baseline:</b> Mean score 3.28/5 (2024)</div> | <div>Mean score of residents’ level of agreement that City of Parramatta provides opportunities for participation in arts and culture<br/><b>Target:</b> Increase<br/><b>Baseline:</b> TBD</div>  | <div>Awareness of Parramatta LGA’s night-time precincts<br/><b>Target:</b> Baseline and target TBD 2025</div>   | <div>Percentage of people who agree that Parramatta is the ‘Home of Festivals, Sports, and Entertainment’ - a premier national and global destination for sports, conventions and festivals year-round<br/><b>Target:</b> Increase<br/><b>Baseline:</b> TBD</div>   | <div>Percentage of people who agree that Parramatta is the ‘Epicentre of Culture &amp; Creativity’ - celebrating our City’s rich diversity and cultural vibrancy through cultural infrastructure development, empowering creators and enhancing cultural accessibility<br/><b>Target:</b> Increase<br/><b>Baseline:</b> TBD</div> |



OUR PLAN

We put people first

An equitable and socially connected City.

- Delivering in partnership with
- Committee for Sydney
  - NSW Department of Education
  - Homes NSW
  - NSW Department of Planning, Housing and Infrastructure
  - NSW Health
  - Western Sydney Community Forum

Our City’s key strength is our diverse communities – and we pride ourselves on our resilience and support for one another.

With our diverse community comes a need for diverse services and infrastructure to enable everyone to succeed.

Our community benefits from a growing network of community facilities and open spaces, including award-winning community infrastructure, such as PHIVE and Parramatta Aquatic Centre. These spaces provide opportunities to play and connect, enhancing community cohesion.

The way people live in Parramatta is changing, with 45% of households living in high density in 2021, increasing from 34% in 2016, which means our shared spaces are more important than ever.

**OPPORTUNITIES AND CHALLENGES**

Parramatta is continuing to experience change, including significant investment, population growth, shifting demographics, and increasing density.

With this comes increased demand for essential infrastructure, services, and shared spaces. Ensuring infrastructure keeps pace with growth is a critical challenge and priority.

Further, while investment and growth continue to bring opportunities and benefits to Parramatta, these are not experienced by all residents equally.

We know that some community members are struggling and that environmental and economic stressors, such as severe weather events and increasing cost of living, disproportionately impact vulnerable residents. This significantly impacts quality of life and threatens the social sustainability of our broader community.

We must support our residents to ensure they are equipped to survive and thrive in the face of change.



**OUR LOCAL DIRECTION**

We must ensure that Parramatta is a city for all — where people can live well and reach their potential. Health is not just the absence of disease, but a state of complete physical, mental and social wellbeing. Therefore, action is required across a range of areas, including education, housing, health, and inclusion, to ensure that all people feel safe, socially connected, and can thrive in Parramatta.

Maintaining and enhancing quality of life for our communities requires effective planning and collaboration.

We must ensure that infrastructure keeps pace with population growth and that our City provides diverse housing options, including affordable housing and family-friendly apartments.

**OUR GLOBAL CONNECTION**

We know that global cities often exhibit significant inequality, generating wealth and opportunity for the benefit of some, not all. Parramatta has a unique opportunity to redefine what it means to be a global city, prioritising equity and inclusion to ensure that the benefits of growth are shared and no one gets left behind.

Embedding equity and social sustainability at the core of our City means that everyone can experience the opportunities that come with global connections and investment, including access to world-class education, employment opportunities, and transport connections. We are committed to doing ‘global’ differently in Parramatta.



# We put people first

| OUTCOME  |   |  |   |   | GLOBAL   |
|--|---|--|---|---|--|
| 2.1 Everyone can access learning opportunities to reach their full potential.  | 2.2 Everyone has a home that meets their needs and experiences of homelessness in our City are rare, brief and not repeated.  | 2.3 Everyone has what they need to be strong, healthy, and equipped to thrive in our City.   | 2.4 Everyone can fully participate in our City and feels safe.  | 2.5 Our City's facilities, public spaces, and programs foster community connections, cohesion, and wellbeing.   | 2.6 Everyone benefits from our role as Asia Pacific's centre for research and education.   |
| STRATEGIC ACTIONS  |   |  |   |   |  |
| <p>2.1.1 Provide education, learning and volunteering opportunities that facilitate lifelong learning, social connection, and increased access to employment.</p> <p><b>D P</b></p> <p>2.1.2 Plan and advocate for the provision of high-quality early childhood education and care centres, public schools, and adult education opportunities and institutions.</p> <p><b>D P A</b></p> | <p>2.2.1 Plan and advocate for adequate housing supply and delivery.</p> <p><b>D P A</b></p> <p>2.2.2 Plan and advocate for diverse housing options, including affordable, adaptable, and seniors housing.</p> <p><b>D P A</b></p> <p>2.2.3 Contribute to addressing and preventing homelessness in our City.</p> <p><b>D P A</b></p> | <p>2.3.1 Champion equity and affordability, and empower our community to overcome barriers and achieve their goals.</p> <p><b>D P A</b></p> <p>2.3.2 Prioritise community health in the design of our City and services, to ensure that people of all ages can live healthy, active lives.</p> <p><b>D P A</b></p> | <p>2.4.1 Plan and deliver an accessible City and services with universal design principles, so they can be enjoyed by all.</p> <p><b>D P A</b></p> <p>2.4.2 Create and facilitate places and activities that support community safety.</p> <p><b>D P A</b></p> <p>2.4.3 Contribute to addressing gender inequity and preventing domestic and family violence in our City.</p> <p><b>D P A</b></p> | <p>2.5.1 Deliver and maintain accessible public open spaces and community facilities, providing shared spaces for people to play and connect.</p> <p><b>D P A</b></p> <p>2.5.2 Deliver programs and initiatives that foster a strong sense of community connection and wellbeing.</p> <p><b>D P A</b></p> | <p>2.6.1 Position Parramatta as the most globally connected university city in the nation.</p> <p><b>D P A</b></p> <p>2.6.2 Foster opportunities that link students with our community and industries.</p> <p><b>D P A</b></p> |
| INDICATORS   |   |  |   |   |  |
| Percentage of residents who feel our City provides opportunities for all people to learn and develop skills at any age<br><b>Target:</b> 75%<br><b>Baseline:</b> 62% (2023)  | Percentage of households experiencing housing stress<br><b>Target:</b> 10%<br><b>Baseline:</b> 15.6% (2021)   | Percentage of people who feel that their local area provides opportunities for them to live well<br><b>Target:</b> Increase on baseline<br><b>Baseline:</b> 73% (2023)   | Percentage of residents who feel that our City provides safe and inclusive places to play and relax<br><b>Target:</b> Increase<br><b>Baseline:</b> 75% (2023)   | Percentage of residents who feel they belong to the local community.<br><b>Target:</b> 80%<br><b>Baseline:</b> 64% (2023)   | Percentage of residents aged 15+ with a tertiary qualification<br><b>Target:</b> Increase<br><b>Baseline:</b> 64.5% (2021)   |



OUR PLAN

We are  
an economic  
powerhouse

A prosperous, productive and  
ambitious City.

Delivering in partnership with

- Business Western Sydney
- Committee for Sydney
- Infrastructure NSW
- Investment NSW
- Higher education providers
- Parramatta Chamber of Commerce
- Sydney Olympic Park Business Association

Parramatta is our region’s leading economic centre, one of the largest economies in the state, and recognised as an important hub for business, employment, and entertainment in the heart of Greater Sydney.

Our City’s economy is shaped by our diverse industry sectors and our important employment lands: our fast evolving CBD, home to financial and professional services, retail, and dining; a nationally significant health and innovation district at Westmead; events and entertainment at Sydney Olympic Park; our industrial precincts; and our local and neighbourhood centres.

Strong transport connections, infrastructure improvements, and planning outcomes contribute to our City’s liveability and the quality of life of our residents.

Together through collaboration between enterprises, research institutions and community, we promote a culture of innovation and drive economic competitiveness.

OPPORTUNITIES AND CHALLENGES

We have set a bold target of 150,000 new jobs by 2050 for our City to ensure jobs equity across Greater Sydney, and to provide our growing population with opportunities for meaningful work and access to essential services close to where they live.

Our City’s prosperity will be built on our global city vision and economic development principles to ensure that jobs growth and investment benefits our whole community. Residents are able to find employment, businesses can succeed, and industry sectors continue to grow and adapt to future needs.

Strategic investment and advocacy in addition to city shaping projects including Metro West, Parramatta Light Rail Stage 2, Civic Link, Powerhouse Parramatta and the redevelopment of Riverside Theatres will help ensure the City’s economic wellbeing into the future.



OUR LOCAL DIRECTION

Our community and businesses are the creators of wealth in our City. We will be known as a business-friendly city that’s open day and night, and where our businesses are supported to grow and thrive.

Our community will be supported to take part in the economic life of our City and be able to find employment across a wide range of industries close to where they live.

Parramatta is already the second largest economy in New South Wales, thanks to our location, talent, and infrastructure. We’ll continue to leverage these assets in attracting investment and building a city where businesses and people can prosper together.

OUR GLOBAL CONNECTION

Becoming a global city means positioning Parramatta as an economic powerhouse and a leading city for business investment that is competitive on the world stage.

We will continue to advocate for seamless transport connections, including a direct link to the Western Sydney International Airport, Metro and high speed rail, grow key economic districts and our knowledge economy, and support innovation in future technologies and green jobs.

As Western Sydney’s jobs engine, we seek to create 150,000 new jobs by 2050, creating opportunities for everyone and cementing our position as a global city.



# We are an economic powerhouse

OUTCOME

3.1 Our City is the preeminent centre of jobs for the region, providing employment opportunities across the LGA, close to where people live.

3.2 Our economy’s resilience is underpinned by our increasingly strong, diversified industry sectors, and readiness for jobs of the future.

3.3 We are the leading City for business, where our enterprises benefit from seamless support and opportunities to grow and thrive.

3.4 Our City is open for business day and night, propelled by diversified 24-hour economy precincts.

3.5 Our economy and businesses are boosted by our recognition as a destination of choice for local and international visitors.

GLOBAL

3.6 Our City is an economic powerhouse that draws on its unique strengths and identity to make our economy competitive on the world stage.

STRATEGIC ACTIONS

3.1.1 Plan and advocate for jobs growth across our City and for the preservation of employment lands and centres to grow our economy and provide opportunities close to where people live.

D A

3.2.1 Work to grow our knowledge economy, including health, innovation, and professional services.

D P A

3.2.2 Advocate for Parramatta to be identified as a centre for future-proofed industries, including investments in emerging technologies, circular economy and green jobs.

A

3.3.1 Facilitate and promote programs, events, and initiatives that support and upskill current and prospective business owners.

D P

3.3.2 Make it easier to do business in our City by embedding and advocating for processes, policies, and regulations that support all enterprises, including social enterprises, to succeed.

D P A

3.4.1 Improve regulation, planning, and design in our City to support and grow businesses, including extended and late night trade.

D A

3.4.2 Inform and support our businesses to realise the value of the night-time economy and encourage extended and late night trade.

D

3.5.1 Position and promote Parramatta as a premier destination for leisure and business travellers.

D P A

3.5.2 Collaborate and partner to create experiences that drive visitation, invigorate local enterprises, and contribute to our local economy.

D P

3.6.1 Enhance our global presence and position Parramatta as a leading city for business investment.

D P A

3.6.2 Attract new and retain existing businesses, students and talent in our City.

D P

3.6.3 Empower everyone to take part in the economic life of the City, allowing them to access a job that enables them to live with dignity and security.

D P

INDICATORS

New jobs in the LGA  
**Target:** 150,000 new jobs by 2050  
**Baseline:** 177,953 (2023)

Number of jobs in the Healthcare and Social Assistance and Professional, Scientific, and Technical Services sectors  
**Target:** Increase  
**Baseline:** 43,362 (2023)

Business sentiment survey. 'Overall, as a business, how satisfied are you with the performance of your Council?'  
**Target:** Increase  
**Baseline:** 42% (2024)

Total night time spend in Parramatta LGA (6pm to 6am) in dollars  
**Target:** Increase year on year  
**Baseline:** \$284.4m in 23/24 financial year

Number of domestic and international visitors to Parramatta LGA  
**Target:** Maintain or increase  
**Baseline:** TBD

Gross Regional Product  
**Target:** Increase  
**Baseline:** \$28.86b in year ending June 2023



OUR PLAN

# We nurture our environment

A regenerative and resilient City.

Delivering in partnership with

- NSW Department of Climate Change, Energy, the Environment and Water
- NSW Environmental Protection Authority
- NSW Office of Environment and Heritage
- Parramatta River Catchment Group
- Resilient Sydney
- Sydney Water

**Our unique environment is at the heart of Parramatta as a place and a community. We are a city for nature, connected by green spaces and living waterways that we continue to nurture to grow, improve and thrive.**

We have long valued our environment, first committing to sustainability and now progressing towards regeneration. We care for our bushland and waterways, bringing swimming back to Parramatta River.

We are leaders in decarbonisation, championing sustainable transport through the Parramatta Light Rail and our walking and cycling network. We put sustainability into practice, transitioning to a circular economy with FOGO and delivering world-class infrastructure like the 6-star Green Star-rated PHIVE. We nurture our environment to make our City more liveable for everyone.

OPPORTUNITIES AND CHALLENGES

In the face of enormous changes to our City and our climate, we must maintain and enhance liveability so that Parramatta continues to be a great place.

Our community continues to grow and densify. Our planning system and natural resource management must balance this growth with achieving environmental outcomes, through environmentally sustainable buildings, the circular economy, and emerging industries in green technologies. Balancing a healthy environment and a growing Parramatta also enhances our community’s wellbeing and quality of life.

Parramatta will become increasingly exposed to natural hazards in the future. A just and equitable electrification of our City can help mitigate these risks. Working with our community and strengthening our environment will build resilience, ensuring Parramatta thrives, even when disaster strikes.



OUR LOCAL DIRECTION

A commitment to regenerating our natural environment requires us to protect and enhance our local bushland and improve the health of our rivers and creeks.

Our tree canopy will grow, and our parks, streets and waterways will be clean and safe.

It also means that we will need to move beyond carbon neutral and become a climate positive city.

Our City needs to continue reducing our impact on the environment, creating a healthier place for all plants, animals and humans to live and enjoy.

OUR GLOBAL CONNECTION

Every step forward that benefits the environment at a local level contributes to a better, regenerative future for our entire planet.

Through being a leader in climate action and as a city for nature, Parramatta can stand out amongst cities around the world and lead towards a greener, more resilient future.

By prioritising the regeneration of our environment and waterways, the Parramatta River can thrive as the artery of our global city, positioning Parramatta on the world stage as an unrivalled river city.



# We nurture our environment

OUTCOME

4.1 We have gone beyond net zero and transitioned to a climate positive and resilient City to mitigate climate change and adapt to climate change hazards.

STRATEGIC ACTIONS

4.1.1 Deliver a climate positive and resilient City through the planning, design, construction and operation/management of our City.

D P A

4.1.2 Partner and plan to support our communities as they adapt to key shocks and stresses such as a flooding, urban heat and bushfires.

D P

4.1.3 Promote low-carbon transportation options such as walking, cycling and public transport through our integrated transport advocacy and planning.

D P A

INDICATORS

Total community carbon emissions (tCO2e) reduced from baseline  
**Target:** 50% (by 2030) and 75% (by 2038) carbon emission reduction from 2016/17 baseline (3,243,117 tCO2e)

4.2 We have a healthy, expanded and connected network of natural areas, ecological corridors, waterways and green spaces integrated into our City.

4.2.1 Protect, manage and regenerate our natural areas and ecological corridors by promoting environmental stewardship for nature's benefit, the community's enjoyment and the City's identity.

D P A

4.2.2 Improve the health of waterways through integrated water management and water sensitive urban design.

D P A

4.2.3 Improve the functionality and environmental performance of our parks, sportsgrounds and recreational areas through open space improvements, green infrastructure planning and tree canopy expansion.

D P A

Percentage of LGA dedicated to ecological functions in good condition  
**Target:** Maintain natural areas in good condition from 2020/21  
**Baseline:** 81.5% of monitored bushland spaces in 'good' condition (2021)

GLOBAL

4.4 We have a thriving and extensive tree canopy which provides important urban cooling for our parks, streets, neighbourhoods and centres.

4.4.1 Protect, diversify and enhance tree canopy across the local government area.

D P A

4.5.2 Deliver and advocate for a healthy, liveable and sustainable Parramatta River catchment to make the river swimmable again.

D P A

Tree canopy coverage  
**Target:** Increase tree canopy coverage to 30% by 2050  
**Baseline:** 22.9% tree coverage (2022)

4.3 We lead the way in effective waste management and education, and have a strong circular economy, reducing the consumption of our precious resources and limiting the impacts on our environment.

4.3.1 Ensure our streets, public spaces and waterways are clean and tidy, instilling a sense of civic pride.

D P A

4.3.2 Educate and empower our community to embrace the waste hierarchy to reduce consumption and avoid the production of waste.

P A

4.3.3 Foster the development of circular economy business and industries to provide innovative solutions to resource use and management.

D P A

Community Waste diverted from landfill  
**Target:** 85% diversion rate for community waste by 2038  
**Baseline:** Q1 2024/25 — 51% diversion rate for community waste

4.5 Our City is recognised as an unrivalled river city and known as a leader in regeneration and resilience.

4.5.1 Deliver a continuous regional parkland spanning Global Parramatta from Lake Parramatta to Sydney Olympic Park.

D P A

Local creek health  
**Target:** Increase in total creek health from 2024 baseline over next 4 years.  
**Baseline:** TBD



OUR PLAN

# We are future focused

A leading and forward-thinking City.

- Delivering in partnership with
- NSW Department of Planning, Housing and Infrastructure
  - Transport for NSW
  - Other Greater Sydney councils
  - Westmead Health and Innovation District
  - Higher education providers

Strong leadership and effective and holistic planning are key to shaping our City and futureproofing it for generations to come.

Parramatta’s population is forecast to reach over 412,000 by 2046, more than 60% growth from the 2021 Census (256,729). The scale and speed of this growth means we have to work hard to preserve liveability and create high-quality opportunities for our communities to live, work and play.

Our City is a key metropolitan hub for Western Sydney, being connected by heavy and light rail, road, and river, and the home of key infrastructure and essential services.

Already recognising the big challenges of the future, our City drives innovation and encourages the use of smart technologies and sustainable solutions.

Good governance, and active community participation are vital to Parramatta’s success. We ensure accountability and empower our communities to shape the City’s future through inclusive, transparent decision-making.

OPPORTUNITIES AND CHALLENGES

Strong leadership and effective planning will address key challenges our City will face over the next 25-years — including the growth in population, local housing, climate change and the cost of living.

Building a resilient, well-connected city that addresses the needs of our communities will futureproof Parramatta for its future generations.

Parramatta will have a key role in advocating for increased transport links, and creating planning frameworks that provide the best outcomes for our communities.

The opportunity to collaborate with all levels of government and non-government agencies will support aligned strategic outcomes for our City.



OUR LOCAL DIRECTION

The next quarter of a century will see Parramatta continue to take decisive action in leading and planning for our communities.

With First Nations culture central to the City’s identity, there will be a focus on amplifying Dharug and First Nations culture.

Responding to the changing landscape of Parramatta, innovative solutions will be applied to how the City is planned and managed, as well as the creation and implementation of a robust planning framework that balances development with sustainability.

This requires collaboration across diverse institutions and organisations, along with opportunities for our communities to shape the decision-making process.

OUR GLOBAL CONNECTION

Our City will be a ‘city of firsts’ that will connect Parramatta globally, positioning the City as a leader in innovation and a great place to try new things.

Continuing to advocate for effective planning and seamless connections for our communities will support our role as one of the largest economies in the state.

Parramatta is already a key transport hub that connects millions via rail, road, and the river. Our City’s role will be further cemented as the closest metropolitan hub to the new Western Sydney Airport through new Metro and high speed rail connections.



# We are future focused

OUTCOME

5.1 Baramadagal and other Dharug and First Nations culture is central to our City’s identity and future.

5.2 Our City is recognised as the ‘city of firsts’, a leader in innovation and the place to try new things.

5.3 Parramatta is renowned for good governance, probity and sound decision-making.

5.4 Our community is engaged, receives excellent service, and has meaningful opportunities to shape decisions for the City.

5.5 Our City is well-planned and is recognised as the leader in good design and city-building, and density done well.

GLOBAL

5.6 Our City is seamlessly connected to the world through strong international, national, regional and local transport links.

STRATEGIC ACTIONS

5.1.1 Elevate the visibility of Dharug and other First Nations cultural practice and leadership in Parramatta.

D P A

5.2.1 Use and promote Parramatta’s ongoing transformation as a “living laboratory” for students, researchers and businesses.

D P A

5.3.1 Deliver ethical city leadership and responsible financial management that reflects community needs and aspirations.

D

5.4.1 Provide high-quality customer service and effective communication to our community.

D

5.5.1 Create and implement a robust planning framework rooted in good design and effectively balancing land uses, which responds to Parramatta’s built and environmental context.

D P A

5.6.1 Deliver and advocate for best practice public and active transport that connects Greater Sydney and supports our City’s economic productivity.

D P A

5.1.2 Develop opportunities for the inclusion and participation of First Nations people in City of Parramatta’s social, cultural, environmental and economic life.

D P A

5.2.2 Leverage opportunities for continuous improvement, data, technology and innovative solutions for how we plan and manage our City.

D P A

5.3.2 Collaborate with all levels of government and non-government agencies to support sound strategic planning for the City.

D P A

5.4.2 Educate our community members on civic participation and create opportunities to share their perspectives, be heard and influence decision-making.

D

5.5.2 Advocate and plan for communities where infrastructure keeps pace with growth, and that offer a strong sense of local character, mix of homes, businesses, shops, services, and cultural and recreational opportunities.

D P A

5.6.2 Advocate for and deliver integrated transport solutions which enable seamless travel for all users across our City, while reducing road congestion and enhancing safety.

D P A

5.1.3 Facilitate and advocate for the provision of First Nations spaces within the City.

D P A

INDICATORS

Percentage of the First Nations Strategy actions completed  
**Target:** 100% of actions on track

Mean score of residents’ level of agreement that Council is innovative and forward thinking  
**Target:** Increase  
**Baseline:** Mean score 3.17/5 (2024)

Council’s Operating Performance Ratio  
*The operating performance ratio shows how well a council manages its spending compared to its income. A ratio of 0% or higher is the target*  
**Target:** >0%

Mean score of residents’ level of agreement that Council provides opportunity to have your say on key issues affecting the community  
**Target:** Increase  
**Baseline:** Mean score 3.21/5 (2024)

Mean score of residents’ level of agreement that new developments are well planned  
**Target:** Increase  
**Baseline:** Mean score 2.84/5 (2024)

Percentage of public transport, walking and other (including cycling) mode share  
**Target:** Increase  
**Baseline:** 27.3% (2023)





## PART 5

# Delivering our plan

Tracking our progress

58



# Tracking our progress

**This Community Strategic Plan presents our community’s shared vision, aspirations for the future, key priorities and strategies to achieve them.**

We will utilise the indicators as detailed on pages 36–55, and other data as available, to track our progress against each of the outcomes identified in this Plan. Indicators marked “Baseline TBD” will have baselines identified by June 2026.

A comprehensive report on the implementation of the Community Strategic Plan will be published in a ‘State of our City’ report every four years — next due in 2028.


**Additionally, Council regularly reports on all levels of its integrated plans. These ongoing progress updates include:**

- Progress reports on principal activities in the Delivery Program, at least every six months.
- An annual report highlighting Council's achievements in implementing its Delivery Program, along with a financial summary of key income and expenditure areas for the financial year, and detailed financial statements.
- Ongoing progress reporting on the actions and performance measures in Council's suite of strategies and action plans.

The Community Strategic Plan will be reviewed and updated at the end of this Council term to ensure it remains fit for purpose as our City changes.





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

KOREAN

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

ARABIC

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

CHINESE

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

HINDI

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



# Community Strategic Plan 2025–2050



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