

# NOTICE OF COUNCIL MEETING

## PUBLIC AGENDA

An Ordinary Meeting of City of Parramatta Council will be held in PHIVE (COUNCIL CHAMBER) COUNCIL CHAMBER AT 5 PARRAMATTA SQUARE, PARRAMATTA on Monday, 13 May 2024 at 6.30PM.

Gail Connolly PSM  
CHIEF EXECUTIVE OFFICER

# EMERGENCY EVACUATION DIAGRAM

Level 4 East

2 Civic Place, Parramatta NSW 2150

## Evacuation Procedures

### IN CASE OF FIRE

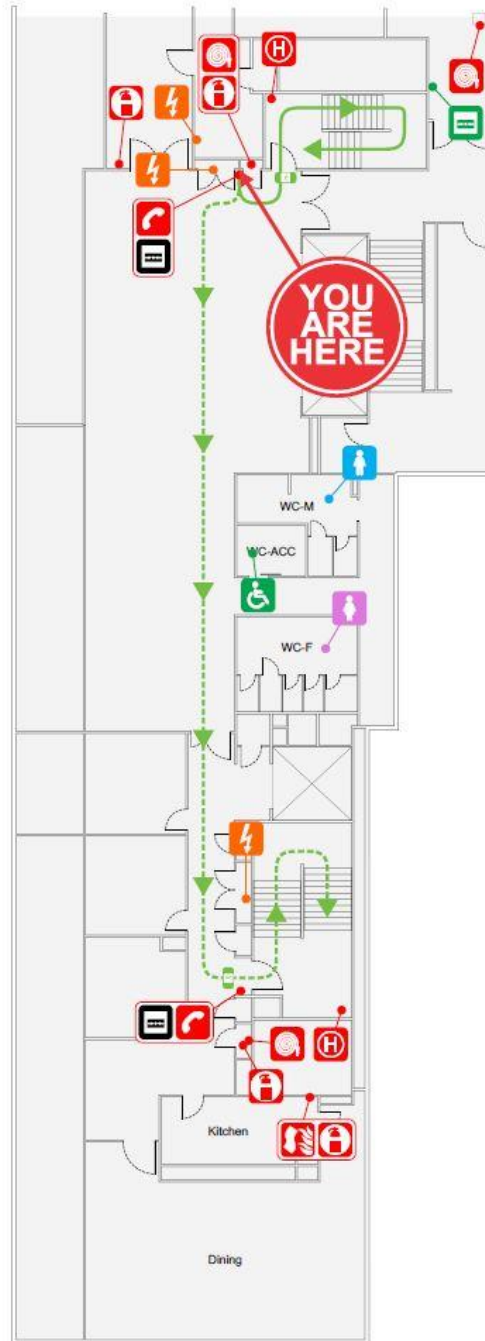
- (R)** REMOVE people from immediate danger
- (A)** ALERT people nearby and raise an alarm (Dial 000)
- (C)** CONFINE fire and smoke (Close doors behind you if safe to do so)
- (E)** EVACUATE via the nearest emergency exit

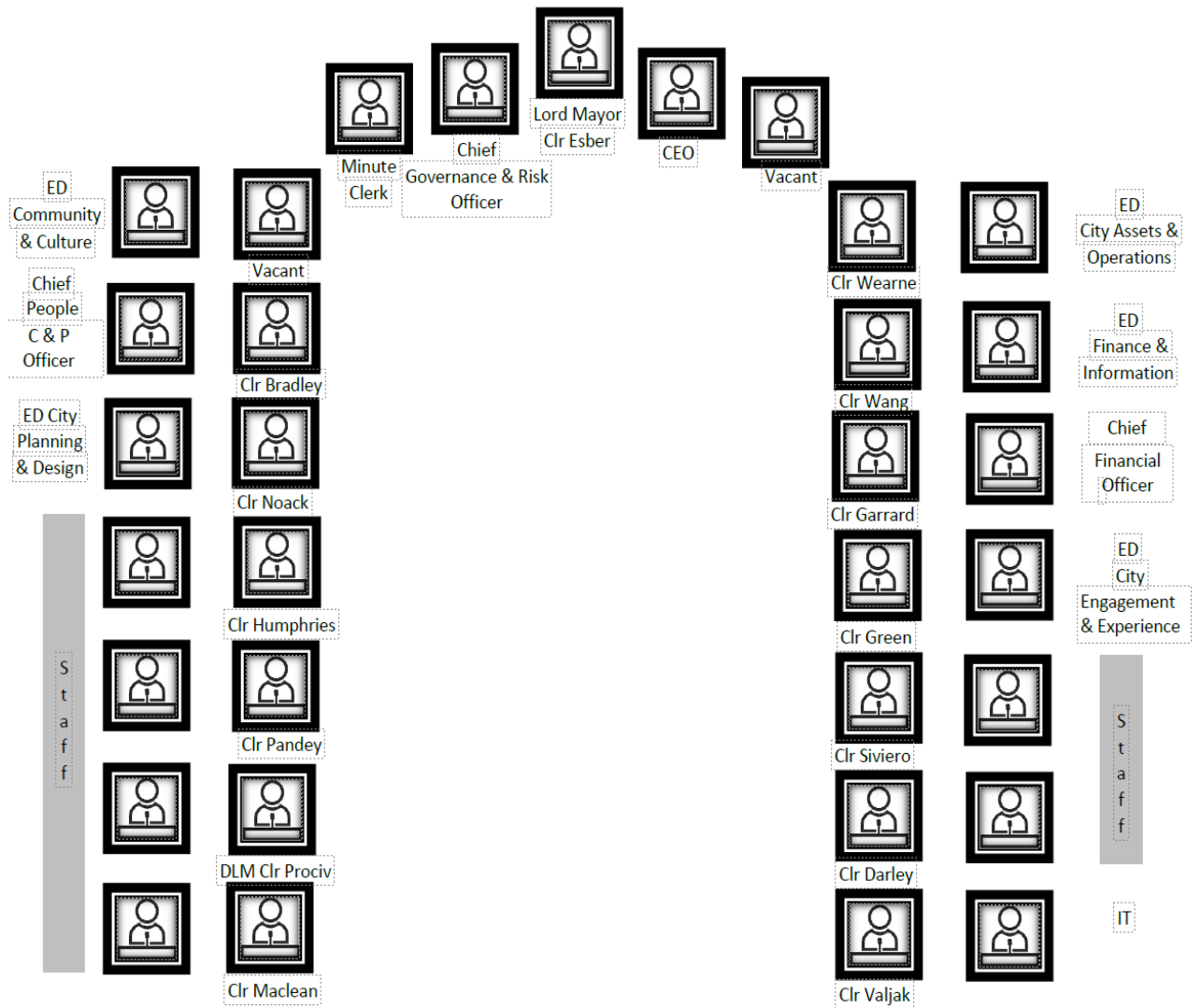
## Legend

- |                                 |                      |                     |             |
|---------------------------------|----------------------|---------------------|-------------|
| Amenities Disabled              | Amenities Female     | Amenities Male      |             |
| Emergency Door Release          | Emergency Call Point | Dry Chemical Powder |             |
| Fire Blanket                    | Hose Reel            | Hydrant             | Switchboard |
| Warden Intercommunication Point | Exit                 |                     |             |
| Alternate Evacuation Path       | Evacuation Path      | Assembly Area       |             |

## Site Plan

Parramatta PHIVE





PUBLIC & PRESS GALLERY

## STATEMENT OF ETHICAL OBLIGATIONS:

In accordance with clause 3.23 of the Model Code of Meeting Practice, Council is obligated to remind Councillors of the oath or affirmation of office made under section 233A of the Local Government Act 1993, and of their obligations under Council's Code of Conduct to disclose and appropriately manage conflicts of interest – the ethical obligations of which are outlined below:

Obligations	
Oath [Affirmation] of Office by Councillors	I swear [solemnly and sincerely declare and affirm] that I will undertake the duties of the office of Councillor in the best interests of the people of the City of Parramatta Council and the City of Parramatta Council that I will faithfully and impartially carry out the functions, powers, authorities and discretions vested in me under the Local Government Act 1993 or any other Act to the best of my ability and judgement.
<b>Code of Conduct Conflict of Interests</b>	
Pecuniary Interests	A Councillor who has a <b>pecuniary interest</b> in any matter with which the Council is concerned, and who is present at a meeting of the Council at which the matter is being considered, must disclose the nature of the interest to the meeting.  The Councillor must not be present at, or in sight of, the meeting: a) At any time during which the matter is being considered or discussed, or b) At any time during which the Council is voting on any question in relation to the matter.
Non-Pecuniary Conflict of Interests	A Councillor who has a <b>non-pecuniary conflict of interest</b> in a matter, must disclose the relevant private interest in relation to the matter fully and on each occasion on which the non-pecuniary conflict of interest arises in relation to the matter.
Significant Non-Pecuniary Conflict of Interests	A Councillor who has a <b>significant</b> non-pecuniary conflict of interest in relation to a matter under consideration at a Council meeting, must manage the conflict of interest as if they had a pecuniary interest in the matter.
Non-Significant Non-Pecuniary Interests	A Councillor who determines that they have a non-pecuniary conflict of interest in a matter that is <b>not significant</b> and does not require further action, when disclosing the interest must also explain why conflict of interest is not significant and does not require further action in the circumstances.

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16.2	LATE REPORT: Status Update on MyWorkplace Project (9 Wentworth Street, Parramatta) <i>This report is confidential in accordance with section 10A (2) (c) of the Local Government Act 1993 as the report contains information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.</i>	
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# CITY OF PARRAMATTA

## MINUTES

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**Ordinary Council Meeting  
Monday, 22 April 2024  
6.30pm**

**Council Chamber  
Level 4, PHIVE  
Parramatta Square, Parramatta**

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## **PRESENT - COUNCILLORS**

The Lord Mayor, Councillor Pierre Esber and Councillors Phil Bradley, Kellie Darley, Michelle Garrard, Henry Green, Ange Humphries (online), Cameron MacLean, Paul Noack, Sameer Pandey, Deputy Lord Mayor, Dr Patricia Prociv, Dan Siviero, Georgina Valjak, Donna Wang and Lorraine Wearne.

## **PRESENT – STAFF**

Chief Executive Officer - Gail Connolly, Executive Director City Engagement and Experience - Angela Jones-Blayney, Executive Director Finance and Information - John Angilley, Director City Planning and Design - Jennifer Concato, Executive Director Community and Culture - Jonathan Greig, Executive Director City Assets & Operations - George Bounassif, Acting Chief People, Culture and Performance Officer - Sarah McAskill, Chief Information Officer and Acting Chief Governance and Risk Officer - John Crawford, Chief Financial Officer - Amit Sharma, Group Manager Major Projects and Precincts - David Birds, Group Manager City Strategic Planning - Robert Cologna, Group Manager Infrastructure Planning and Design - Anthony Newland, ICT Service and Delivery Manager - Ian Vong, Council Secretariat and Policy Officer - Marina Cavar, Executive Assistant to CEO - Valance Horne, Project Team Lead – Sarah Bolger, Media Officer - Ash Gautam, Business Manager – Michelle Samuel, ICT Service and Delivery Manager - Ian Vong and ICT Service Desk Officer - Benn Stocker.

### **1. OPENING MEETING**

The Lord Mayor, Councillor Esber, opened the meeting at 6.31PM.

### **2. ACKNOWLEDGEMENT TO TRADITIONAL OWNERS OF LAND**

The Lord Mayor acknowledged the Burramattagal people of The Dharug Nation as the traditional owners of this land, and paid respect to their ancient culture and to their elders past, present and emerging.

### **3. WEBCASTING ANNOUNCEMENT**

The Lord Mayor advised that this meeting is being recorded and streamed live on the internet. The recording will also be archived and made available on Council's website.

The Lord Mayor further advised that all care will be taken to maintain privacy, however as a visitor in the public gallery, the public should be aware that their presence may be recorded.

### **4. GENERAL RECORDING OF MEETING ANNOUNCEMENT**

As per Council's Code of Meeting Practice, the recording of the Council Meeting by the public using any device, audio or video, is only permitted with Council permission. Recording a Council Meeting without permission may result in the individual being expelled from the Meeting.



## 5. APOLOGIES AND APPLICATIONS FOR LEAVE OF ABSENCE OR ATTENDANCE BY AUDIO-VISUAL LINK BY COUNCILLORS

**RESOLVED:** Councillor Noack

That Councillor Humphries be permitted to attend this meeting by audio-visual link.

### Record of Voting:

For the Motion: Unanimous

## 6. CONFIRMATION OF MINUTES

### Minutes of the Council Meeting held on 8 April 2024

4660 **RESOLVED** Councillor Noack and Councillor MacLean

That the minutes be taken as read and be accepted as a true record of the Meeting.

### Record of Voting:

For the Motion: Unanimous

## 7. DISCLOSURES OF INTEREST

**Councillor Valjak** disclosed a Non-Pecuniary and Less than Significant interest in relation to Item 8.2 International Nurses Day for the reason that her daughter is a registered nurse at Westmead Hospital. Councillor Valjak took part in the consideration and voting of this item.

**Councillor Pandey** disclosed a Non-Pecuniary but Significant interest in relation to Item 13.4 Public Exhibition of Amendment to Planning Agreement: 264-268 Pennant Hills Road, Carlingford (AKA 1 Martins Lane, Carlingford) for the reason that this went before a panel that he was a part of. Councillor Pandey did not take part in the consideration and voting of this item.

**The Lord Mayor, Councillor Esber** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that he is a property owner and does not wish to put his position at conflict. Councillor Esber did not take part in the consideration and voting of this item.

**Councillor Garrard** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that she owns two properties. Councillor Garrard did not take part in the consideration and voting of this item.

**Councillor Humphries** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that she is a landlord in the LGA. Councillor Humphries did not take part in the consideration and voting of this item.

**Councillor Noack** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters) for the reason that he is a landlord in the LGA. Councillor Noack did not take part in the consideration and voting of this item.

**Councillor Pandey** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that he owns a rental property. Councillor Pandey did not take part in the consideration and voting of this item.

**Councillor Siviero** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that he is a landlord. Councillor Siviero did not take part in the consideration and voting of this item.

**Councillor Valjak** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that she is a landlord of a property. Councillor Valjak did not take part in the consideration and voting of this item.

**Councillor Wang** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that she is a renter in the LGA. Councillor Wang did not take part in the consideration and voting of this item.

**Councillor Wearne** disclosed a Non-Pecuniary but Significant interest in relation to Item 14.3 'No-Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters for the reason that she is a property owner and a landlord in the LGA. Councillor Wearne did not take part in the consideration and voting of this item.

## PROCEDURAL MOTION DEALING WITH ITEMS BY EXCEPTION

**RESOLVED:** Councillor MacLean and Councillor Noack

That in accordance with Section 13 of Council's Code of Meeting Practice, the Order of Business be amended to deal with the following items by exception:

- 12.1 Investment Report for March 2024
- 12.2 Status Report - Update on Execution of Funding Deeds (Western Sydney Infrastructure Grants and Accelerated Infrastructure Funding Programs)
- 15.1 Council's Kerbside Clean Up Service
- 15.2 Provision of Bus Shelters in City of Parramatta
- 15.3 Additional Questions taken on Notice at the 25 March 2024 Council Meeting
- 15.4 Questions Taken on Notice at the 8 April 2024 Council Meeting
- 16.1 ITT 22/2023 Tender: Maintenance of Stormwater Assets
- 16.2 ITT 29/2023 Tender: Consultancy Services for Western River Precinct Connections Designs

### Record of Voting:

For the Motion: Unanimous

12.1 **Investment Report for March 2024**  
Report of Tax and Treasury Accountant

4661 **RESOLVED:** Councillor MacLean and Councillor Noack

That Council receive and note the Investment Report for March 2024.

### Record of Voting:

For the Motion: Unanimous

12.2 **Status Report - Update on Execution of Funding Deeds (Western Sydney Infrastructure Grants and Accelerated Infrastructure Funding Programs)**  
Report of PMO Manager

4662 **RESOLVED:** Councillor MacLean and Councillor Noack

That Council receive and note the report.

### Record of Voting:

For the Motion: Unanimous

15.1 **Council's Kerbside Clean Up Service**  
Councillor Kellie Darley

4663 **QUESTION WITH NOTICE:**

1. How many Council clean ups have been booked each year for the last 5 years?

**Executive Director, City Assets & Operations Response:**

2019	2020	2021	2022	2023
34,179	49,665	51,155	40,971	49,686

2. What is the total weight of material being collected through pre-booked Council clean ups annually for the last 5 years?

**Executive Director, City Assets & Operations Response:**

2019	2020	2021	2022	2023
6,559T	7,324T	8,538T	9,090T	8,214T

3. What percentage of eligible households made use of the pre-booked Council clean ups in 2023? And what is the average number of council clean ups booked annually per eligible household?

**Executive Director, City Assets & Operations Response:**

The pre-booked clean up service was utilised by 53% of eligible households, (excludes unit complexes with scheduled clean ups).

The average is 2 per eligible household.

4. What is the average wait time to book in a Council clean up, and how does this change throughout the year?

**Executive Director, City Assets & Operations Response:**

The average time to book a clean up in 2023 was 15 days. The lowest wait time is approximately 10 days, with highest wait times experienced during the Christmas and New Year holiday period where the wait time can increase to 21 days due to high levels of demand and contractor availability.

5. How many cases of illegal dumping were there outside homes on road reserves where a council clean up wasn't booked each year for the last few years?

**Executive Director, City Assets & Operations Response:**

The information requested is recorded on two different corporate systems and would require manual overlay to compare and provide the information requested. Given the volume of information that needs to be processed (approximately 41,000 records in one data set), the diversion of staff resources to prepare this information would require a motion/resolution of Council or external resourcing.

## 15.2 Provision of Bus Shelters in City of Parramatta

Councillor Kellie Darley

### 4664 QUESTION WITH NOTICE:

Sweltering Cities recently released a report into the uneven distribution of bus shelters across Sydney and the important role they play in keeping people safe from extreme weather and supporting more people to use public transport - <https://swelteringcities.org/2024/03/13/sydneys-busted-bus-stops-report/>. Unfortunately, Parramatta LGA wasn't profiled in the report so our community isn't able to better understand the provision of bus shelters in the City of Parramatta from the report.

1. How many bus stops in the Parramatta LGA have a bus shelter and what proportion is this of the total?

#### **Executive Director, City Assets & Operations Response:**

There are 282 bus stops with shelters, representing approximately 24% in total.

2. How many new bus shelters has Council installed annually over the last few years?

#### **Executive Director, City Assets & Operations Response:**

There have been no new shelters installed in the previous 3 years.

3. What is the program of works for new bus shelters over the coming few years?

#### **Executive Director, City Assets & Operations Response:**

Due to the current bus shelter contract negotiations, this information is commercial in confidence.

4. What is the average cost of a bus shelter?

#### **Executive Director, City Assets & Operations Response:**

Due to the current bus shelter contract negotiations, this information is commercial in confidence.

5. What have been the outcomes of Council resolution 4404 regarding Bus Shelters Advertising, Cleaning and Maintenance Services?

**Executive Director, City Assets & Operations Response:**

Council is currently negotiating with potential suppliers.

15.3 **Additional Questions taken on Notice at the 25 March 2024 Council Meeting**

Council Secretariat & Policy Officer

4665 **QUESTION TAKEN ON NOTICE**

**Councillor Darley** asked the following questions on Item 12.1 Minutes of Audit Risk and Improvement Committee Meeting held on 23 November 202

1. Can the Agenda and Minutes of the ARIC meetings be published on the website?

**Executive Director Finance and Information response:**

ARIC minutes are already published on Council's website by way of its inclusion in a Council meeting business paper. ARIC meetings are not public meetings, and therefore the publication of the agenda on Council's website is not appropriate.

2. Can we have a Workshop on the key findings of Internal Audits and the recommendations, it's similar to Internal Service Ombudsman report we get?

**Executive Director Finance and Information response:**

The role of a Councillor Representatives on the ARIC is to advise the governing body (as necessary) of the work of the ARIC and any issues arising from its operations, including key findings of internal audits.

Staff can arrange a Councillor Workshop to provide an opportunity for the Councillor representatives from ARIC, or the Chairperson of ARIC, to present the key findings of the internal audits.

Staff will also investigate the preparation of a summary report on internal audit findings similar to the IOSS report.

**Councillor Bradley** asked the following questions on Item 12.1 Minutes of Audit Risk and Improvement Committee Meeting held on 23 November 2023

Can we have an alternate Councillor fill in when the main Councillor is unavailable?

**Executive Director Finance and Information response:**

Neither the current ARIC charter, nor the Office of Local Government Guidelines for Risk Management and Internal Audit for Local Government in NSW allow for alternate representatives.

15.4 **Questions Taken on Notice at the 8 April 2024 Council Meeting**  
Report of Council Secretariat & Policy Officer

4666 **QUESTIONS TAKEN ON NOTICE:**

**Councillor Garrard** asked a question in relation to Item 8.1 Youth Week 2024.

Most of the programs listed seem to be targeted towards youth aged 17 and below. Which programs are for older (aged 17-24) youth?

**Executive Director Community and Culture response:**

Of the activities listed in the Youth Week Program, three were specifically targeted to young people aged 17-24 years of age:

1. Festival of Empowered Minds, Parramatta Town Hall
2. Living Stories, Epping Library
3. PAC Session 2, Parramatta Aquatic Centre

Only two events held in the Youth Week program were targeted specifically for young people under the age of 17, namely the sessions at Parramatta Aquatic Centre and Worn Stories at Parramatta Library.

All other activities welcomed the full age span of young people from 17-24.

**Councillor Pandey** asked a question in relation to Item 8.1 Youth Week 2024.

Will the any of the events for this year be focused on the Emerging Civic Leadership program?

**Executive Director Community and Culture response:**

None of the Youth Week program activities were specifically focused on civic education programs, as these types of programs typically are run over a longer time period than 7 days.

However, the process of planning Youth Week was carried out in such a way as to build the capacity of young people to participate in civic decision making. For example, all applications in the Youth Week Grants program were assessed by a group of young people. Panel members were taught about the responsibilities and obligations involved in local government grant application processes such as principles, application of criteria and conflicts of interest. Panel members had a genuine input into the funding recommendations and Council staff observed a great level of engagement and diligence from all panelists.

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**Deputy Lord Mayor Dr Councillor Prociv** asked a question in relation to Item 12.1 Referral of Inspection Reports by Fire and Rescue NSW.

[Why have Fire Safety orders been served in Wentworth Point and not in Northmead?](#)

**Executive Director City Assets and Operations Response:**

Fire Rescue NSW (FRNSW) issue orders that specifically address firefighting needs (as opposed to fire prevention and control measures). As only the Wentworth Point property had issues with its firefighting measures only that property received an order from FRNSW. However, it should be noted that Council has served fire Orders on all three properties in the report as outlined in point (c) of the report, due to general fire safety measures lacking in the buildings.

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**Councillor Garrard** asked three questions in relation to Confidential Item 16.1 Lake Parramatta Reserve Swimming Area (Area A) Lackey Street, North Parramatta.

**Executive Director Community and Culture response:**

A staff response has been provided in a Confidential Attachment to this report.

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16.1 **ITT 22/2023 Tender: Maintenance of Stormwater Assets**  
Report of Group Manager Environment and Sustainability

4667 **RESOLVED:** Councillor MacLean and Councillor Noack

- (a) That the contractors listed below form a Preferred Supplier Panel in accordance with the services identified for an initial period of three (3) years with an option to extend for a further two, one year periods (1+1) subject to satisfactory performance as per the Schedule of Rates provided in their submission:

Part A – Maintenance of Pollution Control Assets  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part B – Manual Pickup of Waterways Litter  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part C – Removal of debris, sediment or vegetation  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part D1 – Maintenance of Water Sensitive Urban Design assets  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part D2 – Maintenance of Water Sensitive Urban Design assets  
Optimal Stormwater Pty Ltd (ABN: 53 139 725 894)

Part E – Education and Jetting Services

1. Urban Asset Solutions Pty Ltd ABN: 73 627 254 830
2. Pipe Management Australia Pty Ltd ABN 14 145 894 695
3. Total Drain Cleaning Services Pty Ltd T/A TDG Environmental (TDG) ABN: 17 130 467 346

Part F – CCTV inspections of stormwater drainage infrastructure

1. Urban Asset Solutions Pty Ltd ABN: 73 627 254 830
2. Total Drain Cleaning Services Pty Ltd T/A TDG Environmental (TDG) ABN: 17 130 467 346
3. Pipe Management Australia Pty Ltd ABN 14 145 894 695

Part G1 & G2 – Pipe /Culvert Repair (Grinding & Patching)

1. Total Drain Cleaning Services Pty Ltd T/A TDG Environmental (TDG) ABN: 17 130 467 346
2. Pipeline Watertech Pty Ltd ABN: 65 606 549 571

Part G4 – Pipe /Culvert Repair & Rehabilitation (Trenchless Relining)

1. Pipeline Watertech Pty Ltd ABN: 65 606 549 571
2. Pipe Management Australia Pty Ltd ABN 14 145 894 695

Part H – Solid Waste Management (Sediment & debris)  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part I – Auditing Services  
Urban Asset Solutions Pty Ltd ABN: 73 627 254 830

Part J – Minor Civil Works  
1. Pipeline Watertech Pty Ltd ABN: 65 606 549 571  
2. Pipe Management Australia Pty Ltd ABN 14 145 894 695

Part K – Utility Service Locating  
1. Pipe Management Australia Pty Ltd ABN 14 145 894 695  
2. Infrastructure Renewal Services PtyLtd ABN: 24 150 847 804

- (b) That all unsuccessful tenderers be advised of Council's decision in this matter.
- (c) That Council delegate authority to the Chief Executive Officer to finalise and execute all necessary documents.

**Record of Voting:**

For the Motion: Unanimous

16.2 **ITT 29/2023 Tender: Consultancy Services for Western River Precinct Connections Designs**  
Report of Team Leader Infrastructure Designs

4668 **RESOLVED:** Councillor MacLean and Councillor Noack

- (a) That Council appoint Bonacci Solutions Pty Ltd (ABN: 18 664 602 822) as the principal contractor for ITT29/2023 Western River Precinct Connections Design Services, for the contract sum of \$2,716,000 (excl GST).
- (b) That all unsuccessful tenderers be advised of Council's decision in this matter.
- (c) That Council delegate authority to the Chief Executive Officer to finalise and execute all necessary documents.

**Record of Voting:**

For the Motion: Unanimous

## 8. MINUTES OF THE LORD MAYOR

### 8.1 **Condolence: Bondi Junction Westfield Tragedy**

The Lord Mayor Councillor Pierre Esber

4669 **RESOLVED:** The Lord Mayor, Councillor Esber and Councillor Pandey

- (a) That Council acknowledge the terrible tragedy that occurred at Bondi Junction Westfield on 13 April 2024.
- (b) That Council express its deepest condolences to the victims, their families and friends, and the wider Bondi and Waverley communities in their shared grief.
- (c) That Council recognise the community members and first responders who showed great bravery in the face of danger, as well as those who continue to support investigation, victims' services and recovery efforts.
- (d) That Council note the Lord Mayor's letter of condolence sent to the Mayor of Waverley Council, Cr Paula Masselos on 15 April 2024, extending Council's sympathies to the communities of Bondi and Waverley.
- (e) That Council also note that the Lord Mayor led a delegation of Western Sydney Mayors to lay wreaths at the Oxford Street Mall on 17 April 2024 in commemoration of the victims and their families and in honour of the brave actions of bystanders and first responders.
- (f) Further, that Council make a donation of \$5,000 in aid of the victims and their families and \$5,000 to The Junction Neighbourhood Centre, a local community centre providing support services in Bondi.
- (g) Finally, that Council observes one minute's silence to pay respects to the victims of this terrible tragedy.
- (h) That Council send Bishop Mar Mari Emmanuel of the Assyrian Christ the Good Shepherd Church, Wakeley our thoughts and prayers.

#### **Record of Voting:**

For the Motion: Unanimous

Councillor Garrard asked a question on Item 8.1 Condolence: Bondi Junction Westfield Tragedy which was taken on notice.

- Could Councillors please be provided with the balance of what is left in the Lord Mayor's Budget?

Note: A minute silence was observed at the meeting.

## 8.2 International Nurses Day 2024

The Lord Mayor Councillor Pierre Esber

4670 **RESOLVED:** The Lord Mayor, Councillor Esber and Councillor Wang

- (a) That Council acknowledge International Nurses Day (IND), held annually on 12 May to recognise the important work of nurses in the community; and
- (b) That the City of Parramatta donate \$5,000 to the Westmead Hospital Foundation to support their IND celebrations.

### **Record of Voting:**

For the Motion: Unanimous

Note: Councillor Valjak disclosed a Non-Pecuniary but Less than Significant interest in relation to Item 8.2 International Nurses Day for the reason that her daughter is a registered nurse at Westmead Hospital. Councillor Valjak took part in the consideration and voting of this item.

## 8.3 Anzac Day 2024

The Lord Mayor, Councillor Pierre Esber

4671 **RESOLVED:** The Lord Mayor, Councillor Esber and Councillor Wearne

- (a) That Council recognise 2024 ANZAC Day commemorative events across the City of Parramatta.
- (b) That Council notes the extensive program of events and activities commemorating ANZAC Day across the City of Parramatta, particularly those hosted by the Epping RSL sub-Branch, City of Parramatta RSL sub-Branch and Wentworth Point.
- (c) That Council recognise serving Australian Defence Force men and women who work tirelessly to uphold peace and protect the freedoms we enjoy in Australia.
- (d) That Council observe a one-minute silence to pay respect to the Australian and New Zealander men and women who served and made the ultimate sacrifice in wars, conflicts, and peacekeeping operations.

### **Record of Voting:**

For the Motion: Unanimous  
Note: A minute silence was observed at the meeting.

8.4 **Congratulations to Parramatta and District Historical Society for the Hambledon Cottage Bicentenary Event**

The Lord Mayor, Councillor Pierre Esber

4672 **RESOLVED:** The Lord Mayor, Councillor Esber and Deputy Lord Mayor, Councillor Prociv

- (a) That Council note a ceremonial event was held on 13 April 2024 commemorating the bicentenary of Hambledon Cottage, hosted by Parramatta and District Historical Society, with support provided by City of Parramatta; and
- (b) That Council congratulate the Parramatta and District Historical Society, and City of Parramatta staff who helped the Society to deliver a successful event.

**Record of Voting:**

For the Motion: Unanimous

Councillor Garrard asked a question regarding Item 8.4 Congratulations to Parramatta and District Historical Society for the Hambledon Cottage Bicentenary Event which was taken on notice.

- Can Council promote and advertise significant events in primary community language newspapers?

## 9. PUBLIC FORUM

There was an absence of quorum and the public submission was not read as The Lord Mayor, Councillor Esber and Councillors Garrard, Humphries, Noack, Pandey, Siviero, Valjak, Wang and Wearne declared a Non-Pecuniary but Significant interest on this matter.

The Deputy Lord Mayor, Councillor Prociv and Councillors Bradley, Darley, Green and MacLean were present at the meeting.

Note: At 7.10 pm the following Councillors left the meeting:  
The Lord Mayor, Councillor Esber and Councillors Garrard, Humphries (online), Noack, Pandey, Siviero, Valjak, Wang and Wearne.

Note: The Lord Mayor, Councillor Esber vacated the Chair at 7.11pm and the Deputy Lord Mayor, Councillor Prociv assumed the role of Chairperson.

Note: At 7.14pm the following Councillors returned to the meeting:  
The Lord Mayor, Councillor Esber and Councillors Garrard, Humphries (online), Noack, Pandey, Siviero, Valjak, Wang and Wearne.

## 10. PETITIONS

There were no petitions tabled at this meeting.

## 11. RESCISSION MOTIONS

There were no rescission motion at this meeting.

## 12. REPORTS TO COUNCIL - FOR NOTATION

### 12.1 **Investment Report for March 2024** Report of Tax and Treasury Accountant

This Item was dealt with earlier in the meeting.

### 12.2 **Status Report - Update on Execution of Funding Deeds (Western Sydney Infrastructure Grants and Accelerated Infrastructure Funding Programs)** Report of PMO Manager

This Item was dealt with earlier in the meeting.

## 13. REPORTS TO COUNCIL - FOR COUNCIL DECISION

### 13.1 **DEFERRED REPORT FROM OCM 8 APRIL 2024: Public Exhibition of Draft Sportsground Allocation Policy 2024** Report of Policy Officer

#### 4673 **RESOLVED:** Councillor Wearne and Councillor Garrard

- (a) That the draft Sportsground Allocation Policy be placed on public exhibition for a period of 28 days.
- (b) That Council authorise the Chief Executive Officer to make any necessary editorial and content changes to the draft Sportsground Allocation Policy for public exhibition to give effect to Council's resolution and for it to be reviewed .
- (c) That following public exhibition, officers submit the final Sportsground Allocation Policy to Council for adoption.

**Record of Voting:**

For the Motion: Unanimous

Councillor Darley asked a question regarding Item 13.1 DEFERRED REPORT FROM OCM 8 APRIL 2024: Public Exhibition of Draft Sportsground Allocation Policy 2024 and it was taken on notice.

- There has been two rounds of funding both at a State and Federal level in regards to improving female teams having access to sports fields and amenities, I'm wondering if we have applied for them? One was a Level the Playing Field in NSW for \$31 Million and the other is Play our Way which is a Federal for \$200 Million?

13.2 **Public Exhibition of Draft Tomola (Melrose Park North) Development Control Plan and Planning Agreement**  
Report of Project Officer Land Use

4674 **RESOLVED:** Councillor Garrard and Councillor Noack

- (a) That Council endorse the draft amendments to Parramatta Development Control Plan (DCP) 2023 that includes site-specific planning controls for the land at 19 Hope Street, Melrose Park and 69-77 Hughes Avenue, Ermington (known as the Tomola site) and minor housekeeping amendments to controls for the Melrose Park precinct, provided at **Attachment 1**, for the purpose of public exhibition.
- (b) That Council delegate authority to the Chief Executive Officer to commence the legal drafting of a Planning Agreement in accordance with the Letter of Offer as provided at Attachment 2 and in the terms outlined in this report on behalf of Council for the purpose of public exhibition.
- (c) That the draft amendment to Parramatta DCP 2023 and draft Planning Agreement be placed on public exhibition concurrently with the associated Planning Proposal at **Attachment 3**, for a period of 28 days as required by the Gateway Determination at **Attachment 4** and that a report be provided to Council on the outcomes of the public exhibition.
- (d) That Council delegate authority to the Chief Executive Officer to correct any minor inconsistencies or anomalies of an administrative nature relating to the draft DCP and draft Planning Agreement documentation that may arise during the drafting and exhibition process.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Prociv, Councillors Garrard, Green, Humphries, MacLean, Noack, Pandey, Siviero, Valjak and Wang

Against the Motion: Councillors Bradley (abstain), Darley and Wearne

On being PUT to the meeting voting on this item was Eleven (11) votes FOR and Three (3) votes AGAINST. The Motion was CARRIED.

### 13.3 **Public Exhibition of Draft Church Street North Development Control Plan (DCP)**

Report of Senior Project Officer Land Use

**MOTION** Councillor MacLean and Councillor Pandey

- (a) That Council approve the draft Development Control Plan (draft DCP) for Church Street North at Attachment 3 for the purposes of public exhibition.
- (b) That the results of the public exhibition be reported to Council for its consideration to finalise the DCP controls to enable them to be in place as close as possible to 1 July 2024 when the new planning controls for the Church Street North Precinct come into force.
- (c) Further, that Council delegates authority to the Chief Executive Officer to make any changes of a minor, administrative and/or non-policy nature to the draft DCP during this process

**AMENDMENT:** Councillor Siviero and Councillor Garrard

That this matter be deferred until the North East Planning Investigation Area is finalised.

**Record of Voting:**

For the Motion: Councillors Garrard, Green, Siviero and Wang

Against the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Prociv, Councillors Bradley, Darley, Humphries, MacLean, Noack, Pandey, Valjak and Wearne

On being PUT to the meeting voting on this Amendment was Four votes FOR and Ten (10) votes AGAINST. The Amendment was LOST.

**PROCEDURAL MOTION:**

Councillor Noack moved for the Motion to be Put

The Lord Mayor Put the Motion.



**MOTION** Councillor MacLean and Councillor Pandey

- (a) That Council approve the draft Development Control Plan (draft DCP) for Church Street North at Attachment 3 for the purposes of public exhibition.
- (b) That the results of the public exhibition be reported to Council for its consideration to finalise the DCP controls to enable them to be in place as close as possible to 1 July 2024 when the new planning controls for the Church Street North Precinct come into force.
- (c) Further, that Council delegates authority to the Chief Executive Officer to make any changes of a minor, administrative and/or non-policy nature to the draft DCP during this process

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Proxiv, Councillors Bradley, Darley, Humphries, MacLean, Noack, Pandey, Valjak and Wearne

Against the Motion: Councillors Garrard, Green, Siviero and Wang

On being PUT to the meeting voting on this item was Ten (10) votes FOR and Four (4) votes AGAINST. The Motion was CARRIED

4675

**RESOLVED** Councillor MacLean and Councillor Pandey

- (a) That Council approve the draft Development Control Plan (draft DCP) for Church Street North at Attachment 3 for the purposes of public exhibition.
- (b) That the results of the public exhibition be reported to Council for its consideration to finalise the DCP controls to enable them to be in place as close as possible to 1 July 2024 when the new planning controls for the Church Street North Precinct come into force.
- (c) Further, that Council delegates authority to the Chief Executive Officer to make any changes of a minor, administrative and/or non-policy nature to the draft DCP during this process.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Proxiv, Councillors Bradley, Darley, Humphries, MacLean, Noack, Pandey, Valjak and Wearne

Against the Motion: Councillors Garrard, Green, Siviero and Wang

On being PUT to the meeting voting on this item was Ten (10) votes FOR and Four (4) votes AGAINST. The Motion was CARRIED

13.4 **Public Exhibition of Amendment to Planning Agreement: 264-268 Pennant Hills Road, Carlingford (AKA 1 Martins Lane, Carlingford)**  
Report of Team Leader Infrastructure Planning

4676 **RESOLVED: Councillor Garrard and Councillor Wang**

- (a) That Council endorse the Draft Deed of Variation to the Planning Agreement relating to land at 264-268 Pennant Hills Road Carlingford (now known as 1 Martins Lane, Carlingford) as provided at **Attachment 1** for public exhibition purposes.
- (b) That Council delegate authority to the CEO to make any necessary administrative changes of a non-policy nature to the Draft Deed of Variation, and to prepare the required Explanatory Note to accompany the draft Deed prior to public exhibition.
- (c) That the draft Deed of Variation to the Planning Agreement and associated Explanatory Note be publicly exhibited for 28 days.
- (d) That, the outcomes of the public exhibition be reported to Council.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Proxiv, Councillors Bradley, Darley, Garrard, Green, Humphries, MacLean, Noack, Siviero, Valjak, Wang and Wearne (Unanimous)

Against the Motion: Nil

Note: Councillor Pandey disclosed a Non-Pecuniary but Significant interest in relation to Item 13.4 Public Exhibition of Amendment to Planning Agreement: 264-268 Pennant Hills Road, Carlingford (AKA 1 Martins Lane, Carlingford) for the reason that this went before a panel that he was a part of. Councillor Pandey did not take part in the consideration and voting of this item and left the meeting at 7.52pm.

Note: Councillor Pandey returned to the meeting at 7.53pm.

13.5 **Public Exhibition of Draft Affordable Rental Housing Policy 2024**  
Report of Project Team Leader

4677 **RESOLVED: Councillor Garrard and Councillor Wearne**

- (a) That the draft Affordable Rental Housing Policy 2024 (Attachment 1) be placed on public exhibition for a period of 28 days.

- (b) That Council delegate authority to the Chief Executive Officer to make any necessary administrative changes of a non-policy nature to the draft Affordable Rental Housing Policy for public exhibition to give effect to Council's resolution.
- (c) That the outcomes of the public exhibition be reported to Council.
- (d) That Council commits to a need-based Affordable Rental Housing target of 12,600 dwellings across the LGA by 2041 (as an interim approach), until the mid-term review and inclusion of the confirmed target in the Affordable Housing Action Plan 2023-2025.
- (e) That an Annual Report be reported to Council.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Prociv, Councillors Bradley, Darley, Garrard, Green, Humphries, MacLean, Noack, Pandey, Siviero, Valjak, Wang and Wearne (Unanimous)

Against the Motion: Nil

13.6 **Extension of Interim Term for Parramatta Local Planning Panel Members**  
Report of Executive Director City Planning and Design

4678 **RESOLVED:** Councillor Wearne and Councillor Noack

- (a) That Council approve an extension for one month (from 1 - 30 June 2024) to the appointment of the interim Parramatta Local Planning Panel (LPP) members in the roles of chair/alternate chair and independent experts, who are currently appointed to 31 May 2024:
  - a. Julie Walsh – Alternate Chair
  - b. Ian Armstrong – Independent Expert Member
  - c. Steve Driscoll – Independent Expert Member
  - d. Michael Evesson – Independent Expert Member
  - e. Simone Lotz – Independent Expert Member
  - f. Michael Mason – Independent Expert Member
  - g. Alison McCabe – Independent Expert Member
- (b) That Council delegate authority to the CEO to further extend the interim arrangements of the current members beyond 30 June 2024 as required or permitted by Ministerial Direction.
- (c) That should the Minister for Planning and Public Spaces approved recruitment pool not be provided to Council on or before 24 June 2024, Council authorises the CEO to appoint the new (three year)

term chair, alternate chair and independent expert members of the Panel.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Procriv, Councillors Bradley, Darley, Garrard, Green, Humphries, MacLean, Noack, Pandey, Siviero, Valjak, Wang and Wearne (Unanimous)

Against the Motion: Nil

- 13.7 **Adoption of Parramatta City Centre Local Infrastructure Contributions Plan 2022 (Amendment No. 2)**  
Report of Senior Project Officer

4679 **RESOLVED:** Councillor Garrard and Councillor Wang

- (a) That Council notes the submissions made during the public exhibition of the *Parramatta City Centre Local Infrastructure Contributions Plan (Amendment No. 2)* and the officer responses provided at **Attachment 1**.
- (b) That Council adopts the *Parramatta City Centre Local Infrastructure Contributions Plan (Amendment No. 2)* provided at **Attachment 2**.
- (c) That Council authorises the Chief Executive Officer to make any minor amendments and corrections of a non-policy and administrative nature that may arise during finalisation of *Parramatta City Centre Local Infrastructure Contributions Plan (Amendment No 2)*.
- (d) That a copy of the amended Plan be published on the NSW Planning Portal and Council's website.
- (e) That the submitters be notified of Council's decision.

**Record of Voting:**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Procriv, Councillors Darley, Garrard, Green, Humphries, MacLean, Noack, Pandey, Siviero, Valjak, Wang and Wearne

Against the Motion: Councillor Bradley (Abstain)

On being PUT to the meeting voting on this item was Thirteen (13) votes FOR and One (1) vote AGAINST. The Motion was CARRIED

## ADJOURNMENT OF MEETING

At 8.47pm, the Lord Mayor, Councillor Esber adjourned the meeting for 15 minutes.

At the time of the Adjournment, the following Councillors were present:  
The Lord Mayor, Councillor Esber, The Deputy Lord Mayor, Councillor Prociv and Councillors Bradley, Darley, Garrard, Green, Humphries (online), MacLean, Noack, Pandey, Siviero, Valjak, Wang and Wearne.

## RECONVENED MEETING

At 9.00pm, the Lord Mayor, Councillor Esber reconvened the meeting.

At the time of the reconvened meeting, the following Councillors were present:  
Lord Mayor, Councillor Esber and Councillors MacLean, Pandey, Humphries(online), Noack, Bradley, Wearne, Garrard, Wang, Siviero, Green, Darley and Valjak.

The Deputy Lord Mayor, Councillor Prociv returned at 9.01pm.

### 13.8 **Public Exhibition of Draft Delivery Program, Operational Plan and Budget (DPOP) 2024/25 (and Supporting Plans)**

Report of Corporate Strategy Manager; Chief Financial Officer

**MOTION:** Councillor Noack and Councillor MacLean

- (a) That Council endorse for the purposes of public exhibition, the following draft documents:
  - i. Delivery Program 2022-26 and Operational Plan 2024/25 including the draft Annual Budget 2024/25 and Schedule of Fees and Charges for 2024/25; and
  - ii. Draft updated Resourcing Strategy plans including the draft Long Term Financial Plan 2024-34; draft Workforce Management Strategy, draft Asset Management Strategy and associated Asset Management Plans.
  - iii. That the CEO investigate the scope and funding source for the activation of the River Foreshore (between Church St and the Ferry Wharf) with decorative lighting within the next 12 months and update Councillors at the next Budget Workshop.
- (b) That the draft documents be placed on public exhibition for a period of not less than 28 days.
- (c) That the Chief Executive Officer be delegated authority to make changes of a minor, administrative and/or non-policy nature to the draft documents during the public exhibition period.

- (d) That the outcome of the public exhibition of the draft documents be reported to a June 2024 Council meeting for consideration during adoption of the final documents.
- (e) That the CEO immediately commence the preparation of an updated Waste Strategy for the City of Parramatta including an investigation to explore the construction of a Recycling Facility in each Ward.

**AMENDMENT:** Councillor Garrard and Councillor Valjak

- (a) That Council endorse for the purposes of public exhibition, the following draft documents:
  - i. Delivery Program 2022-26 and Operational Plan 2024/25 including the draft Annual Budget 2024/25 and Schedule of Fees and Charges for 2024/25; with the exception of the proposed increase to the Councillors fees of 3% which shall not be increased.
  - ii. Draft updated Resourcing Strategy plans including the draft Long Term Financial Plan 2024-34; draft Workforce Management Strategy, draft Asset Management Strategy and associated Asset Management Plans.
- (b) That the draft documents be placed on public exhibition for a period of not less than 28 days.
- (c) That the Chief Executive Officer be delegated authority to make changes of a minor, administrative and/or non-policy nature to the draft documents during the public exhibition period.
- (d) That the outcome of the public exhibition of the draft documents be reported to a June 2024 Council meeting for consideration during adoption of the final documents.

**Record of Voting:**

For the Amendment: Councillors Garrard, Green, Siviero, Valjak, Wang and Wearne

Against the Amendment: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Prociv, Councillors Bradley, Darley, Humphries, MacLean, Noack and Pandey

On being PUT to the meeting Voting on the Amendment was six (6) votes FOR and eight (8) votes AGAINST. The Amendment was LOST

**PROCEDURAL MOTION:**

Councillor Noack moved for the Motion to be Put.

The Lord Mayor, Councillor Esber Put the Motion.

- (a) That Council endorse for the purposes of public exhibition, the following draft documents:
- i. Delivery Program 2022-26 and Operational Plan 2024/25 including the draft Annual Budget 2024/25 and Schedule of Fees and Charges for 2024/25; and
  - ii. Draft updated Resourcing Strategy plans including the draft Long Term Financial Plan 2024-34; draft Workforce Management Strategy, draft Asset Management Strategy and associated Asset Management Plans.
  - iii. That the CEO investigate the scope and funding source for the activation of the River Foreshore (between Church St and the Ferry Wharf) with decorative lighting within the next 12 months and update Councillors at the next Budget Workshop.
- (b) That the draft documents be placed on public exhibition for a period of not less than 28 days.
- (c) That the Chief Executive Officer be delegated authority to make changes of a minor, administrative and/or non-policy nature to the draft documents during the public exhibition period.
- (d) That the outcome of the public exhibition of the draft documents be reported to a June 2024 Council meeting for consideration during adoption of the final documents.
- (e) That the CEO immediately commence the preparation of an updated Waste Strategy for the City of Parramatta including an investigation to explore the construction of a Recycling Facility in each Ward.

**Record of Voting**

For the Motion: Lord Mayor Councillor Esber, Deputy Lord Mayor Councillor Prociv, Councillors Bradley, Humphries, MacLean, Noack and Pandey

Against the Motion: Councillors Darley, Garrard, Green, Siviero, Valjak, Wang and Wearne

On being PUT to the meeting Voting on the Motion was seven (7) votes FOR and seven (7) votes AGAINST. The Lord Mayor used his casting vote. The Motion was CARRIED

4680 **.RESOLVED:** Councillor Noack and Councillor MacLean

- (a) That Council endorse for the purposes of public exhibition, the following draft documents:
- i. Delivery Program 2022-26 and Operational Plan 2024/25 including the draft Annual Budget 2024/25 and Schedule of Fees and Charges for 2024/25; and
  - ii. Draft updated Resourcing Strategy plans including the draft Long Term Financial Plan 2024-34; draft Workforce Management Strategy, draft Asset Management Strategy and associated Asset Management Plans.
  - iii. That the CEO investigate the scope and funding source for the activation of the River Foreshore (between Church St and the Ferry Wharf) with decorative lighting within the next 12 months and update Councillors at the next Budget Workshop.
- (b) That the draft documents be placed on public exhibition for a period of not less than 28 days.
- (c) That the Chief Executive Officer be delegated authority to make changes of a minor, administrative and/or non-policy nature to the draft documents during the public exhibition period.
- (d) That the outcome of the public exhibition of the draft documents be reported to a June 2024 Council meeting for consideration during adoption of the final documents.
- (e) That the CEO immediately commence the preparation of an updated Waste Strategy for the City of Parramatta including an investigation to explore the construction of a Recycling Facility in each Ward.

### **Record of Voting**

For the Motion: The Lord Mayor, Councillor Esber, The Deputy Lord Mayor Councillor Prociv, Councillors Bradley, Humphries, MacLean, Noack and Pandey

Against the Motion: Councillors Darley, Garrard, Green, Siviero, Valjak, Wang and Wearne

On being PUT to the meeting Voting on the Motion was seven (7) votes FOR and seven (7) votes AGAINST. The Lord Mayor used his casting vote. The Motion was CARRIED



## 14. NOTICES OF MOTION

- 14.1 **Parking Issues in Newington and Lidcombe (Carter Street) - Event Parking and Demand for On-Street Parking in Residential Areas**  
Deputy Lord Mayor Clr Dr Patricia Prociv

Councillor Prociv withdrew her Motion

Note: Councillor Pandey left the meeting at 9.48pm and did not return.

- 14.2 **Wentworth Point High School - Construction of Oval**  
Councillor Paul Noack

4681 **RESOLVED:** Councillor Noack and Councillor Siviero

- (a) That Council supports the delivery of the Wentworth Point oval for the high school (in addition to the delivery of a 3.9ha Peninsula Park).
- (b) That Council notes the confidential advice received from staff on 21 December 2023 on the status of the Wentworth Point, Peninsula Park Precinct Support Scheme Funding Agreement.
- (c) That Council notes there are existing covenants registered on the site that require the construction of the Peninsula Park prior to the issue of the residential Occupation Certificate that would authorise the occupancy of more than 350 units on the Landcom mixed-use site. These covenants were registered in 2016.
- (d) That Council notes and reaffirms its position in its previous resolutions of 28 March 2022, 10 July 2023 and 20 November 2023.
- (e) That the Lord Mayor write to the State Member for Parramatta, Donna Davis MP and the Minister for Planning and Public Spaces, the Hon Paul Scully MP calling on urgent action by the NSW Government to deliver the oval and Peninsula Park.

**Record of Voting:**

For the Motion: Unanimous

- 14.3 **'No Grounds' Evictions and Emergency Bookings for Clean Up Service for Renters**  
Councillor Kellie Darley

There was an absence of quorum and this Item was not debated as The Lord Mayor, Councillor Esber and Councillors Garrard, Humphries,

Noack, Siviero, Valjak, Wang and Wearne declared a Non-Pecuniary but Significant interest on this matter and left the meeting.

Councillor Green did not declare a conflict on interest on this Item but left the meeting.

The Deputy Lord Mayor, Councillor Prociv and Councillors Bradley, Darley and MacLean were present at the meeting.

Note: At 9.56pm the following Councillors left the meeting:  
The Lord Mayor, Councillor Esber and Councillors Garrard, Green, Humphries (online), Noack, Siviero, Valjak, Wang and Wearne.

Note: The Lord Mayor, Councillor Esber vacated the Chair at 9.56pm and The Deputy Lord Mayor Councillor Prociv assumed the role of Chairperson.

Note: At 9.58pm the following Councillors returned to the meeting:  
The Lord Mayor, Councillor Esber and Councillors Garrard, Green, Humphries (online), Noack, Siviero, Valjak, Wang and Wearne.

## 15. QUESTIONS WITH NOTICE

### 15.1 **Council's Kerbside Clean Up Service** Councillor Kellie Darley

This Item was dealt with earlier in the meeting.

### 15.2 **Provision of Bus Shelters in City of Parramatta** Councillor Kellie Darley

This Item was dealt with earlier in the meeting.

### 15.3 **Additional Questions taken on Notice at 25 March 2024 Council Meeting** Council Secretariat and Policy Officer

This Item was dealt with earlier in the meeting.

### 15.4 **Questions taken on Notice at 8 April 2024 Council Meeting** Council Secretariat and Policy Officer

This Item was dealt with earlier in the meeting.

## 16. CLOSED SESSION

- 16.1 **ITT 22/2023 Tender: Maintenance of Stormwater Assets**  
Manager Sustainability and Waste

This Item was dealt with earlier in the meeting.

- 16.2 **ITT 29/2023 Tender: Consultancy Services for Western River Precinct Connections Designs**  
Team Leader Infrastructure Desing

This Item was dealt with earlier in the meeting.

## 17. CONCLUSION OF MEETING

The meeting concluded at 9.58 pm.

This page and the preceding 28 pages are the Minutes of the Ordinary Council Meeting held on Monday, 22 April 2024 and confirmed on Monday, 13 May 2024.

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Chairperson

**PETITIONS**

**13 MAY 2024**

10.1 Petition: 'Dundas Valley Needs a Leads-off Dog Park' .....38

**PETITIONS**

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<b>ITEM NUMBER</b>	10.1
<b>SUBJECT</b>	Petition: 'Dundas Valley Needs a Leads-off Dog Park'
<b>REFERENCE</b>	F2024/00282 - D09428802
<b>REPORT OF</b>	Council Secretariat & Policy Officer

**CSP THEME:** Fair

**WORKSHOP/BRIEFING DATE:** Nil

**PURPOSE:**

This report is for Council to note the community request in the petition.

**RECOMMENDATION:**

That Council:

- i. notes the petition requesting Council install a leads-off dog park in the suburb of Dundas Valley; and
- ii. refers the petition to the Executive Director, City Assets and Operations.

**BACKGROUND**

1. Council received an electronic petition on 21 April 2024 containing 90 signatories. 33 signatories were from the City of Parramatta Local Government Area (LGA), three from overseas, one from out of state and the remaining from within NSW. This petition complies with the Petitions Policy and therefore should be accepted by Council.
2. Under Council's Petition Policy at least 10 people including the Chief Petitioner must sign the petition. The petition includes the full name, address and phone number of the Chief Petitioner, and the full names and postcodes of all petitioners. The petitions concerns a matter that Council is authorised to determine - leads-off dog parks within the LGA.

**FINANCIAL IMPLICATION FOR COUNCIL**

3. A leads-off dog park is not currently budgeted for in the suburb and will need to be investigated by the Executive Director, City Assets and Operations.

**Council Secretariat & Policy Officer**

**ATTACHMENTS:**

There are no attachments for this report.

**REFERENCE MATERIAL**

**REPORTS TO COUNCIL - FOR NOTATION**

**13 MAY 2024**

12.1 Dog Owners Education Campaign - Off Leash Dog Parks .....40

**REPORTS TO COUNCIL - FOR NOTATION**

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<b>ITEM NUMBER</b>	12.1
<b>SUBJECT</b>	Dog Owners Education Campaign - Off Leash Dog Parks
<b>REFERENCE</b>	F2024/00282 - D09330607
<b>REPORT OF</b>	Service Manager Ranger and Parking Services

**CSP THEME:** Green

**WORKSHOP/BRIEFING DATE:** NIL

**PURPOSE:**

This report provides information in relation to dog attacks and current education programs and works/signage.

**RECOMMENDATION**

That Council:

- (a) Note that the number of reported dog attacks in off leash dog parks has decreased from three in 2022, one in 2023 to nil in 2024.
- (b) Note the current process for reporting and responding to dog attacks in the LGA.
- (c) Note current (and future) work undertaken by Council staff to educate the community regarding dog attacks including the installation of signage.

**BACKGROUND**

1. On 8 May 2023 Council resolved:

- (a) *That Council acknowledge the recent increase in media reports regarding dog attacks across various jurisdictions, and that it is important that local residents and owners be aware of the action to be taken in the event that an incident occurs in the City.*
- (b) *That the Chief Executive Officer prepare a report to Council that investigates the following matters:*
  - i. *The current process for notifying Council of a dog attack in the City's off leash dog parks;*
  - ii. *The establishment of an education campaign and updating of the Dog Park section of the City of Parramatta website, social media and relevant publications with information on how to report a dog incident and the roles of owners, victims and the Council;*
  - iii. *The current trends and number of attacks within off leash dog parks across the LGA and actions taken by Council officers; and*

- iv. *The installation of appropriate signage to assist residents in notifying Council in any instance of a dog attack occurring in an off leash dog park.*
  - v. *The cost to Council to conduct a dog socialisation program at a discounted rate.*
- (c) *That the Chief Executive Officer arrange for low-cost temporary signage to be installed at all off-leash dog parks to assist residents in notifying Council in any instance of a dog attack occurring, in the interim period until such time as the report is submitted to Council.*

## **ISSUES/OPTIONS/CONSEQUENCES**

2. Dog attacks can be reported to the Council through phone, email, or online channels. Additionally, Council accepts dog attack complaints after regular hours and will promptly respond if necessary, especially if securing the attacking dog is imperative.
3. When a complaint is received via phone, the Customer Contact Centre (CCC) team will escalate the service request to the Supervisors of Ranger and Parking Services. They will then assess the details to determine if immediate action is warranted. It should be noted that most dog attacks are reported after the incident, often the following day(s), as complainants typically prioritise seeking medical or veterinary care initially. There is no separate process for reporting a dog attack based on the location of the incident.
4. Council provides information on dog attacks on our website at COP/living/parra-pets/animal-responsibility/dogs. This information includes the definition of a dog attack, potential fines or prosecution for owners of attacking dogs, how to report an attack to Council, and the option to report an attack 24/7.
5. The social media team has also updated the *Parra Pets Matta* Facebook group page. The primary objective of this group is to aid pet owners in reuniting with their lost pets and to offer the community insights into companion animal legislation in NSW, responsible pet ownership, general pet advice, and the promotion of various programs such as the annual desexing program and the Keeping Cats Safe at Home initiative.
6. A media release in January 2024 and supporting communications drove local news coverage, boosting community awareness of the Facebook page and initiative. Additionally, the Animal Management team has developed a content calendar to ensure consistent and high-quality posts, crucial for the group's success. The campaign has entailed the design and production of a suite of campaign assets aimed at promoting the Facebook group.
  - Social media posts
  - Parra News ad
  - Digital screens & digital kiosks
  - A5 flyers
  - A4 posters
  - A3 posters
  - Email signatures



7. The deployment of these materials is presently in progress and will persist to further boost followership on the page.
8. Council staff are presently in the process of updating our webpage to include information on the responsibilities of dog owners, victims, and the Council. Legal advice is being sought to ensure compliance with legislative requirements regarding the content of the webpage.
9. Historically there are very low numbers of attacks within off-leash areas reported to the Council. Currently, there is a decrease in the number of this type of incident. In 2023 Council recorded one attack down from three in 2022 and two in 2021. No attacks have been reported so far in 2024.
10. Appropriate signage has been installed in all off-leash parks (refer attached) within the Parramatta LGA which contains information about dog park 'etiquette' and how to report a dog attack. This was completed in October 2023 with the exception of George Kendall Reserve as this is currently closed and undergoing construction. Signage will be installed once these works are completed, and signage will also be installed in the proposed West Epping Park and FS Garside Park in Granville once works are completed.

### **Subsidising Private Dog Trainers – Owners' Education**

11. Council officers have requested information from four local dog trainers to seek advice on the cost of a dog training program in order to determine if a subsidised dog training program can be offered. Only one private trainer has provided a submission and willingness to provide group training and partner with Council. Their submission is attached, and a summary of their full costs is attached in the Confidential Attachment.
12. Council officers have evaluated the cost of training programs against the number of dog attacks in off leash dog parks and have determined that there is no value in offering to subsidise private dog training programs.
13. Based on feedback by providers, the dog training service is usually taken up by compliant dog owners who genuinely want obedient dogs rather than those who prefer aggressive dogs. The fact that there have been no attacks this year and only one in 2023 demonstrates there is no immediate problem with dog attacks in Council's off leash dog parks.

### **CONSULTATION & TIMING**

#### Stakeholder Consultation

14. The following stakeholder consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Stakeholder</b>	<b>Stakeholder Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
28 Feb 2024	Open Space and Parks team	Ensure Community Services team is consulted	Noted	Michelle Burke Ranger and Parking Services

28 Feb 2024	Social and Community Services	Can provide open spaces for activity. Three suggestions are McCoy Park, Toongabbie Ollie Webb Reserve, Parramatta Belmore Park, North Parramatta however, details yet to be determined.	Noted	Michelle Burke Ranger and Parking Services
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## LEGAL IMPLICATIONS FOR COUNCIL

15. There are no legal implications for Council associated with this report.

## FINANCIAL IMPLICATIONS FOR COUNCIL

16. There have been no attacks this year and only one in 2023, which demonstrates there is no immediate problem with dog attacks in off leash dog parks. It is recommended that Council does not subsidise private operators who provide dog training programs.

Michelle Burke  
**Service Manager Ranger and Parking Services**







Adrian Mihaila  
**Health & Building Services Manager**

George Bounassif  
**Executive Director City Assets and Operations**

John Angilley  
**Executive Director Finance & Information**

Gail Connolly  
**Chief Executive Officer**

## **ATTACHMENTS:**

- 1   A5 Poster promoting Parra Pets Matta Facebook Group
- 2   Email banner promoting Parra Pets Matta
- 3   Dog Park Etiquette and Reporting Incidents A2 signage
- 4 Proposal - Dog Training (confidential)

## REFERENCE MATERIAL

# PARRA PETS MATTA

Join our Facebook community group for all things pets!

- 🐾 General pet advice
- 🐾 Responsible pet ownership tips
- 🐾 Reunite with lost pets

JOIN NOW



**PETS**  
**PARRAMATTA**

Learn more  
[cityofparramatta.nsw.gov.au/parra-pets](http://cityofparramatta.nsw.gov.au/parra-pets)

**Michelle Burke**

---

Kind Regards,

**Michelle Burke**

Manager | Ranger and Parking Services

9806 5735



**PARRA PETS MATTA**  
Join our Facebook community group for all things pets!

JOIN NOW

The banner features a pink background with the text 'PARRA PETS MATTA' in large white letters. Below it, in smaller white text, is 'Join our Facebook community group for all things pets!'. On the right side, there is a white rectangular area containing four pet photos: a grey tabby cat, a golden retriever, an orange tabby cat, and a black and white dog. Below the photos are two pink double-lined arrows pointing towards each other, with the text 'JOIN NOW' in pink between them.

City of Parramatta  
126 Church Street, Parramatta NSW 2150  
PO Box 32, Parramatta, NSW 2124  
[cityofparramatta.nsw.gov.au](http://cityofparramatta.nsw.gov.au)



I acknowledge the Traditional Owners of the land I work on, the Darug Peoples, and pay my respects to their Elders past, present and emerging

# Dog Park Etiquette and How to Report Incidents



## Ground rules

Not every dog will be suited to a dog park. There is no screening process, thus the onus is on dog owners make an accurate judgement as to whether their dog will be at ease and not create safety issues for others, in this environment.

Ensure your dog is vaccinated, has up to date preventative care (such as worming and flea control) and are in good health before visiting a dog park. This is to avoid transferring disease or infection via play, sharing toys or communal water bowls.

Ensure female dogs are not on heat (ready to breed).

Ensure your dog has a collar and tag and that it is leashed to and from the off-leash park

## Do's

- ✔ Only bring your dog into the park if you are confident your dog can interact with other dogs without becoming fearful or aggressive.
- ✔ Ensure your dog has good recall – that it will come to you when called every time.
- ✔ Respect others' wishes and don't allow rough play and keep your dogs separated when asked.
- ✔ Understand dogs body language and know the warning signs if yours or another dog has become anxious and reactive. Signs of an anxiety or discomfort can include, lip-licking, yawning, pinned back ears, walking low to the ground, a tense body position and a low or tucked tail.
- ✔ Leave the park if your dog is showing signs of aggression. They include growling, snapping, snarling, baring teeth or lunging. It's critical to deescalate these situations as quickly as possible.
- ✔ Supervise your dog at all times to prevent any unruly behaviour towards other dogs or people.
- ✔ Clean up after your dog and always carry a waste bag – bins are provided.
- ✔ Consider desexing your dog to decrease the likelihood of antisocial behaviour at the park.
- ✔ Teach your dog manners such as sit when greeting humans to avoid jumping up behaviour.

## Don'ts

- ✘ Bring toys, food or treats into the park as this may cause fighting over resources
- ✘ Bring your dog if it is unwell or is over excited, not sufficiently socialised or has aggression/ behavioural issues.
- ✘ Bring puppies under 12 weeks (preferably 16 weeks) of age into the park
- ✘ Get distracted by mobile phones or talking to other park users

## Reporting incidents

Council investigates all dog attacks that occur within our LGA. To report a dog attack or other incident please call Council ASAP on **9806 5050** at any time. Council officers can respond 24/7 if required.

On the spot fines exceed \$1320 with the maximum fine in court being \$11,000.



**CITY OF  
PARRAMATTA**

## **REPORTS TO COUNCIL - FOR COUNCIL DECISION**

**13 MAY 2024**

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**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

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<b>ITEM NUMBER</b>	13.1
<b>SUBJECT</b>	Adoption of Regulatory Enforcement Policy and Rescission of Superseded Regulatory Services Policies
<b>REFERENCE</b>	F2024/00282 - D09363755
<b>REPORT OF</b>	Policy Officer

**CSP THEME:** Fair

**WORKSHOP/BRIEFING DATE:** Policy Review Committee – 25 October 2023

**PURPOSE:**

To seek Council's adoption of the Regulatory Enforcement Policy (Policy 306), and to rescind the superseded Building Compliance Enforcement Policy (Policy 316) and Restricted Premises Enforcement Policy (Policy 323).

**RECOMMENDATION**

- (a) That Council adopt the Regulatory Enforcement Policy 2024 (Policy 306), as attached to this report.
- (b) That Council endorse the immediate rescission of the following Council Policies:
  - i. Policy 316 – Building Compliance Enforcement Policy; and
  - ii. Policy 323 – Restricted Premises Enforcement Policy.

**BACKGROUND**

- 1. On 11 March 2024, Council resolved to place the Regulatory Enforcement Policy (Policy 306) on public exhibition for a period of 28 days.
- 2. The Regulatory Enforcement Policy was placed on public exhibition from 18 March until 17 April 2024. Submissions on the Policy were invited by contacting Council's Governance Team directly or by using Council's Participate Parramatta portal. Printed copies of exhibition materials were also made available for viewing at Council's library branches and Customer Service Centre.

**ISSUES/OPTIONS/CONSEQUENCES**

- 3. In total the Participate Parramatta page for the Regulatory Enforcement Policy received 160 views. No submissions were received from members of the public.
- 4. Council officers do not propose any changes to the Policy as a result of the public exhibition.
- 5. The Regulatory Enforcement Policy recommended for adoption is provided at **Attachment 1**.
- 6. Once adopted, the updated Regulatory Enforcement Policy will establish a more comprehensive regulatory enforcement framework for Council and will therefore

supersede a number of specific enforcement policies. These redundant Council Policies should be rescinded. This recommendation was supported at the Policy Review Committee meeting on 25 October 2023.

7. The Council Policies identified as being superseded by the updated Regulatory Enforcement Policy and recommended for immediate rescission are:

<b>Title</b>	<b>Last adopted by Council</b>
316 – Building Compliance Enforcement Policy	2017
323 – Restricted Premises Enforcement Policy	2017

8. Reference copies of the Council Policies recommended for rescission can be found at **Attachments 2** and **3**.

## **CONSULTATION & TIMING**

### Stakeholder Consultation

9. The following stakeholder consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Stakeholder</b>	<b>Stakeholder Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
18 March - 17 April 2024	Public Exhibition	No submissions received during Public Exhibition period.	Noted	Governance

### Councillor Consultation

10. The following Councillor consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Councillor</b>	<b>Councillor Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
4 October 2022	Policy Review Committee	Noted that staff would be reviewing ongoing Council's policy portfolio to identify redundant items to retire.	Noted and actioned	Governance
23 October 2023	Policy Review Committee	Councillors provided feedback on the draft Regulatory Enforcement Policy. Councillors raised the following recommendations: a. Delete clause 5.8, regarding procedural requirements for Councillors. b. Ensure clarity is provided where Council is not authorised to investigate reports of unlawful activity regarding private certifiers.	Recommended amendments incorporated into the draft.  Verified that Scope clause 1.1 sets out clear examples of where Council is the authorised body to investigate reports alleging unlawful activity within its remit.	Regulatory Services + Governance



23 October 2023	Policy Review Committee	Supported Restricted Premises Enforcement Policy and Building Compliance Enforcement Policy to be put to Council to endorse rescinding following adoption of updated Regulatory Enforcement Policy.  Requested additional information on Council's systems for implementing operational service standards in the absence of the Building Compliance Enforcement Policy.	Noted and actioned.  Confirmed that service standards are integrated into Pathway application, for receiving and responding to Service Requests.	Regulatory Services + Governance
January 2024	Policy Review Committee	Considered via email staff recommendation to re-instate draft clause 5.8 (b)-(d), and to only delete proposed sub- clause (a), regarding requirement for Councillors to refer customers to submit Service Requests.  Supported to re-instate clause 5.8 (b)-(d), with amendment raised by Cllr Bradley to sub-clause (c) to delete "are being duly implemented", to ensure accurate representation.	Verified that 5.8 sub- clauses (b)-(d) are consistent with current Code of Conduct requirements for Councillors, and serve as procedural clarification.  Reinstated clause 5.8 (b)-(d), with Cllr Bradley's amended wording.	Regulatory Services + Chief Executive Officer

## LEGAL IMPLICATIONS FOR COUNCIL

11. The draft was reviewed by Council's Legal Services Unit, and the Regulatory Enforcement Policy recommended to be adopted does not present any legal concerns.
12. There are no legal implications associated with rescinding the superseded Building Compliance Enforcement Policy and Restricted Premises Enforcement Policy.

## FINANCIAL IMPLICATIONS FOR COUNCIL

13. If Council resolves to approve this report in accordance with the recommendations, there are no unbudgeted financial implications for Council.







Melissa McIsaac  
**Policy Officer**

Adrian Mihaila  
**Health & Building Services Manager**

George Bounassif  
**Executive Director City Assets and Operations**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

- |  |  |  |
|--|--|--|
| <b>1</b>  | For Adoption - Regulatory Enforcement Policy 2024  | 11 Pages   |
|           | <b>2</b>  | For Information - Building Compliance Enforcement Policy 2017 17 Pages |
|           | <b>3</b>  | For Information - Restricted Premises Enforcement Policy 2017 14 Pages |
|           |  |  |

**REFERENCE MATERIAL**



**Regulatory Enforcement Policy**

**Contents**

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3. Policy ..... 2

4. Delegation ..... 7

5. Procedure..... 7

6. Definitions ..... 9

**1. Scope**

1.1 This Policy applies to all areas within the City of Parramatta local government area (LGA), and to City of Parramatta Council (Council) Employees who are authorised to investigate Reports Alleging Unlawful Activity pertaining to matters such as, but not limited to:

- (a) development and building control;
- (b) fire safety;
- (c) swimming pools;
- (d) public health and safety;
- (e) food safety;
- (f) pollution control;
- (g) environmental health;
- (h) animal control;
- (i) tree preservation;
- (j) roads and footpaths;
- (k) parking;
- (l) parks and reserves;
- (m) illegal dumping; and
- (n) water supply and sewerage work.

1.2 This Policy does not apply to the handling of Complaints regarding Council services, the process for which is set out under Council's Complaints Handling Policy.

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2. Purpose

- 2.1 This Policy sets out Council's approach to compliance and Enforcement processes, for regulatory matters as outlined in the Scope. It provides a framework to ensure the investigation and detection of any breach of legislation will be conducted by Council in a fair, lawful, consistent, transparent, and professional manner, and with thorough consideration of all available facts.
- 2.2 This Policy outlines how Council will meet its obligation to duly investigate all Service Requests alleging Unlawful Activity. The Policy provides clear guidelines for an effective Service Request handling system, where staff consistently address Service Requests through a clear and transparent decision-making process.
- 2.3 This Policy further aims to support Regulatory Services Employees in undertaking their duties for safeguarding the built and natural environments in the LGA, with a view to ensuring they are maintained and used in a compliant manner, providing a healthier and safer environment for the community.

3. Policy

Guiding principles for Enforcement

- 3.1 Prior to making a decision to enforce or prosecute, Authorised Persons acting on behalf of Council will give consideration to the following guiding principles:
  - 3.1.1 Use of discretion: decide whether to take Enforcement or prosecution action in response to evidence of Unlawful Activity.
  - 3.1.2 Procedural fairness: ensure that Council's Enforcement and prosecution processes afford natural justice.
  - 3.1.3 Previous conduct: ensure that communication is clear in relation to Council's previous actions and how these actions impact on a specific circumstance, prior to deciding the taking of Enforcement or prosecution action.
  - 3.1.4 Nature of the activity: consider the nature and extent of the activity, prior to making a decision to take Enforcement or prosecution action, including:

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- (a) if the breach was of a Trivial or technical nature;
  - (b) if there were any aggravating circumstances; and
  - (c) if there was any third-party harm or serious environmental harm.
- 3.1.5 Delay in taking action: ensure that decisions to take Enforcement or prosecution action are made without undue delay. Notwithstanding, Service Requests with a higher priority of potential risk will be addressed before lower priority matters, when Service Request volumes are high.
- 3.1.6 Public interest: the resulting benefit of taking Enforcement or prosecution action in circumstances where the non-compliance can be easily remedied, or where Council approval could have been obtained, needs to be balanced against the cost of any action.
- 3.1.7 Impartiality: ensure Enforcement decisions will not be influenced by:
- (a) an individual's race, religion, sex, nation of origin or political associations, activities, or beliefs;
  - (b) possible political advantage or disadvantage to Council, or any other party;
  - (c) the possible impact of the decision on the personal or professional circumstances of any party;
  - (d) possible media or community reaction to the decision; or
  - (e) a conflict of interest (real or perceived), as set out by Council's Code of Conduct.
- 3.1.8 Reputation of Council: any decision regarding Enforcement or prosecution action must be made in a sound and ethical manner so as not to damage, harm, or tarnish Council's professional reputation.
- 3.2 Whilst it is intended that the principles in this Policy will have general application, there may be cases where the circumstances justify departure from these principles. Any departures will be subject to the authorisation of Council's Group Manager, Regulatory Services.

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Enforcement methods and considerations

3.3 Council will always seek to achieve voluntary compliance with the legislation it administers, through education, advice, and guidance to individuals and businesses. However, Council will be vigilant in monitoring compliance with applicable legislation, and will take Enforcement action where individuals or businesses are unwilling to comply or deliberately commit an Unlawful Activity. Council has a range of enforcement methods available to address breaches of legislation. The specific enforcement method will be chosen to ensure that the level of regulatory response is proportionate to the level of risk and seriousness of the breach, by employing the following responsive regulation model:

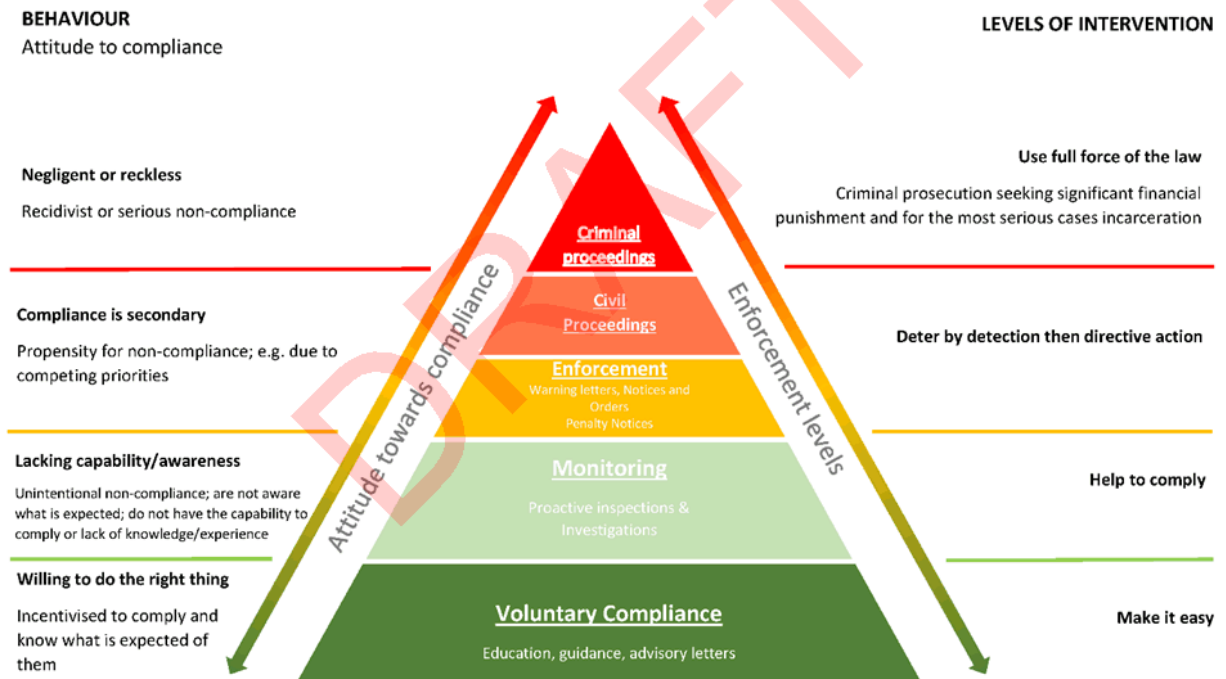


Figure based on Ian Ayres and John Braithwaite, *Responsive Regulation: Transcending the Deregulation Debate* (Oxford University Press, 1992)

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3.4 Where appropriate, the following methods may be used in an escalatory manner, in accordance with clause 3.3 of this Policy:

3.4.1 Non-coercive methods, which may include:

- (a) education, on the requirements of the relevant legislation, Council policies, or codes. This option may be taken for a single minor breach that would not result in risk to life/property/health or the environment; the breach can be rectified immediately; and the Offender has shown contrition and rectified the matter immediately;
- (b) warning letter, to formally advise of the requirements of the relevant legislation, Council policies, or codes. This option may be taken where there are one or more minor breaches that may result in risk to life/property/health or the environment; the breaches may require some time to rectify; and a reinspection is required to confirm compliance;
- (c) formal notices, Orders, or directions, to provide specific details of what work must be undertaken, or that an activity must cease in order to comply with relevant legislation, Council policies, or codes. This option may be taken where a breach is likely to cause risk to life/property/health or the environment; the breach will require time/resources to rectify; and a reinspection is required to confirm compliance; or
- (d) Council carrying out the uncompleted work specified in an Order and recovering the cost of such action from the Offender. This option may be taken when the recipient of an Order/direction from Council has made no attempt to complete the works and/or is incapable of completing the required works and there is a risk to life/property/health or the environment by not completing the works.

3.4.2 Coercive methods, which may include issuing a:

- (a) Penalty Notice, as a fixed financial reprimand for an offence to serve as a deterrent, used when:
  - i. the offence is a minor breach of legislation, where the facts alleged are not complex;
  - ii. the behaviour is isolated and unlikely to be repeated; and/or
  - iii. the Penalty Notice amount is likely to be a sufficient deterrent; or
- (b) Court Attendance Notice, to pursue more extensive fines for breaches, or Court orders to remedy a situation, such as prosecution in the:

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- i. Local Court, used when:
    - a. the amount of any fine imposed is unlikely to exceed the jurisdictional limit of the Local Court;
    - b. the factual circumstances of the offence are not complex;
    - c. a Penalty Notice has previously been issued to the Defendant;
    - d. the offence is one where the environmental harm is considered not serious enough to take it to the Land and Environment Court; and/or
    - e. the matter can be more efficiently dealt with in the Local Court; or
  - ii. Land and Environment Court, used when:
    - a. the monetary penalty imposed is likely to exceed the jurisdictional limit of the Local Court;
    - b. the offence is one that has caused substantial environmental damage or harm;
    - c. the offence is one that has been committed previously by the Defendant and Court action has failed to act as a deterrent; and/or
    - d. the offence is one where Council is, in addition to seeking a monetary penalty, seeking orders requiring the Defendant to undertake remedial work, where allowed by the relevant legislation.
- 3.5 Where Council is not the appropriate regulatory authority under specific legislation, Council will refer the matter to the appropriate agency or forum, including referring the:
- (a) Report Alleging Unlawful Activity to an external agency for further action (e.g., police or the relevant NSW Government Department); or
  - (b) disputing parties to an external mediator (e.g., the Community Justice Centre or NSW Civil and Administrative Tribunal).
- 3.6 Where Council incurs costs in undertaking Enforcement and/or prosecution action, it will recover such costs in accordance with the relevant legislation. For instance, Council may issue compliance costs notices pursuant to section 104 of the *Protection of the Environment Operations Act 1997* (NSW) and section 37 of Schedule 5 to the *Environmental Planning and Assessment Act 1979* (NSW).

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4. Delegation

4.1 There are Administrative and/or Legislative Delegations applicable to this Policy, which are provided for in Council's Delegations Manual.

5. Procedure

5.1 This Policy must be read in conjunction with any presiding direction applicable to the matter subject to Council investigation under this Policy, including Council's Local Orders Policy and legislation such as, but not limited to, the:

- (a) *Biosecurity Act 2015* (NSW);
- (b) *Boarding Houses Act 2012* (NSW);
- (c) *Building Professionals Act 2005* (NSW);
- (d) *Companion Animals Act 1998* (NSW);
- (e) *Contaminated Land Management Act 1997* (NSW);
- (f) *Environmental Planning and Assessment Act 1979* (NSW);
- (g) *Fines Act 1996* (NSW);
- (h) *Food Act 2003* (NSW);
- (i) *Local Government Act 1993* (NSW);
- (j) *Privacy and Personal Information Protection Act 1998* (NSW);
- (k) *Protection of the Environment Operations Act 1997* (NSW);
- (l) *Public Health Act 2010* (NSW);
- (m) *Public Spaces (Unattended Property) Act 2021* (NSW);
- (n) *Roads Act 1993* (NSW);
- (o) *Roads Transport Act 2013* (NSW);
- (p) *Rural Fires Act 1997* (NSW); and
- (q) *Swimming Pools Act 1992* (NSW).

5.1.1 This Policy must be read in conjunction with Council's Parking Enforcement Policy, which sets out specific Enforcement provisions for parking matters in the LGA.

Service Requests

5.2 Council will record all Service Requests raised by the public. The investigation of each Service Request will be conducted on the merits and accuracy of the information provided. Investigation of Service Requests will be on a risk basis, where matters that pose a risk to life/property/health and the environment are investigated as a priority.

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Not every Service Request will require an investigation by Council. Low risk cases may be recorded but no action taken. If the situation in relation to a Service Request changes throughout the investigation, Council may alter the Service Request's priority.

- 5.3 Where the nature of a Service Request also relates to a matter of concern to a State agency or where there is an increase in the number of a particular request type, Council may investigate using a more focused approach. Where this approach is used, all available resources are focused on the resolution of that matter (e.g., unlawful boarding houses).
- 5.4 Members of the public wishing to request Council to investigate a potentially Unlawful Activity can do so by contacting Council's Customer Service Centre on (02) 9806 5050 or 1300 617 058, or by lodging an online request on the Service Portal on Council's website.

#### Employee and Councillor responsibilities

- 5.5 Employees, where relevant to their role, are expected to:
- effectively participate in training related to implementation of this Policy;
  - report any barriers or concerns relating to implementation of this Policy to their Team Leader, without undue delay;
  - make decisions relating to the investigation of alleged Unlawful Activity, with the support of their Team Leader; and
  - read this Policy in conjunction with any relevant Council standard operating procedures relevant to the regulatory activity they are undertaking.
- 5.6 Team leaders, where relevant to their role, are expected to:
- effectively train, guide, and monitor Employees in implementation of this Policy;
  - effectively respond to reported barriers or concerns related to implementation of this Policy;
  - be an active advocate for effective implementation of this Policy; and
  - review decisions relating to the investigation of alleged Unlawful Activity made by an Authorised Person.
- 5.7 The Group Manager, Regulatory Services, is expected to:

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- (a) effectively respond to reported barriers or concerns related to implementation of this Policy; and
- (b) be an active advocate for effective implementation of this Policy.

5.8 Councillors are expected to:

- (a) not make decisions around the way Unlawful Activities are investigated and/or prosecuted;
- (b) avoid involvement in Council’s day-to-day operational and management decisions around Enforcement and prosecution; and
- (c) assist individuals who raise concerns with them to understand Council’s policies and procedures.

6. Definitions

Authorised Person	An Employee of Council generally or specially authorised by Council in respect of or whose duty it is to deal with, or to act in regard to, any acts, matters, or things in relation to which the expression is used.
Complaint	An expression of dissatisfaction made about Council services, staff, or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.  For the purposes of this Policy, a complaint does not include:  (a) a Report Alleging Unlawful Activity; (b) a request for information about a Council policy or procedure; (c) a request for an explanation of actions taken by Council; or (d) a request for internal review of a Council decision.
Court Attendance Notice	Means a Court Attendance Notice issued and filed in accordance with the <i>Criminal Procedure Act 1986</i> (NSW), which may be used to commence summary proceedings in the local court. A Court Attendance Notice specifies the offence and its essential particulars, as well as the address of the court where the matter is to be heard. If a person does not attend court on the day specified in a Court Attendance Notice, a warrant may be issued for the arrest of the person, or the matter may be dealt with in the absence of the person.
Defendant	Means a person who is charged with a criminal offence.

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Employee	A person who is directly employed by Council on a full time, part time, temporary, or casual basis.
Enforcement	Means actions taken in response to serious or deliberate contraventions of laws.
Offender	Means a person who does or is alleged to have done something wrong, causes problems, or commits or is alleged to have committed an illegal act.
Order	An authoritative direction or instruction given by Council.
Penalty Notice	Means a notice issued under a statutory provision to the effect that: <ul style="list-style-type: none"> <li>(a) the person to whom the notice is issued has committed the penalty notice offence specified in the notice, and</li> <li>(b) if the person does not wish to have the matter determined by a court, the person may pay, within the time and to the person specified in the notice, the amount for the offence specified in the notice.</li> </ul> <p>A Penalty Notice may be issued to a person personally, or by post, or in an approved electronic manner (as specified in section 4A of the <i>Fines Act 1996</i> (NSW)).</p>
Report Alleging Unlawful Activity	Means an expression of concern or a request for service in relation to alleged Unlawful Activity, where a response or resolution is explicitly or implicitly expected or legally required.
Service Request	For the purposes of this Policy, refers to a Report Alleging Unlawful Activity lodged through Council's Service Request system, via Council Customer Service or the Service Portal on Council's website.
Trivial	Means of little value or importance.
Unlawful Activity	Means any activity or work that has been or is being carried out contrary to the below and/or failure to take required action in order to be compliant with: <ul style="list-style-type: none"> <li>(a) terms or conditions of a development consent, approval, permit, or licence;</li> <li>(b) an environmental planning instrument that regulates the</li> </ul>

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	activities or work that can be carried out on particular land; (c) a legislative provision regulating a particular activity or work; or (d) a required development consent, approval, permission, or licence.
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<b>REFERENCES</b>	Biosecurity Act 2015 (NSW) Boarding Houses Act 2012 (NSW) Building Professionals Act 2005 (NSW) Companion Animals Act 1998 (NSW) Contaminated Land Management Act 1997 (NSW) Criminal Procedure Act 1986 (NSW) Environmental Planning and Assessment Act 1979 (NSW) Fines Act 1996 (NSW) Food Act 2003 (NSW) Ian Ayres and John Braithwaite, <i>Responsive Regulation: Transcending the Deregulation Debate</i> (Oxford University Press, 1992) Local Government Act 1993 (NSW) Privacy and Personal Information Protection Act 1998 (NSW) Protection of the Environment Operations Act 1997 (NSW) Public Health Act 2010 (NSW) Public Spaces (Unattended Property) Act 2021 (NSW) Roads Act 1993 (NSW) Roads Transport Act 2013 (NSW) Rural Fires Act 1997 (NSW) Swimming Pools Act 1992 (NSW)
<b>ASSOCIATED POLICIES</b>	Code of Conduct Complaints Handling Policy Local Orders Policy Parking Enforcement Policy
<b>ATTACHMENTS</b>	Nil

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## Building Compliance Regulatory Services Enforcement Policy

### Contents

1. Scope
2. Purpose
3. Legislation and Associated Documents
4. Policy
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### 1. Scope

This policy sets out the approach that the City of Parramatta Council (*Council*) will take in relation to alleged breaches of the legislation in the local government area governed by Council. This includes:

- Non-compliance with conditions of consent
- Commencing building work without approval
- Un-authorized use of premises

Council has an obligation under Section 8 of the Local Government Act 1993 to ensure that the exercise of its regulatory power is carried out consistently and without bias.

This policy should be followed in all but extenuating circumstances. It applies to all Council staff (regulatory and development) and Council appointed contractors involved where Council has a regulatory responsibility under the relevant NSW legislation. All Council staff are expected to be familiar with relevant legislation that pertains to the carrying out of their operational duties.

### 2. Purpose

The purpose of this policy is:

- To confirm Councils policies with respect to unlawful activity.
- To provide consistency in enforcement matters of development non-compliance, and to ensure transparency, procedural fairness and natural justice.

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- To provide documentary support to the Council's Regulatory Services Enforcement Policy.

### 3. Legislation and Associated Documents

The following acts and regulations are the guiding legislation for building compliance matters. They include and are not limited to:

- Boarding Houses Act 2012 and related Regulations
- Building Professionals Act 2005
- Environmental Planning & Assessment Act 1979 and related Regulations
- Fines Act 1996 and related Regulations
- Local Government Act 1993 and related Regulations
- Privacy and Personal Information Protection Act 1998
- Protection of Environment Operations Act 1997 and related Regulations
- Rural Fires Act 1997 and related Regulations
- Swimming Pool Act 1992 and related Regulations

This policy shall be read in conjunction with the City of Parramatta Regulatory Services Enforcement Policy No 306. In situations where the two policies are in conflict, the City of Parramatta Regulatory Services Enforcement Policy No 306 shall take precedence.

- Staff Delegations - Determinations regarding enforcement action will be made in accordance with this Policy and relevant delegation criteria including all relevant acts and regulations as defined under delegation.
- City of Parramatta Regulatory Services Enforcement Policy
- Restricted Premises Regulatory Services Enforcement Policy
- Standard Operating Procedures

### 4. Policy

#### 4.1 This Policy will:

- a) to inform the public of the principles and measures that Council staff will apply in its compliance and enforcement activities relating to unauthorised works and use
- b) to provide guidance to Council staff in pursuing enforcement options;

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- c) to implement a fair and equitable enforcement system consistently across the City of Parramatta local government area and
- d) to provide a mechanism to enable Council to recover the costs of regulating and monitoring unauthorised works and uses.

### 4.2 Responding to complaints of unlawful activity and building works

Complaints will be responded to in order of priority. Action will be instigated within the principles outlined in sub-clause 4.4.1 of the Regulatory Services Enforcement Policy. Generally, response will be prioritised as:

- **Urgent and life threatening matters** – For matters of this kind priority is paramount and reasonable endeavours will be taken for action to occur on the day on which the complaint is received. The severity of such incidents may be such that they may result in death, ill health, cause severe damage to property or the environment. Examples include unsafe buildings, collapsed buildings, buildings recently damaged by fire, etc.
- **Significant Nuisance Matters** – For matters of this kind a rapid response is desirable and steps will be taken for an inspection to occur within 3 business days from when the complaint is received.
- **General compliance issues** – For matters of this kind reasonable endeavours will be made for action to be taken within 5 business days from the day on which the complaint is received. The severity of such incidents is such that there is no immediate potential for physical harm to persons, property or the environment, however there is potential for adverse amenity impacts. Examples include alleged unlawful works and uses or work carried out not in accordance with a development consent.
- **General Nuisance matters** - For matters of this kind, action is to be taken within 10 business days of the day on which the complaint is received. Examples include minor alleged non-compliance that does not have an immediate adverse impact.

Council's Regulatory staff will respond to all complaints or notifications relating to alleged unlawful activities and building work within 5 business days of the date on which the complaint or notification is received. Complainants will be advised of the progress and outcome of all investigations.

### 4.3 Investigating unlawful activity and building work

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All complaints and matters regarding alleged unlawful activity and building work will be investigated unless:

- The matter has already been resolved.
- A private Principal Certifying Authority (PCA) is responsible for monitoring compliance with the development consent and the matter relates to compliance with approved drawings. To assist customers, Council will refer them to the PCA in the first instance to remedy a complaint. (Council will liaise with the PCA and investigate matters outside the scope of the property boundaries, matters that are life threatening, may cause significant property damage or where there is likely to be significant local nuisance impacts).
- Council has no jurisdiction (for example, dividing fences).
- The unlawful activity is in fact determined to be lawful (for example, Exempt Development).
- The complaint is frivolous, vexatious or trivial in nature.

All decisions regarding the investigation and actions shall be carried out in accordance with Council's General Regulatory Services Regulatory Services Enforcement Policy. If a decision is made not to further investigate the complaint, the decision will be recorded along with clear reasons as to why it was not investigated. The complainant will be advised in writing of the reason for the decision.

#### 4.4 Authorised officer field inspections

Pursuant to relevant legislation, Council will delegate authority to (and thereby authorise) certain staff to carry out inspections and take necessary action as part of their duties.

Council views the power to enter private property in order to carry out investigations very seriously and will ensure that these powers are exercised in accordance with all relevant legal requirements.

All Council staff carrying out inspections on private land for regulatory purposes must:

- Have a delegation from Council to enter the premises in order to carry out investigations in the performance of their duties.
- Be authorised by Council where this is required by specific legislation to permit inspections on private property.
- Carry photographic identification demonstrating authorisation to enter private

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property under the relevant legislation.

- Be conscious of any requirements relating to occupational health and safety.
- Be courteous and helpful.

It is at the discretion of the authorised officer on how to investigate and resolve complaint in accordance with this Policy. In general, the relevant procedure is set out below:

- The authorised officer must prioritise the complaint in accordance with sub-Clause 4.4.1.1 of the Regulatory Services Enforcement Policy.
- The complainant is contacted to substantiate the complaint, and to make a preliminary assessment. If it is determined that no further action is required, the officer immediately advises the complainant and records the reasons why no further action is required.
- If it is determined that further action is required, the authorised officer must inspect the subject premises to fully assess the situation and to advise the owner/occupier of the complaint. Before entering, the authorised officer must introduce themselves by giving their name, title and the reasons why they are visiting the premises. Details of the persons interviewed, notes relating to the inspection as well as any photographic evidence should be taken at this stage.
- Upon the completion of the inspection, the results of the inspection are to be recorded Council's electronic records system. Depending on the results of the inspection, appropriate correspondence shall be prepared and sent. The complainant shall also be advised of Council's actions along with likely time frames for finalising the matter.

**Note:** All conversations and observations will be documented and recorded.

### 4.5 Options for action in confirmed cases of unlawful activity

Regulatory action is any formal and informal action taken to prevent or rectify infringements of any relevant laws or requirements. The regulatory options may differ with each case, but the principles of application should remain constant.

#### 4.5.1 Non-Enforcement action where there is evidence of unlawful activity

In accordance with Council's values and the Regulatory Services Enforcement Policy, a number of options may be considered instead of enforcement as outlined in sub-Clause 4.4.1.3 of the Regulatory Services Enforcement Policy.

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The following may be appropriate:

- Referring the matter to the relevant agency for further action if the breach does not fall under the jurisdiction of Council.
- Educating the person investigated on the relevant requirements.
- Discussing with the person who carried out the unlawful activity to obtain an undertaking from them to address issues of concern found during the investigation (No negotiating – as this may be seen as influencing an outcome).
- Issuing a warning or caution to the offender, requiring work to be done or activity to cease in lieu of more formal action. Verbal warning shall be documented on Council records and may be confirmed in writing.
- Taking no action on the basis of no reliable evidence or other reasons such as frivolous or vexatious complaints or where Council has no jurisdiction.
- Referring parties for mediation with Community Justice Centre

The approach followed by an authorised officer in any situation is to be determined by the authorised officer exercising the discretion vested in them by the relevant laws and in accordance with any applicable Council policies. This includes ensuring compliance with relevant administrative law principles such as acting fairly and equitably, and to act in the public interest.

These approaches also do not preclude the Council from taking enforcement action.

### 4.5.2 Enforcement action

Enforcement action will be taken with a minimal tolerance approach. It is recognised that this approach is consistent with other local authorities with the same regulatory authority.

Enforcement action includes:

- Issuing of notices or orders or both depending on the circumstances requiring compliance with legislative requirements or those of an environmental planning instrument.
- Issuing a penalty infringement notice (PIN)
- Commencement of legal proceedings of a criminal nature in the Courts.
- Commencement of legal proceedings of a civil nature in the Courts (to either remedy or restrain the unlawful activity. Examples include Class 4 proceedings in the Land and Environmental Court to enforce compliance

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with s121B of the Environmental Planning and Assessment Act 1979 or seeking of interlocutory or injunctive proceedings to prevent unlawful activity from occurring).

Before any enforcement action is taken, the Council must consider the Regulatory Services Enforcement Policy with regard to the following:

- Could the unlawful activity be carried out lawfully if development consent or an exemption from development was sought?
- Are the breaches technical or inconsequential in nature with no aggravating circumstances?
- Could the non-compliance be easily remedied by some action of the person responsible?
- Are the unlawful activities or works carried out on a heritage item and did they adversely impact on the heritage significance?
- Is the condition of the Development Consent not being complied with unreasonable, ambiguous or plainly unenforceable?
- Would action be in the public interest?
- Is there any doubt over the evidence or the offence?
- Has the person responsible been educated about Council's policy? (ie, did the person know that their actions were unlawful?)
- Are the costs of enforcing likely to be prohibitive for the nature of the offence?
- What are the chances of success if challenged?
- Has the person or company that carried out the offence had an opportunity to provide representation or submission on the matters?

If it is considered that enforcement action is required, it will be taken in accordance with the relevant laws and Council's internal policies and procedures (including reporting through the Legal services Manager).

In taking enforcement action, Council recognises that there are statutory processes which provide for representations and appeals and thereby natural justice principles will still be observed.

Where a person is afforded the right to make representations to a notice, Council requires those representations to be made in writing. This ensures representation documents can be recorded and filed in Council's electronic records system. Representations in person may be made if the Council considers this to be appropriate of individual circumstances.

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Council will reply to all written representations received during the notice period advising of the determination of the representation and whether Council will proceed with the order.

### 4.5.3 SPECIAL PROVISIONS – POSITION ON PRINCIPAL CERTIFYING AUTHORITY (PCA) AND PRIVATE CERTIFIERS.

Council recognises that when a private certifier is acting as the PCA, they are responsible for ensuring that the development is carried in accordance with the Environmental Planning and Assessment Act 1979, and the development consent. Persons making complaints regarding a development under the responsibility of a private certifier should be advised to contact the private certifier. Where a complaint is received Council will advise the PCA requesting them to investigate and respond.

Council does not have legal control over the PCA. In more significant matters, or matters that have not been addressed appropriately in the first instance by the PCA, Council will liaise with the PCA and will make every effort to ensure that requirements of all relevant laws are met, and that the health and safety of the public is not compromised.

Council will investigate environmental issues, amenity issues and matters outside the scope of the property boundaries (such as hours of operation, building materials stored on nature strips, inadequate sedimentation control and the like), matters that are life threatening or where there is likely to be significant local nuisance impacts or may cause property damage.

Council may make complaints to the Building Professional Board if Council considers that a PCA has not acted in accordance with their obligations under legislation or has not acted in the public interest.

Further details regarding Council's procedure when dealing with development sites where a private PCA has been appointed and is therefore the appropriate authority, are contained in this policy in **Annexure 1; Complaints regarding PCA.**

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### 4.6 Enforcement response for unlawful activity

#### 4.6.1 Unauthorised Building Works – No approval

A development consent or construction certificate cannot be issued retrospectively for building works already constructed. Building work carried out without a development consent, a complying development certificate or a construction certificate which do not fulfil the development standards as set-out the State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 are deemed to be unauthorised.

Action to be taken by Council will depend on whether the building work complies or does not comply with Council's policies, other relevant legislation and the extent of the work undertaken.

##### 4.6.1.1 No approval and building work does not comply with Council policies, BCA or other legislation.

A Council authorised officer will carry out an assessment of the unauthorised work to determine whether it would generally comply with Council's policies (including those relating to heritage, the Building Code of Australia and any other relevant legislation or requirements). The owner may be requested to supply additional information including works as executed drawings or reports to assist the officer carry out their assessment. Such details will be referred to Council's Development Assessment Team or other departments for comments regarding Planning, Engineering, Heritage or infrastructure.

If the structure does not comply with any of the legislative requirements, Council may take the following actions:

- Issue a Notice of Proposed Order requiring the removal of the unauthorised work under the provisions of the Environmental Planning and Assessment Act 1979 on the owner of the subject property.
- Issue a Court Attendance Notice.

A 'Notice of Intention to give an Order' may require the removal of the unauthorised work or any other work considered necessary to be carried out to ensure compliance with the legislation, as provided by the Environmental Planning and Assessment Act 1979 or the Local Government Act 1993.

The Council may commence legal proceedings in accordance with the

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Regulatory Services Enforcement Policy and these proceedings may be in the form of a criminal prosecution in the Land and Environment Court in cases where significant unauthorised work has been carried out.

In determining whether to pursue legal proceedings Council will have regard to those matters listed in clause 4.5.5 of the Regulatory Services Enforcement Policy and Clause 4.5 of this Policy. An example of when prosecution action is likely is when building work has been undertaken and damage to the environment cannot be corrected, such as the demolition of a heritage building.

Where there is failure to comply with the requirement of order, Council may pursue legal proceedings of a civil nature to enforce the order. In these circumstances, Council may also commence criminal prosecution action.

### 4.6.1.2 Unauthorised building work (no approval) that complies with Council Policy, BCA and other Legislation

If sufficient evidence is provided to verify that the unauthorised work complies with the requirements of Council's policies, the BCA and other legislation, the authorised officer will prepare a report for the Unit Manager of Regulatory Services with a recommendation of proposed actions. The matters in the Regulatory Services Enforcement Policy and listed in Clause 4.5 of this Policy will be taken into consideration when determining the appropriate action to be taken. In addition to the matters for consideration in Clause 4.5, the following requirements will need to be satisfied:

- Evidence that the building is structurally adequate (Structural Engineer's report).
- Building Code of Australia compliance such as evidence of termite control, waterproofing, smoke detectors etc.
- Basix requirements and any other energy efficient requirements.
- Compliance with Councils planning controls.
- Survey report indicating that the position of the structure complies.
- Works as Executed (WAE) plans.
- The structure is aesthetically acceptable and does not cause an unreasonable impact on streetscape compliments the surrounding area.
- The building work does not have an unreasonable impact on the adjoining properties (eg, privacy, overshadowing and the like)

Except in exceptional circumstances a Penalty Notice for the unauthorised work

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will be issued.

Where a significant amount of unauthorised work has been undertaken. Council may elect to commence criminal proceedings.

### 4.6.1.3 Unauthorised building work where approval has been granted - work not being undertaken with conditions of consent

Where building work is not being undertaken in accordance with the conditions of the development consent controlling the way in which the building works shall be undertaken, action taken by Council will depend on whether the building work complies with Council's policies, other relevant legislation and the extent of the work undertaken.

Warnings are considered appropriate for matters that do not cause a nuisance or disturbance to others (e.g. not having the PCA sign on the site). PINs are the appropriate response for matters that cause a disturbance to others and these include:

- Storage of builder's materials on the road or nature strip.
- Working out of approved hours.
- Construction noise exceeds approved levels.
- Failure to provide safety fence or erosion and sediment control measures.

If there is ongoing non-compliance after the issue of a written warning then a PIN will be issued. If there is continued non-compliance Council may decide to commence legal proceedings in the nature of a criminal prosecution.

### 4.6.1.4 Building work does not comply with the approved plans and details (but complies with council policies and legislation)

If an inspection reveals that building work was, or is not being, carried out in accordance with the detail approved under development consent, Council may give a stop work order. The applicant may then choose to seek advice from Council's Development Assessment team.

**NOTE:** A Section 96 application may be requested, but only if the building work is considered to comply with Council policies and other legislation. It should be noted however that such application will be assessed on its merits and may be refused regardless of whether the building work has been completed.

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The Development Assessment Team will provide assistance to Regulatory staff in determining if works comply with the approved consent and/or Council planning instruments and policies.

The matters in the Regulatory Services Enforcement Policy and listed in Clause 4.5 of this Policy will be taken into consideration when determining the appropriate action to be taken.

Except in exceptional circumstances a PIN for the unauthorised work will be issued.

Where a significant amount of unauthorised building work has been undertaken, Council may elect to commence legal proceedings of a criminal nature as an alternative to issuing a PIN.

### 4.6.1.5 Building work does not comply with the approved plans and details and does not comply with council policies and legislation

If an authorised structure does not comply the development consent and any of the legislative requirements, a Notice of Proposed Order requiring the removal of the unauthorised work under the provisions of the Environmental Planning and Assessment Act 1979 may be served on the owner of the subject property.

Council may commence legal proceedings of a criminal or civil nature in the Land and Environment Court in cases where significant unauthorised work has been carried out.

In determining whether to pursue legal proceedings of a criminal nature Council will have regard to the matters in the Regulatory Services Enforcement Policy and listed in Clause 4.5 of this policy. An example of when prosecution action is likely is when building work has been undertaken and any damage to the environment cannot be corrected, such as the demolition of a heritage building.

If there is failure to comply with the requirement of any order then Council may pursue legal proceedings of a civil nature to enforce the order in addition legal proceedings of a criminal nature.

## 4.7 Building Certificates

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Council does not support or encourage the submission of a Building Certificate Applications under the provisions of section 149D of the Environmental Planning and Assessment Act 1979 to justify unlawful works. However, it is recognised that persons who may have carried out unlawful works may apply for a Building Certificate to formalise those unlawful works.

Council may still take enforcement action against a person who carried out unlawful works, irrespective of whether they have applied for a Building Certificate.

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### 5. Definitions

In this policy, the words are taken to have the same meaning as outlined in the City of Parramatta Regulatory Services Enforcement Policy. Where a definition is not provided, the words are taken to have the same meaning as used in the applicable legislation.

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### 6. History

Version 1 – 22 November 2010

<b>REFERENCES</b>	
<b>POLICIES</b>	
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### **Annexure 1: Complaint Process Involving Private Certifiers**

This procedure is to identify a process to deal with a complaint that involves a private certifier to ensure the complaint is dealt with at the appropriate level and to ensure effective management of Council resources to achieve a desirable outcome for the community.

#### **Asking the right Questions**

When deciding whether a complaint requires investigation, a range of matters will be considered including the following questions from The NSW Ombudsman Public Sector Fact Sheet 5 – Enforcement, which details the obligations of Council and how to assess and determine the appropriate action for investigating and dealing with a complaint.

#### **Complaints relating to private certifiers**

When dealing with a complaint regarding a project in which a Private Certifier has been appointed Council should consider:

- What action is necessary and should be taken?
- Who is the appropriate agency or person with the jurisdiction over the matter?

The Environmental Planning and Assessment Act 1979 (EP&A Act) and Regulations clearly states that the certifier is responsible for the issuing of the construction certificate and the PCA is responsible to ensure the development is constructed in accordance with the consent and building regulations.

**The protection of the environment and public domain is seen as the responsibility of Council.**

#### **The NSW Ombudsman Public Sector Fact Sheet 5 questions;**

##### **Q1. Is the matter within the jurisdiction of the agency?**

The PCA is responsible for the construction of the development. The Building Professional Board is responsible for private certifiers. Council is responsible for the public domain, public safety and environmental protection. Issues which require Council action include:

- Issues affecting public areas such as footpaths, roadways and open space

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areas

- Issues of public safety from within the site such as hazardous substances, dangerous structures and land forming (excavations/filling), and site access (fencing)
- Issues affecting environmental protection such as erosion and sediment control, hours of operation/construction, dust control and general noise issues.

**Q2. Is the matter premature, eg, does the complaint relate to some unfinished aspect of work still in progress?**

If the Occupation Certificate has not been issued, see question 1 for actions.

**Q3. Does the activity or work require permission (ie Road Opening Permits), and if so is an approval in place?**

If there is an approval in place see question 1 for actions, if there is no approval in place generate complaint for unauthorised building work.

**Q4. Is the complaint trivial, frivolous or vexatious?**

These matters would be determined by Council or the certifier after receiving a complaint after determining responsibility (see question 1) when investigating the complaint.

**Q5. Has too much time elapsed since the events the subject of the complaint took place?**

Any complaint received after the issue of the occupation certifies should consider the merits of the complaint and action required. The complaint should also be directed to the BPB to investigate the actions and conduct of the accredited person.

**Q6. Is another agency more appropriate to investigate or otherwise deal with the matter?**

See Question 1 for Actions

**Q7. Is the activity having a significant detrimental effect on the environment or does it constitute a risk to public safety?**

Any matter in this category must be investigated by Council and the certifier should

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also be advised of the complaint.

**Q8. Does the complaint suggest a systemic problem, eg, if a complaint is one of a series, could there be a pattern of conduct or a more widespread problem?**

The nature of the complaint regarding a systematic problem would be determined in most cases by the BPB and would result in action against the certifier by the board. However, if there is a continual complaint that the certifier may not have acted upon and the complainant can demonstrate this, Council will investigate all matters to determine if a complaint is justified or mediate a solution. Any inaction of the certifier should be directed to the BPB by the complainant for investigation.

### Summary

There are a number of competing issues for Council to consider regarding complaints that involve privately certified projects. It is recommended that the following guidelines be used. However, in situations where it is identified that the certifier has not acted on a complaint or numerous complaints have been received involving the same development, Council may also, at its discretion, initiate an investigation.

1. When a complaint is received, Council will determine if a private certifier is involved by checking Council's electronic records systems. The customer will be advised that they should contact the private certifier in the first instance.
2. If Council has been nominated as the certifier, a request will be sent to the Certification team. All other requests regarding private certifiers are to be referred to the Building Compliance team.
3. If a complaint relates to an activity having a significant detrimental effect on the environment or a risk to public safety, the service request will be allocated to an officer for determination of the level of action required following normal procedures for handling complaints. Complaints to be dealt with by Council include:
  - a. Issues affecting public areas such as footpaths, roadways and open space areas
  - b. Issues of public safety from within the site such as hazardous substances, dangerous structures and land forming (excavations/filling), and site access (fencing)
  - c. Issues affecting environmental protection such as erosion and sediment control, hours of operation/construction, dust control and general noise

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issues.

4. If the work is in progress and involves compliance with the approval, a standard letter will be sent to the certifier requesting investigation and advise the complainant of the certifiers details for any further contact.
5. If the development has been finalised and an occupation certificate issued, then the complaint should must be referred to the Building Professionals Board to investigate the conduct of the certifier.
6. Where the complainant can provide written evidence that the certifier has not acted on a complaint, Council will investigate the matter on behalf of the complainant.
7. Council must investigate and act on any notice issued by a private certifier as required by the EP&A Act and Regulations.

### Notes

- A certifier/PCA is required under the EP&A Act to ensure the development consent is being complied with and the work is undertaken in accordance with the relevant building standards.
- A certifier PCA undertakes the roles and responsibilities of a public official when acting as the PCA under the EP&A Act.
- The certifier has the power to issue a notice for non-compliance and Council must ensure they act on any notice to remedy any breaches under the EP&A Act.
- A certifier/PCA is required to investigate all complaints and keep records for the BPB under the EP&A Act.
- Any Notices or orders issued by Council must be forwarded to the certifier as required under the EP&A Act

### Reference

Building Professionals Board [www.bpb.nsw.gov.au/public/complaint.shtml](http://www.bpb.nsw.gov.au/public/complaint.shtml) The NSW Ombudsman Public Sector Fact Sheet 5 – Enforcement.

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## Restricted Premises – Enforcement Policy – Number 323

### Contents

1. Scope
2. Purpose
3. Legislation
4. Policy
5. Procedure
6. Definitions

#### 1. Scope

This Policy applies to Brothels and Related Sex Use premises and should be read in conjunction with the City of Parramatta's Regulatory Services Enforcement Policy.

This Policy has been prepared to facilitate an effective and consistent approach to enforcement of controls on Brothels and Related Sex Use premises under the laws relating to operation of those premises.

This Policy will help align enforcement actions across all arms of Council, namely the Regulatory Services Unit and the Development and Traffic Services Unit, as they monitor and regulate business activities and premises within the City of Parramatta local government area.

This Policy applies to all Council's activities relating to Brothels and Related sex use premises and it sets out the process on how incidents will be escalated between the enforcement arms of Council.

#### 2. Purpose

The purpose of this Policy is to guide regulatory enforcement activity in relation to Brothels and Related Sex Use premises in the City of Parramatta local government area in a manner that aligns with Council's "umbrella" Regulatory Services Enforcement Policy.

In this context, this Policy will:

- Confirm that Council has a minimal tolerance approach to unlawful activity and non-compliance with development consents.

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- Provide consistency in enforcement matters of environmental breaches, development non-compliance, and to ensure transparency, procedural fairness and natural justice.
- Acknowledge an obligation under relevant sections of legislation to ensure that the exercise of its regulatory power is carried out consistently and without bias.
- To set the criteria for the regulation of the types of premises covered by this Policy.

The objectives of this Policy are:

- to inform the public of the principles and measures that Council staff will apply in its compliance and enforcement activities relating to Brothels and Related Sex Use premises;
- to provide guidance to Council staff in pursuing enforcement options;
- to implement a fair and equitable enforcement system consistently across the City of Parramatta local government area; and
- to provide a mechanism to enable Council to recover the costs of regulating and monitoring Brothels and Related Sex use premises.

### 3. Legislation

The following acts and regulations are the guiding legislation for restricted premises matters. They include and are not limited to:

- Environmental Planning & Assessment Act 1979 and related Regulations
- Local Government Act 1993 and related Regulations
- Restricted Premises Act 1943 and related Regulations

### 4. Policy

#### 4.1 Principles for Response

Council staff will:

- act in the public interest;
- act consistently, impartially and fairly according to law;
- promote consistency through effective liaison with field staff and the adherence to policies and procedures;

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- not discriminate on the basis of race, religion, sex, national origin or political association;
- ensure that enforcement action is taken against the right person for the right offence;
- ensure that all relevant evidence is placed before Courts or appeal tribunals;
- inform those being regulated of their legal obligations and have relevant personnel available during normal office hours to assist with enquiries about legislative requirements;
- discuss specific compliance failures or problems and provide advice on mechanisms that can be used to improve compliance;
- confirm advice in writing when requested and provide written advice in a clear and simple manner, explaining what and why remedial work is to be undertaken, over what time scale and ensuring legal requirements are explained;
- advise those being regulated of their right of appeal where provided by law, and
- provide alleged offenders with an opportunity to discuss the circumstances of their case.

This Policy aligns with the Council values together with the requirements of any relevant legislation.

### 4.2 Enforcement Activities

Council will carry out annual inspections of sex service premises (i.e. brothels, sex on premises facilities, therapeutic massage facilities, and massage parlours), to ensure premises conducting those activities comply with development consent and laws relating those activities. Council also receives information about suspected contraventions, illegal uses and non-compliances from members of the public, other agencies and monitoring activities.

Monitoring activities include:

- random inspections;
- intelligence gathering;
- routine patrols; and
- targeted investigations.

### 4.3 Hierarchy for Response

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The following hierarchy details how incidents escalate from minor offences through to significant offences. To assist Council in determining the appropriate action required, premises are categorised as either Low Risk or High Risk:

### 4.3.1 Low Risk

For Low Risk premises the hierarchy of actions includes:

- (a) Technical Breaches – “Minor Offences” Verbal and Formal (written) warnings.

A technical breach is where a condition of development consent is not being complied with such as the hours of operation or number of persons on the premises.

A verbal direction can be given in circumstances where a technical breach exists and the alleged offender immediately:

- cooperates by proceeding to take steps to comply with the informal request;
- takes action to rectify the problem which is the subject of the verbal direction at the time of the request / inspection;

A verbal direction would also be appropriate in circumstances where a technical breach exists and prosecution is unlikely if the person fails to comply.

As many verbal directions as are required can be issued against one site, however a further judgement call will need to be made. If for example a Council staff member requires the premises to close, cease operating as they are open outside of the approved times and they only comply for that day and they are found that this has not ceased the daily operational requirement, this should then escalate to a formal warning and legal enforcement.

Formal warnings will be issued when the operator has complied with the verbal direction but has not show any contrition or the Council staff member considers that the incidence would likely reoccur.

A formal warning will also be used if:

- there has been an unsatisfactory response to an informal request;
- the alleged offender is uncooperative or past experience indicates that they are unlikely to comply unless a formal notice is issued;

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- the Council staff member requests information or records from a third party who may be concerned about their privacy or confidentiality obligations.
- The statutory requirement to provide the information or documents will protect the addressee against liability for a breach of privacy or confidentiality.

Formal warnings will be formally recorded and kept in Council Records Management system.

A copy of the formal warning will be posted, faxed or emailed to the person who, in the opinion of the officer, is in possession of the approval.

All formal warnings must:

- be addressed to the correct legal entity (e.g. an individual or a corporation);
- state clearly what the warning is being given for and required action;
- give the addressee reasonable time to comply; and
- be signed by an authorised council officer.

If on returning to premises after a formal warning has been issued and the recommended action has not been taken, the Council staff member may elevate the action to appropriate legal enforcement.

### (b) Penalty Infringement Notices

Council has the discretion to issue Penalty Infringement Notices for offences under applicable laws (including the Environmental Planning and Assessment Act). This discretion should be exercised in cases where the matter is not considered serious enough to warrant a Court imposed penalty/order however the breach does warrant punitive action.

### (c) Notices and Orders

Council has the power to issue a wide range of notices and orders.

Council staff may use the enforcement provisions of the Environmental Planning and Assessment Act and related laws to regulate breaches through notices and orders.

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A notice or order may impose requirements on the addressee which may lead to prosecution if they fail to comply. Therefore, before deciding to issue a notice or order, it is important to consider whether the circumstances merit this course of action or whether an informal request is more appropriate.

Where a person is afforded the right to make representations to a notice, Council will require those representations to be made in writing. This ensures representation documents can be recorded and filed in Council's record system. After written representations are considered, representations in person may be made if Council deems appropriate. Council will respond to all representations in writing.

### (d) Brothel Closure Orders

Brothel closure orders shall only be issued on premises where Council is able to prove the existence of unauthorised prostitution. Brothel closure orders may be used to regulate an unauthorised use of a premise or to bring premises into compliance with its development consent. Brothel closure orders shall be issued for serious breaches which are unable to be rectified immediately or where there is a demonstrated pattern of disregard for the conditions of development consent.

### 4.3.2 High Risk

Council will take a 'zero tolerance' approach to High Risk Premises. The following hierarchy of actions will assist Council staff in the performance of their duties in relation to High Risk premises:

#### (a) Penalty Infringement Notices

Council has the discretion to issue Penalty Infringement Notices for offences under the Environmental Planning and Assessment Act and related laws. This discretion should be exercised in cases where the matter is not considered serious enough to warrant a Court imposed penalty/order, however, the breach does warrant punitive action.

#### (b) Notices and Orders

Council has the power to issue a wide range of other notices and orders.

Council staff may use the enforcement provisions of the Environmental Planning and Assessment Act and related laws to regulate breaches through notices and orders.

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A notice or order may impose requirements on the addressee which may lead to prosecution if they fail to comply. Therefore, before deciding to issue a notice or order, it is important to consider whether the circumstances merit this course of action or whether an informal request is more appropriate.

Where a person is afforded the right to make representations to a notice, Council requires those representations to be made in writing. This ensures representation documents can be recorded and filed in Council's record system. After written representations are considered, representations in person may be made if Council deems appropriate. Council will respond to all representations in writing.

### (c) Brothel Closure Orders

Brothel closure orders shall only be issued on premises where Council is able to prove the existence of prostitution as defined under legislation. Brothel closure orders may be used to regulate an unauthorised use of a premise or to bring a premise into compliance with its development consent. Brothel closure orders shall be issued for serious breaches which are unable to be rectified immediately or where there is a demonstrated pattern of disregard for the conditions of development consent.

### (d) Court Attendance Notice

Court attendance notices will be issued in the most serious of cases, where previous enforcement by other methods have failed to provide a desired outcome.

NOTE: Council can at any time increase the number of times sex premises are inspected every year if operational requirements dictates. Operational requirements include but are not limited to premises being found to regularly breach the applicable legislation and/or development approval, new information indicating breaches may occur at the premises etc.

## 4.4 Managing Complaints

### 4.4.1 Access to Information

Council staff have access to a wide range of information concerning Brothels and Related Sex Use premises both during and after normal office hours. Council will manage all data and will ensure that it is accessible after hours to Council staff who require such access to adequately carry out their duties.

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### 4.4.2 Customer Request Management System (CRMS)

People involved in the receipt of complaints must have good quality guidance as to where those complaints are to be directed.

As a guide:

- All verbal complaints shall be registered in Council's Customer Service Management System (Pathway).
- All written complaints shall be registered by Council's electronic records management system (TRIM).

### 4.4.3 Council Staff Conducting Inspections High Risk Premises

Council staff will inspect all complaints and routine random inspections of High Risk Premises with a minimum of 3 staff. The Council staff shall include an officer with the relevant qualifications and skills, and at least one female staff shall be part of the 3-person team.

### 4.4.4 Low Risk Premises

Council staff will inspect all complaints and routine random inspections of Low Risk Premises with a minimum of 2 staff. The staff shall include at least one officer with the relevant qualifications and skills.

### 4.4.5 Matters for Consideration

During an inspection of a Brothel or a Related Sex Use premises Council staff may take a holistic approach to the investigation. This may include, but is not limited to, the following:

- Fire Safety Issues;
- Public Health Issues;
- Compliance with Conditions of Consent; and
- Inter-agency joint operations.

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### 4.4.6 Inspection Records

All inspections shall be recorded in a format determined by the relevant approved procedures to capture the method of entry and for staff records.

A written file note shall also be undertaken for each inspection and all information shall be electronically stored in a secure location within Councils Record's Management system.

### 4.4.7 Reporting

Complaints or information about suspected premises can be lodged with the Council's Customer Service Centre on:

Telephone: 9806 5050

Facsimile: 9806 5903

E-mail: Council@cityofparramatta.nsw.gov.au

Anonymous complaints will be investigated where there is the potential for a serious risk to health, safety or the environment and sufficient details of the incidence and address are provided to identify and investigate the matter.

All reports of investigations are strictly confidential. However, information may generally be made available about the outcome of investigations and the reasons for decisions provided the information will not cause harm to an informant, witness, or the alleged offender; or significantly prejudice the administration of justice.

### 4.4.8 Authorisations

Council will delegate authority and authorise certain Council staff under relevant legislation in order for them to carry out their investigative duties and take necessary action.

All authorised Council staff who carry out inspections on private land will:

- Have delegation to enter the premises and carry out investigations as specified in Councils delegations; and
- Be authorised by Council where this is required by specific legislation to permit inspections on private property; and
- Carry photographic identification demonstrating authorisation to enter private property under the relevant legislation; and

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- Be conscious of any requirements relating to work, health and safety.

### 4.4.9 Fees

Section 608 of the Local Government Act allows Council to charge and recover an approved fee for providing a service in connection with the exercise of the Council's regulatory functions (including receiving an application for approval, granting an approval, making an inspection and issuing a certificate).

Where inspections of premises are reasonably necessary to determine if an approval has been complied with:

- an approved fee may be charged for such an inspection;
- an approved fee may not be charged for such an inspection before the approval is granted; and
- an approved fee may not be charged for the inspection of anything for which the council relies on a certificate under section 93 of the Local Government Act that the thing has been done in compliance with the approval.

Council has the ability to charge an administration fee or a fee for service (that is, an inspection fee for each inspection undertaken). In the interest of providing a fair and equitable service which delivers value for money, fees will only be charged for each inspection undertaken. Council may charge either a Monitoring Fee or an Enforcement Fee.

Council will only charge the Monitoring Fee for inspections of premises undertaken on a routine basis as part of Council's Restricted Premises Monitoring program.

Where breaches of the development consent, or any other matters requiring follow up action are identified, the subsequent follow up inspection(s) will be subject to the Enforcement Fee. These actions may include: following up on Notices and Orders, issuing Penalty Infringement Notices or instigating legal action.

The quantum of the Monitoring Fee and the Enforcement Fee are set out in Council's Fees and Charges that form part of the operational plan adopted by Council on an annual basis.

### 4.5 Legal Process

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### 4.5.1 Civil Proceedings

Civil proceedings may be brought in the Land and Environment Court or the Local Court to remedy or restrain serious breaches of law, including threatened or anticipated breaches.

### 4.5.2 Prosecution Procedures

Criminal proceedings may be commenced where there is sufficient evidence to prove beyond reasonable doubt that a serious offence has been committed.

If Council staff consider prosecution to be the most appropriate course of action preliminary advice should be sought from Council's Legal Services and, if sufficient evidence has been gathered, a report should be prepared and submitted to the Council.

Where prosecution has been selected as the appropriate option, Council will not necessarily proceed against all those who may be potentially liable under the legislation.

The general principles that will be applied are that proceedings will be instituted against those who are primarily responsible for the offence and where offences are committed by employees, agents or officers of a corporation in the course of their employment, proceedings will usually be instituted against the corporation.

In taking action against employees their compliance with management procedures or directions will be taken into consideration. Action will normally only be taken against the directors of corporations where there is a failure to exercise due diligence or where there is evidence linking a director or manager with the corporation's illegal activity.

For some offences, legal proceedings must be commenced no later than 2 years after the alleged offence occurs. However, all matters will be prepared for hearing as soon as possible.

The charge or charges laid will appropriately reflect the nature and extent of the alleged offences.

Legal proceedings may be conducted in the Local Court or the Land and Environment Court. The maximum fines that can be imposed by the local Court is less than those

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which can be imposed by the Land and Environment Court. This issue is a consideration in deciding which Court legal proceedings may be taken.

### 4.5.3 Penalty Infringement Notices

A Penalty Infringement Notice can be issued for a breach under the Environmental Planning and Assessment Act or other relevant laws depending on the circumstances of the incident.

### 4.5.6 Grievances

Any person who is aggrieved by a decision can contact Council staff to discuss the decision.

Formal complaints can be lodged with Council by mail, fax or e-mail:

Mail: The Chief Executive Officer  
City of Parramatta  
Council  
PO BOX 32  
PARRAMATTA NSW

Facsimile: 9806 5903

E-mail: Council@cityofparramatta.nsw.gov.au

### 4.6 Privacy

Council must observe the Information Protection Principles set out in the *Privacy and Personal Information Protection Act 1998*.

Personal information may be shared with other agencies for law enforcement purposes and Council will share such information where appropriate.

### 4.7 Audit and Probity

Regular audits will be undertaken on a random sample of complaints investigated. These audits are to be carried out by an independent person/agency including, but not limited to, Council's internal audit and review section, and/or independent officers from other local government areas.

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Regular meetings shall also be conducted with Council's Senior Management, Internal Audit and Review and Legal Services Manager regarding the inspection program for premises covered by this Policy.

### 5. Definitions

In this Policy:

**Brothel** means premises:

- (a) habitually used for the purposes of prostitution; or
- (b) that have been used for the purposes of prostitution and are likely to be used again for that purpose; or
- (c) that have been expressly or implicitly;
  - (i) advertised (whether by advertisements in or on the premises, newspapers, directories or the internet or by other means), or
  - (ii) represented, as being used for the purposes of prostitution, and that are likely to be used for the purposes of prostitution (and premises may constitute a Brothel even though used by only one prostitute for the purposes of prostitution).

**Enforcement Fee** means the fee charged by Council in connection with the inspections of premises that are undertaken for the purposes of taking enforcement action as a result of non-compliance with development consent or offence under laws relating to the use and occupation of the premises or both.

**High Risk Premises** means any premises that Council staff consider have a high risk of non-compliance with development consent, laws relating to occupation of the premises or both and such premises may include (without limitation):

- (a) Brothels; or
- (b) premises that conduct massage parlour operations in relation to which:
  - (i) there are genuine concerns of unauthorised sex related activities occurring on the site; or

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- (ii) there exists evidence of a pattern of unauthorised sex related activities; or
  - (iii) complaints have been received from the public alleging unauthorised sex related activities; or
- (c) premises that are identified as potentially having occupational health and safety risks.

**Low Risk Premises** means all premises that are not considered High Risk Premises.

**Monitoring Fee** means the fee charged by Council in connection with the inspections of premises that are undertaken for the purposes of assessing compliance with development consent or any laws relating to the use and occupation of the premises or both.

**Related Sex Use** means the following:

- (a) the use of premises for the provision of sexual acts or sexual services in exchange for payment;
- (b) the use of premises for the provision of massage services (other than genuine remedial or therapeutic massage services) in exchange for payment;
- (c) the use of premises for the provision of adult entertainment involving nudity, indecent acts or sexual activity if the entertainment is provided in exchange for payment or if the entertainment is ancillary to the provision of other goods or services.

For the purpose of this Policy, the definitions included in the Regulatory Services Enforcement Policy also apply where applicable.

### Associated documents

Regulatory Services Enforcement Policy - 306

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**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

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<b>ITEM NUMBER</b>	13.2
<b>SUBJECT</b>	Adoption of Councillor Workshops Policy 2024
<b>REFERENCE</b>	F2024/00282 - D09384516
<b>REPORT OF</b>	Policy Officer

**CSP THEME:** Fair

**WORKSHOP/BRIEFING DATE:** Policy Review Committee – 27 April 2023  
Policy Review Committee – 26 July 2023  
Policy Review Committee – 20 February 2024

**PURPOSE:**

To seek Council's adoption of the Councillor Workshops Policy (Policy 381).

**RECOMMENDATION**

- (a) That Council notes that no submissions were received following re-exhibition of the Councillor Workshops Policy.
- (b) That Council adopts the Councillor Workshops Policy, as attached to this report.

**BACKGROUND**

1. On 11 September 2023, Council resolved to place the Councillor Workshops Policy on public exhibition. The draft Policy was placed on public exhibition from 18 September until 17 October 2023, with no submissions received.
2. On 6 November 2023, Council resolved to refer the matter back to the Policy Review Committee for further consultation.
3. The draft Policy was presented to the 20 February 2024 Policy Review Committee Meeting. At the meeting, the Committee recommended several substantive changes, which required the draft to be re-exhibited.
4. On 25 March 2024, Council resolved to place the revised Councillor Workshops Policy on public exhibition for a period of 28 days.
5. The Councillor Workshops Policy was placed on public exhibition from 2 April until 1 May 2024. Submissions on the Policy were invited from members of the public by contacting Council's Governance Team directly or by using Council's Participate Parramatta portal. Printed copies of exhibition materials were also made available for viewing at Council's library branches and Customer Service Centre.

**ISSUES/OPTIONS/CONSEQUENCES**

6. In total the Participate Parramatta page for the revised Councillor Workshops Policy received 99 views, however, there were no submissions received from members of the public.

7. Council officers do not propose any changes to the draft because of the public exhibition.
8. The Councillor Workshops Policy recommended for adoption is provided at **Attachment 1**.

## **CONSULTATION & TIMING**

### Stakeholder Consultation

9. The following stakeholder consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Stakeholder</b>	<b>Stakeholder Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
18 September – 17 October 2023	Public Exhibition	No submission received during Public Exhibition period.	Noted	Governance
2 April – 1 May 2024	Public Exhibition	No submission received during Public Exhibition period.	Noted	Governance

### Councillor Consultation

10. The following Councillor consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Councillor</b>	<b>Councillor Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
27 April 2023	Policy Review Committee meeting	Councillors provided feedback on the initial draft. Councillors raised the following amendments and questions: a. Review use of term “outcomes” for describing actions and questions taken from Workshops, where tasks are in-progress. b. Remove specification of particular days of the week for scheduling Workshops. c. Further investigate Council’s framework for resolving Workshop actions, and consider adding to the	Recommended amendments incorporated into draft, and feedback used to inform further internal consultation.	Governance

		<p>Policy a timeframe for resolving and/or periodically updating Councillors on progress, and requirements for tracking outcomes and informing Councillors.</p> <p>d. Ensure requirements are consistent with 2022 Council Resolution regarding advanced circulation of Workshop presentations.</p>		
26 July 2023	Policy Review Committee meeting	Committee Members provided feedback on the completed draft. No further changes proposed.	Noted	Governance
November 2023	Clr Phil Bradley	Raised concerns regarding supplementary guidance provided in Schedule 1 Identifying Confidential Information.	References to the Local Government Act as defining confidentiality requirements for Councillor Workshops removed from Schedule 1, and revised draft presented for consultation at 20 February Policy Review Committee meeting.	Governance
20 February 2024	Policy Review Committee meeting	<p>Supported removal of references to the Local Government Act from Schedule 1.</p> <p>The Committee requested the following further amendments to the draft Policy:</p> <p>a. Clause 3.2: Update “meeting” to be specified as “Councillor Workshops”, to clarify where minimum staff attendance requirements apply. Verify if clause is a relevant WHS requirement.</p> <p>b. Clause 5.1: Add to options of where Councillor Workshops may be organised, “(b) as requested by a</p>	<p>Recommended amendments incorporated into draft as follows:</p> <p>a. Clause 3.2: Verified the directive is not specifically relevant to Councillor Workshops, deleted clause.</p> <p>b. Implemented</p> <p>c. Implemented</p> <p>d. Implemented</p> <p>e. Implemented</p> <p>f. Implemented</p> <p>g. Added sub-clause 5.2.1, that it will be stated in the calendar invite to advise where external participants may be attending.</p> <p>h. Implemented</p>	Governance

<p>20 February 2024</p>	<p>Policy Review Committee meeting</p>	<p>minimum of three Councillors, and as approved by the CEO".</p> <ul style="list-style-type: none"> <li>c. Clause 5.5: Add specification of outcomes "records".</li> <li>d. Clause 5.5.1: Add new sub-clause directive for Council to maintain an outcomes tracker or register, to be accessible for Councillors.</li> <li>e. Clause 5.7: Change the quorum requirement to five Councillors.</li> <li>f. Clause 5.12: Clarify that the Lord Mayor and CEO "may consider" cancelling a session if the confirmed number of attending Councillors is less than quorum.</li> <li>g. Add directive that Councillors are to be notified where there will be external participants.</li> <li>h. Schedule 1 section 4: Clarify that internal Council information may be made available at the time the relevant Council Agenda is published to the public, unless subject to other confidential constraints.</li> </ul> <p>The Committee raised the following question for investigation:</p> <ul style="list-style-type: none"> <li>a. Clause 5.12: Verify that the stated timeframe to provide presentations before the Workshop is consistent with the previous Council</li> </ul>	<p>Verified that the timeframe stated in clause 5.12 (48 hours prior) is consistent with Council Resolution from 8 August 2022.</p>	<p>Governance</p>
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		resolution on the matter.		
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### **LEGAL IMPLICATIONS FOR COUNCIL**

11. The draft was reviewed by Council's Legal Services Unit, and the Policy recommended for public exhibition does not present any legal concerns.

### **FINANCIAL IMPLICATIONS FOR COUNCIL**


12. If Council resolves to approve this report in accordance with the recommendation, there are no unbudgeted financial implications associated with adoption of this Policy.

Melissa McIsaac  
**Policy Officer**

John Angilley  
**Executive Director Finance & Information**

Gail Connolly  
**Chief Executive Officer**

### **ATTACHMENTS:**

- 1  For Adoption - Councillor Workshops Policy 2024 7 Pages

### **REFERENCE MATERIAL**



**Councillor Workshops Policy**

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**1. Scope**

- 1.1 This Policy applies to all City of Parramatta Council (Council) Councillor Workshops; to Councillors and Council Staff; and any invited external presenters and/or consultants of a Councillor Workshop. Councillor Workshops are to be held in the absence of the public.
- 1.2 This Policy does not apply to Pre-Meeting Briefings that are arranged by the Chief Executive Officer (CEO) to brief Councillors on business to be considered at Ordinary or Extraordinary Meetings of Council (refer to Council's Code of Meeting Practice).

**2. Purpose**

- 2.1 This Policy establishes the management of Councillor Workshops.

**3. Policy**

- 3.1 Councillor Workshops provide an avenue for Council Staff outside of the formal Council meetings (i.e. Ordinary or Committee Meetings) to provide Councillors with background information or context to any proposed item by the CEO and/or Lord Mayor. These may include, but are not limited to:
  - (a) clarifying issues, exchanging information (including confidential information), and seeking feedback/general direction on proposals;
  - (b) providing a forum for discussion on initiatives and discussing options in determining Council's strategic corporate direction;

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- (c) ensuring effective communication and information flow between Staff and Councillors; or
- (d) providing a team building forum to develop trust and understanding between those attending the Workshops.

#### 4. Delegations

4.1 There are no Administrative and/or Legislative Delegations applicable to this Policy.

#### 5. Procedure

5.1 Councillor Workshops may be organised:

- (a) as a result of a resolution of Council;
- (b) as requested by a minimum of three Councillors, and as approved by the CEO; or
- (c) as approved by the CEO, Executive Team, or in consultation with the Lord Mayor.

5.2 Councillor Workshops may be attended by external participants and Council Staff, including a range of Staff who are not listed under Council's Councillor and Staff Interaction Policy.

5.2.1 Where external participants are invited to a Councillor Workshop, this will be stated in the calendar invite.

5.3 Councillor Workshops are held generally on weekdays, or as advised by the CEO and/or Lord Mayor.

5.4 Remote attendance is permitted for Councillor Workshops for all attendees.

5.5 Feedback obtained from Councillors at a Councillor Workshop will help guide and inform actions and outcomes for matters discussed.

5.6 Action items and outcomes records are to be made available to Councillors within 28 days after the Councillor Workshop was held.

5.6.1 Council will maintain a register for tracking action items and outcomes from Councillor Workshops, which will be made available to Councillors via the Councillor Portal.

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### Chairperson

- 5.7 The CEO or a member of Staff nominated by the CEO is to preside at Councillor Workshops.

### Quorum

- 5.8 A quorum for the purposes of whether a Councillor Workshop will proceed will be at least five Councillors.

### Conduct obligations

- 5.9 Councillors and Staff are to observe their general conduct obligations as set out by Council's Code of Conduct, and are to remain courteous, professional, and respectful towards all attendees.
- 5.9.1 The Chairperson is to call to order any attendee who behaves in a manner contrary to the general conduct obligations of Council's Code of Conduct, including, but not limited to, the use of offensive behaviour or language.

### Confidentiality

- 5.10 All attendees must maintain the integrity and security of Confidential Information disclosed during Councillor Workshops.
- 5.10.1 All attendees refer to Schedule 1 for an indicative list of matters that are regarded as confidential or may be subject to other restrictions on public release.
- 5.10.2 The recording of Workshops by attendees using any device, audio or video, is not permitted.
- 5.10.3 Confidential Information distributed to an external party or media would be considered a breach of section 664 of the *LG Act (Disclosure and Misuse of Information)* in that, attendees must not, at any time, disclose materials classified as confidential in reports and or presentations presented to Councillor Workshops.

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### Conflicts of Interest declarations

- 5.11 Conflicts of interests at Councillor Workshops are to be managed in accordance with Council's Code of Conduct. Councillors and Staff are responsible for the identification, declaration, and management of any conflicts of interests. Forms will be provided at Councillor Workshops to assist in declaring interests.

### Record Management

- 5.12 Formal minutes of the meeting are not required. However, the following records must be created:
- The date, subject, and purpose of the Councillor Workshop.
  - Attendance by Councillors and presenters or facilitators and staff.
  - Any documents distributed or presentation slides presented.
  - Any conflicts of interests declared at the Councillor Workshop, including a record of how the conflict of interest was managed.
  - Register of action items and outcomes.
  - Audio and/or video recording of the Councillor Workshop, which will be confidential and compliant with the *Workplace Surveillance Act 2005* (NSW).
- 5.13 The following table outlines the steps and responsibilities for organising Councillor Workshops:

Detail	Responsibility
Request sent to Governance for a Councillor Workshop	Staff/Facilitator
Date tentatively booked in the Councillor Workshop schedule	Governance
Confirmation of Councillor Workshop and provision of presentation material from presenters to Governance	Executive Team
Presentation material provided to Councillors 48 hours prior to the Councillor Workshop (if possible)	Facilitator
Coordinate Councillor RSVPs	Governance
If confirmed number of Councillors is less than quorum, consider cancelling session	Lord Mayor/CEO

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Complete Attendance and Outcomes Summary and send to Governance staff	Facilitator
Upload Attendance and Outcomes Summary and any presentations/handouts to Councillor Portal	Governance
Register Councillor Workshops presentation/handouts (and any other presentation materials) and Attendance and Outcomes Summary in Council's record management system	Governance

## 6. Definitions

Confidential Information	Any information that is, by its nature, confidential, and includes, but is not limited to, information relating to the policies, strategies, practices, and procedures of Council.
Councillor	A person elected or appointed to civic office as a member of the governing body of Council, including the Lord Mayor.
Staff	A person who is directly employed by Council on a full time, part time, temporary, or casual basis.
Councillor Workshop	Sessions at which Councillors and Staff meet to discuss and/or provide input into Council strategies.
Facilitator	A person or company who will guide participants towards the desired outcomes on what is on the agenda.

References	Local Government Act 1993 (NSW) Local Government (General) Regulation 2021 (NSW) Workplace Surveillance Act 2005 (NSW)
Associated Policies	Code of Conduct Code of Meeting Practice Councillor and Staff Interaction Policy Councillor Expenses and Facilities Policy
Attachments	Schedule 1 – Identifying Confidential Information

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### Schedule 1 – Identifying Confidential Information

There are some categories of information held by Council that may be available within Council but not for public release initially or at all.

As a public body, Council is subject to a range of legal requirements and obligations concerning the management and disclosure of confidential information. What may be confidential initially, may be later available to release.

While the specific categories of confidential information will depend on Council's functions and activities, for the purposes of Councillor Workshops, the following categories of information will be considered confidential:

1. **Personal information** about individuals, such as names, addresses, and contact details, as well as sensitive information such as health or financial information.
2. **Commercial information**, such as details of contracts or tender processes, financial information, or intellectual property. If disclosed, this information could confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.
3. **Legal advice or documents**, such as legal opinions or advice received by the council or its employees, as well as documents subject to legal professional privilege. It is important not to provide a summary of the legal advice without authority, as this will waive legal professional privilege over the whole of the document which means the whole of the advice would be available to the public.
4. **Internal council documents or information**, such as minutes of confidential meetings or discussions, correspondence between Councillors or Staff, or documents subject to copyright or other intellectual property rights.

This includes the details of discussions held during workshops or briefing sessions. Making this information available may inhibit the free flow of discussion and the amount of information provided at the workshop. Public availability may hinder the decision-making process – remember the workshops and briefing are for a purpose of providing Councillors with information and for them to ask questions, to enable their understanding for the Council meeting when their decision will be made. It is at the time the Agenda is published to the public that the information may be made available (unless subject to other confidential constraints).

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5. **Operational information**, such as details of Council operations, plans, or strategies, and technical information that could be used to compromise the security or integrity of council systems or infrastructure.

It is important to recognise that the disclosure of security systems information could affect the security of the Council, Councillors, Staff (including their families); or, Council property.

6. **Information provided in confidence by third parties**, such as information obtained from community groups, businesses, or other government agencies.

Council officers are sometimes asked to sign confidentiality agreements with a government agency, such as Planning, to enable the agency to factor into its decision, facts only known to Council. The issues about which the officers provide information, may concern future confidential planning or development matters of the State Government.

7. **Aboriginal significance on community land**, such information includes the nature and location of a place or an item of Aboriginal significance.
8. **Information concerning the conduct** of Council Officials and third-parties, including alleged contraventions of any code of conduct requirements applicable under section 440 of the LG Act; matters reported to ICAC, or other investigatory agency.

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**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

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<b>ITEM NUMBER</b>	13.3
<b>SUBJECT</b>	LATE REPORT: Public Exhibition: 'Parramatta 2050' - A Long Term Strategic Vision for the City
<b>REFERENCE</b>	F2022/03176 - D09268911
<b>REPORT OF</b>	Project Team Lead; Change Manager

**CSP THEME:** INNOVATIVE

**WORKSHOP/BRIEFING DATE:** 28 OCTOBER 2023, 4 MARCH 2024, 20 MARCH 2024, 2 APRIL 2024, 15 APRIL 2024, 29 APRIL 2024

**PURPOSE:**

The purpose of this report is to seek endorsement to publicly exhibit Council's draft long term strategic vision for the City - '*Parramatta 2050*'.

**RECOMMENDATION**

- (a) That Council exhibits the draft *Parramatta 2050* strategic vision for the City for up to 28 days.
- (b) That Council authorises the Chief Executive Officer to make editorial amendments of a minor and/or non-policy nature to the draft *Parramatta 2050*.
- (c) That Council receives a further report detailing the outcomes of the public exhibition.

**LORD MAYOR'S STRATEGIC VISION**

1. In June 2023, the Lord Mayor commenced discussions with the CEO regarding a range of initiatives that would assist in securing Parramatta's position as Western Sydney's only global city and the as leader of government in Western Sydney.
2. The need for a consolidated long term strategic vision for the City was identified - similar to those that exist for other global cities - to ensure that Parramatta was able to thrive into the future and secure its position as an important and influential Australian city.
3. In order to track the City's journey towards achieving Parramatta 2050, the Lord Mayor established a pre-eminent panel of global experts to advise on the development of the vision and its ongoing relevance in the Nation. The Point Parramatta panel members were appointed to point Parramatta towards global city status, benchmark Parramatta against other global cities, bring a diverse range of expertise, perspectives and skills and advocate for Parramatta 2050 at a national level and on the international stage.
4. The CEO formed an in-house project team and commenced early work on the preparation of a strategic vision for the City (*Parramatta 2050*), resulting in a presentation to Councillors at their Strategy Day in October 2023. As a result of this work, Councillors endorsed the preparation of a long-term vision for the City

with a 25 year horizon, including bold city-shaping initiatives with global and reputational impacts.

5. In response to this endorsement, Council officers undertook a robust research and strategy development process to draft *Parramatta 2050*. Three critical components of this process were as follows:
  - a. A **Councillor Consultation Program**, which is discussed in further detail in the section of this report entitled “Consultation and Timing”.
  - b. A comprehensive **Research and Evidence Base** which sought to illuminate challenges & opportunities for Parramatta, clearly understand the City’s profile and strategic context (including existing community consultation results), establish what it means to a “global city”, and learn lessons from comparable visioning pursuits.
  - c. An **Engagement Program** during which the project team consulted with community, a broad range of external stakeholders, and internal experts.
6. **Attachment 2: Parramatta 2050 Background Report** provides further detail about the vision development process, including how research and engagement outcomes underpin the recommended Vision. This work is presented in the following structure:
  - a. Part 1 summarises the research and engagement programs.
  - b. Part 2 presents key themes emerging from those programs of work.
  - c. Part 3 summarises the development process for the Vision’s tagline and Strategic Directions.
  - d. Part 4 summarises the evidence basis that underpins each initiative set forward in the Vision.

## RATIONALE FOR VISION

7. This report recommends exhibition of *Parramatta 2050*, a long-term strategic vision that reimagines our City’s future and aims to position Parramatta on a global stage. There is an urgent and manifold rationale for this vision as follows:
  - a. *Unprecedented Transformation*: The City of Parramatta is undergoing significant transformation in the centre of one of Australia’s fastest growing regions. Our population of approximately 256,000 people will grow significantly in the coming decades, with half a million people estimated to call people Parramatta home by 2050. In the midst of servicing this growth, Council must also maintain an “eye on the horizon” by proactively planning for how this transformation will be best managed and leveraged for the City’s benefit.
  - b. *Leveraging our key assets*: Parramatta is already a magnet for services and infrastructure that drive employment, education, recreational and cultural and creative outcomes for Western Sydney and Greater Sydney at large. There is significant opportunity for Parramatta to leverage our assets which include a strategically advantageous location at the centre of metropolitan Sydney, unprecedented infrastructure investment from multiple levels of Government, a talented and highly-skilled population, and major precinct-scale redevelopment opportunities extant in our urban landscape. Council can harness these and other assets in new and coordinated ways by taking a longer-term approach to our thinking

and focusing our attention on a larger and more comprehensive scale than in the past.

- c. *Recognising our global positioning:* Rethinking our city through a global lens reveals many existing assets upon which we can capitalise. The cultural diversity of Australia is clearly evident here, with 91 languages spoken across our City. The City is strategically positioned between two international airports, providing an opportunity to reimagine Parramatta as the “Gateway to Australia”. We are home to the largest hospital complex in the Southern hemisphere, and we are a magnet for international students from around the world. Cultural, sporting and entertainment venues in our City host events with international draw. We can seize a significant opportunity by creating a globally-focused and external-facing vision that links these threads and seeks to boldly promote our City on a bigger stage.
  - d. *Unified strategic governance:* In response to the challenges and opportunities noted above, Council has already prepared a number of strategic documents that outline our future aspirations. While these documents are important tools to prioritise activities, guide stakeholder alignment and advocate for our City, these documents tend to have a short- to medium-term focus and a theme-limited scope. They do not put forward a broad, long-term vision to position Parramatta in a national or international context, nor do they identify the future city-shaping projects required to achieve that vision.
  - e. *Precedence:* It is common practice for organisations – including Local Government entities – to identify long-term strategic aspirations through formation of a critical unifying strategy. Precedent examples include City of Sydney’s *Sustainable Sydney 2030-2050 Continuing the Vision* and Georges River’s *Leading for Change*.
8. In summary, as Parramatta continues its trajectory of transformation, we require a visionary document that takes a future focus beyond our current work program and capitalises on the unique opportunities we have in this moment. Council has responded to these imperatives by preparing *Parramatta 2050*.
  9. The remainder of this report summarises the development and recommended components of *Parramatta 2050*. The draft recommended Vision is included at **Attachment 1**, and this report recommends its exhibition.

## **PARRAMATTA 2050: TAGLINE**

10. *Start Your Story At Parramatta* is the recommended “tagline” for the *Parramatta 2050* Vision document.
11. The tagline’s development was the subject of extensive consultation and discussion with internal and external stakeholders, as well as with Councillors. This consultation was part of an iterative process in which many different options were explored, and a wide range of views and preferences from different stakeholders were expressed. Ultimately, Council officers recommend *Start Your Story At Parramatta* due to the relative strength of its performance across the following imperatives:
  - a. **Concise:** Clear and concise

- b. **Aspirational:** Paint a compelling picture of where we want to be
- c. **Unique:** Be unique and help Parramatta to stand out
- d. **Authentic:** Reflect genuine aspirations and values for Parramatta
- e. **Cut-through:** Ability to cut through and capture attention and be easy to remember
- f. **Scalable:** Be able to respond to the ‘global’ and the ‘local’ from an ‘individual’ to a ‘business’
- g. **Translatable:** Easily translatable into different languages

12. Part 3 of **Attachment 2** addresses in further detail how the recommended tagline emerged from the iterative process of vision development. In particular, the recommended taglines and various other options explored are assessed in more detail against the above imperatives.

**PARRAMATTA 2050: STRATEGIC DIRECTIONS AND VISION STATEMENT**

13. *Parramatta 2050* puts forward three **Strategic Directions** that define what we “do” in our City. These directions guide our work towards the vision, align our resources and efforts, and help us ensure that everyone understands where Parramatta is headed. The directions are summarised as follows:

**Table 2: Summary of proposed Strategic Directions of Parramatta 2050**

<b>Gather</b>	<b>Create</b>	<b>Accelerate</b>
<i>We are a gathering place where the world meets to share ideas and experiences.</i>	<i>We facilitate and support our community’s diverse creative and cultural expression.</i>	<i>We are a city of firsts, where people dare to try new things.</i>
<i>We lead in collaboration with First Nations People.</i>	<i>We partner and co-create to deliver shared value and meaningful experiences.</i>	<i>We amplify Parramatta’s education, health, research, and innovation economy.</i>
<i>We are known for our diversity and warm sense of welcome.</i>	<i>We are home to internationally-renowned venues and creation spaces.</i>	<i>We foster collaborations between educational institutions and industries, locally and globally.</i>
<i>We are the home of sporting and diverse cultural experiences.</i>		

14. The Strategic Directions also anchor the recommended “vision statement” – a succinct and evocative narrative component of the vision which describes our aspirations for 2050 as follows:

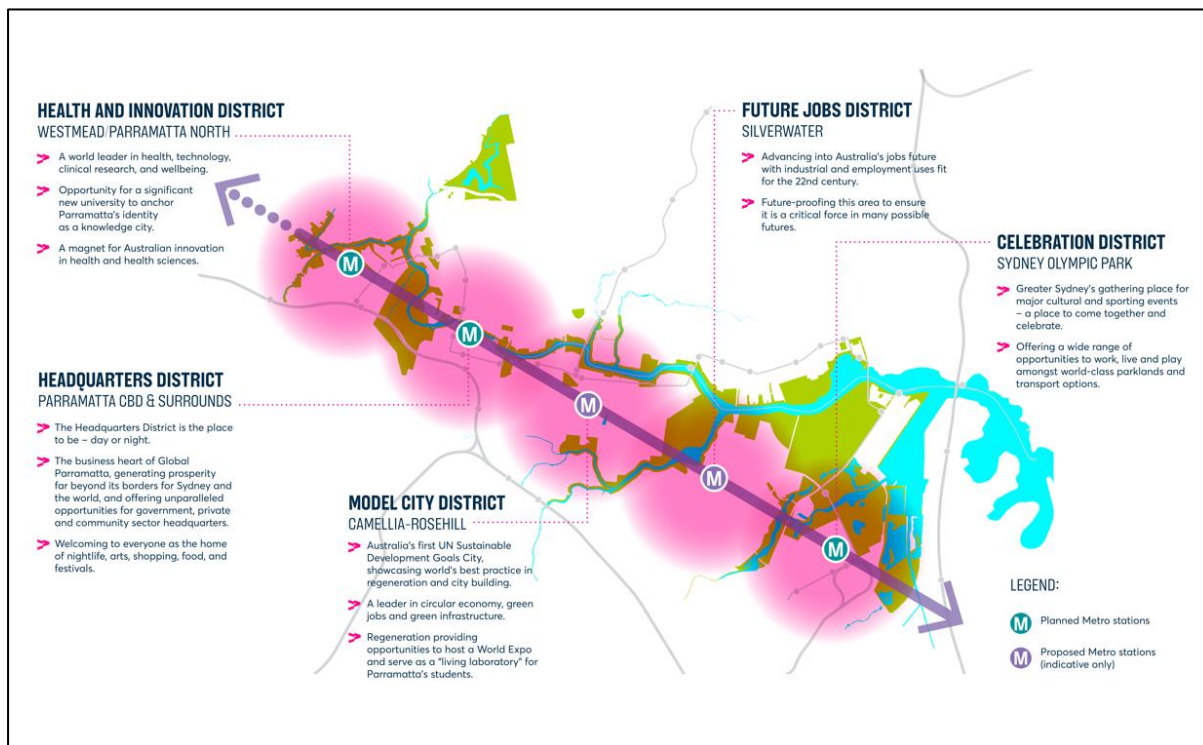
*In 2050...Parramatta is a global city that invites people to gather, create and accelerate. By gathering a world of stories and experiences in one place, Parramatta creates space for expression, connection and opportunity. The dynamic fabric of our City represents the acceleration of Parramatta beyond the bounds of current thinking. We respect our past, embrace today, and work together to create a better, bolder tomorrow.*

15. The Strategic Directions were the subject of extensive consultation and discussion with internal and external stakeholders, as well as with Councillors.

Part 3 of **Attachment 2** addresses in further detail how the recommended Strategic Directions emerged from the iterative process of vision development.

**PARRAMATTA 2050: SPATIAL VISION**

16. The **spatial vision** recognizes that the global opportunities for Parramatta are concentrated in five key districts connected by both the Parramatta River and the Metro line. Previously five separate places, the key move presented in *Parramatta 2050* is to consider them together as one integrated city. By 2050 each district will have distinct identities powered by different strengths, but together will form one great place to gather, create and accelerate. The map and district titles below summarise this component of the vision.



**Figure 1: Parramatta 2050 proposed spatial vision**

**Table 2: Districts proposed in Parramatta 2050**

Health and Innovation District	Westmead/Parramatta North
Headquarters District	Parramatta CBD & Surrounds
Model City District	Camellia-Rosehill
Future Jobs District	Silverwater
Celebration District	Sydney Olympic Park

17. The spatial vision received a high level of support across stakeholders engaged throughout the vision development process. The research and engagement underpinning the spatial vision is addressed in more detail in Part 4 of **Attachment 2**.

**PARRAMATTA 2050: GAME CHANGERS**

18. *Parramatta 2050* puts forward twelve **Game Changers** that will elevate our status to global city and point Parramatta towards 2050. The Game Changers are summarised in the table below.

**Table 3: Summary of Game Changers proposed in Parramatta 2050**

<b>We are becoming...</b>
---------------------------

A world leader in First Nations partnerships	This initiative seeks to establish partnerships between Council and Dharug People, the Traditional Owners of the land, waterways and skies we call City of Parramatta today. Council also commits to supporting other Government agencies in developing their relationships with First Nations People, as well as critical pieces of First Nations cultural infrastructure within Parramatta.
Western Sydney's jobs engine	This initiative establishes a critical platform around jobs for the City, committing to no further loss in local jobs opportunities and identifying that at least 150,000 additional jobs will be required to meet that target. This platform also identifies key employment directions for each of the five districts, including sectoral opportunities and policy positions that will support employment growth in each.
The epicentre of creativity	This initiative embodies Council's commitment to embedding culture into Parramatta's fabric. Key moves include growing the City's 24-hour economy, a new contemporary art gallery, housing for creatives, and a suite of enabling policies and planning moves to support a creative city. Together, these initiatives will cement Parramatta's status as a beacon of cultural excellence for generations to come.
The home of festivals, sports and entertainment	This initiative envisions Parramatta's ascent as a sports and entertainment powerhouse through strategic partnerships, advocacy, and planning initiatives. Leveraging an existing strength and legacy, this initiative aims to position the City as the ultimate destination for sports and conventions in Australia and worldwide. By championing emerging trends such as esports, advocating for national team affiliations, empowering women in sports and fostering collaboration with sporting entities, Parramatta is poised to drive both economic growth and national pride.
Asia-Pacific's centre for best-in-class education	This initiative represents a comprehensive effort to revolutionise Parramatta's educational landscape to offer the finest student experience in Australia. The initiative aims to position us as the most globally-connected university city in the nation, including initiatives to invite top-tier international institutions to the City and facilitate international exchanges. We will also foster opportunities linking university and TAFE students with community and industry, using the City's transformation as a "living laboratory" for students and ensuring students call Parramatta home long after completing their studies.
An unrivalled river city	This initiative aims to establish Parramatta as a global leader in resilience, regeneration and recreation. Central to this vision is the development of the Central River Parklands. Stretching across the five districts of Global Parramatta and building on Council's River Vision, these parklands will not only connect communities but also offer a tranquil space for relaxation amidst the offerings of Global Parramatta. Additionally, they will play a crucial role in preserving and enriching opportunities to connect with Country and stories for future generations.
<b>We are seizing future opportunities in...</b>	

Camellia-Rosehill: A model city	We envision Camellia-Rosehill as a world-class example of urban regeneration, emerging by 2050 as a “model city”. Critical to this approach is establishing Camellia-Rosehill as the nation’s first example of a city that responds to the seventeen UN Sustainable Development Goals. Anchored by these Goals, Camellia-Rosehill will be a testing ground for a new mode of city planning that moves away from outdated impact management systems and towards a focus on key outcomes of equity, resilience, wellbeing and prosperity.
Silverwater: Jobs for the future	Council recognizes that future steps in Silverwater must be charted carefully, and Silverwater must be future-proofed with appropriate infrastructure and a nuanced understanding of how global economies might translate into Parramatta’s story. This initiative also proposes to reimagine Silverwater gaol and its contribution to a range of possible futures for Global Parramatta.
<b>Enablers: What we need to get there...</b>	
Connections to the world	An ambitious public transport platform that places Parramatta at the centre of a new transport network for Sydney and beyond. This platform identifies several critical components of an expanded transport network for which Council will continue to advocate and secure commitments.
Nation-leading governance	This initiative defines key terms for a future legislative Act for the City of Parramatta that will equip the City with the requisite tools and authority to manage growth and development in line with the vision. Key components include redefining Council’s remit with respect to Sydney Olympic Park and Parramatta Park, better coordinating planning and infrastructure decision-making, managing planning issues collaboratively, and examining appropriate revenue reform. This initiative also provides a vehicle for Parramatta to serve as a testing ground for innovative and outcomes-focused planning approaches, and for discussing infrastructure funding options for the City.
Western Sydney Cabinet of Mayors	Following the conclusion of the Greater Cities Commission, Council perceives a critical role for Local Governments to work together on regional governance and projects to ensure that Western Sydney’s potential is unlocked. This enabling project establishes the Western Sydney Cabinet of Mayors as a critical table where Western Sydney Local Government leaders will gather to align on joint advocacy, funding and projects that globally position all of Western Sydney.
Parramatta International	Council seeks to establish an entity dedicated to fostering Parramatta's economic development, attracting international investment and working in partnership with State and Federal government. This enabler is inspired by precedent examples across the globe, including Montreal International.

19. The Game Changers have incorporated Councillor feedback; in particular, all draft initiatives that gained support at a three-hour vision development Councillor workshop held on 20 March 2024 are reflected in the draft vision recommended for exhibition. The research and engagement underpinning each Game Changers is addressed in further detail in Part 4 of **Attachment 2**.

## PARRAMATTA 2050: IMPLEMENTATION

20. The proposed implementation approach for *Parramatta 2050* has six main components as follows:
- a. Council’s Strategic Governance Framework (discussed in further detail in the next section of this report)
  - b. Point Parramatta 2050 (a forum of global experts who will help point Council towards success)
  - c. Evaluation tool kit (detailed monitoring and evaluation of the Vision)
  - d. Action Plans (detailed prospectuses for the Vision’s initiatives)
  - e. Advocacy (building on Council’s 2023 commitment to create its first advocacy strategy, also discussed in the next section of this report)
  - f. Collective Championing (Council, community and other leaders working together to advance the aims of *Parramatta 2050*)

## RELATIONSHIP TO OTHER STRATEGIC DOCUMENTS

21. *Parramatta 2050* complements Council’s Community Strategic Plan (CSP) and other key strategic documents by serving as the externally-focused and higher-level Council visioning piece that helps frame conversations within the remainder of Council’s strategic governance framework. This relationship is explained in further detail in the below image:

Figure 2: Summary of roles and relationships of documents within Council’s strategic governance framework



22. *Parramatta 2050* also has an important relationship with Council’s forthcoming Advocacy Strategy, as the initiatives set out within the vision document identify a number of critical advocacy needs for the City. This vision should underpin the development of Council’s advocacy platform.

## CONSULTATION & TIMING

### Stakeholder Consultation



23. The following stakeholder consultation has been undertaken in relation to this matter; please also refer to **Attachment 2** for detail on how stakeholders were engaged in this process, and key outcomes of that consultation.

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
Various (including ongoing program of Community ward workshops)	Community	Refer <b>Attachment 2</b> for detail		Group Manager City Strategic Planning
Various	External Stakeholders			Group Manager City Strategic Planning
Various	Internal subject matter experts			Group Manager City Strategic Planning

### Councillor Consultation

24. The following Councillor consultation has been undertaken in relation to this matter.

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
June/July 2023	Lord Mayor	Discussions regarding the preparation of one long-term vision for the City and enablers such as WestCom	Early/preparatory work and research commences	Chief Executive Officer
28 October 2023 <i>(Councillor Strategy Day – 1 hour)</i>	All Councillors invited	Councillor Strategy Day discussed parameters of vision development; Councillors supported progression.	Councillor officers progressed vision research and development.	Chief Executive Officer/ Executive Director City Planning & Design
4 March 2024 <i>(Vision Workshop #1 – 2 hours)</i>	All Councillors invited	Progress on research shared to date; Councillors requested further detail through additional workshops.	Additional workshops were arranged.	Executive Director City Planning & Design
7 March 2024 <i>(packs eliciting written feedback from Councillors to prepare for Vision Workshop #2)</i>	Packs sent to all Councillors	Nine packs of written feedback were received either prior to or at Vision Workshop #2, including 29 new ideas for consideration.	Officers considered and integrated Councillor feedback into vision development.	Executive Director City Planning & Design
13 March 2024 <i>(make-up session for Vision Workshop #1)</i>	Clr Siviero	Progress on research shared to date.	Informational session.	Executive Director City Planning & Design

20 March 2024 <i>(Vision Workshop #2 – 3 hours)</i>	All Councillors invited	Councillors shared detailed responses to broad range of project proposals.	Officers considered and integrated Councillor feedback into vision development.	Executive Director City Planning & Design
2 April 2024 <i>(Vision Workshop #3 – 1 hour)</i>	All Councillors invited	Discussion focused on options for the vision's tagline and strategic directions.	Officers considered and integrated Councillor feedback into vision development.	Executive Director City Planning & Design
15 April 2024 <i>(Vision Workshop #4 – 1 hour)</i>	All Councillors invited	Discussion focused on updating Councillors on draft components for the vision document.	Officers integrated Councillor feedback into vision development.	Executive Director City Planning & Design
29 April 2024 <i>(Pre-report workshop - 1 hour)</i>	All Councillors invited	Final draft recommended vision components were shared.	Officers finalised Vision document for reporting to Council.	Executive Director City Planning & Design

25. As detailed above, consultation included nine hours of Councillors workshops plus additional activity as follows:

- a. A Councillor Strategy Day session where the vision development parameters were discussed and supported,
- b. A series of four workshops focused on vision development,
- c. Invitation to provide written feedback on work-in-progress initiatives as well as propose additional initiatives for consideration, and
- d. A pre-report workshop detailing final draft recommendations.

## LEGAL IMPLICATIONS FOR COUNCIL

26. There are no legal implications for Council associated with this report.

## FINANCIAL IMPLICATIONS FOR COUNCIL

27. If Council resolves to approve this report in accordance with the recommendation, there are no unbudgeted financial implications for Council's budget. The costs associated with the recommended public exhibition can be met within existing resources.

## NEXT STEPS

28. This report recommends exhibiting the vision document for up to 28 days. The expected next step would then be a report back to Council detailing the outcomes of exhibition. Pending Council's approval of the final vision, Council officers would then progress a process which includes:

- a. Finalisation of the evaluation and monitoring framework
- b. Continued internal and external consultation
- c. Development of detailed prospectuses for the Vision's initiatives




Sarah Baker  
**Acting Strategy Manager**

Robert Cologna  
**Group Manager, Strategic Land Use Planning**

Jennifer Concato  
**Executive Director City Planning and Design**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

- |   |   |  |          |
|---|---|--|----------|
| 1 |   | Parramatta 2050 - Draft Vision for Public Exhibition | 36 Pages |
| 2 |   | Parramatta 2050 - Background Report                  | 43 Pages |

**REFERENCE MATERIAL**

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**START YOUR STORY**  
**PARRAMATTA**

**DRAFT FOR PUBLIC  
EXHIBITION**



PARRAMATTA 2050

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V1.0 (Council meeting version)

CITY OF PARRAMATTA - DRAFT FOR PUBLIC EXHIBITION

# RECOGNITION OF & COMMITMENT TO THE DHARUG PEOPLE

**Wadyiman Barramada gúlbanğa naadyi  
Barramadağal Dharug Ngurrayin, badu,  
burra barramadağal dharug yurayin.**

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

For more than 60,000 years, Parramatta has been home to the Baramadagal and other Dharug peoples, the Traditional Owners of the land we call the City of Parramatta today. The Baramadagal and other Dharug Peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas.

As a community, we can learn from the resilience and community spirit of First Nations People to best ensure a sustainable city for all. Parramatta has always been an important meeting place for the 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 the 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.**

START YOUR STORY AT PARRAMATTA

PARRAMATTA 2050

# THE NEXT CHAPTER IN PARRAMATTA'S STORY



## WE ARE A CITY OF FIRSTS WITH A UNIQUE & COMPELLING STORY

- > The First Nations People of this Country – the Burramattagal Clan of the Dharug people – are part of the oldest continuing living culture on earth.
- > Significant site of contact between First Nations People and European colonists.
- > First NSW city to be granted metropolitan status outside of Sydney (1938).
- > Amongst the first official Government apologies to First Nations People (1997).
- > Site of the "Green Games" of the 2000 Sydney Olympics.



## WE HAVE SO MUCH TO OFFER IN THIS MOMENT

- > Council has made a significant commitment to partner with Dharug People as part of its First Nations Strategy 2024-2029.
- > The Parramatta River is a vital environmental, social and cultural asset that we honour as a living entity.
- > A highly-educated community, including 44% of residents with a tertiary qualification (compared to 26% national and 28% state averages).
- > Six Australian universities with a presence in Parramatta, and a significant new university campus opportunity.
- > 50% growth in commercial office space in the past decade.



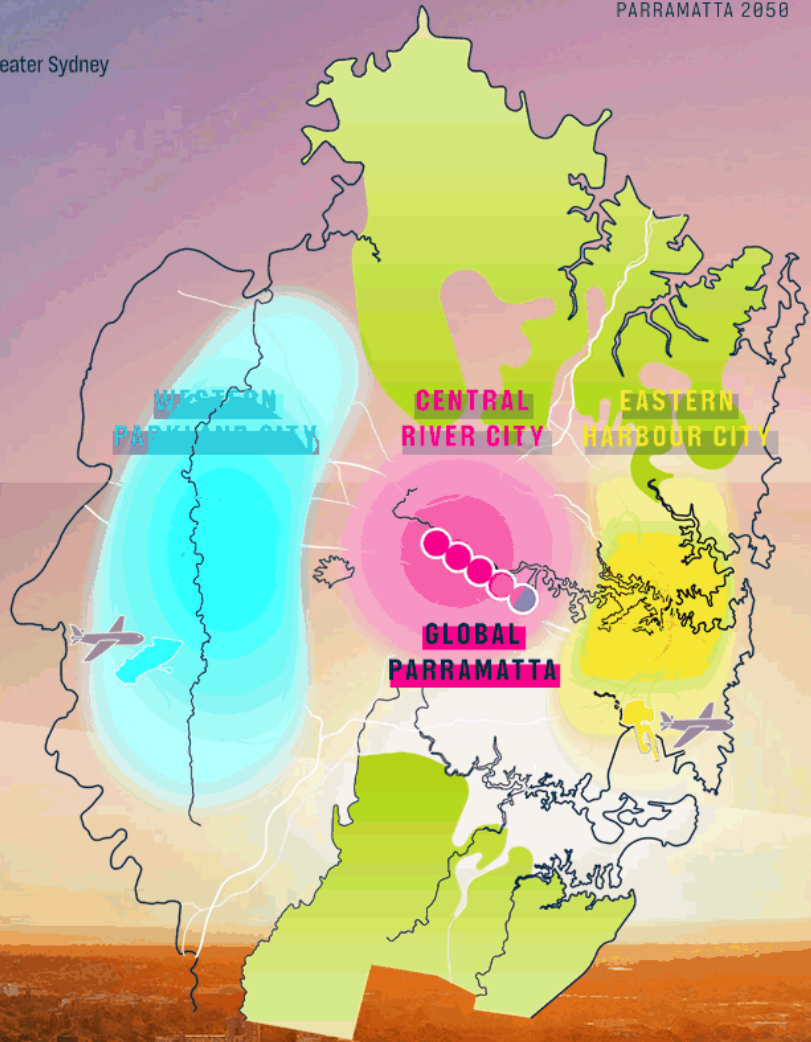
## PARRAMATTA IS GLOBALLY POSITIONED

- > The world meets in Parramatta: 91 languages are spoken across the City, representing the current and future face of a culturally-diverse Australia.
- > At the heart of Greater Sydney, Parramatta is strategically positioned between Sydney's two international airports.
- > Home to the largest hospital complex in the Southern Hemisphere at Westmead.
- > Unprecedented investment in transport infrastructure is set to radically transform Parramatta's accessibility.
- > Cultural, sporting and entertainment venues hosting events with international draw – plus a new major museum and doubled theatre capacity.

PARRAMATTA 2050

Figure 1: Global Parramatta's setting in Greater Sydney  
(Source: Council)

  
**GLOBAL PARRAMATTA  
IS THE HEART OF  
GREATER SYDNEY**



**WE ARE STARTING  
A NEW CHAPTER  
FOR PARRAMATTA  
AND INVITE YOU TO  
START YOUR STORY  
WITH US HERE.**

START YOUR STORY AT PARRAMATTA

02



PARRAMATTA 2050

# PARRAMATTA 2050

## OUR VISION

START YOUR STORY  
AT PARRAMATTA



IN OUR CITY, WE ...



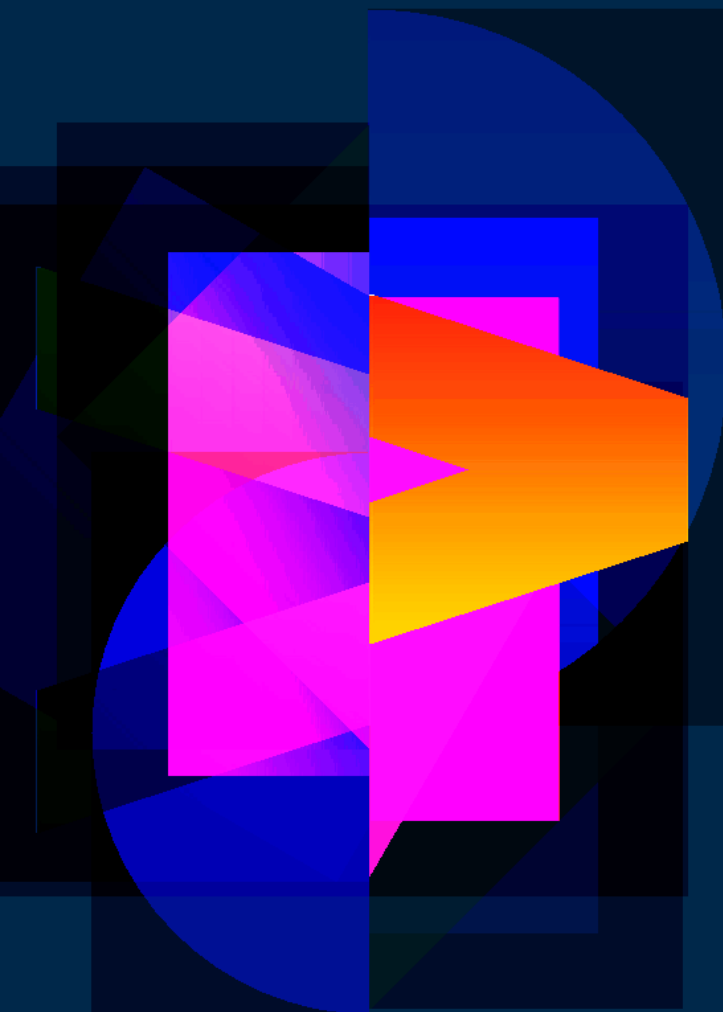
GATHER



CREATE



ACCELERATE



## GAME CHANGERS

We propose a set of "Game Changers" that elevate our status to global city and point Parramatta towards 2050.

### WE ARE BECOMING...

- A world leader in First Nations partnerships.
- Western Sydney's jobs engine.
- The epicentre of creativity.
- The home of festivals, sports and entertainment.
- Asia Pacific's centre for best-in-class education.
- An unrivalled river city.

### SEIZING FUTURE OPPORTUNITIES IN...

- Camellia-Rosehill: A model city.
- Silverwater: Jobs for the future.

### WHAT WE NEED TO GET THERE...

- Connections to the world.
- Nation-leading governance.
- Western Sydney Cabinet of Mayors.
- Parramatta International.

START YOUR STORY AT PARRAMATTA

## IMPLEMENTATION

Council is committed to the success of this vision and will use a broad suite of tools to make it happen.

### HOW WE WILL GET THERE...

- Strategic governance framework.
- Evaluation tool kit.
- Point Parramatta 2050.
- Action planning.
- Advocacy.
- Collective championing.

PARRAMATTA 2050

# OUR VISION

## PARRA MATT A 2050

### START YOUR STORY AT PARRAMATTA

In 2050...Parramatta is a global city that invites people to gather, create and accelerate.

By gathering a world of stories and experiences in one place, Parramatta creates space for expression, connection and opportunity.

Our City's dynamic fabric represents the acceleration of Parramatta beyond the bounds of current thinking.

We respect our past, embrace today, and work together to create a better, bolder tomorrow.

05

CITY OF PARRAMATTA - DRAFT FOR PUBLIC EXHIBITION

# IN OUR CITY, WE...



## GATHER

Parramatta gathers a world of stories, ideas and experiences in place.

We embrace the spirit of gathering to learn, work, play, and solve problems together. Diverse voices converge to exchange ideas and experiences.

We honour and lead in collaboration with the Dharug community and First Nations Peoples, recognising their continuous culture and stewardship of the land, waterways and skies.

Our City is accessible and easy to move around, and our streets have a warm sense of welcome, embracing all who come with open arms.

World-class cultural and sporting experiences can be found across Global Parramatta, curating unique and memorable experiences for all people, day and night.

The world meets in Parramatta to celebrate our rich tapestry of cultures and stories. Together, we forge connections that transcend borders and differences, creating a community where everyone is heard, valued and empowered.

START YOUR STORY AT PARRAMATTA



## CREATE

Together we create space for expression, connection and transformation.

We champion the spirit of creation, nurturing our community's diverse creative and cultural expression.

We embrace collaboration as the cornerstone of our ethos, partnering and co-creating to deliver shared value and meaningful experiences.

Our City boasts internationally-renowned venues and creation spaces, serving as incubators for innovation, imagination, thought leadership and artistic excellence. From intimate studios to grand stages, our City offers creation spaces of all shapes and sizes to meet different needs.

We provide platforms and places for individuals and groups to unleash their creativity, amplifying their voices and talents to find local and global audiences.

Our City creates opportunities for anyone and everyone. We are locally loved, nationally respected, and internationally recognised.

Together, we cultivate an environment where creativity knows no bounds, where every idea finds expression, and where arts and culture flourish.



## ACCELERATE

We accelerate beyond the bounds of current thinking and prioritise learning and opportunity.

We celebrate a culture of firsts, where individuals dare to challenge the status-quo and establish new paths.

Our City serves as a fertile ground for growth and opportunity, where people and businesses alike can thrive, nurtured by a supportive ecosystem and boundless opportunities for advancement.

We champion collaborative and future-focused ways of working and thinking, recognising that creating the city of tomorrow will require us to act boldly and dream big.

We amplify Parramatta's health, research, innovation, creative and business economies by fostering collaborations between educational institutions and industries, locally and globally. We enable everyone to reach their full potential.

We cultivate curiosity and experimentation, fostering an entrepreneurial spirit that drives continuous improvement and transformation. We are becoming, together, a place the world looks to for fresh ideas and momentum.

PARRAMATTA 2050

# GLOBAL PARRAMATTA

## HEALTH AND INNOVATION DISTRICT

### WESTMEAD/PARRAMATTA NORTH

- > A world leader in health, technology, clinical research, and wellbeing.
- > Opportunity for a significant new university to anchor Parramatta's identity as a knowledge city.
- > A magnet for Australian innovation in health and health sciences.

## HEADQUARTERS DISTRICT

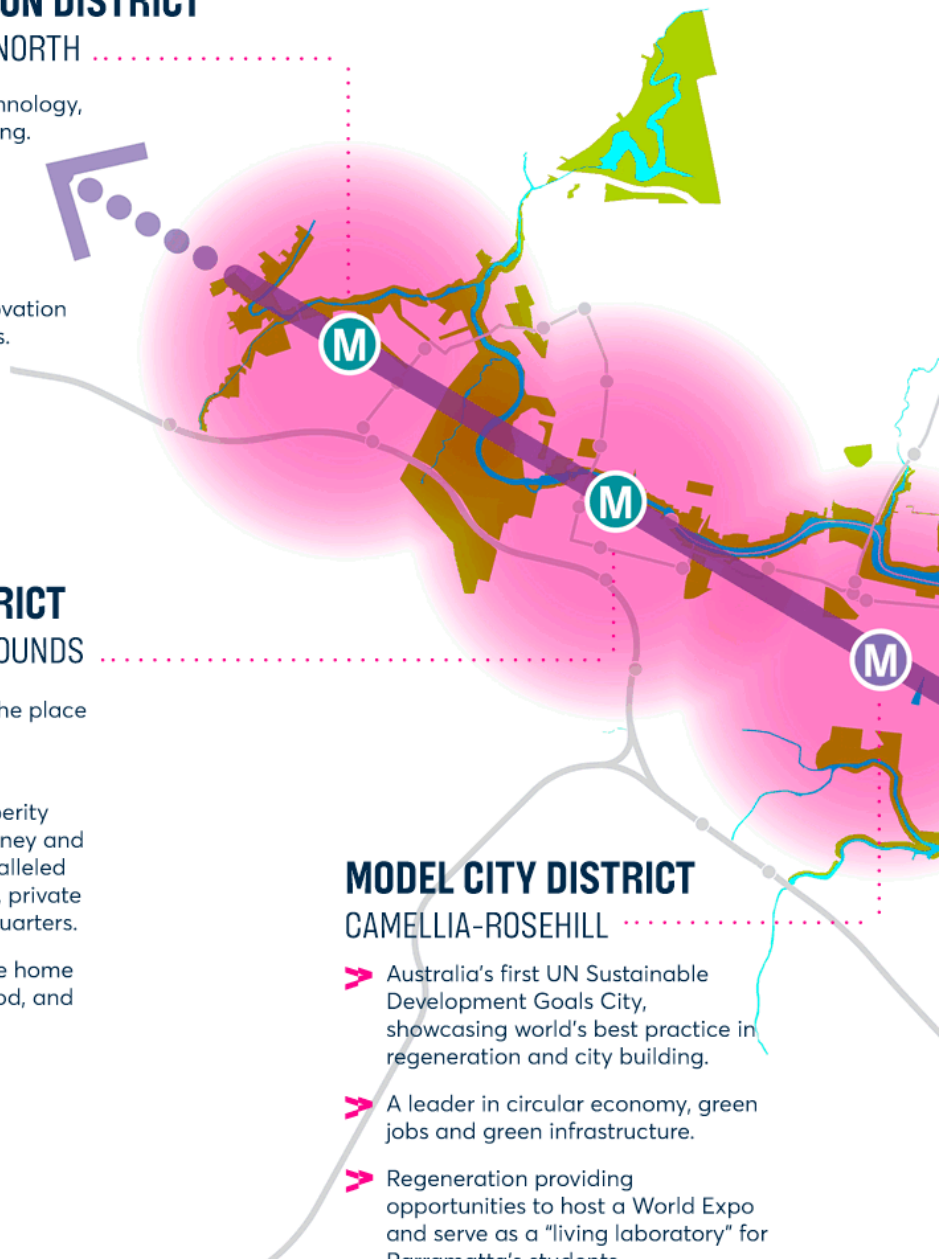
### PARRAMATTA CBD & SURROUNDS

- > The Headquarters District is the place to be – day or night.
- > The business heart of Global Parramatta, generating prosperity far beyond its borders for Sydney and the world, and offering unparalleled opportunities for government, private and community sector headquarters.
- > Welcoming to everyone as the home of nightlife, arts, shopping, food, and festivals.

## MODEL CITY DISTRICT

### CAMELLIA-ROSEHILL

- > Australia's first UN Sustainable Development Goals City, showcasing world's best practice in regeneration and city building.
- > A leader in circular economy, green jobs and green infrastructure.
- > Regeneration providing opportunities to host a World Expo and serve as a "living laboratory" for Parramatta's students.



The benefits of our vision will be felt throughout Parramatta and beyond. However, we recognise that our key global opportunities lie concentrated within a series of five districts connected by the Parramatta River and the Metro line – an area we call **Global Parramatta**. This vision details the initiatives that will strengthen Global Parramatta.

Previously five separate places, the key move in our thinking is to consider them together as one integrated, amazing city with opportunities for everyone. By 2050 each will have distinct identities powered by different strengths, but together will form part of one great place to gather, create and accelerate.

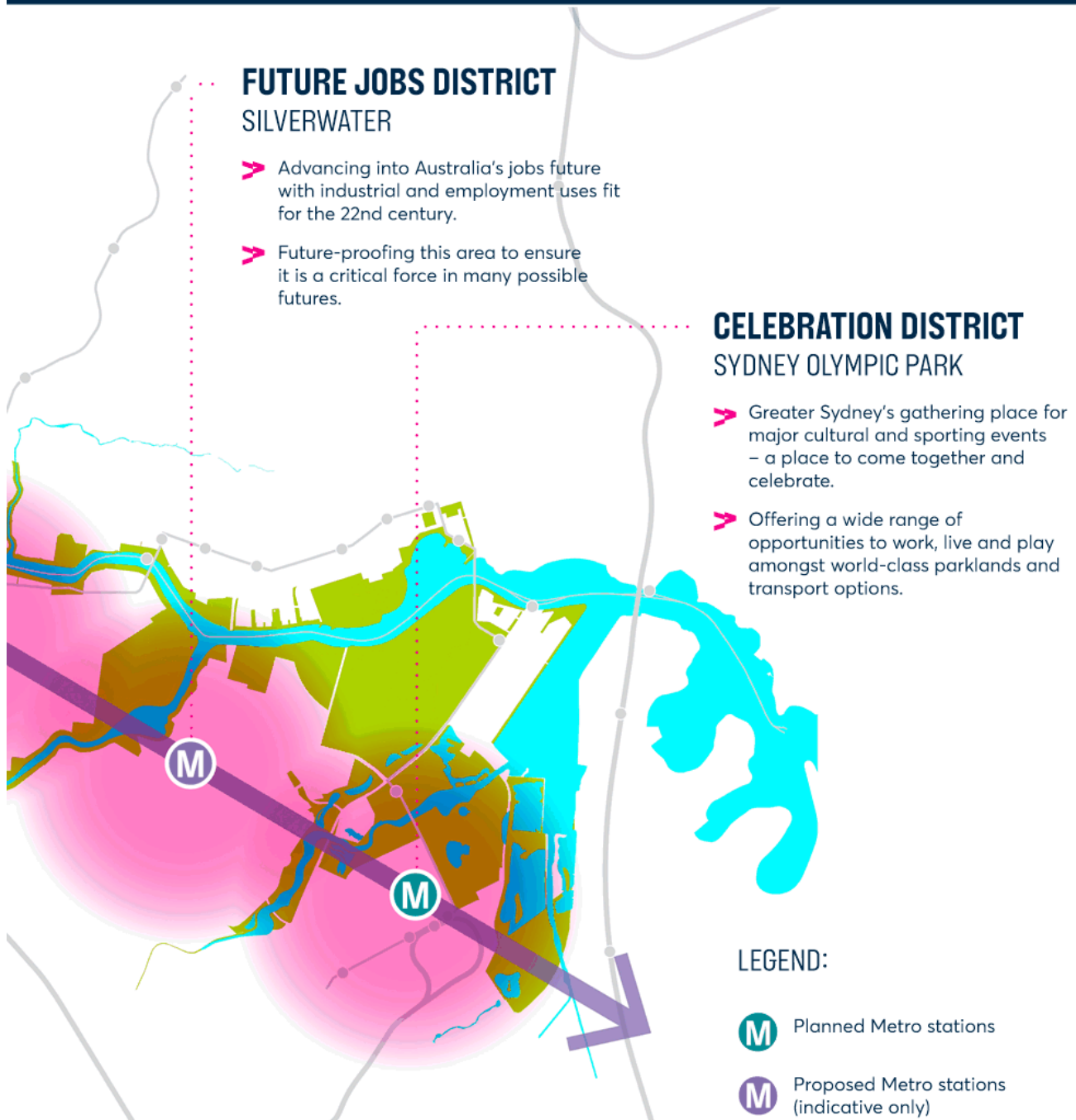


Figure 2: Global Parramatta's districts (Indicative only)  
(Source: Council)

START YOUR STORY AT PARRAMATTA

PARRAMATTA 2050

We propose a set of "Game Changers" that elevate our status to global city and point Parramatta towards 2050.

# GAME CHANGERS

## WE ARE BECOMING...

- > A world leader in First Nations partnerships.
- > Western Sydney's jobs engine.
- > The epicentre of creativity.
- > The home of festivals, sports and entertainment.
- > Asia Pacific's centre for best-in-class education.
- > An unrivalled river city.

## SEIZING FUTURE OPPORTUNITIES IN...

- > Camellia-Rosehill: A model city.
- > Silverwater: Jobs for the future.

## WHAT WE NEED TO GET THERE...

- > Connections to the world.
- > Nation-leading governance.
- > Western Sydney Cabinet of Mayors.
- > Parramatta International.

09

CITY OF PARRAMATTA - DRAFT FOR PUBLIC EXHIBITION

**WE ARE BECOMING...**

# A WORLD LEADER IN FIRST NATIONS PARTNERSHIPS



'A world leader in First Nations Partnerships' seeks to establish clear, robust, and respectful partnership agreements between the Council and the Dharug People, the Traditional Owners of the land, waterway, and skies we call the City of Parramatta today. These partnerships will mark a significant step towards fostering meaningful collaboration, social justice, and accountability.

This Game Changer will lay down the foundational framework for Dharug People and Council to become world leaders in First Nations and local government collaboration. Council commits to walking together with Dharug People to develop these partnerships, ensuring that the voices, perspectives, and aspirations of Dharug and other First Nations People are central to this process.

We will work together to recognise, protect, and share the rich and varied heritage and history of Parramatta. An important story of contact and impact between First Nations and non-Indigenous people started here in Parramatta. We see an important opportunity to start a new story in Parramatta. Truth-telling will be central to the development and success of these partnerships and by sharing and being accountable to this knowledge, we will ensure that we are respectful of our past and are committed to working together to create a better tomorrow.

These partnerships will outline our shared responsibility for Caring for Country and for Caring for People on Country, recognising that a thriving natural environment significantly contributes to the wellbeing of its people. As part of this, we will highlight the role of the Parramatta River as central to our City's story and identity, and one

that has been foundational throughout its various roles over centuries. Underpinning these partnerships will be a strong focus on action and commitment to delivery of shared priorities. Prior to 2050, Council envisages the complete integration of partnerships into its core practices, policies, and decision-making mechanisms. These partnerships will be deeply ingrained within the Council's operations, reflecting steadfast dedication to honouring and collaborating with First Nations People.

Council will also support other Government agencies in developing their relationships with First Nations People, as well as the delivery of critical pieces of First Nations cultural infrastructure within Parramatta, including an aspiration to become home to Australia's first Aboriginal university. Additionally, these partnerships will resonate with all residents of our City, fostering a sense of inclusivity and belonging.

Through these actions, Parramatta can become a gathering place for Indigenous People from across the globe, providing an open invitation to come to our City to gather, create and accelerate, with Baramadagal and other Dharug at the centre of it all.

These partnerships will strengthen and expand on the vision set out in Council's First Nations Strategy adopted in 2023:

---

***"A shared journey to continue working together with First Nations People and communities through relationships built on action, trust and integrity, that recognises First Nations People's self-determination and respects their own decision-making and knowledge systems."***

---

This Game Changer will reinforce Parramatta's role as a place where First Nations and local government gather to co-create Australia's leading example of partnership, respect, and cultural exchange.

START YOUR STORY AT PARRAMATTA

**10**



PARRAMATTA 2050

GAME CHANGERS

**WE ARE BECOMING...**

# WESTERN SYDNEY'S JOBS ENGINE



A key hallmark of global cities worldwide is economic prominence and scale of opportunity and influence they offer. 'Western Sydney's jobs engine' commits to ensuring that Parramatta is a driving force for economic development and employment growth for all of Sydney.

Five adjacent districts along the new Metro line and river provide a diverse, rich and interconnected range of economic opportunities with global imperatives. The answer is clear: an ambitious and game-changing platform for jobs must be realised for Global Parramatta.

Capitalising on the opportunity of a new international airport in Western Sydney, we seek to shift the dial on today's jobs conversation, charting an ambitious expansion of Parramatta's economic role within Greater Sydney.

We also endeavour to better understand and address our City's existing "gaps" in employment offering for our talented local and regional community - particularly for highly-skilled workers and for women.

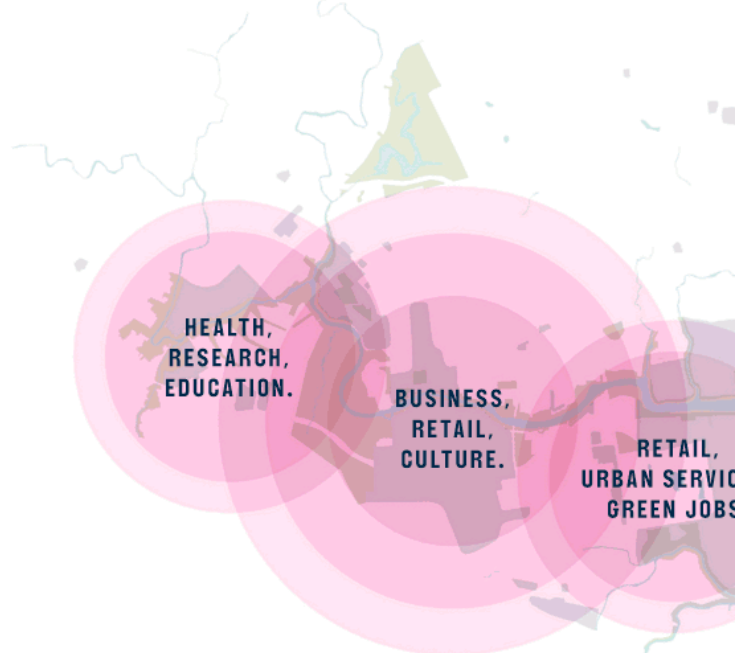


Figure 3: Jobs growth and key sectors within Global Parramatta (Indicative only) (Source:Council)



CITY OF PARRAMATTA - DRAFT FOR PUBLIC EXHIBITION



Today our City offers about 1 job for every 1.5 residents of the local government area (LGA), and we have been losing ground on this figure for more than a decade. To balance the scales and draw a line in the sand, Council commits to **no further loss on local jobs density** as a core policy position.

This means that in every planning conversation, Council will aim **at a minimum** to maintain this current local jobs density ratio of 1 job for every 1.5 residents.

Even with conservative growth estimates, this means at least **150,000 new jobs by 2050** are needed to account for population growth within our own LGA – let alone to expand our regional impact as a jobs centre. This aspiration envisions nearly a doubling of jobs in Parramatta today.

Recognising that the key opportunities for jobs growth lie within this corridor, every precinct and every development within Global Parramatta will be considered through this lens as we aim to protect and promote employment opportunities for our local community, Greater Sydney, and the world.



START YOUR STORY AT PARRAMATTA

**Council also commits to an ambitious approach to jobs within each of the Districts of Global Parramatta:**

- > Council continues to advocate for 50,000 jobs in **Westmead** by 2036 as a minimum. We also commit to establishing a further target for 2050, with a clear focus on health, research and education sectors.
- > We will continue to expand, intensify and diversify the **Parramatta CBD**, positioning it as a centre for business headquarters, preserving its commercial core for employment uses, and promoting a rich variety of cultural and retail opportunities.
- > A model city must provide for a wide range of opportunities and land uses. Regardless of final housing densities agreed at **Camellia-Rosehill**, the jobs-to-resident ratio must be better than the City's current 1 job for every 1.5 residents. Green jobs must also play a key role in this District's economic future, as it becomes a model city for resilience and regeneration.
- > **Silverwater's** employment potential must be protected, prioritised and future-proofed to allow this District to evolve towards 2050. This includes a considered intensification of industrial and manufacturing uses, as well as responding to innovation imperatives and changing global supply chain requirements.
- > With a new Metro stop putting it within easy reach of an enormous catchment of workers, **Sydney Olympic Park** must propel us forward on employment opportunities, not take us backwards. For every 1.5 new residents must be matched with more than 1 new job. Key sectoral opportunities for expansion include sports, sports science and entertainment.

PARRAMATTA 2050

GAME CHANGERS

**WE ARE BECOMING...**

# THE EPICENTRE OF CREATIVITY

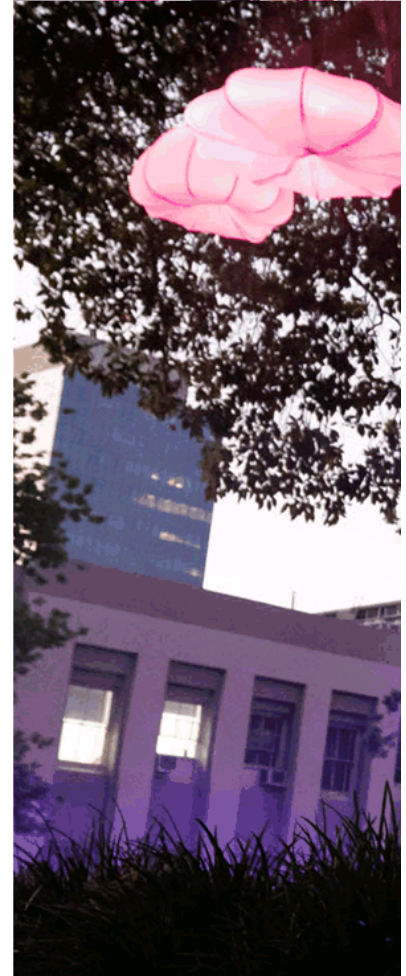


'Epicentre of creativity' is Council's commitment to embedding culture into Parramatta's fabric. Through strategic infrastructure development and innovative approaches, this initiative aims to empower creators and enhance cultural accessibility.

With a vision to transform Parramatta into a creative powerhouse, this initiative celebrates our City's rich diversity and cultural vibrancy. Through collaborative efforts and supportive policies, 'epicentre of creativity' seeks to solidify Parramatta's position as a global beacon of creative excellence, ensuring its legacy for generations to come.

Culture already lies at the core of Parramatta's economic vibrancy, attracting talent and investment, while solidifying our reputation as a global city. It serves as the conduit that unites our diverse community and champions inclusivity.

Parramatta's essence is rooted in its unique community tapestry, abundant heritage, and authentic voice. We embody rich and diverse stories, house leading cultural institutions, celebrate sporting heroes, offer culinary delights, showcase world-renowned literature, and personify a distinctive Australian identity.



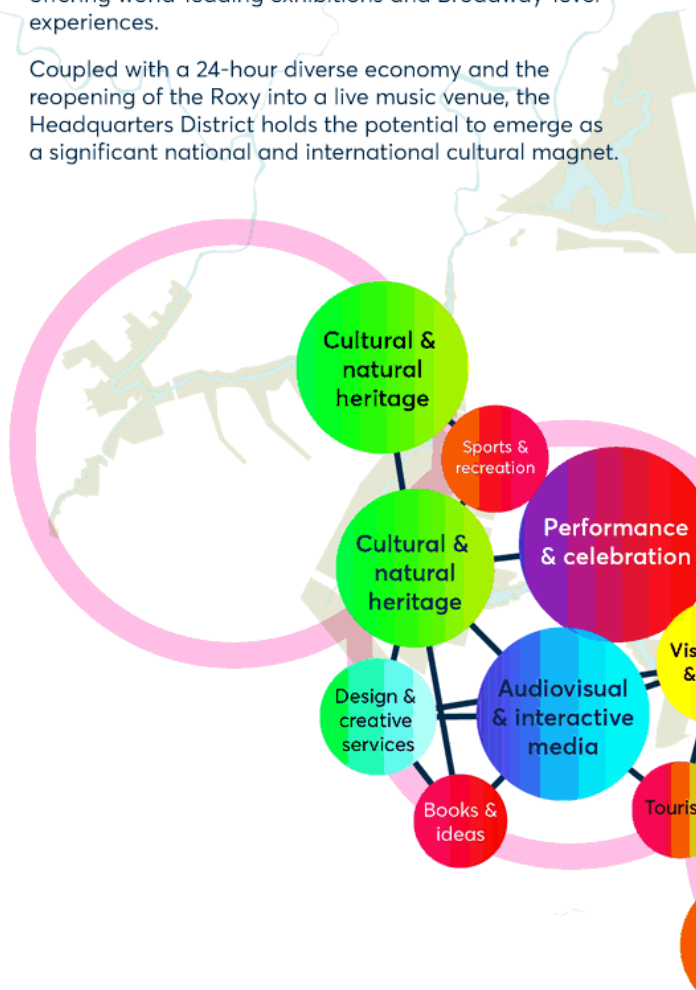




**Bigger and bolder**

This initiative seeks to leverage Parramatta's strengths and amplify its offering. The Headquarters District is already poised to transform into a cultural and entertainment district, boasting the imminent redevelopment of Riverside Theatres and Powerhouse Parramatta. We envision these cultural institutions offering world-leading exhibitions and Broadway-level experiences.

Coupled with a 24-hour diverse economy and the reopening of the Roxy into a live music venue, the Headquarters District holds the potential to emerge as a significant national and international cultural magnet.



**Figure 4:** Global Parramatta's Cultural Domains as defined by UNESCO's Framework for Cultural Statistics (Indicative only) (Source: Council)

**A new contemporary art gallery**

Council is dedicated to nurturing creativity and cultural expression by both advocating and acting to expand creative spaces within our City. This includes the creation of a new world-renowned contemporary art gallery.

The new institution would respond to a gap for exhibition spaces in our City and provide a new international platform upon which our diverse community can shine.

**Creatives housing**

At the heart of this initiative lies the establishment of the Creators Quarter, offering fixed-term subsidised accommodation for artists and creatives. This pioneering venture underscores the essential role of artists in shaping Parramatta's global success.

Complementing existing opportunities at Parramatta Artists Studios and the forthcoming Powerhouse Parramatta, the Creators Quarter provides longer-term accommodation detached from specific exhibitions or programs, thereby enriching the accessibility and diversity of creative production within our community.

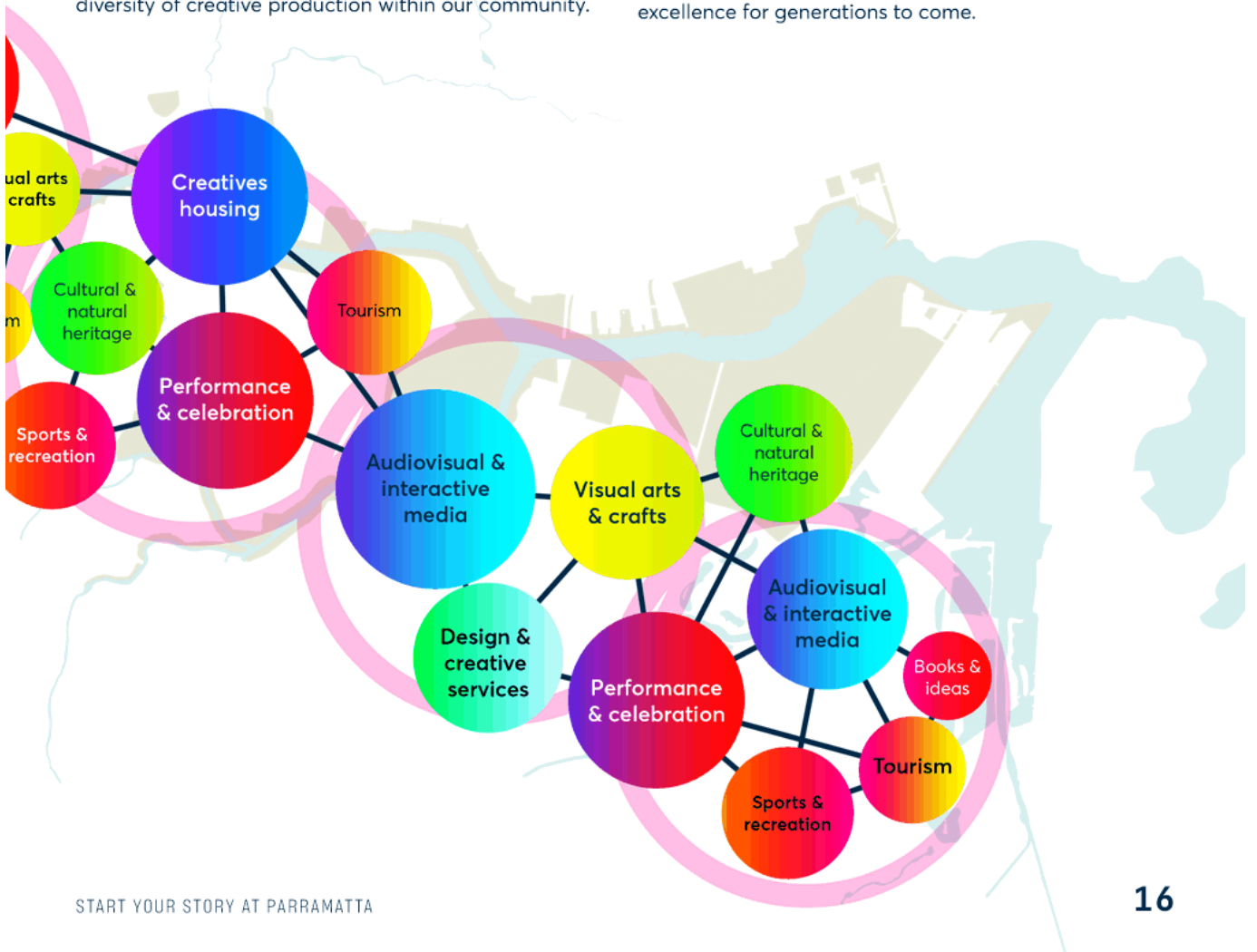
**Enabling policies and planning**

In addition to infrastructure development, we are committed to advancing current initiatives aimed at enhancing Parramatta's aesthetics, soundscapes, and aromas.

This includes developing film-friendly policies, designating 24-hour precincts with revised policies and sound management controls, advocating for arts degrees in our university sector, implementing planning regulations to accommodate live music venues, exploring adaptive reuse of heritage items and ongoing support and promotion of our diverse culinary landscape.

Council will also seek and support planning for larger spaces for creation and rehearsal across Global Parramatta, identifying particular opportunities for examination in Silverwater.

Together, these measures will cultivate an environment conducive to artistic expression, innovation, and collaboration, cementing Parramatta's status as a beacon of cultural excellence for generations to come.



START YOUR STORY AT PARRAMATTA

PARRAMATTA 2050

GAME CHANGERS

**WE ARE BECOMING...**

# THE HOME OF FESTIVALS, SPORTS AND ENTERTAINMENT



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CITY OF PARRAMATTA DRAFT FOR PUBLIC EXHIBITION



'The home of festivals, sports and entertainment' amplifies Parramatta's already formidable reputation in these areas. Drawing on our rich sporting legacy and vibrant cultural landscape, we aim to position Parramatta as a premier national and global destination for sports, conventions, and year-round festivals.

By embracing emerging trends and fostering collaborations with sporting bodies and cultural organisations, Parramatta stands ready to elevate tourism, invigorate local enterprises, and celebrate our multifaceted heritage. Through strategic partnerships, advocacy, and innovative planning, we're committed to unlocking the economic potential of sports and entertainment, and providing incredible experiences for everyone.

#### Key moves include:

##### ➤ **A Festival City**

Our vision for Parramatta extends to becoming a Festival City by 2050, with events happening 365 days a year across our five Districts. To materialise this vision, we will enhance the capacity and capability of existing sites, develop new venues for large-scale festivals, and curate a dynamic cultural calendar that showcases our community's diversity on a global stage.

##### ➤ **Places to meet and stay**

To enhance Parramatta's reputation as a place to gather, we recognise the need for new large-scale conference and convention infrastructure accompanied by diverse accommodation options. We will explore opportunities for convention centres in Camellia-Rosehill and Sydney Olympic Park that can accommodate large-scale events, conferences, and exhibitions. We will also work to increase and diversify our accommodation offer to ensure an enjoyable and memorable stay for all.

##### ➤ **Esports and other unique opportunities**

In embracing emerging sports trends, Council will advocate for the development of state-of-the-art infrastructure, including exploring opportunities for an innovative multipurpose indoor arena catering to esports and other indoor sports. We also aim to explore opportunities for the Parramatta River to host river-based sports like rowing and swimming.

##### ➤ **Empowering women in sports**

Council will advocate for partnerships and investments to support women's sports and explore opportunities for national teams to make our City their home. This could take the form of making Parramatta the base for national teams, and greater inclusive sporting infrastructure. This commitment aims to provide an environment for all elite athletes to thrive and call Parramatta home.

##### ➤ **Strengthening our partnerships**

We will explore opportunities to strengthen our affiliations with sporting entities. This includes advocating for teams to include Parramatta in their names, thereby enhancing our City's recognition and integration within the broader sporting community. Council will also investigate how our City can host more elite championships and international competitions.



PARRAMATTA 2050

GAME CHANGERS

**WE ARE BECOMING...**

# ASIA PACIFIC'S CENTRE FOR BEST-IN-CLASS EDUCATION



'Asia Pacific's Centre for Best-In-Class Education' represents a comprehensive effort to revolutionise Parramatta's educational landscape, aspiring to offer the finest educational experience in the Asia-Pacific, position Parramatta as the most globally connected university city in the nation, and drive the city's economic transformation towards knowledge sector jobs. The City will host leading university programs with key global focus areas such as health, arts and culture, and urban resilience. We also aim to foster opportunities linking university and TAFE students with Parramatta's community and industries, ensuring that our students will call Parramatta home long after completing their studies.



A **new university campus** at Westmead hold the key to the realisation of this initiative. Council will continue to advocate for and partner with the State government and institutions to ensure that we capitalise on the addition of a new world-leading institution to our educational landscape. Extending this immediate action, by 2050, our aim is for **all major Australian universities to establish a presence in Parramatta**. With our university partners, we also see exciting opportunities to invite top-tier international institutions to add their unique educational offer to our City as well.

Parramatta's ongoing transformation into a global city will serve a **"living laboratory"** for students and researchers, with opportunities across a number of key disciplines. The regeneration of Camellia-Rosehill provides a decades-long opportunity for university and TAFE students across fields like city planning, construction, sustainability and the environmental sciences to witness and participate in best practice urban regeneration in real time. To support our aspirations in the

creative industries, we also aim to be the **home of Western Sydney's only fine arts school** – a critical gap in Greater Sydney's tertiary education network. We will also continue to **leverage Westmead** as a foundation to lead Australia in terms of integrating health, research and education.

Council commits to closely monitoring and prioritising factors that shape an **optimal student experience**, including access to housing, employment, and engagement with the vibrant city life of Parramatta. The goal is not only to attract students, but also to foster a sense of belonging and connection within the local community once they arrive.

This project encompasses both direct action - such as prioritising students within Council's events calendar - and advocacy - such as engaging with the State government regarding appropriate **planning controls for student housing**. By collaborating with Parramatta International (another one of this vision's Game Changers) and tertiary institutions, Council will also explore opportunities to facilitate

**international exchanges** between top universities worldwide and local institutions in Parramatta.

We also recognise that our entire network of education infrastructure must align with our city's growth trajectory. Council will continue to advocate and fight for **better planning and delivery of primary and secondary schools**, emphasising that global cities offer attractive educational opportunities for the families of globally-agile, highly-skilled workers.

Finally, initiatives will be explored to ensure graduates remain in and contribute to Parramatta's success. These include subsidised graduate housing and guaranteed work experience in our City's key focus areas. Parramatta will be a **magnet for local, national and international businesses** looking for talented graduates.

Overall, this initiative represents a bold step towards shaping a vibrant educational future for Parramatta where individuals can gather, create and accelerate.



STAFF AND STUDENTS AT PARRAMATTA

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PARRAMATTA 2050

GAME CHANGERS

**WE ARE BECOMING...**

# AN UNRIVALLED RIVER CITY



'An unrivalled river city' establishes Parramatta as a global leader in resilience, regeneration and recreation. Central to this vision is the development of the Central River Parklands, a prominent green and blue network serving as a hub for recreation, ecological resilience, and connectivity.

Stretching across the five Districts, these parklands will not only connect communities but also offer a tranquil space for relaxation amidst the dynamic offerings of Global Parramatta. Additionally, they will play a crucial role for future generations in preserving and enriching opportunities to connect with Country and share stories.





'An unrivalled river city' aims to elevate Parramatta's profile on the global stage by leveraging the unique relationship our City has with its river. The Parramatta River acts as **the artery of Global Parramatta** - it is the place where Country, stories, knowledge and productivity come together.

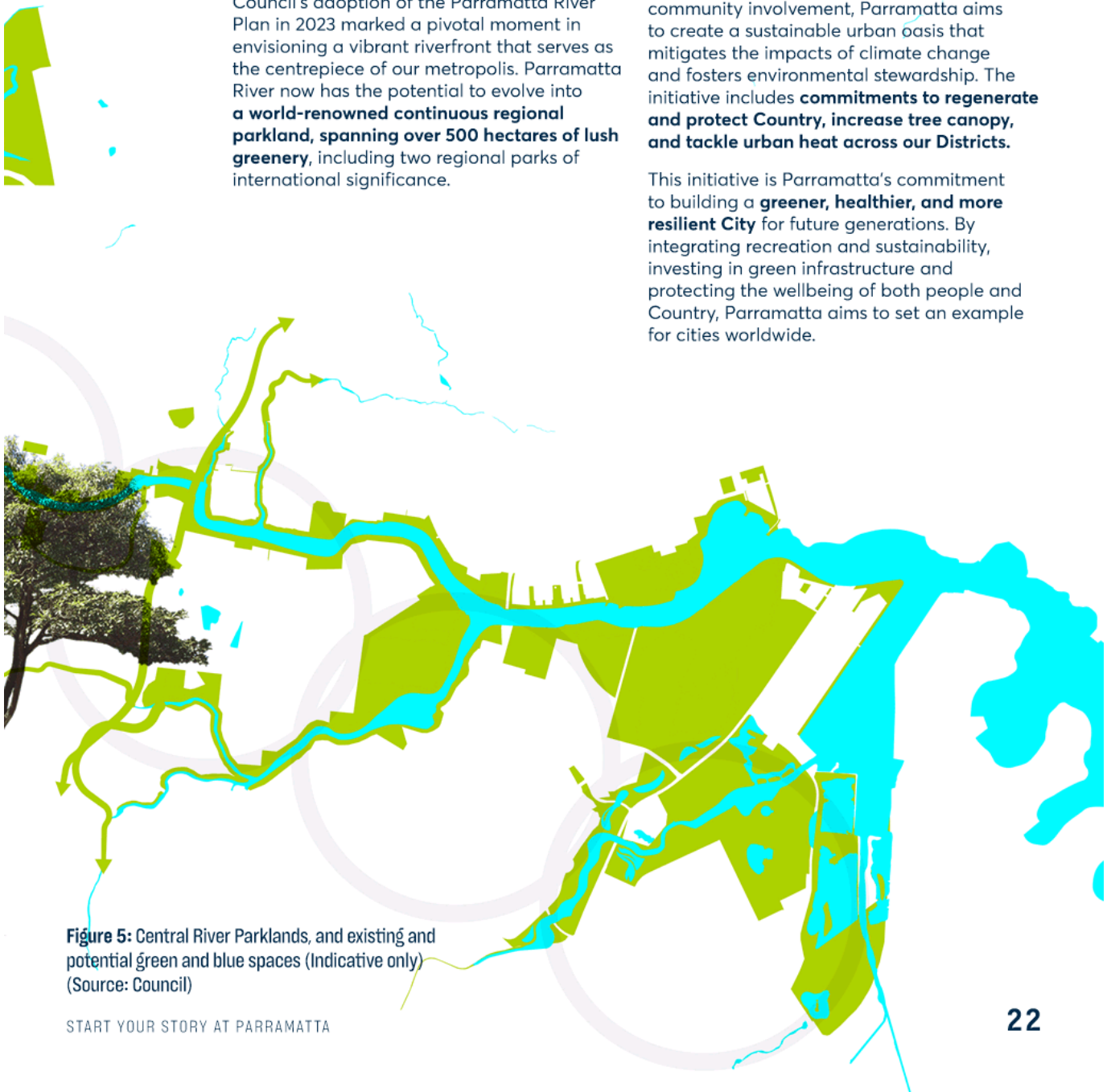
At the core of this initiative is **the Central River Parklands**: a landmark green and blue spine for Global Parramatta, which will strategically link our City's five Districts, and provide a cohesive network where people can rest, play, move and connect.

Council's adoption of the Parramatta River Plan in 2023 marked a pivotal moment in envisioning a vibrant riverfront that serves as the centrepiece of our metropolis. Parramatta River now has the potential to evolve into **a world-renowned continuous regional parkland, spanning over 500 hectares of lush greenery**, including two regional parks of international significance.

By linking the five districts of Global Parramatta, the Central River Parklands will foster connectivity and accessibility for residents and visitors alike. This interconnected network of green spaces will not only enhance **recreational opportunities** but also provide **connections to Country** and an **active transport** experience worthy of a global city.

The Central River Parklands will also serve as **a model of ecological resilience**, showcasing innovative approaches to flood management, biodiversity conservation, and climate adaptation. Through strategic planning and community involvement, Parramatta aims to create a sustainable urban oasis that mitigates the impacts of climate change and fosters environmental stewardship. The initiative includes **commitments to regenerate and protect Country, increase tree canopy, and tackle urban heat across our Districts**.

This initiative is Parramatta's commitment to building a **greener, healthier, and more resilient City** for future generations. By integrating recreation and sustainability, investing in green infrastructure and protecting the wellbeing of both people and Country, Parramatta aims to set an example for cities worldwide.



**Figure 5:** Central River Parklands, and existing and potential green and blue spaces (Indicative only) (Source: Council)

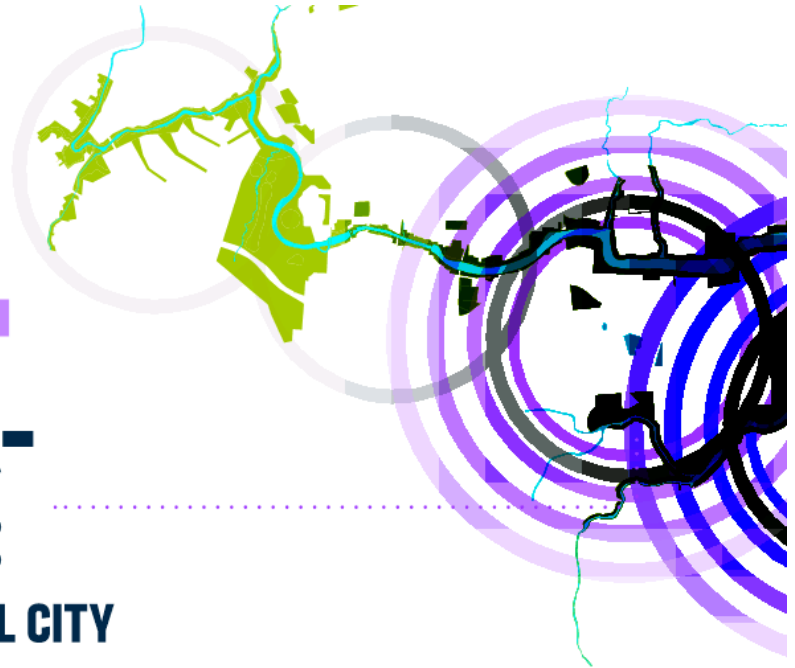
START YOUR STORY AT PARRAMATTA

PARRAMATTA 2050

**SEIZING FUTURE  
OPPORTUNITIES IN...**

# CAMELLIA-ROSEHILL:

**A MODEL CITY**



Camellia-Rosehill sets the stage for an unwritten story about what Parramatta can offer the world. We envision this District as a world-class example of urban regeneration, emerging by 2050 as a “model city”.

Learning from both the planning mistakes of Sydney’s past and great examples from other global cities, we see a unique opportunity for Camellia-Rosehill to attract worldwide interest as a place where the brownfields of the 20<sup>th</sup> century have been radically transformed into a true future city.

Critical to this approach is establishing Camellia-Rosehill as the nation’s first example of a city that responds to the seventeen UN Sustainable Development Goals – Australia’s first SDG17 City. Anchored by these Goals, Camellia-Rosehill will be a testing ground for a new mode of city planning that moves away from outdated impact management systems and towards a focus on key outcomes of equity, resilience, wellbeing and prosperity.

**23**

To achieve this vision, Council will also seek to establish a joint governance framework with relevant State agencies for the district. This framework would be predicated on regeneration and resilience as critical lenses through which we can collaborate to solve wicked problems like contamination, flooding, traffic, transport, and infrastructure provision.

## **KEY MOVE 1: SUSTAINABLE REGENERATION**

As Camellia-Rosehill undergoes redevelopment, we will position this area as a frontrunner in environmental remediation and green infrastructure. This includes hosting a catalytic World Expo event to attract global attention to our regeneration efforts. Participating countries will undertake the construction of infrastructure and amenities to support future communities, showcasing world-leading sustainable planning and infrastructure delivery. The district will also provide a “living laboratory” for students in nearby education precincts.

The crowning achievement will be delivery of a new regional open space that significantly expands the Central River Parklands and provides a landmark gathering place within the new model city.

## **KEY MOVE 2: SECURING LONG-TERM EMPLOYMENT PROSPECTS**

Council’s establishes a core policy position of at least 1 job for every 1.5 residents within Camellia-Rosehill, and further recognises that a model city must offer a rich variety of experiences and opportunities. We will achieve these aspirations through a dynamic mix of employment generators, including a major new retail offering to support growth in this district and beyond, strategically locating critical urban services, and driving significant growth in green industries. We envision this district emerging as a national leader in circular economy and green jobs, with key opportunities to explore being utilities, energy, green technology, green manufacturing, and connections to industrial uses at Silverwater.

CITY OF PARRAMATTA - DRAFT FOR PUBLIC EXHIBITION

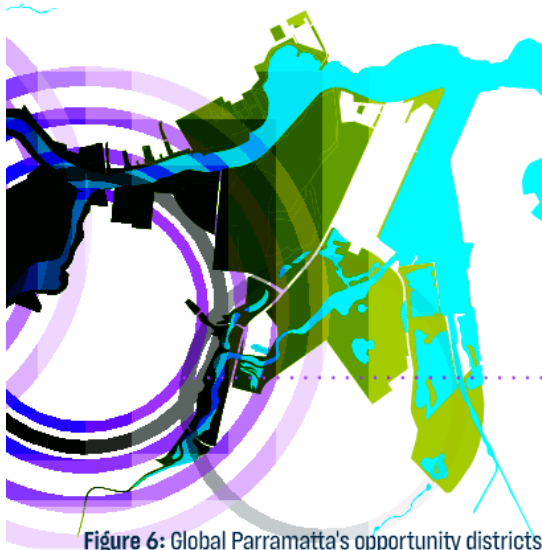


Figure 6: Global Parramatta's opportunity districts  
(Source: Council)

# SILVERWATER:

## JOBS FOR THE FUTURE



Of the five Districts of Global Parramatta, the Future Jobs District – centred on the industrial hub of Silverwater – is earliest in the planning process, representing a significant opportunity for Council to set terms for its future. Our steps must be charted carefully, future-proofing Silverwater with both infrastructure and a nuanced understanding of how future global economies might translate into our local story.

Silverwater is amongst the best-connected industrial areas in Sydney, boasting an ability to reach 98% of all metropolitan households in about an hour. Protecting and intensifying its employment and economic functions is critical to Global Parramatta's success.

Confirming our future aspirations for Silverwater must be informed by a detailed economic and planning analysis, including examining the appropriateness of various potential specialised roles for Silverwater including advanced manufacturing, biomedical support industries for Westmead, and creative industries, such as film production.

### KEY MOVE 1: FUTURE PROOF A METRO STATION

We emphasise the importance of future-proofing our transport infrastructure to accommodate our City's evolving needs and growth trajectories. Specifically, Council advocates for the proactive implementation of forward-thinking design elements for a future Metro station in this District. This includes strategic construction of auxiliary tunnels and the acquisition of adjacent land parcels to enable seamless expansion and adaptation in the years to come, unlocking many possible futures for Silverwater and safeguarding its future as a key economic pillar for Parramatta and for all of Sydney.

### KEY MOVE 2: REIMAGINE SILVERWATER GAOL

A key public landholding within this District is the Silverwater Correctional Centre. Encompassing approximately 25ha and adjacent to critical regional open space assets along the Parramatta River, this site holds strong potential to contribute to both the infrastructure and employment futures of Silverwater and Global Parramatta as a whole. This project will explore a significant expansion of adjacent parklands to extend regional open space, recreation and sporting offer. It will also consider the site's potential as a place to examine Australia's history of First Nations incarceration in a culturally-safe and appropriate manner. Partial retention of correctional facilities driven by a focus on world's best practice in rehabilitative justice could also form part of this site's future. Adaptive and sustainable re-use of both heritage and non-heritage components will ensure that we honour our past as we move towards the future, with uses to explore including educational, incubator and creative functions.

PARRAMATTA 2050

**WHAT WE NEED  
TO GET THERE...**


# CONNECTIONS TO THE WORLD

to the Blue Mountains  
and Central West





Parramatta’s global stature and the sustainability of our region hinge on establishing our City as the gateway to Australia. While ongoing light rail and metro projects mark progress, our journey towards comprehensive transport infrastructure remains ongoing.

These efforts are vital to seamlessly linking Parramatta with the wider city, Australia, and the world via the two nearby airports. Council remains steadfast in its commitment to advocate for, and secure commitments from, the NSW Government to ensure timely delivery or commencement of these projects prior to 2050.

  
Metro West stage 1:  
Parramatta to Sydney

  
Metro West stage 2:  
Parramatta to Western  
Sydney Airport

  
Norwest to Miranda via  
Parramatta, Bankstown  
and Kogarah

  
Extension of Cumberland  
line to Epping

  
High Speed Rail:  
Melbourne to Brisbane  
via Parramatta Central

  
Light Rail and  
Intermediate Routes

to

## ADDITIONAL METRO WEST STATIONS

A new Metro station within Camellia-Rosehill and a future-proofed stop for Silverwater are critical to ensure seamless connectivity across the City’s landscape, closing Global Parramatta’s spatial gaps and placing its five Districts within minutes of each other – as well as the Eastern Harbour CBD.

## METRO CONNECTION TO THE NEW AIRPORT

Fast-tracking the metro connection between Westmead and Western Sydney International (Nancy-Bird Walton) Airport is imperative. Currently, the new airport is set to open in 2026 with no direct connection to the state’s two largest economies – Parramatta and Sydney. A metro link must be established for Parramatta to benefit from and contribute to the airport’s success.

## RIVER RAIL

Council will advocate for a rail connection from Norwest to Miranda via Bankstown. This linkage is key to enabling Parramatta to act as our metropolis’ centre, reducing congestion across the region and improving its productivity.

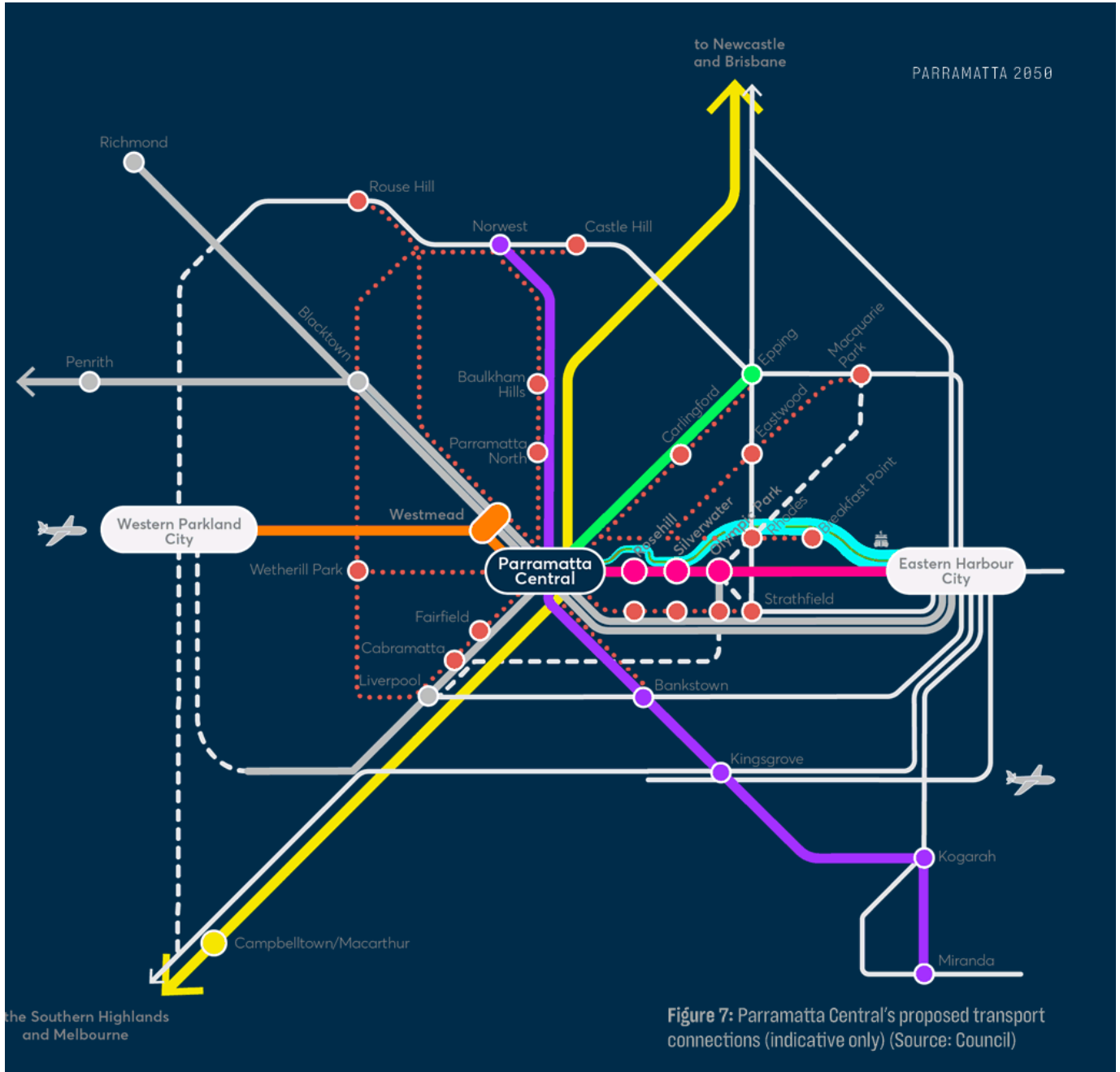


Figure 7: Parramatta Central's proposed transport connections (indicative only) (Source: Council)



**EXTENSION OF CUMBERLAND LINE TO EPPING**

Alongside these connections, Council will continue to advocate for the extension of the Liverpool line to Epping. The link is crucial in ensuring that our global districts are well connected to both the remainder of our LGA and to the region.



**HIGH-SPEED RAIL**

Any forthcoming plans for fast rail or high-speed rail networks should incorporate a stop in the heart of the metropolis - Parramatta. With easy access to two of the country's largest airports, and high-speed rail connections to Melbourne and Brisbane, our City can become the gateway to Australia.



**LIGHT RAIL AND INTERMEDIATE ROUTES**

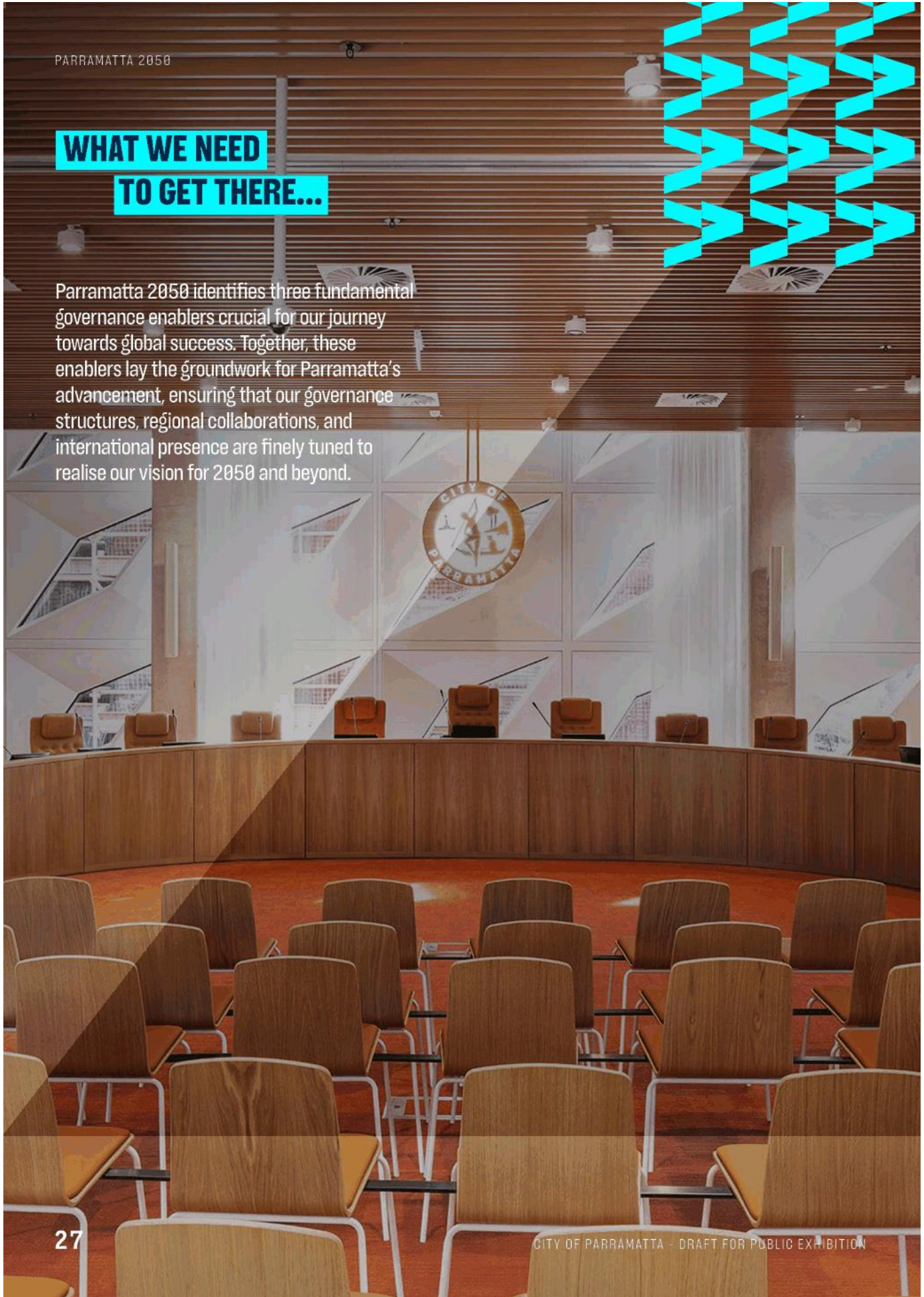
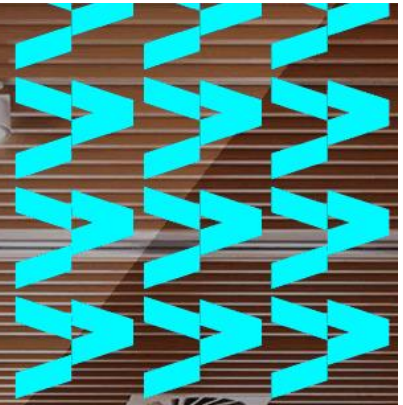
Council will continue to advocate for expanded and interconnected light rail and bus networks. Short-term solutions like rapid bus transit and enhanced bus services will also be explored as interim measures until more extensive infrastructure projects can be actualised.



PARRAMATTA 2050

## WHAT WE NEED TO GET THERE...

Parramatta 2050 identifies three fundamental governance enablers crucial for our journey towards global success. Together, these enablers lay the groundwork for Parramatta's advancement, ensuring that our governance structures, regional collaborations, and international presence are finely tuned to realise our vision for 2050 and beyond.





# NATION-LEADING GOVERNANCE



Global Parramatta requires robust governance tailored to our City's unique needs and aspirations. To this end, Council will advance the City of Parramatta Act – a piece of critical legislation specifically designed for our City to reach its global aspirations. This Act will empower Council and our community with greater autonomy, self-determination, financial resilience, and strategic planning capabilities essential for effective governance.

The primary objective of this enabler is to equip Parramatta with the requisite tools and authority to manage its growth and development in line with the Parramatta 2050 vision. Presently, the City of Sydney stands as the sole LGA in New South Wales with a distinct Act granting it exclusive powers and responsibilities. The proposed Act for Parramatta seeks to provide provisions which (though not identical) would be similarly tailored to enable us to address Parramatta's transformation and meet the needs of our rapidly-expanding community.

Key aspects of the proposed Act include transferring certain responsibilities for Sydney Olympic Park and Parramatta Park to Council, establishing coordinated planning and infrastructure decision-making (potentially with an initial focus on Camellia-Rosehill), managing planning issues collaboratively, and allocating resources with a strong focus on outcomes. Critical to all of these aspects is the need for collaboration between State and local government.

Additionally, this enabler provides an opportunity to examine appropriate revenue reform, which remains outstanding for Parramatta. By exploring alternative funding mechanisms through the development of an Act, Council will enhance its financial flexibility, optimise service delivery and increase infrastructure investment.

Council also continues its advocacy for investment in Parramatta by calling for a City Deal between multiple levels of government. This will create a coordinated and dependable pipeline of funds that will enable Parramatta to fulfill its global imperative.

Recognising that by 2050 the NSW Planning System will be over 70 years old and ill-equipped to deal with issues faced by 22nd century cities, Parramatta can also be positioned as a testing ground for more innovative and outcomes-focused planning approaches.

PARRAMATTA 2050

# WHAT WE NEED TO GET THERE...

NATIONAL

# WESTERN SYDNEY CABINET OF MAYORS



This enabler establishes the Western Sydney Cabinet of Mayors as a critical table where local government leaders of Western Sydney can gather to align on pursuing joint advocacy, funding and projects that globally position the region. Following the conclusion of the Greater Cities Commission, Council perceives a critical role for local governments to work together on regional governance and projects to ensure that Western Sydney’s potential is unlocked.

Unlocking Western Sydney’s global potential depends on major changes in how we plan for and invest in jobs, infrastructure, education and liveability. Taking inspiration from the South East Queensland Council of Mayors, the Cabinet provides a forum for Local Government to assume a leadership role in local, regional and global conversations. This approach also provides an opportunity to position Parramatta as the leader in Western Sydney in a number of key arenas.

Key first steps for this enabler would include canvassing perspectives as part of initiating and strengthening existing stakeholder relationships with other Western Sydney Councils, followed by an initial meeting to develop a draft joint governance structure. Council aspires to a stretch goal of completing an initial statement of intention to enable a joint submission on the Metropolitan and City Plans by the Western Sydney Cabinet of Mayors.



GLOBAL

# PARRAMATTA INTERNATIONAL



Parramatta International, a proposed entity instigated by Council, aims to foster economic development in Global Parramatta by attracting global investment, students, and talent, while supporting local initiatives. Focusing on health, research, arts, culture, resilience, and education. The goal is to collaborate with existing regional, state and federal agencies to enhance Parramatta's global presence and forge international partnerships.

Parramatta International has two main goals: attracting global interest and expanding local opportunities. It acts as a dedicated resource for our region's global economic development, elevating its international profile and attracting industries and talent aligned with key sectors. The corporation would aid international businesses and individuals with navigating obstacles associated with global trade and investment.

Council will develop a comprehensive business case for Parramatta International, seeking partnerships and funding opportunities with councils, government entities, universities, and the private sector. Once established, Parramatta International would operate as a collaborative venture, with Council as a key partner.



START YOUR STORY AT PARRAMATTA

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PARRAMATTA 2050

## HOW WE WILL GET THERE...

Council is committed to the success of this vision and will use a broad suite of tools to make it happen. While we stay open to arising and unexpected opportunities for implementing our vision, Council's next steps focus on the following components:

## COUNCIL'S STRATEGIC GOVERNANCE FRAMEWORK

Council's strategic governance framework including its Community Strategic Plan (CSP), land use planning framework, and other strategies will reflect and operationalise this vision.

**Next Steps:** Review of the CSP.



## COLLECTIVE CHAMPIONING

We all have a role to play in how we share, take responsibility for, and collaborate on the delivery of this collective vision.

**Next steps:** We invite community members to be champions for this vision, and welcome opportunities to collaborate with fellow organisations.

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 @cityofparramatta

 @cityofparramatta

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

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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.

#### 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。

#### 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.

#### 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।

#### DISCLAIMER

While every reasonable effort has been made to ensure this document is correct at time of publishing, the City of Parramatta, disclaim any and all liability to any person in respect of anything or the consequences of anything done or omitted to be done in reliance upon the whole or any part of this document.



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Parramatta 2050  
Background Report



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## Part 1: Introduction

### Purpose and Structure of the Background Report

The development of *Parramatta 2050* (the Vision) has been supported by an extensive process of strategic development, research and engagement. This background report summarising the vision development process is presented in four parts.

**Part 1** summarises the research and engagement programs undertaken.

**Part 2** presents key research and engagement themes that emerged from that work.

**Part 3** summarises the development process for the Vision's tagline and Strategic Directions.

**Part 4** summarises the evidence basis underpinning each initiative of the Vision.

### Introduction to Research & Evidence Base

The Vision is supported by a broad and comprehensive research and evidence base, which will continue to serve as an ongoing resource for implementation. The main components of this research and evidence base are as follows:

- **Challenges & Opportunities for Parramatta:** This component of research examined Parramatta's global and intergenerational outlook, and our context within Greater Sydney and national counterparts. It included a Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis and a comparison with global cities. Recognising that many critical hallmarks of global cities are economic in nature, this component also assembled data to better understand Parramatta's economic challenges and opportunities.
- **Strategic Context:** This component of research examined Parramatta's complex and compelling history. It also detailed more contemporary planning directions and existing visions for Parramatta.
- **City Profile:** This component of research included extensive demographic analysis and an examination of Parramatta's global economic reach. It also sought to understand community aspirations and perceptions by integrating numerous existing community consultation data sources.
- **Understanding the Global City:** This component of research looked at how "global cities" are defined in cultural discourse and various indicator frameworks. It includes case study comparisons to provide benchmarks for Parramatta, and also looked at opportunities and challenges for global cities generally.
- **Lessons Learned from Comparable Visioning Pursuits:** This component of research reviewed eight comparable strategic visioning documents across local, state, national and international contexts to understand best practices and considerations.

The above research components provide an integrated foundation for the vision put forward in *Parramatta 2050*. The components are documented in extensive detail in an internal *Research and Evidence Base* (REB). As part of a process of continual improvement and scanning, the REB is intended to be a "living document" which will develop and evolve over time as the Vision is implemented, new lines of enquiry open, and global events and discourse unfold.

**Appendix 1** provides a complete bibliography underpinning this work.

### Introduction to Engagement

Development of the Vision has also supported by a comprehensive engagement program which included a broad range of stakeholders, and which will continue to inform the delivery of the Parramatta 2050 vision and other strategic Council documents. The stakeholders engaged between December 2023 – May 2024 were as follows:

- **Community ward workshops:** 45-minute engagement sessions with community members were held (or are shortly to be held) as part of Council's annual community ward workshop roster. Participants were engaged in four activities focused on the Parramatta 2050 project to provide feedback and guidance around the draft vision, strategic directions and city shaping initiatives. The community ward workshops were held in each of City of Parramatta's five wards in the following sequence:
  - Rosehill (23<sup>rd</sup> of March 2024).
  - Dundas (4<sup>th</sup> of April 2024).
  - North Rocks (4<sup>th</sup> of May 2024).
  - Epping (scheduled for 18<sup>th</sup> of May 2024).
  - Parramatta (scheduled for the 1<sup>st</sup> of June 2024).
- **External stakeholders:** 14 sessions with external stakeholders were conducted to discuss and test draft Parramatta 2050 content, including the draft vision, strategic directions and city shaping initiatives. The external stakeholder sessions were as follows:
  - 2x First Nations Advisory Committee meetings (December 2023 & March 2024).
  - 1x Point Parramatta 2050 panel meeting (March 2024).
  - 5x 1:1 meeting with external stakeholders (April 2024).
  - 10 Focus groups with external stakeholders within the following groups (April-May 2024):
    - Social outcomes stakeholders (April).
    - Innovation and technology stakeholders (April).
    - Curatorial expertise cultural and artistic stakeholders (April).
    - Sydney Olympic Park and entertainment-related organisations (April).
    - Environmental outcomes and natural assets stakeholders (April).
    - Economic stakeholders (May).
    - Universities and student representatives (May).
    - Local health stakeholders (May).
    - Planning and development stakeholders (May).
    - Key sporting organisations (May).
- **Internal staff:** 13 internal engagement opportunities were held to gain feedback and harness expertise around the draft vision, strategic directions and city shaping initiatives for Parramatta 2050.

Findings from each of the engagement sessions above provide a foundation for the vision put forward in Parramatta 2050, and these are documented in extensive detail in an internal *Parramatta 2050 Engagement Report*. The internal Engagement Report is intended to be a "living document" which will continue to evolve and inform the vision as it is implemented, new lines of enquiry open, and other council documents are produced.

**Appendix 2** provides a summary description of consultation activities.

## Part 2: Research and Engagement Themes

### *Setting the Frame for Parramatta 2050*

#### Research Themes

As a guiding theme, Council's research investigated what it means to be a globally significant city and how cities are imagining and creating their futures. The research revealed a "global city" has significant influence on the global economic, cultural, and political landscape by connecting people, goods, capital, knowledge, and ideas. The world in 2050 will likely see a larger, more urbanised population with an ageing demographic, significant technological advancements, a shifting economic landscape focused on sustainability, and potential for both increased collaboration and geopolitical tensions.

Council's research also draws on lessons learned from Parramatta's context—including its standing as a 'city within a city' and within Greater 'Global Sydney'. These insights help Council and the wider stakeholder ecosystem set an evidence-based vision and directions for guiding the City's future development, elevating its offer, and amplifying the activities of innovators and change-makers. Key insights regarding the City included:

- The City is entering a new era of growth catalysed by city-shaping infrastructure projects including Metro West, Parramatta Light Rail, Western Sydney Airport, and high levels of overseas migration. At the same time, the City faces pressure to deliver new housing while supporting job creation closer to where people live.
- The City's centrality and relative affordability are advantageous and will appeal to professional talent and businesses. But it also faces challenges including (though certainly not limited to) ambiguity about what it offers to Greater Sydney and the world beyond now and into the future.
- The City faces challenges across several domains including managing rapid growth, preserving its heritage and ensuring equitable economic opportunities. It must address the transportation needs of today and tomorrow, promote inclusion and affordability, protect the environment, support and sustain entertainment options, and manage diverse community interests.

Drawing on the research conclusions as well as the experience of other global cities (including six benchmark examples explored during research), Council has determined that Parramatta can leverage its strengths to address its challenges and shape a robust vision for 2050 by leveraging:

- **Geographic centrality:** Parramatta is centrally located within Greater Sydney, equidistant between two International Airports.
- **Education and diversity:** The City's educational institutions (including 6 universities) and cultural diversity can be a foundation for innovation in technology, sustainability, and community engagement to drive inclusive growth and job creation.
- **Westmead Precinct:** There is potential to further develop integrated health, research, and green space projects that promote well-being and environmental sustainability.
- **The Parramatta River:** The river can serve as a central element in urban planning, promoting active transport and recreational spaces.
- **Cultural and economic development:** The City can build on arts, sports, and culture, alongside a diversified economy, to create vibrant, attractive spaces that draw both residents and visitors. This approach can foster local business growth and tourism.
- **Strategic urban planning:** There is a need to address growth management and transportation by proactively planning for green spaces, heritage preservation, and

mixed-use developments. The City should also emphasise sustainable and active transport options to reduce car dependence and congestion.

- **Climate adaptation and environmental innovation:** The City can harness its geographic centrality and community resources to lead new solutions for climate resilience, including green infrastructure, sensor networks, sustainable buildings, and flood mitigation strategies, building upon the City's recent efforts in this space.
- **Collaborative governance:** A broad range of stakeholders must be engaged in the planning process to ensure the diverse interests and visions of the City's population are reflected in city-shaping projects. This inclusive approach can harmonise development with community needs and aspirations.

The vision and initiatives set forward in Parramatta seek to capitalise on these conclusions, while also integrating consultation with key stakeholders.

### Engagement Themes

Council has conducted comprehensive engagement with a range of internal and external stakeholders, to collect ideas, test draft options and receive feedback during the process of developing Parramatta 2050. A summary of key findings from this engagement is included below, presented by a summary of key themes that have been considered and explored when developing Parramatta 2050.

#### **Summary of key themes – Vision name and statement**

Across consultation, participants told us that a tagline and vision for Parramatta must be authentic to Parramatta. The Parramatta River, the City's diverse community, culture and heritage, First Nations culture medical, research and six universities were recognised as key strengths. Internal experts told us that the Parramatta River is a key point of difference for the LGA and that the City should be known as a meeting place where everyone is welcome. A theme emerging from external stakeholders was that Parramatta's vibrancy, diversity and people should be captured, with an opportunity to highlight young people. Community indicated a preference for a vision name that communicated values of clean, green, diverse and inclusive.

#### **Summary of key themes - Strategic directions**

Across consultation, participants indicated strong support for the two strategic directions "Gather" and "Create". In particular, it was felt that the idea of "gathering" was unique and spoke to Parramatta's past, present and future of being a meeting place. However, an initial draft strategic direction of "Innovate" did not garner unanimous support. While some saw this idea as an attractor for businesses and economic opportunities, others suggested alternative words - the most common suggestions being 'Collaborate' with some support for 'Accelerate'.

#### **Summary of key themes - Draft city shaping initiatives**

Across consultation, participants were asked to share their ideas for 'big, bold, city shaping projects or initiatives' for Parramatta by 2050. The top five ideas raised throughout consultation are included below:

- **First Nations and Connection to Country :** Across consultation, participants told us that it is important for the Vision to acknowledge First Nations culture and history. Participants told us that Council has a unique opportunity to demonstrate leadership in partnering with Dharug and First Nations peoples to achieve a shared vision for the City in a way that other NSW Local Government entities have not done before.
- **Leveraging the Parramatta River:** Participants told us that the Parramatta River is an important identifier, recognised for its ability to tell stories of the past, present and future

of our City and community. The River and its surroundings is significant as a place of history, culture, nature, and recreation. Across consultation, participants told us that they would like to see the Vision enhance the Parramatta River to meet diverse community needs and leverage the Parramatta River as the City's signature open space.

- **Enhancing creative industries :** Participants viewed Parramatta's diversity of people, culture, and entertainment as a strength that should be leveraged and celebrated. Participants recognised that to become a city with global influence, Parramatta needs to further support and prioritise infrastructure that enhances creative industries. Examples of creative industries commonly raised by participants included culture, arts, activation, night-time economy and sports.
- **Connecting tertiary education to industry in key sectors :** Participants identified an opportunity to build on Parramatta's presence of tertiary education, medical research, and innovation industries. Additionally, the community's high level of education and skill was seen as a major strength that can be leveraged and should be continued and enhanced by focusing on closer collaboration between tertiary education and key industry (e.g. Westmead, education and the creative industries).
- **World-class public transport connecting Parramatta to Greater Sydney and beyond:** Participants told us that an initiative focused on enhancing transport and movement is of critical importance for the Vision. Transport accessibility and connectivity was raised across most sessions. A wide range of suggestions were raised by participants, including fast trains to Newcastle and Wollongong, fast-tracking a Metro connection to the new Western Sydney Airport, enhancing walkability and providing active transport connections to public transport options across the City.

## Part 3: Tagline and Strategic Directions Development Process

### Introduction

This part of the Background Report summarises the process that the project team went through to develop the recommended tagline and Strategic Directions of the document.

### Development of Tagline

#### **Initial Draft Tagline**

During early project research, Council staff identified "Breakthrough" or "Breakthrough City" as a possible draft tagline. This draft emerged from the following considerations:

- Identifying Parramatta as a "City of Firsts" with a history of innovation and unique accomplishments.
- A wish to communicate the City's particular strengths, such as Westmead health and innovation precinct, the presence of six universities and rich culture and heritage.
- Clearly convey Parramatta's uniqueness as a melting pot and identify it as a place where new and innovative ideas, knowledge and people meet.
- A feeling that Parramatta can build on its inherent strengths, and with targeted effort, aspire to "breakthrough" to something more.
- Stand out amongst strategic language used by other entities for Parramatta and amongst strategic planning language for global cities worldwide.
- An ability to speak to a range of people, businesses and sectors and convey a sense of opportunities, advancement and progression.

#### **Iterative consultation**

The project team consulted extensively on the tagline component of the *Parramatta 2050* vision.

During early consultation, Participants generally shared support for the *aims* behind the draft vision "Breakthrough City". However, most did not offer strong support for the word "breakthrough". A common response was that this draft tagline evoked negative connotations – for example, "break" was perceived by some as having an element of violence, and others questioned why we need to "break" away from being a city that already has so many strengths. This feedback prompted the project team to continue ideation towards other options that responded to the aims and sentiment behind "Breakthrough" but used a different approach.

During consultation, many other ideas emerged in addition to "Breakthrough City". As many of the options proposed had similarities and/or shared sentiments, the project team consolidated these under three additional options as follows:

- "Where the World Meets" – emerged from internal staff subject matter expert workshop.
- "The Heart of Sydney" – emerged from Councillor consultation as an alternative tagline.
- "Start Your Story" – emerged from consideration of external stakeholder consultation.

It was also identified through consultation and further consideration that any of the potential taglines could be attached to Council's current "At Parramatta" branding.

#### **Final Options testing and recommendation**

The final tagline options tested and considered were as follows:

1. "Breakthrough".
2. "Where the world meets".
3. "The Heart of Sydney".
4. "Start your story".

Staff assessed the final four draft taglines against a matrix of relevant criteria as follows:

- **Concise:** Clear and concise
- **Aspirational:** Paint a compelling picture of where we want to be
- **Unique:** Be unique and help Parramatta to stand out
- **Authentic:** Reflect genuine aspirations and values for Parramatta
- **Cut-through:** Ability to cut through and capture attention and be easy to remember
- **Scalable:** Be able to respond to the 'global' and the 'local' from an 'individual' to a 'business'
- **Translatable:** Easily translatable into different languages

	Concise	Aspirational	Unique	Authentic	Cut-through	Scalable	Translatable
<b>Breakthrough</b>	Y	Y	N	Y	Y	Y	Y
<b>Where the world meets</b>	N	N	N	Y	N	Y	Y
<b>The Heart of Sydney</b>	N	N	N	Y	N	N	Y
<b>Start your story</b>	Y	Y	Y	Y	N	Y	Y

Council staff ultimately concluded their consideration by recommending the tagline **"Start your story at Parramatta"**.

All four final draft taglines responded well to criteria relating to "authenticity" and "translatability" criteria. All four were also able to tie into existing "At Parramatta" branding. However, the recommended tagline stood out as having the strongest collective response as follows:

1. **Concise:** "Start your story" is concise and direct, containing a clear ask for everyone (e.g. individuals, families, creators, businesses) to come to Parramatta and "have a go". While very concise, the alternative "Breakthrough" is somewhat unclear and interpretive in its application. "The Heart of Sydney" and "Where the World Meets" are less concise, and both are considered somewhat ambiguous in tone; they do not address an audience as clearly as "Start your Story".
2. **Aspirational:** "Start your story" elicits a strong sense of "commencement" and movement towards something new, and invites the audience to think, feel and act creatively. "Where the world meets" and "The Heart of Sydney" are more descriptive in nature, describing Parramatta's present status, rather than aspiring to a future long-term vision. As discussed previously, "Breakthrough" – while aspirational in nature – raised some negative emotive connotations.
3. **Unique:** "Start your story" has not been identified as being used by other documents or entities in previous strategic efforts. Some of the other options have been used by others – for example, "Heart of Sydney" is already used in various ways to describe Parramatta (including in Greater Cities Commission documentation), "Breakthrough" has used by the State of Victoria, and "Where the world meets" (or similar language) has been used by Dubai, Singapore and Shanghai.
4. **Cut-through:** It was considered that "Breakthrough" responds best to the criteria of "cut-through" as it is a unique approach to city visioning language. The remaining options are not considered to perform as strongly against this imperative, however, on balance "Start your story" is still considered the strongest performer overall.



5. **Scalable:** "Start your story" communicates a call to action that can be easily applied to and understood in both global and local contexts - for example "Start your story" can be applied to individuals, businesses of various scales and types and/or institutions. It can also relate to personal, educational and/or professional pursuits. While "Breakthrough" and "Where the world meets" are considered scalable to local and global contexts, though do not perform quite as strongly as "Start your story" as they do not contain a personal invitation that can apply as well to individuals. "The Heart of Sydney" performs well at a global context, with potential to leverage off Sydney's global brand. However, is not as easily applied in a local context, as Sydneysiders would have existing ideas and opinions based on their locality as to the location of Sydney's "heart". As with "Breakthrough" and "Where the world meets", "The heart of Sydney" also does not contain a personal invitation that can apply to an individual audience member. To summarise, "Start your story" performs best in terms of a personal invitation to the audience – something not offered by any of the other three options. This tagline invites the audience to both experience **and** add to everything Parramatta has to offer.

In addition to Council staff's consideration detailed above, some external stakeholder consultation was completed regarding the taglines. While a range of views were represented, overall, there was a preference amongst external stakeholders for "Start your story" due to its originality, its personal invitation, and ability to apply at different levels.

## Development of Strategic Directions

### Initial Draft Directions

The project team identified early in the research phase that Strategic Directions should be included in the Vision. This conclusion was based on a review of other global cities' strategic efforts and a clear structural need for a bridging layer in the document between the title/tagline and initiatives put forward. It was also identified early in the research phase that active verbs, rather than descriptive words or phrases, were preferred as this would infuse the vision with a sense of energy and momentum.

The project teams initial research and ideation identified three draft words which sought to codify the City's aspirations for 2050: "Gather", "Create", and "Innovate".

'Gather' draws on Parramatta as a continuous meeting place, recognising its history as a gathering place for First Nations People and an important site of contact between First Nations and non-Indigenous people, as well as its contemporary identity as a culturally diverse city. "Gather" is not a widely used term within strategic documents, lending an authentic and unique allusion to Parramatta as an welcoming and open place.

"Create" and "Innovate" were supported by internal staff survey results and a desire to elevate the strength of Parramatta's community. Rounds of ideations resulted in an understanding that the City's openness and resilience stems from our diverse community. Their broad range of strengths and willingness to collaborate has fostered creativity and innovation that can be the basis of a resilient City into the future. These words also spoke to key economic strengths and potential leverage points for the City.

### Initial Consultation

Across the comprehensive engagement process 'Gather' received near-consensus support as a direction. "Create" was also strongly supported. However, "Innovate" received mixed feedback.

Participants resonated with the sentiment behind the word, as it was seen to relay the potential for Parramatta to a place of quality education, knowledge, and industry connections. However, the term "Innovate" was considered by some to be over-used and there was a perception that this word was "not quite right". Engagement participants suggested a range of alternatives for "Innovate" including "Elevate", "Collaborate", and "Accelerate".

### **Recommended**

Council staff ultimately concluded their consideration by recommending the strategic directions 'Gather, 'Create' and 'Accelerate'.

As noted above, the first two strategic directions were strongly supported across engagement, while the third went through multiple rounds of iterations and testing. Ultimately, Council staff recommend "Accelerate" because it captures the spirit of innovation, alludes to the potential for Parramatta to be a city characterised by quality education, knowledge, and industry connections, and supports themes that cut across the *Parramatta 2050* vision (including a feeling that "the moment is now" and an aspiration to intensify how we leverage the wide range of assets that Parramatta and its community provide to Greater Sydney, Australia and the world).

## Part 4: An Evidence-Based Vision

### Introduction

Part 3 of this Background Report summarises how each component of *Parramatta 2050* is supported by both the research and engagement work undertaken. These components are as follows:

- Global Parramatta: Our **Spatial Vision**
- Six **City-Shaping Initiatives** that will propel Parramatta towards global recognition
- Two **Future Opportunities** (Camellia-Rosehill and Silverwater)
- Four **Enablers** that will underpin and facilitate the Vision in its entirety

### Global Parramatta: Our Spatial Vision

A key strategic move of Parramatta 2050 is to put a new spatial planning lens on those areas of Parramatta which will propel the City towards a globally-focused future. Breaking away from the status quo of individual precinct planning processes, we argue for a more integrated view of Parramatta as a true city consisting of multiple large-scale centres with distinct identities knitted together by city-shaping transport, cultural and open space opportunities.

The spatial component of Parramatta 2050 is a summary piece that integrates much of the research and engagement undertaken to support the vision's development, recognising that the greatest potential for transformation lies within this spatial corridor and five key precincts. While recognising the spatial vision's comprehensiveness, there are nevertheless particular key insights from research and engagement which support this approach as detailed below.

#### **Challenges & Opportunities for Parramatta**

Council, alongside state and federal governments, have identified the need for whole-of-precinct approaches to planning, including a mix of housing typologies connected by efficient public transport near local services and social infrastructure<sup>1</sup>. The spatial vision operationalises this approach by envisioning a series of interconnected precincts connected by public transport.

The City's educational institutions, diverse economy, and strategic location position it to lead future industries like health and medical research, cybersecurity, and advanced manufacturing. Meanwhile, Parramatta's population is projected to continue growing rapidly over the next 25 year, reaching an estimated half a million residents by 2050. There is tension between the need to accommodate a growing population and actively plan for additional employment opportunities. The spatial vision supports the vision's jobs platform that seeks to preserve and protect employment functions across Parramatta's major opportunity centres.

#### **The Strategic Context**

A review of existing strategic and visionary documents for Parramatta identified a comprehensive blueprint that the City can draw on to inform its own visioning process. The spatial vision responds to this blueprint by identifying a key "playing field" where Parramatta's economic, cultural, educational and other assets are concentrated. The blueprint is summarised as follows:

- **leverage geographic and strategic advantages:** emphasise the City's role as Sydney's central hub and access to a large, skilled labour pool.

<sup>1</sup> City of Parramatta, 2023. *Draft Economic Development Strategy*

- **promote a knowledge-driven economy:** strengthen the link between education, innovation, and industry to attract and curate knowledge-intensive businesses.
- **prioritise sustainability and liveability:** integrate green spaces, sustainable practices, and public amenities to enhance quality of life.
- **cultivate a health and innovation district:** utilise the Westmead Precinct to advance health, research, and technology sectors.
- **foster cultural and community engagement:** invest in cultural infrastructure and initiatives that celebrate diversity and foster community spirit.
- **incorporate inclusive governance:** engage stakeholders from various sectors and communities, including first nations, to ensure the vision is representative and inclusive.

The spatial vision also responds to a long-term strategic planning story that has evolved for Parramatta over the past 100 years. This story has seen Parramatta evolve from one of many proposed centres (key plans from 1948 and 1968), a "Regional Centre" (1988), and finally a "Regional City" (2005). Our spatial vision is an important step on the journey of transforming Parramatta's identity within the metropolitan context from that of a secondary business district to a fully-fledged city with the expected level of diversity and quality of activity and offerings.

### City Profile

There are a number of key aspects of our city's profile that point to the need for a spatial vision identifying where transformation needs to occur:

- **Centrality:** As the largest city centre in Greater Western Sydney, Parramatta is also the geographic and demographic centre of Sydney – accessible to 2.3 million people by car or public transport within 45 minutes of home<sup>2</sup>. The strategic location of Parramatta between the Eastern Harbour City and Western Parklands City means that Parramatta must deliver strong transport connectivity across Greater Sydney and beyond.
- **Highly-skilled and younger workers requiring jobs closer to home:** Since 2016, there has been an increase of 24,200 residents with a university qualification and an increase of more than 11,300 residents working as managers and professionals. Up until 2021 a total of 123,046 workers benefited from the increase of 16,463 jobs from 2016, with a majority stemming from the healthcare and social assistance, professional, scientific and technical services, financial and insurance, and education and training sectors. However, this is not likely to continue without additional mechanisms being put in place. Additionally, a high proportion of the young workforce indicates a need for convenient and connected commuting. Substantial investment and planning are required to ensure that transport networks and services allow residents to access employment.
- **Attractiveness as a workplace:** There has been a slight decline in people viewing Parramatta as an attractive place to work; the City could focus on leveraging its young demographics' willingness to work in the area by enhancing connectivity and job opportunities.
- **Leveraging cultural and recreational assets:** There has been a decline in willingness to visit Parramatta over the past 10 years. For attracting visitors, the City can leverage its cultural hotspots, green spaces, entertainment venues and activate the night time economy to further bolster its position as a desirable destination.
- **Focus on industry development:** Parramatta is not currently a big player in the global export arena, however due to the growing knowledge-based sectors in Parramatta this could change with a dedicated focus on growing the global reach of these sectors through strategy and increased investment and collaboration by government and industry. The

<sup>2</sup> City of Parramatta's Community Strategic Plan (2022 update)

City's global reach can be bolstered by innovation and research particularly in the med-tech and bio-tech space, and continued growth in our education sector. The export of knowledge, skills, and products from higher order manufacturing position our sectors as part of the global supply chain and support the City's global presence.

- **Economic advantages worth leveraging:** As a regional hub servicing a growing Greater Sydney, Parramatta's service-driven sectors provide a large number of jobs and opportunities for employment for a diverse cross section of the community. Parramatta has a growing high skilled labour market in which to draw upon to build a value creation economy. Local universities are globally ranked and attract considerable talent with strong research and innovation capabilities. Parramatta has a growing innovation ecosystem, with specialisations emerging in health care and medical technology.

### **Understanding the Global City**

A review of frameworks revealed that global cities often possess the following characteristics:

- economic centres and places that host international business
- high levels of wellbeing and liveability
- high proportion of cultural diversity
- hubs for research and innovation
- focus on sustainability, and
- robust transport and information connectivity supported by well-developed infrastructure

Parramatta needs to focus on a *place* or *series of places* wherein these characteristics can "land" and take shape. The spatial vision focuses in on the parts of the City where these characteristics are (and/or have the potential to become) highly concentrated.

### **Lessons Learned from Comparable Visioning Pursuits**

Eight comparable strategic documents across local, state, national and international contexts were reviewed to understand best practice approaches and key focus areas for Council to consider. "Big moves" seen across these documents included spatial moves such as those below, underpinning the need for Parramatta 2050 to also present a strong spatial vision:

- Establishing certain precincts focused on health, education and innovation
- Transforming underutilised areas into hubs for urban services, technology and knowledge
- Development of world-class sports, entertainment, cultural and arts destinations
- Use of the metro as a catalyst for development
- Strengthening the city as a central 30-minute city with good connectivity

### **Engagement**

Across engagement session participants showed general support for the spatial vision. Participants told us that the spatial vision had the ability to visualise the diverse precincts and raise awareness of global economic and cultural assets that sit within the City. Some engagement revealed different levels of understanding about what precincts sit within City of Parramatta's boundaries, underscoring the need for a clear spatial vision that helps communicate and define "Global Parramatta" and its relevant Council area for all stakeholders.

### **City-Shaping Initiative #1: A World Leader in First Nations Partnerships**

A key strategic move of Parramatta 2050 is to establish a clear, robust and respectful partnership agreement between the Council and the Dharug Peoples, the Traditional Owners of the land, waterways and skies we call the City of Parramatta today. This initiative will mark a significant step towards fostering meaningful collaboration, social justice, and accountability.

### **Challenges & Opportunities for Parramatta**

Parramatta has the opportunity to become a leader in First Nations partnership and knowledge. WSU's Indigenous Centre of Excellence represents a potential vehicle for First Nation's exchange globally. There is also an opportunity to reshape Silverwater's narrative from a place of disproportionate First Nations incarceration to something value adding.

Parramatta is home to diverse communities and perspectives. While this diversity is a wonderful basis for innovation and choices, it also is a challenge to manage diverse interests and visions for the future, including those amongst Dharug and other First Nations residents.

### **The Strategic Context**

Expanding upon the United Nations (UN) Universal Declaration of Human Rights, the UN Declaration on the Rights of Indigenous People outlines minimum standards for the survival, dignity and well-being of Indigenous peoples. It emphasises rights including the rights to self-determination, culture, and language, and reaffirms that Indigenous peoples, in the exercise of their rights, should be free from discrimination of any kind.

At the federal level, the National Agreement on Closing the Gap establishes directions for collaboration between Aboriginal and Torres Strait Islander people and governments to overcome the inequality experienced by Aboriginal and Torres Strait Islander people. The document outlines the following four priority reform areas: 1) Formal partnerships and shared decision making, 2) building the community-controlled sector, 3) Transforming government organisations, and 4) Data and information sharing.

Within the context of Greater Sydney, the former Greater Cities Commission's Six Cities Region Discussion Paper outlined a vision for the Greater Sydney Region that connect six cities, with Parramatta being part of the Central River City. This document identifies 'An embedded First Nations voice' as a region shaper, to ensure that the forthcoming Region Plan and City Plans will identify and incorporate the aspirations of First Nations' peoples.

At the local level, Council's First Nations Strategy establishes the vision of a shared journey to continue working together with First Nations peoples and communities through relationships built on action, trust and integrity, that recognises First Nations people's self-determination and respects their own decision-making and knowledge systems. Additionally, Council's Parramatta River Plan sets out a vision that acknowledges the history of the ancient waterways and its cultural significance for First Nations. Envisioning a revitalised river with space for nature and community and improved water quality.

### **City Profile**

The City has been home to the Dharug people for over 60,000 years and remains an important meeting place for First Nations people. 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). In 2021, 2,079 residents identified as Aboriginal or Torres Strait Islander, representing 0.8% of the City's population. It is also noted that City of Parramatta LGA includes the site of the Silverwater Correctional Facility, where First Nations people are disproportionately represented in the incarcerated population.

### **Understanding the Global City & Lessons Learned from Comparable Visioning Pursuits**

The UN Declaration on the Rights of Indigenous People recognises that treaties, agreements and other arrangements are the basis for a strengthened partnership between indigenous peoples and States. A critical example is the Treaty of Waitangi (1840) - the founding document of New Zealand as it is known today, signed by Māori and representatives of the British Crown. All

government agencies in New Zealand are required to act in accordance with the principles of this treaty, including principles around partnership and participation.<sup>3</sup> This is reflected, for example, in the Christchurch Central Recovery Plan Te Mahere 'Maraka Ōtautahi', where Christchurch City Council and other government agencies partnered with Te Rūnanga o Ngāi Tahu, the governing body for Ngāi Tahu Māori iwi (tribe).<sup>4</sup> The Plan acknowledged Te Rūnanga o Ngāi Tahu as both a Treaty partner with the Crown and a key strategic partner for rebuilding the city under the Canterbury Earthquake Recovery Act 2011. Through this partnership, the rebuild of Christchurch sought to ensure that Ngāi Tahu's aspirations were reflected across the central city, increasing visibility of cultural presence in the city, embracing Ngāi Tahu values, and designing and naming key projects and public spaces with Ngāi Tahu.

### Engagement

#### **Example Verbatim Comment:**

*"Investment in Dharug culture, cultural infrastructure, artists, education, diversity and heritage".*

The project team engaged twice with Council's First Nations Advisory Committee (December 2023 and April 2024). This Committee recommended that the project team host focused conversations with Dharug People to further refine the content of this initiative. Early conversations occurred with Dharug People and Council Officers in April 2024.

Across consultation, participants told us that it is important for Parramatta 2050 to acknowledge and prioritise First Nations culture and history. Participants also told us that Council has a unique opportunity to demonstrate leadership in partnering with Dharug and First Nations People to achieve a shared vision for the City in a way that other local government areas in NSW have not done before. To realise this opportunity, more detailed conversations are needed about what is meant by a 'Dharug partnership'. Council's commitment set forward in Parramatta 2050 would need to be the beginning of more detailed conversations with Traditional Owner and First Nations People.

### City-Shaping Initiative #2: Western Sydney's Jobs Engine

At many points in its history, Parramatta has had an important role as a driving force in Greater Sydney's economic journey and a critical contributor to its success as a growing global metropolis. As Australia's population grows rapidly towards 2050 and the economy faces local and global pressures, an appropriate response is required to ensure Parramatta continues to be viewed as an integral component of the economies of Greater Sydney and Australia.

Parramatta's economy has the foundations to enable it to respond to global and intergenerational impacts, but these are not without further required planning and intervention to strengthen Parramatta's position. Central to this imperative are two critical components: (1) the need for greater investment in jobs in Parramatta to ensure that jobs match population growth, and (2) a diverse and resilient economy with a global presence which can withstand and respond to external pressures to continue driving economic growth in this region.

### Challenges & Opportunities for Parramatta

Parramatta's population has grown rapidly over the past 20 years, absorbing a large proportion of Greater Sydney's overall residential growth in established brownfield sites and other centres.

<sup>3</sup> Kenney, C. M., & Phibbs, S. (2015). A Māori love story: Community-led disaster management in response to the Ōtautahi (Christchurch) earthquakes as a framework for action. *International Journal of Disaster Risk Reduction*, 14, 46-55. [A Māori love story: Community-led disaster management in response to the Ōtautahi \(Christchurch\) earthquakes as a framework for action \(sciencedirectassets.com\)](https://www.sciencedirect.com/science/article/pii/S2212418115000000)

<sup>4</sup> [Christchurch Central Recovery Plan - fullpage spreads version \(ccc.govt.nz\)](https://www.ccc.govt.nz/)

Between 2001 and 2021 Parramatta added around 93,000 new residents<sup>5</sup>. Jobs have also grown in that period (approximately 33,000 jobs added since 2016), but this has not kept pace with population growth<sup>6</sup>. Parramatta's current jobs-to-resident ratio is approximately 1 job for every 1.5 residents, and this figure has been declining for nearly two decades.

The LGA's population is forecast to reach 446,021 by 2041<sup>7</sup>. Extending the average annual growth rate for this period to 2050 gives a population forecast for the LGA of approximately 521,153, or an increase of about 238,000 people. If the local jobs density ratio of 1 job for every 1.5 residents is to be maintained, it is forecast that over 158,000 additional jobs are required in Parramatta by 2050. These preliminary projections have informed the jobs target for Parramatta 2050.

### **The Strategic Context**

Current regional and city-shaping strategies outlining economic aspirations for Parramatta have been built upon foundations laid over many decades. The 1948 'County of Cumberland Plan' espoused the benefits of decentralisation for a growing Sydney by dispersing industry and people to District Centres, including Parramatta. Subsequent plans in 1968 and 1988 reinforced Parramatta's role as a regional centre, while 2005's 'City of Cities: A Plan for Sydney's Future' identified Greater Parramatta as hub for health and education, with growth in skilled jobs, and acknowledged Parramatta's recognition as Sydney's second CBD.

Today, planning directions for urban areas set out in local, regional, state, national, and international documents include the need to address cost of living and housing affordability. Recent efforts by State and Federal Governments have seen increased support for greater housing density to meet housing affordability imperatives. However, if these imperatives are not balanced with effective planning for other land uses, Parramatta's ability to match jobs growth to population growth will be inhibited.

Many documents from academic, corporate, and Government sectors have expressed a vision for Parramatta that champions employment, productivity, innovation, health, and culture. Some documents envision Parramatta as an employment hub for knowledge workers, and many emphasise the importance of housing internationally competitive health, education, research and innovation precincts. Economic benefits are identified in:

- The retention of industrial and urban services in Parramatta as well as exploring new clean-tech and advanced manufacturing.
- World-class digital connectivity to support an expansion of high value knowledge industries and increasing capacity for new knowledge-intensive jobs, including A-grade office floor space.
- World-class education facilities offering opportunities to link to related industries.
- Building on Westmead's strengths in advanced therapeutics, translation cancer, immunology, vaccinology clinical trials and digital health
- Moving creative industries to Parramatta, around emerging hubs of technology and creativity
- A 30-minute labour catchment for key centres, taking full advantage of connectivity improvements through major infrastructure projects.

### **City Profile**

<sup>5</sup> [Population and dwellings | City of Parramatta | Community profile \(id.com.au\)](#) – accessed 15/04/2024

<sup>6</sup> [Employment by industry \(Total\) \(id.com.au\)](#) – accessed 15/04/2024

<sup>7</sup> [Home | City of Parramatta | Population forecast \(id.com.au\)](#) – accessed 15/04/2024



Parramatta's economy, valued at \$28.21b<sup>8</sup> is the second largest in NSW and contributes almost one fifth of Greater Western Sydney's total Gross Regional Product (GRP), positioning Parramatta as the economic powerhouse of the region. Parramatta has a diverse and competitive economy with significant employment across several knowledge and production sectors, and specialisations in several of them.

Health Care and Social Assistance and Public Administration and Safety are large employment sectors with significant output, where the share of the Parramatta economy is greater than the Greater Sydney average. With over 27,000 jobs in Health Care and Social Assistance, Parramatta contributes 8% of all Greater Sydney's jobs in this sector. In Public Administration and Safety, Parramatta's 26,000 jobs account for over 17% of the sector's jobs in Greater Sydney<sup>9</sup>.

Currently Parramatta's economy is largely propelled by local sales which account for over 62% of local output<sup>10</sup>.

Domestic exports (which make up 33.8% of Parramatta's output) are competitive in a regional context at 6.1% of Greater Sydney's total domestic exports by value<sup>11</sup>. This is favourably matched against other centres – for example, this is greater than Blacktown and Liverpool's contribution and only slightly lower than North Sydney's<sup>12</sup>.

International exports are less significant in Parramatta by comparison, accounting only for 4.1% of local output and making up 4.7% of total international exports in Greater Sydney<sup>13</sup>. While Parramatta does not currently have a large role in the global export arena, we identify that - due to growing knowledge-based sectors in Parramatta like Professional, Scientific and Technical Services and Education and Training - this could change with a dedicated focus on growing the global reach of these sectors through strategy, increased investment and collaboration by government and industry. The City's global reach could be bolstered by innovation and research particularly in the med-tech and bio-tech space, and continued growth in our education sector. The export of knowledge, skills, and products from higher order manufacturing could position our sectors as part of the global supply chain and support the City's global presence.

As a regional hub servicing a growing Greater Sydney, Parramatta's service-driven sectors also provide a large number of jobs and opportunities for employment for a diverse cross section of the community.

The biggest risk to Parramatta's economic diversification prospect is competition from other parts of Greater Sydney. Following a decade of record public investment in Parramatta, political priorities are noticeably shifting westward to Western Sydney International Airport and the new city of Bradfield. Despite Parramatta being the traditional heartland of manufacturing, State and Federal governments alongside university partners have committed to advanced manufacturing research facilities at Bradfield.

To overcome this risk and enable new economies, spatial planning for priority industry sectors needs to occur in partnership with the NSW Government. The Westmead Health and Innovation District offers a glimpse into what can be achieved through spatial precinct planning and investment in key sectors, and these lessons can be applied to other sectors.

Critical demographic context for Parramatta related to jobs and economy include:

<sup>8</sup> EconomyID, 2024. *City of Parramatta economic profile*

<sup>9</sup> EconomyID, 2024. *City of Parramatta Employment by industry (Total)*

<sup>10</sup> EconomyID, 2024. *City of Parramatta economic profile*

<sup>11</sup> EconomyID, 2024. *City of Parramatta Exports*

<sup>12</sup> EconomyID, 2024. *City of Parramatta Exports*

<sup>13</sup> EconomyID, 2024. *City of Parramatta economic profile*

- Parramatta's population is expected to continue to be young on average, with 21% of the population by 2041 forecast to be under 18.
- Parramatta has a growing highly-skilled labour market on which it can draw to build up its value creation economy.
- Parramatta's population is also expected to be well-educated, reflecting our City's profile today. Since 2016, there has been an increase of 24,200 residents with a university qualification and an increase of more than 11,300 residents working as managers and professionals.
- In 2021, the industries that employed the highest proportion of residents were Health Care and Social Assistance (14.2%) and Professional, Scientific, and Technical Services (12.9%), reflecting a highly-skilled workforce.

### **Understanding the Global City**

Global cities, often referred to as world cities or international cities, are significant nodes in the global economic system due to their leading roles in finance, trade, politics, communication, culture, and social development. For Parramatta to realise an economic footprint concurrent with global city status it must be characterised by economic centres capable of hosting international business, successful hubs of research and innovation, and delivering higher levels of well-being and liveability through access to the benefits of the economy.

Parramatta also exhibits strong foundational elements allowing it to aspire to join a network of global Knowledge Cities (cities which prioritise the development of a knowledge-based economy with a focus on research, education, and innovation). A leading education city, Parramatta is home to globally ranked universities attracting considerable talent and showcasing strong research and innovation capabilities<sup>14 15</sup>. The City's knowledge-based economy is further bolstered by a growing local innovation sector headlined by institutions including Western Sydney Startup Hub, Launch Pad, and Cicada. Collectively these institutions provide a platform for the continued development and global outreach of new technologies fostered locally.

### **Lessons Learned from Comparable Visioning Pursuits**

Themes relevant to the economic positioning of cities emerge in comparable visioning pursuits locally and globally. These visions made reference to economic security for residents underpinning opportunity and liveability as common goals. Many visioning documents identified the need to foster innovation, knowledge, and connectivity as strategic goals, with aspirations to be globally connected and competitive, underscoring the need for Parramatta to establish a firm vision and direction for an adaptable and resilient economy.

### **Engagement**

#### **Example Verbatim Comment:**

*"Combustion chamber of the jobs engine of Western Sydney"*

Internal stakeholders told us that by 2050, Parramatta should remain a city for everyone, while achieving increased recognition as a destination for visitors, jobs, knowledge, and innovation. External stakeholders raised the importance of balancing jobs and housing in land-use planning.

<sup>14</sup> Western Sydney University, 2024. *World University Rankings*.

<sup>15</sup> University of NSW, 2022. *UNSW's new Parramatta Engineering Innovation Hub now 'open for business'*

### City-Shaping Initiative #3: Epicentre of Creativity *and* City-Shaping Initiative #4: The Home of Festivals, Sports and Entertainment

These two initiatives are discussed separately in Parramatta 2050 to highlight thematic focuses within Council's resourcing and operations. Conceptually, however, they share a similar rationale and positioning within global cities literature, strategies and visioning exercises.

The "Epicentre of Creativity" initiative emphasises Parramatta's cultural richness as a cornerstone of its economic vibrancy and global reputation. Through strategic infrastructure development, the initiative seeks to strengthen and expand Parramatta's cultural landscape, aligning with research findings that highlight culture as a key driver for community engagement and economic growth. Parramatta's CBD is poised for a cultural renaissance with planned redevelopments of Riverside Theatres and the Museum of Applied Arts and Sciences (Powerhouse Parramatta). These initiatives echo the research's emphasis on developing world-class cultural and arts destinations to bolster the city's global standing. Council's commitment to nurturing creativity is evidenced by proposed projects like a new contemporary art gallery and housing for creative workers, addressing gaps identified in the research for more creative spaces and support for artists.

Amplifying Parramatta as 'The Home of Festivals, Sports and Entertainment' is a key strategic move of Parramatta 2050 to attract visitors, investment and showcase Parramatta's offer to Greater Sydney, Australia and the World. The legacy of Sydney Olympic Park and continuous investment into sports and events assets, as well as Parramatta's culturally and ethnically diverse community, provides an opportunity for Council to capitalise further on its entertainment assets to host sports and cultural events. This is a hallmark of a vibrant city and a key characteristic of other influential, globally-focused cities.

#### **Challenges & Opportunities for Parramatta**

With over 60,000 years of continuous occupation by the Burramattagal clan of the Dharug People, Parramatta boasts several culturally significant places for First Nations peoples, such as the Dharug Keeping Place at PHIVE and the Murama Healing Space at Sydney Olympic Park. Furthermore, the City is home to historical colonial heritage sites like Old Government House and Domain in Parramatta Park, Elizabeth Farm, and the Female Factory. The opening of Powerhouse Parramatta in 2025, the redevelopment of the Riverside Theatres, and Parramatta's Purple Flag accreditation all contribute to Parramatta's growing reputation as a vibrant, diverse, and safe city<sup>16</sup>.

Parramatta faces some challenges regarding current gaps in diverse nightlife activities and live entertainment options. To enhance Parramatta's night-time economy offer and attract local and external visitors, the City should implement proactive actions that support restaurants, bars, and live entertainment venues to have longer operating hours. Council has a major role to play in facilitating and supporting more live entertainment and art showcase opportunities for Parramatta- and Western Sydney-based musicians and artists. This could include opportunities such as utilising Parramatta Park for more outdoor events and festivals to attract visitors.

Parramatta's rich sports and entertainment landscapes provide major opportunities. The legacy of Sydney Olympic Park with its many entertainment assets positions it as a premier destination and events precinct. The LGA also contains a number of major entertainment assets, including CommBank Stadium, which alone contribute \$1 million to the local economy for each sold-out

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<sup>16</sup> City of Parramatta, [Purple Flag Accreditation: Parramatta's Night-Life](#)

event<sup>17</sup>. These assets combined provide the City has a number of significant drawcards for the City to attract visitors and financial revenue into the local economy. Additionally, the City is home to first-class sport including the Parramatta Eels, Western Sydney Wanderers and the Greater Western Sydney Giants. These strong sporting and cultural ecosystems also play an integral role in the vibrancy of the city that extends from grassroots sporting facilities and networks to professional sporting teams and world class artistic performances and display.

### **The Strategic Context**

The awarding of the hosting rights of the 2000 Olympics led to significant investment into sporting infrastructure in Sydney, with land around Homebush Bay transformed into Sydney Olympic Park. Today the precinct is home to some of Sydney's premier sporting and leisure facilities including the City's largest stadium which attracts international sporting and entertainment events, as well as the International Tennis Centre, hosting top ranked players from the around the world every January.

*NSW Creative Communities 2024-2033* charts a course for the cultural, arts, and creative industries in NSW over the next decade. It underscores the importance of supporting artists, cultural organisations, and the growth of creative industries. Grounded in principles like prioritising First Nations culture, embracing the arts, and advocating for the value of culture, this vision seeks to support sustainable growth and global engagement with NSW's cultural narratives.

The *NSW Visitor Economy Strategy 2030* outlines the pivotal role of the visitor economy in driving social and economic benefits for NSW. It envisions a prosperous future with a strong economy, world-renowned visitor experiences, sustainable destinations, and vibrant sectors ranging from tourism to arts and creative industries. The strategy also aims for global connections in business and education sectors, positioning NSW as a globally-recognised destination. In particular, the aspiration for Parramatta to become 'the home of festivals, sports and entertainment' aligns with several aspirations outlined in the State's Visitor Economy Strategy.

Across the nine strategic vision documents for Parramatta reviewed, Parramatta's cultural sector emerges as a crucial aspect for the city's growth. While only a few documents explicitly prioritise culture, many acknowledge the significance of cultural infrastructure in fostering creativity. The 'big moves' identified for Parramatta include creating community-focused cultural centres, funding cultural infrastructures, and delivering projects like Powerhouse Parramatta and the redevelopment of the Riverside Theatres.

Sport and entertainment have had and continue to have a strong presence when envisioning Parramatta identity and offer. In the Metropolitan Plan (1988), and in the 2005 'City of Cities: A Plan for Sydney's Future' Parramatta was classified as a Regional City, providing a "full range of business, government, retail, cultural, entertainment, and recreational activities". Additionally, the contemporary vision for Parramatta produced by Council and external organisations identify opportunity for Parramatta to become a world-class sports and entertainment destination.

### **City Profile**

Previous community engagement has highlighted aspirations such as valuing and preserving the City's unique heritage and identity. The community celebrates its rich history while also looking forward to the future. Some concerns were raised about the erosion of this cultural identity,

<sup>17</sup> CommBank stadium, [Celebrating 4 Years of CommBank Stadium](#)

revealing fears that rapid development and change might lead to the loss of Parramatta's unique cultural identity and heritage<sup>18</sup>.

Council's Perception Tracker survey results related to the *desire to visit an area within Greater Sydney* place Parramatta second, trailing only Sydney's CBD. Parramatta has a strong foundation as a cultural hot spot with food, heritage, culture, and access to blue and green spaces. However, Sydney CBD remains the first choice, and perceptions of Parramatta's core attributes are slightly decreasing. In terms of *willingness to visit*, Parramatta places 4<sup>th</sup> (82% of people willing to visit) – lower than Sydney CBD, Sydney Olympic Park and Inner West. Willingness to visit Parramatta has also slightly decreased since 2012 - a trend that spans across Greater Sydney with the exceptions of Sydney Olympic Park and Penrith.

Across the Greater Sydney Region people living in Western Suburbs (91%), South West (91%) and Norwest (90%), families with children under 18 years old (86%) and people with Indian (94%), Chinese (91%) and Southern European (88%), heritage are most likely to visit Parramatta. The top places attracting visits are Church Street, Parramatta Square and Lake Parramatta Reserve.

Parramatta residents are more likely to visit Parramatta for day activities, while traveling to Sydney CBD for night activities. The industry sector in which Parramatta falls furthest behind Sydney CBD is Arts and Culture. The top four drivers for people to visit a place are (1) accessibility (2) dynamic place where I can go for different purposes (3) being a convenient place to meet and (4) safety; Parramatta falls furthest behind Sydney CBD on the last of these.

### **Understanding the Global City**

Research on planning for a global knowledge city outlines several key themes and dimensions essential for shaping a city's future. Drawing from S.C. Tuli et al.'s study on planning a global knowledge city, these themes provide a roadmap for cities like Parramatta to aspire toward global recognition. Global cities are often hubs of creativity and culture, offering a plethora of opportunities in arts, sports, and tourism. Supporting local artists, investing in cultural infrastructure, and hosting international events contribute to a city's cultural vibrancy. Additionally, sports and tourism play a significant role in attracting visitors and fostering a sense of community pride<sup>19</sup>.

### **Lessons Learned from Comparable Visioning Pursuits**

The literature review of comparable global city strategic documents highlighted consistent strategic goals focusing on promoting arts, culture, and creativity within the community. This emphasis underscores the recognition of the arts and culture sector as a driving force for community engagement, identity, and economic growth. Additionally, the reviewed documents frequently outlined 'big moves' targeting the development of world-class sports, entertainment, cultural, and arts destinations. These initiatives aim to elevate the city's profile on the global stage, attracting both residents and visitors alike to experience a diverse range of cultural and entertainment offerings.

### **Engagement**

#### **Example Verbatim Comment s:**

"Parramatta is affordable for artists to live, to make and develop work and to exhibit and promote their work."

<sup>18</sup> Perception tracker and strategy refresh engagement.

<sup>19</sup> S.C. Tuli et al., Planning a global knowledge city: experience from Melbourne, Australia

*"Attract national & global events (sports, entertainment, and commerce) meaning the city will be ENJOYABLE"*

Participants emphasised that Parramatta should celebrate and leverage its diverse strengths in people, culture, and entertainment. Throughout engagement sessions, there was a consensus on amplifying city activation by enhancing arts and culture, music, and sports events to create more joyful experiences. Engagement with external stakeholders further highlighted the opportunity to make sports assets adaptable for hosting a variety of sports and other entertainment, enhancing their utility for the community. Across all stakeholder groups, there was a recognition that to achieve global influence, Parramatta needs to prioritise and support infrastructure that nurtures creative industries. Participants frequently cited creative industries within cultural, arts, activation, night-time economy, and sports sectors as key areas that should be prioritised to enhance Parramatta's appeal and global standing.

#### City-Shaping Initiative #5: Asia-Pacific's Centre for Best-in-Class Education

Parramatta 2050 aims to revolutionise Parramatta's educational landscape, drawing on the City's institutions (including 6 universities), diversity, and highly educated and skilled community as a foundation for innovation in technology, sustainability, and community engagement to drive inclusive growth and job creation. We seek to position Parramatta as the premier destination for the students of Sydney, Australia, and the Asia-Pacific region.

Education and knowledge were strongly represented as concepts across both research and engagement. They were seen as key ingredients to attract talent and investment and respond to global challenges. Commitments to deliver education excellence across childcare, primary, secondary, and tertiary education would address gaps in education offerings within the LGA.

#### **Challenges & Opportunities for Parramatta**

The presence of six universities, a diverse economy and four major hospitals within a health & innovation precinct positions Parramatta well to embrace challenges including growing needs for care and health services, digital innovation, an ageing population and climate threats.

Parramatta is transforming into a hub of knowledge, learning and innovation. The City has become a host for a world-leading education sector<sup>20,21</sup>, showcasing multiple universities and a growing student population exceeding 25,000<sup>22</sup>. The health and innovation precinct at Westmead is one of the largest concentrations of health, education, and research in Australia. With these resources, its diverse economy and a strategic position, Parramatta can lead in future industries like health and medical research, cybersecurity, and advanced manufacturing.

To capitalise on these opportunities, Parramatta must invest in skills development, innovation ecosystems, and infrastructure that support these industries' growth, not just within its borders but as part of a broader regional strategy. The City should also draw on its cultural richness, diverse community, where over half of the residents are born overseas, representing a multitude of languages and traditions.

#### **The Strategic Context**

Out of nine vision documents for Parramatta, six outlined that knowledge and education is a key factor. They emphasised the need to strengthen the link between education, innovation, and industry to attract and curate knowledge-intensive businesses to enhance a knowledge-driven

<sup>20</sup> Western Sydney University, 2024. *World University Rankings*.

<sup>21</sup> University of NSW, 2022. *UNSW's new Parramatta Engineering Innovation Hub now 'open for business'*

<sup>22</sup> EconomyID, 2024. *City of Parramatta economic profile*

economy. Five of nine strategic vision documents outline Parramatta as a place with world-class education facilities. There is an inherent call for Parramatta to build on its strength of numerous existing educational facilities, including Western Sydney University, University of Sydney (Westmead) and additional future commitments from UNSW. The Sydney Olympic Park 2050 vision in particular emphasised the importance of partnership with universities, education and research institutes as tools to deliver its outlined activities, while the *Metropolis of Three Cities* plan envisions Parramatta as a hub which brings to together stakeholders in business, health, education, arts and heritage.

### **City Profile**

Parramatta has a strong tradition as a place of transformation, including various economic shifts, from agriculture to industry, and more recently to a focus on government, education, and healthcare. This suggests a trajectory towards becoming a knowledge and service hub. Future visions could build on this, leveraging the presence of universities and health precincts to drive research, innovation, and economic growth.

As discussed previously in Initiative #2, it is expected that the City will continue to be home to a significant well-educated and professional workforce.

Looking at Parramatta's economic outreach, education and training is Parramatta's key emerging sector, with almost \$2bn in registered output in 2021/22, an increase of around \$500m over the previous five years. Parramatta now hosts six major universities with over 25,000 students enrolled and providing 2,400 local jobs<sup>23</sup>. It is highly likely that education will play an expanded economic role in Parramatta to 2050, with significant investments currently underway to expand university campuses and educational offerings.

Education is becoming a major export sector for Parramatta, whose share of education exports is comparatively lower than in the City of Sydney. Some of the City institutions are expanding their global reach which could in turn see overseas institutions open locally. Programs, especially those in STEM, can be paired with Parramatta's existing comparative advantages in health and manufacturing to see Parramatta become a world leader in a specialist field.

### **Understanding the Global City**

Education and knowledge are a key ingredient across global cities, with all hosting several universities, learning and research institutions and their associated workforce. Parramatta's sector has a competitive advantage due to the presence of several academic institutions and facilities and their relationships with research facilities such as in Westmead. Similar to Toronto, Parramatta contain the assets needed to become a hub of health science. To enhance the utilisation of these assets' organisations within the LGA has to work collaboratively and jointly combine research, clinical and business expertise into a mature ecosystem that deliver new diagnostics and therapies. The capacity of the education sector coupled with cultural diversity, a relatively younger resident cohort and a high percentage of tertiary educated residents is a foundation for innovation in technology, sustainability, and community engagement to ensure inclusive growth and job creation.

Research on planning for a global knowledge city outlined education and research to be a key theme. This outlines collaborative research with industries, entrepreneurial institutions, and world class universities. Education is also outlined as a key attribute across a case study comparison of six other global cities, including Osaka, Toronto, Nashville, Brisbane, London (Canary Wharf),

<sup>23</sup> EconomyID, 2024. *City of Parramatta economic profile*

and Chennai. Education is a major attractor of human capital and contributes to parts of the economy related to education opportunities and universities connections to industries.

One major global city challenge relevant for Parramatta is that provision of early childhood education and care, LDC and OSHC services, school spaces are strained. This issue will require attention to meet the demand of population growth projected for 2040.<sup>24</sup>

### **Lessons Learned from Comparable Visioning Pursuits**

Across the eight comparable global city strategic documents reviewed, common themes included the establishment of health, education, and innovation precincts, attraction of universities, fostering a world-class education and research environment, and enhancement of people's lifestyles (e.g. quality of life, health and wellbeing, accessibility and inclusion, education and learning and safety).

### **Engagement**

Example Verbatim Comment:

*"Our suburbs offer a home for the best education and work opportunities and a cosmopolitan lifestyle for those who are moving on up in the world".*

Participants across most engagement activities told us that Parramatta should build on the opportunity of the strong presence of tertiary education, medical research, and innovation industries within its area. Participants relayed that Parramatta's community has one of the highest high levels of education and skills, and this strength can be leveraged. Additionally, they told us that it is important to continue and enhance this trend by closer collaboration between tertiary education and key industry (e.g. Westmead, education and the creative industries). External stakeholders told us that focus on education excellence requires efforts from pre-school throughout to tertiary education.

### **City-Shaping Initiative #6: An Unrivalled River City**

This initiative seeks to position Parramatta as a global leader in resilience and regeneration with the development of the Central River Parklands at its heart. Spanning the five districts of Global Parramatta, these parklands aim to connect communities, offer recreational spaces, and preserve cultural and ecological heritage. Council's vision is to transform the Parramatta River into a world-renowned continuous regional parkland, encompassing over 500 hectares of greenery, including two significant regional parks. Strategically linking the City's diverse districts, the Central River Parklands will enhance connectivity and accessibility, offering recreational, cultural, and active transportation opportunities. The initiative also focuses on promoting river-based sports, ecological resilience, flood management, biodiversity conservation, and climate adaptation. This commitment is a centrepiece of Council's commitment to building a sustainable, resilient city that serves as a global example by prioritising green infrastructure, environmental stewardship, and community wellbeing.

### **Challenges & Opportunities for Parramatta**

As Parramatta's population continues to grow and an increasing proportion of residents live in high-density areas, there is a rising reliance on green open spaces to serve as communal backyards. This puts pressure on our existing facilities to cater to diverse community needs. Despite this challenge, Parramatta boasts strengths such as the Parramatta River, which has sustained First Nations communities for millennia. More than 75% of the city's future growth is

<sup>24</sup> Community Infrastructure Strategy 2019



planned within a 10-minute walk or cycle of the river<sup>25</sup>, and with the completion of the escarpment boardwalk, the Parramatta Valley Cycleway now is fully connected. The river also links to Parramatta Park, our city's green heart.

### **The Strategic Context**

Sustainability of green and blue infrastructure was a common theme, from a perspective of liveability, culture, public space, and environmental health in all documents, with eight out of nine documents making environment sustainability a strategic direction. The Parramatta River's waterways, cultural significance and connection to surrounding areas within Greater Sydney was emphasised as a resource to connect people to nature in a high-density environment, a key area for action.

The NSW Department of Planning, Industry and Environment's "50 Year Vision for Greater Sydney's Open Space and Parkland 2021" outlines a future for Greater Sydney that is characterised by a thriving natural environment and community-focused parks and open spaces. It envisions a city that protects and celebrates its natural heritage, including its rich First Nations culture. The vision seeks to integrate open spaces into the daily lives of residents, making Sydney as much a parkland city as it is a harbour or river city.

City of Parramatta Council's "Parramatta River Plan" acknowledges the historical and cultural significance of the Parramatta River for First Nations communities. Envisioning a revitalised river, the plan sets out a vision that includes improving water quality and creating spaces for both nature and community. With 300,000 residents expected along the river foreshore by 2038, the plan highlights that more than 75% of Parramatta's future growth is planned within a 10-minute walk or cycle of the river. Currently, the Parramatta River has some 685 hectares owned by local and state government, with around 70% of the foreshore owned by the government. The river boasts two regional parks and over 500 hectares of parkland, offering a vast potential to deliver more than 181 hectares of open space. This would transform the river into a continuous Central River Parkland, connecting Westmead and Parramatta Park to Sydney Olympic Park and Rhodes, with future connections towards Iron Cove.

The plan also identifies key drivers for the river's development, such as the health and happiness benefits of open spaces. It underscores the potential for the Parramatta River to serve as the spine of the regional walking and cycling networks, stitching together over 70 km of existing regional links with more than 30 km of future connections. With some investment, this space could become a local icon and an international attraction, enhancing the quality of life for residents and fostering community connections.

The "Central City District Plan" focuses on valuing green spaces and landscapes within the city. It aims to protect and enhance biodiversity by supporting landscape-scale conservation and the restoration of bushland corridors. The plan also seeks to expand urban tree canopy cover and deliver the Greater Sydney Green Grid, with priority corridors along the Parramatta River Foreshore. It outlines a series of projects aimed at enhancing walking and cycling links, including the Duck River Open Space Corridor and the Toongabbie and Blacktown Creeks Corridor. Additionally, the plan emphasises the importance of delivering high-quality open spaces that respond to the needs of growing communities, ensuring that all residential areas are within close proximity to accessible and diverse open spaces.

### **City Profile**

<sup>25</sup> City of Parramatta, 2023, - [Parramatta River Plan.pdf \(nsw.gov.au\)](#)

Between 2021 and 2051, City of Parramatta will welcome more than 218,157 new residents and tens of thousands of new workers to our City and neighbourhoods<sup>26</sup>. This will be accompanied by the need to deliver over 82,000 dwellings, out of which 23,660 new dwellings are targeted to be delivered by 2026<sup>27</sup>. As more people live in high-density settings, our City needs to provide more and better open spaces for our residents and visitors.

Previous community engagement has highlighted key priorities for Parramatta's development, and a common theme has been that residents desire robust and sustainable infrastructure to support the city's growth while preserving their quality of life. Additionally, there is a strong emphasis on creating accessible, high-quality green spaces that not only serve as recreational areas but also enhance health outcomes and foster community connections. Alongside these, there is a call for building a city that is resilient to climate-related challenges, ensuring a safe and sustainable environment for future generations<sup>28</sup>.

The community has also expressed concerns about the potential loss of green spaces due to fears that urban development might encroach upon and diminish these vital areas, which are essential for recreation and mental health. Additionally, there are concerns about the City's vulnerability to increasing climate events. Residents worry about the City's preparedness for and resilience to these challenges, which pose risks to both safety and sustainability<sup>29</sup>.

All of these factors clearly underpin the need for a cohesive and ambitious approach to providing significant and high-quality open space opportunities.

### **Understanding the Global City**

A comprehensive review of global cities frameworks reveals a consistent emphasis on sustainability as a defining characteristic. These cities recognise the critical role they play in global resource consumption, with cities currently using three-quarters of the world's natural resources. As urbanisation continues to expand, it is imperative for future global cities to adopt smarter resource management strategies and innovative technologies to protect the environment while accommodating growing populations (Shamsuzzoha et al. 2021).

Comparable cities worldwide share similar ambitions to those outlined in the Central River Parklands plan. Across the cities benchmarked as part of Council's research, open space opportunities driving both ecological and social sustainability outcomes emerged as a major theme:

- Toronto prioritises providing its residents with ample open spaces for recreational activities, biodiversity enhancement, and natural environment conservation, evidenced by their efforts in preserving ravines, natural parklands, Scarborough Bluffs, and parks<sup>30</sup>.
- Nashville aims to develop greenway trails in every community for both recreation and transportation purposes, while also conserving green spaces along county waterways<sup>31</sup>.
- Brisbane has been a sustainability leader for over two decades, focusing on achieving a low carbon footprint, clean air, waterway health, sustainable city development, and waste

<sup>26</sup> NSW Transport, 2023, [Employment Projections - TZIP22 Employment by TZ 2016-2066 - TfNSW Open Data Hub and Developer Portal](#)

<sup>27</sup> City of Parramatta, 2020, Local Housing Strategy - [Local Housing Strategies Tracker | Planning Portal - Department of Planning and Environment \(nsw.gov.au\)](#)

<sup>28</sup> Perception tracker, Strategy refresh engagement

<sup>29</sup> Perception tracker, Strategy refresh engagement

<sup>30</sup> <https://www.toronto.ca/explore-enjoy/parks-gardens-beaches/>

<sup>31</sup> <https://www.nashville.gov/departments/parks/greenways-and-open-space>

recovery<sup>3233</sup>. Brisbane has also set measurable goals, such as increasing their natural habitat coverage from 37% to 40% by 2031, and have established iconic green spaces like New Farm Park, Southbank Parklands, and City Botanic Gardens to provide essential greenery in a high-density urban environment<sup>3435</sup>.

- London aspires to become the world's first National Park City by 2050, with more than half of its area being green, focusing on enhancing air quality, increasing green spaces, and enacting climate change mitigation strategies<sup>36</sup>. Regions like Canary Wharf have dedicated significant landscape areas to parks and gardens, including Bank Street Park, Cabot Square, and Canada Square Park, while other areas offer accessible green spaces like Hyde Park, Royal Botanical Gardens, and Hampstead Heath<sup>37</sup>.

Despite these shared ambitions, global cities also face common challenges. On the environmental front, global cities are confronting a climate crisis and the associated challenges of environmental degradation, inadequate urban infrastructure, increasing urban heat, and the urgent need for sustainable solutions<sup>38</sup>. Parramatta is no exception, facing its own set of climate change and environmental sustainability challenges. Flooding, urban heat islands, and loss of biodiversity are major concerns for the city. As Parramatta experiences longer fire seasons and more extreme heatwaves, the need for sustainable and climate-resilient urban planning becomes increasingly critical.

#### **Lessons Learned from Comparable Visioning Pursuits**

Of the eight comparable global city strategic documents reviewed, many focused their strategic goals, objectives and directions on environmental resilience, sustainability and addressing climate change. Many also sought to implement key initiatives like 100% renewable energy, zero net emissions, zero waste to landfill initiatives, and increasing city greening efforts.

Vision documents and discussion papers for Parramatta and Greater Sydney emphasised the regeneration of natural assets like rivers and green spaces to bolster liveability, tourism, and health outcomes. This included the naturalisation of waterway banks with stone and vegetation to produce both social and environmental benefits. Efforts to amplify tree canopy and enhance river corridors aim to mitigate urban heat - a particular issue impacting the Central City. One document also highlighted that our abundant river network and riverside parks offer opportunities for leisure in a similar manner to the Eastern City's harbour and beaches<sup>39</sup>.

Other examples of big moves surveyed across these document include the need to support Parramatta's '10-Step Parramatta River Masterplan' to make the river swimmable by 2025. This includes promoting Green Grid links, increasing urban tree cover, and identifying heat

<sup>32</sup> <https://www.brisbane.qld.gov.au/clean-and-green/brisbane-clean-green-sustainable#:~:text=Brisbane%20has%20been%20a%20leader,achieved%20for%20our%20city%20together.>

<sup>33</sup> <https://www.brisbane.qld.gov.au/clean-and-green/brisbane-clean-green-sustainable#:~:text=Brisbane%20has%20been%20a%20leader,achieved%20for%20our%20city%20together.>

<sup>34</sup> <https://www.brisbane.qld.gov.au/planning-and-building/planning-guidelines-and-tools/brisbanes-future-blueprint/principle-2-protect-and-create-greenspace>

<sup>35</sup> <https://visit.brisbane.qld.gov.au/inspiration/brisbanes-best-local-parks>

<sup>36</sup> [https://www.london.gov.uk/sites/default/files/les\\_executive\\_summary\\_0.pdf](https://www.london.gov.uk/sites/default/files/les_executive_summary_0.pdf)

<sup>37</sup> <https://group.canarywharf.com/portfolio-and-places/open-spaces/>

<sup>38</sup> British Council, Global City Challenges [city\\_challenges\\_creative\\_and\\_social\\_economy\\_solution\\_british\\_council\\_web-singlepages.pdf \(britishcouncil.org\)](https://www.britishcouncil.org/city-challenges-creative-and-social-economy-solution-british-council-web-singlepages.pdf)

<sup>39</sup> Stuck in the Middle

vulnerabilities in at-risk populations, such as children. Parramatta Park is also earmarked for a 'botanical gardens' uplift to elevate its status as a city landmark<sup>40</sup>.

The Central City District Plan focuses on protecting and enhancing waterways, improving sustainability, and managing urban development to benefit biodiversity. The plan seeks to expand the urban tree canopy, refine Greater Sydney Green Grid corridors, and establish open space corridors like the Parramatta River Foreshore and Duck River Open Space. It also prioritises delivering high-quality open spaces accessible to all residents and promoting walking and cycling links.

Sydney Olympic Park's 2050 Vision and Strategy outlines actions for ecological and cultural regeneration, climate change adaptation, and creating nature-positive urban areas. It aims to connect the park to regional agricultural and ecological systems, build a naturally-cooled environment, and restore estuarine and freshwater systems.

### Engagement

#### Example Verbatim Comment s:

*"If we care for country, country will also take care of us."*

*"The Parramatta River along with its tributaries and the network of open spaces along the river corridor are Parramatta's key defining feature and an asset that will help provide needed amenities to a growing population."*

Participants told us that the Parramatta River is an identifier for Parramatta, recognised for its ability to tell stories of the past, present and future of our city and community. The River, together with its surroundings, is significant as a place of history, culture, nature, and recreation. Across consultation, participants told us that they would like to see Parramatta 2050 enhance the Parramatta River to meet diverse community needs and to leverage the Parramatta River as the City's signature open space.

### Future Opportunities: Camellia-Rosehill and Silverwater

A key strategic move of Parramatta 2050 is to maximise the economic potential of city precincts so they can contribute to Parramatta's diversified and resilient economy. Camellia-Rosehill and Silverwater were industrial engine rooms that propelled Australian economic growth and prosperity throughout the 20<sup>th</sup> century. Camellia-Rosehill is now largely a brownfield industrial precinct, while Silverwater is home to tightly-held, low-density industrial land holdings. Broadly speaking, these two districts are characterised by areas of low-density employment and some underutilised spaces that present great potential for reimagining and revitalisation on a scale not possible elsewhere in Parramatta.

As Sydney has grown industrial uses have dispersed outside Parramatta and other inner ring suburbs; Sydney has experienced a shift from an industrial economy to a service economy throughout the 90s and into the new millennium<sup>41</sup>. More recently, geopolitical events, global supply chain issues, and the need to urgently address climate threats have thrust onshore production capabilities back into the spotlight. Governments are seeking to establish policies and programs to reinvigorate local manufacturing in high-value industries and explore opportunities for green jobs.

<sup>40</sup> Glover, B., Dufty-Jones, R., Itaoui, R., Marks, A., Bergan, T., and Perrone, L. (2022), Parramatta 2035: Vibrant, Sustainable, Global, Parramatta, Centre for Western Sydney. <https://doi.org/10.26183/r7s8-9r10>

<sup>41</sup> Australian Government, Intergenerational Report, 2023

This potential expands the scope of what can be achieved in these areas. Camellia-Rosehill and Silverwater can evolve into the region's centre of future jobs, including opportunities in advanced and clean-tech manufacturing and creative industries. These functions can readily co-exist with other uses, allowing the City to manage growth well and provide for a high quality of life characteristic of global cities, including balancing jobs, housing, social and cultural infrastructure, and green space. This evolution of Camellia-Rosehill and Silverwater is critical for Parramatta's global city aspirations.

### **Challenges & Opportunities for Parramatta**

Rapid advancements in technology, the advent of a digital transformation, and climate threats are global forces shaping economies<sup>42</sup>, and these can be addressed in Parramatta in these districts to ensure both community and economic resilience into the future. To achieve this, urban land must be able to accommodate the requirements of green tech and advanced manufacturing. Parramatta can respond via transformational planning to enable economic adaptation and secure ongoing economic growth and liveability outcomes.

The existing urban typology of these areas can accommodate transformation on a large scale. Camellia-Rosehill and Silverwater are key employment centres in Parramatta in terms of jobs provision and sectoral distribution; they house a large portion of Parramatta's existing Transport, Postal and Warehousing, Manufacturing, and Wholesale Trade sectors. The supply of jobs differs between the two areas with Camellia-Rosehill housing 4,300 jobs and Silverwater 13,500 jobs<sup>43</sup>. In each case, however, these jobs are housed on lands individually larger in area than the Parramatta CBD resulting in low employment density, particularly in Camellia-Rosehill. The Manufacturing, Warehousing, and Wholesale sectors prevalent in these areas are low jobs density, occupying large land areas and yielding relatively fewer workers per square metre.

Both areas have been considered for future investment by the NSW Government at a precinct level through the Camellia-Rosehill Place Strategy<sup>44</sup> or at project level with potential stations for Metro West being discussed at Rosehill and Silverwater<sup>45</sup>.

Given the existing character and potential of these two areas there are significant opportunities for Camellia-Rosehill and Silverwater to emerge as the centres of economic regeneration and future jobs for Parramatta and Sydney.

Redevelopment of parts of these areas will require significant and costly remediation owing to their heavy industry past, however this can be showcased as a global standard for these areas as they herald a transition to sustainable jobs and a more resilient approach to urban planning.

As housing pressures build locally and internationally, there could be expectation that these areas accommodate significant residential growth. Urban revitalisation that brings in clean and advanced manufacturing allows for a mix of land use outcomes to eventuate, responding to the housing imperative as well as the need to increase in jobs by moving away from lower-density traditional manufacturing.

### **The Strategic Context**

Camellia-Rosehill and Silverwater form part of one of the largest industrial and urban services areas in Greater Sydney. Silverwater in particular is recognised as a significant contributor of jobs to the region. While acknowledging the broader policy backdrop of addressing housing and

<sup>42</sup> Australian Government, Intergenerational Report, 2023

<sup>43</sup> .id, Economic.id available at <https://economy.id.com.au/parramatta> - accessed 18/04/2024

<sup>44</sup> NSW Government, Camellia-Rosehill Place Strategy <https://www.planningportal.nsw.gov.au/camellia-rosehill-place-strategy>

<sup>45</sup> Committee of Transport and Infrastructure, Report on the Sydney Metro West Project, 2024

environmental pressures, the need to preserve employment lands and transform industry across the two areas has been recognised in a number of local and state level strategic documents. This strategic context recognises the opportunity to retain industrial and urban services land and create 21st century clean-tech and advanced manufacturing clusters around precincts such as Camellia-Rosehill and Silverwater. This would unlock these areas' economic potential, while simultaneously providing opportunities to resolve environmental issues.

These areas are an integral part of the Greater Parramatta Olympic Park (GPOP) Economic Corridor in the NSW Government's *A Metropolis of Three Cities* plan. More recently the 20-year urban renewal plan outlined in the Camellia-Rosehill Place Strategy 2023 includes a new town centre and scope for 10,000 new dwellings and 15,400 jobs.

*The City of Parramatta Employment Lands Strategy 2016 & 2020* (ELS) recognises Silverwater as a significant industrial precinct that is tightly held, consisting of a mix of old and new industrial estates, warehouses, and offices. The ELS recommends that Silverwater be protected from encroachment of other land uses, while Council should apply flexibility in planning to allow for more high-tech industries.

Camellia-Rosehill is one of the largest industrial and urban services sites in Greater Sydney, and the ELS recognises opportunities for renewal and the need for structure planning to balance a mix of employment generating uses with future high-density residential outcomes.

The main strategic challenge emerging from this strategic context for these areas is how to balance preservation, intensification, and diversification of employment lands to support the expected population growth for Parramatta and Greater Sydney.

It is also worth noting that evolution of industry and a shift in local economies toward knowledge sector jobs is also supported at a strategic level by *The National Reconstruction Fund (NRF)*<sup>46</sup>, a Commonwealth initiative to provide finance and investments in value-added projects. The NRF focuses on a range of comparative advantage areas, including green energy, advanced manufacturing, medical manufacturing, medical science, and enabling capabilities (NRF page<sup>47</sup>).

### **City Profile**

Manufacturing remains one of Parramatta's top industries for employment and output, with a concentration in Camellia-Rosehill and adjacent Silverwater, providing over 15% of all jobs in each area<sup>48</sup>. With a global shift toward advanced manufacturing and the emergence of future tech and green industry, traditional manufacturing faces pressures to adapt. Further, Parramatta faces competition from other parts of Greater Sydney that are better equipped to grow their manufacturing sectors with dedicated freight and logistics infrastructure. These areas benefit from strategic Government plans and/or public investment in advanced manufacturing, with a strong shift toward Aerotropolis and Bradfield.

The urban character of Camellia-Rosehill and Silverwater is also dominated by other industry sectors including Transport, Postal, and Warehousing and Wholesale Trade which together account for approximately 40% of total jobs across both areas. These urban service uses occupy a large amount of land providing low density employment.

Reinvigorating Parramatta's manufacturing and urban services heartland should become a strategic economic priority over the medium-term allowing industry to evolve and integrate with other uses in the area. This move is also clearly aligned with federal and state policies and

<sup>46</sup> National Reconstruction Fund Corporation [Our priority areas | National Reconstruction Fund Corporation \(nrf.gov.au\)](https://nrf.gov.au)

<sup>47</sup> [Federal Register of Legislation - National Reconstruction Fund Corporation \(Priority Areas\) Declaration 2023](https://www.federalregister.gov/?date=2023-04-13&title=National+Reconstruction+Fund+Corporation+(Priority+Areas)+Declaration+2023)

<sup>48</sup> .id, Economic.id available at <https://economy.id.com.au/parramatta> - accessed 18/04/2024

strategies, which include grants for advanced and green manufacturing, as well as tax incentives for onshore production. Camellia-Rosehill offers ample land that could house the next generation of the industrial sector, becoming a major hub with the potential for tens of thousands of new jobs. Green shoots have emerged, with the number of startups in the region engaged in manufacturing industries above the national average. According to a 2023 survey of the startup ecosystem, 15 percent of startups in the Parramatta region apply their products to manufacturing compared with 11 percent nationally, while 22 percent rate manufacturing as a target industry for their customers compared to 18 percent nationally<sup>49</sup>.

### **Understanding the Global City**

Manufacturing and Wholesale Trade are major contributors to Parramatta's international exports, providing a global profile for local industry. For example, Manufacturing currently stands as the City's largest export industry<sup>50</sup>. However, there are challenges to growing the global profile of these sectors and allowing Camellia-Rosehill and Silverwater to continue building Parramatta's global standing. Two of the key challenges are spatial constraints and competition from comparable lands elsewhere in Sydney.

Challenges faced by global cities broadly also impact Parramatta, with implications evident for Camellia-Rosehill and Silverwater and the industries within them. The unprecedented rate of urbanisation across the world has led to increased demand for high-quality, affordable housing<sup>51</sup>. Already spatially-constrained, Parramatta's industrial lands are facing pressure to accommodate other uses including housing (as evident in the Camellia-Rosehill Place Strategy which enables up to 10,000 new homes<sup>52</sup>), and by the urban impacts of potential future Metro Stations in Rosehill and Silverwater<sup>53</sup>.

Emerging industrial areas in greenfield sites to the west of Parramatta also place pressure on the ability of Camellia-Rosehill and Silverwater to remain competitive and retain employment lands amid planning moves that address housing.

Because there is limited scope for the traditional Manufacturing and Wholesale Trade sectors to grow significantly, they cannot be relied upon in isolation to help Parramatta grow its share of international exports and solidify its global standing.

Global moves toward future technologies and sustainability open the opportunity for the reinvention of Camellia-Rosehill and Silverwater to become regional leaders in advanced manufacturing and green jobs. A shift from purely traditional manufacturing toward knowledge-sector jobs in these areas will help reinforce Parramatta's economy in a dynamic global landscape and position the city strongly in aspiring for global connectedness.

### **Lessons Learned from Comparable Visioning Pursuits**

Key themes emerging from comparable visioning pursuits among local and international cities include: global connectedness; the transformation of underutilised areas into hubs for urban services, technology, and knowledge; and ensuring the resilience of the future city. These goals can be tangibly applied to Camellia-Rosehill and Silverwater. As expansive sites with low employment density and unrealised potential they are primed to accommodate

<sup>49</sup> Startup Muster, 2023. *Startup Muster Parramatta report*

<sup>50</sup> EconomyID, 2024. *City of Parramatta Exports*

<sup>51</sup> World Economic Forum, 10 ways cities are tackling the global affordable housing crisis, 2019, [10 ways cities are tackling the global affordable housing crisis | World Economic Forum \(weforum.org\)](https://www.weforum.org/articles/2019/10-ways-cities-are-tackling-the-global-affordable-housing-crisis/)

<sup>52</sup> NSW Government, 2022. *Camellia-Rosehill Place Strategy*

<sup>53</sup> Committee of Transport and Infrastructure, Report on the Sydney Metro West Project, 2024

transformational change that would support an economic shift to future tech, grow knowledge jobs, and deliver sustainable liveable communities.

### Engagement

#### Example Verbatim Comment:

"Many do not know that Silverwater or Sydney Olympic Park are part of Parramatta.

Participants told us that Council should advocate for additional metro stops in Camelia and Silverwater and for Silverwater to encompass more than housing, such as tech and business. There was general support to focus on regeneration in Camellia-Rosehill, and the approach of learning from past negative outcomes from heavy industrial production and regeneration into something more sustainable was commended. External stakeholders shared the view that there are a range of influential economic and central assets situated in Silverwater, but the public does not know that these assets are located within Parramatta LGA.

### Enabler #1: Connections to the World

Parramatta aims to strengthen its global significance by becoming the gateway to Australia. While projects like Parramatta Light Rail and Metro West support this aim, there is an ongoing need for more extensive transport infrastructure to connect Parramatta effectively with Greater Sydney, Australia, and international destinations. This infrastructure is crucial for enhancing economic, cultural, and social ties, and Council is dedicated to securing timely commitments from the NSW Government for these projects by 2050.

Key aims include new Metro stations at Camellia-Rosehill and Silverwater to improve connectivity across the city, ensuring Global Parramatta's districts are closely linked. Fast-tracking metro connections to the new Western Sydney International Airport by 2026 is essential, as is advocating for a rail link from Norwest to Miranda via Bankstown to alleviate regional congestion. Additionally, extending the Liverpool line to Epping and incorporating a high-speed rail stop in Parramatta are vital steps to ensure efficient interregional connections and ease of access to both airports. Council also emphasises the expansion of light rail and bus networks, as short-term measures like rapid bus transit can bridge the gap until larger infrastructure projects are realised.

The overarching basis for these proposals are the NSW government's Future Transport 2056 strategy, the Commonwealth's Fast Rail plans, and the City of Parramatta's Light Rail business case.

### Challenges & Opportunities for Parramatta

Parramatta has experienced rapid population growth over the last two decades, absorbing a significant portion of Greater Sydney's residential expansion. From 2001 to 2021, the city added approximately 93,000 new residents<sup>54</sup>. Projections suggest Parramatta's population will almost double by 2050, rising from 260,000 in 2021 to over 500,000<sup>55</sup>. The construction of the Parramatta Light Rail Stages 1 and 2, and introduction of Metro West stations are set to support this growth. However, there remain significant additional opportunities for Parramatta to become a regional transport hub.

The Commonwealth's allocation of \$78.8m to develop a high-speed rail link between Sydney and Newcastle, with Sydney Olympic Park identified as the interchange represents a great

<sup>54</sup> [Population and dwellings | City of Parramatta | Community profile \(id.com.au\)](#) – accessed 15/04/2024

<sup>55</sup> ForecastID, 2024. *Population and age structure*



opportunity for Parramatta to position itself as the Gateway to Greater Sydney<sup>56</sup>. However, Parramatta must address challenges arising from this growth, including infrastructure demands, heritage preservation, and transportation needs.

Parramatta boasts strategic connectivity with its proximity to two airports: Sydney Kingsford Smith Airport (28km away) and Western Sydney Airport (36km away)<sup>57</sup>. Parramatta Station provides commuters with access to 70 route options via trains and buses<sup>58</sup>, and the city benefits from train routes linking to the Blue Mountains, Dubbo, and the Central Coast<sup>59</sup>. With the addition of additional north-south and east-west connections, Parramatta is poised to become one of Australia's largest labour catchments.

### **The Strategic Context**

Strategically positioned as the geographical centre of Greater Sydney, Parramatta's prominence is underscored by eight out of the nine reviewed strategic vision documents.

The State government's "Future Transport 2056" strategy delineates a 40-year vision for NSW's transport landscape, with Parramatta at its core. City-shaping projects encompass the establishment of the Kogarah-Bankstown-Parramatta-Epping metro corridor, enhancement of the A3 and A6 road corridors, and positioning Parramatta as the central hub for fast rail. Plans also feature the renewal of Parramatta Road and Auto Alley, advocating for Sydney Metro Northwest, and expanding river experiences through ferry shuttles and a public wharf network for the GPOP area.

The 'Metropolis of Three Cities' vision underscores the potential brought by a mass transit link between Parramatta and Epping, highlighting that such a link would enhance connectivity between Macquarie Park and Greater Parramatta..

The Six Cities Region Discussion Paper outlines a desire for a holistic fast rail strategy, rapid bus services along key Sydney corridors like Parramatta Road and Victoria Road, and the creation of '30-minute cities' that link jobs and homes with public transport.

Prior to the announcement of Parramatta Light Rail stages 1 and 2, Council conducted detailed research and developed a business plan for multiple light rail lines, creating a network connecting Parramatta with its surroundings.<sup>60</sup>

### **City Profile**

As the largest city centre in Greater Western Sydney, Parramatta is also the geographic and demographic centre of Sydney – accessible to 2.3 million people by car or public transport within 45 minutes of home<sup>61</sup>.

Previous community engagement has highlighted aspirations around creating a city with equitable access to a variety of transport options, aiming to enhance connectivity and mobility for all residents. However, concerns have been raised about transport inequities, pointing out

<sup>56</sup> <https://minister.infrastructure.gov.au/c-king/media-release/funding-released-sydney-newcastle-high-speed-rail-business-case>

<sup>57</sup> City of Parramatta - [Western Sydney Aerotropolis by 2026](#)

<sup>58</sup> Transport NSW – [Parramatta Station](#)

<sup>59</sup> Transport NSW – [Parramatta Station](#)

<sup>60</sup> City of Parramatta, Unlocking Western Sydney's Potential, Western Sydney Light Rail Network, Part 1 Feasibility Report, May 2013.

<sup>61</sup> City of Parramatta's Community Strategic Plan (2022 update)

that the current transport system does not adequately serve all areas of the city, thereby limiting accessibility and economic opportunities<sup>62</sup>.

### **Understanding the Global City & Lessons Learned from Comparable Visioning Pursuits**

The literature review underscores the importance of global connectivity for cities, highlighting their roles as gateway cities with international airport connections<sup>63</sup>. Comparable cities globally share ambitions akin to those of the Connections to the World initiative. Among the benchmarked cities, Osaka stands out with its advanced public transport and connectivity. Osaka boasts two airports with over 1,500 weekly flights and operates 378 daily trains across 484 stations throughout Japan<sup>64</sup>.

Strategic documents examined featured city-shaping projects or "big moves." For Parramatta, pivotal initiatives include a north-south rail connection from Kogarah to Parramatta<sup>65</sup>, establishing Parramatta as central Sydney's hub for fast rail<sup>66</sup>, and funding and delivering Sydney Metro West with a station at Rosehill<sup>67</sup>. Additionally, connections to the aerotropolis and a transport link to Epping are also prioritised in various strategic plans<sup>68</sup>.

### **Engagement**

#### **Example Verbatim Comment:**

"A sustainable place to live and work and provide a connection to nature".

Participants told us that an initiative focused on enhancing transport and movement is of critical importance for Parramatta 2050. Transport accessibility and connectivity was raised across most sessions. A wide range of suggestions were raised by participants, including fast trains to Newcastle and Wollongong, fast-tracking a Metro connection to the new Western Sydney Airport, improving north-south connections, walkability and providing active transport connections to public transport options across the Local Government Area.

### **Enabler #2, #3, #4: Nation-Leading Governance, Western Sydney Cabinet of Mayors and Parramatta International**

Significant opportunities exist for Parramatta to elevate its governance models, particularly regarding its state policy context, models for local and regional collaboration, and integration with the global economy.

#### **State policy context**

During the past century, the Parramatta region has been subject of numerous metropolitan planning and policy positions. Decentralisation and balancing growth across the greater Sydney metropolitan area has been a common theme, and Parramatta often features as a key economic and population centre supplementary to the Sydney CBD. These plans include:

- 1948 – NSW Government, *County of Cumberland Planning Scheme*<sup>69</sup>

<sup>62</sup> Strategy refresh engagement

<sup>63</sup> S.C. Tuli et al., Planning a global knowledge city: experience from Melbourne, Australia

<sup>64</sup> <https://global-financial-city-osaka.jp/en/environment/#location>

<sup>65</sup> Georges River 2050 and stuck in the middle, Central city district plan

<sup>66</sup> stuck in the middle, Parramatta 2035, Six Cities region discussion paper

<sup>67</sup> stuck in the middle

<sup>68</sup> Parramatta 2035, central district plan, metropolis of three cities

<sup>69</sup>

[https://digital.sl.nsw.gov.au/delivery/DeliveryManagerServlet?embedded=true&toolbar=false&dps\\_pid=IE374461](https://digital.sl.nsw.gov.au/delivery/DeliveryManagerServlet?embedded=true&toolbar=false&dps_pid=IE374461)  
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- 1968 – NSW State Planning Authority, *Sydney Region Outline Plan*<sup>70</sup>
- 1980 – NSW Planning and Environment Commission, *Review: Sydney region outline plan*<sup>71</sup>
- 1988 – NSW Department of Planning, *Sydney into Its Third Century: Metropolitan Strategy for the Sydney Region*<sup>72</sup>
- 2005 – NSW Department of Planning, *City of Cities: A Plan for Sydney's Future*<sup>73</sup>
- 2018 – NSW Greater Sydney Commission, *Greater Sydney Region Plan: A Metropolis of Three Cities*<sup>74</sup>
- 2022 – NSW Greater Cities Commission, *The Six Cities Region Discussion Paper*<sup>75</sup>

As yet, neither Parramatta's elevation to a "second" CBD to Sydney, nor the greater metropolitan region's "Central City" has been recognised by any statutory or planning mechanisms. There is also disparity with the City of Sydney, which operates within the context of a unique and purpose-built legislative Act, the *City of Sydney Act 1988*.

Moreover, frequent and ongoing change within the NSW Government's planning portfolio over decades (e.g. the establishment, reframing, then dissolution of the Greater Sydney/Cities Commission) has not provided long-term certainty or stability in regional planning matters, and has also limited affected local government bodies' autonomy to enact solutions within their own communities. Likewise, state government processes have fallen short of delivering on the long-term governance, infrastructure and funding commitments of governments of the day – e.g. slow or unclear commitments to the draft Place-based Infrastructure Compact Pilot for the Greater Parramatta and Olympic Peninsula ('GPOP')<sup>76</sup>.

#### **Local and regional collaboration**

The challenges and opportunities of economic and population growth in the Parramatta region will inevitably extend across local government area boundaries – specifically beyond the City of Parramatta LGA. In the absence of a consistent unifying vision and commitment to the region at a state level, there is clear benefit in maintaining strong, long-term, bipartisan collaboration and advocacy both locally and across Western Sydney.

City of Parramatta Council is already a firm collaborator with state agencies, neighbouring local governments, and other organisations. However, its significant stake in high-transformation districts within its LGA – and the potential of those districts to impact on neighbouring LGAs as well as Greater Sydney at large – stresses both a need and responsibility for the council not just to participate, but to take a leading role in maintaining strong intergovernmental collaboration.

Several governance models already exist for collaboration across local governments – including Regional Organisations of Councils ('ROCs', e.g. Western Sydney ROC, Southern Sydney ROC), in which the City of Parramatta Council has participated. However, there is also potential to learn from other models. From a broader regional policy and advocacy perspective, some interstate regions have found success in alliances or "councils of mayors" (e.g. South East Queensland Council of Mayors and Regional Cities Victoria). Notably, the South East Queensland model, now "Australia's largest regional local government advocacy organisation"<sup>77</sup>, has recently had success

<sup>70</sup> <https://archives.cityofsydney.nsw.gov.au/nodes/view/1754543?keywords=>

<sup>71</sup> <https://trid.trb.org/view/1189494>

<sup>72</sup> <https://catalogue.nla.gov.au/catalog/2941515>

<sup>73</sup> <https://catalogue.nla.gov.au/catalog/3795053>

<sup>74</sup> <https://apo.org.au/node/138896>

<sup>75</sup> <https://www.nsw.gov.au/sites/default/files/2022-12/six-cities-discussion-paper.pdf>

<sup>76</sup> NSW Department of Planning – Greater Parramatta and Olympic Peninsula – <https://www.planning.nsw.gov.au/plans-for-your-area/priority-growth-areas-and-precincts/greater-parramatta-and-olympic-peninsula>

<sup>77</sup> Council of Mayors (SEQ) – Our organisation – <https://seqmayors.qld.gov.au/about-us/our-organisation>

in striking a “City Deal” between its 11 member councils and the Australian and Queensland governments, committing more than \$1.8 billion in infrastructure for the growing region<sup>78</sup>.

### **Global economy**

With its rapid increase in commercial and office space in the CBD and elsewhere, the success of Parramatta is closely tied to its ability to attract and retain business and industry, and champion and support the success of its existing economy – including its ties with international economies.

In a 2022 study into ‘sister cities’ relationships in Australia, Walker et al demonstrated the value that can be gained in developing local economies via international engagement – particularly by developing both local governments’ and the enterprises’ capabilities to explore, connect and engage with international markets. However, the authors also conclude that the full potential of such platforms have not yet been fulfilled by Australian local governments.<sup>79</sup>

Beyond ‘sister cities’ arrangements, successful overseas precedents such as the New York City Economic Development Corporation and Montréal International demonstrate the value that can be gleaned from dedicated economic development agencies. These organisations work to grow the economies of their cities, attracting investment, businesses and talent from around the world.

The New York City and Montreal examples generated an annual USD \$903.4M<sup>80</sup> and CAD \$1.4B<sup>81</sup> respectively in investment for assisted businesses in their latest reported figures.

These and other exemplars from overseas may provide a blueprint for City of Parramatta and its local partners to proactively seek investment, and in particular to take fuller advantage of international markets.

### **Engagement**

#### **Example verbatim comment:**

*“Attract businesses to relocate to, or start up in our City”.*

Across engagement there was strong support for all three proposed governance enablers. Throughout the engagement process participants told us that leadership and broad stakeholder collaboration within and beyond the local government area are vital to amplify recognition of Parramatta’s assets and unlock the City’s capabilities. Participants also told us that there was a need to raise awareness about the City’s local treasures, including global businesses, major entertainment assets, and rich heritage, literature and artistic expressions. Additionally, participants recognised the importance of collaboration and regional governance to realise opportunities in city planning and development for Parramatta and Western Sydney. The Parramatta City Act and Council of Mayors were seen as vital to enhance influence and drive political alignment across the region to advocate for cross-LGA and regional outcomes.

<sup>78</sup> Council of Mayors (SEQ) – South East Queensland City Deal – <https://seqmayors.qld.gov.au/initiatives/seq-city-deal-20220318>

<sup>79</sup> Matthew Walker; Shea X. Fan; Xueli Huang; Tomothy Bartram, 2022, *The role of Australian local government in economic development: Building international engagement capacity*, Australian Journal of Public Administration <https://onlinelibrary.wiley.com/doi/full/10.1111/1467-8500.12562>

<sup>80</sup>New York City Economic Development Corporation – ‘The NYCEDC Impact’ Report 2023, (p 7) [https://issuu.com/nycedcmis/docs/2023\\_nycedc\\_annual\\_report-digital?fr=sOTQ2ODcxNTU3NTU](https://issuu.com/nycedcmis/docs/2023_nycedc_annual_report-digital?fr=sOTQ2ODcxNTU3NTU)

<sup>81</sup>Montreal International – Annual Activity Report 2022 (p 17) <http://www.montrealinternational.com/app/uploads/2023/04/bilan-activites-2022-en-v2.pdf>

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Note: Works cited in footnotes above are part of a more comprehensive bibliography of materials reviewed to support the development of Parramatta 2050. The full bibliography is reproduced below.

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## Appendix 2: Summary Description of Consultation Activities

Consultation activity	Internal/external	Date	Approximate Time	Reach (no. of participants)
<b>Councillor engagement</b>				
Councillor Strategy Day	Councillors	October	1 hour	All invited
Councillor workshop one (project update)	Councillors	March	2 hours	All invited
Councillor workshop two(ideation workshop)	Councillors	March	3 hours	All invited
Councillor workshop three (report back)	Councillors	April 2024	1 hour	All invited
Councillor workshop four (finalise drafts)	Councillors	April 2024	1 hour	All invited
Councillor workshop five (pre-report)	Councillors	April 2024	1 hour	All invited
<b>Internal staff engagement</b>				
Staff survey and Pop-up boards	Internal	December 2023 – January 2024		168 responses
Staff workshop	Internal	January 2024	2 hours	25 participants
Leadership team forum	Internal	February 2024		~110 participants
Executive Team 1:1	Internal	February 2024	5 hours	5 participants
People First Forum	Internal	April 2024	45 minutes	All Council staff
Executive team WIP	Internal	April 2024	30 minutes	7 participants
<b>External stakeholder engagement</b>				
4x External stakeholder meetings	External	April 2024	4 hours	4
10 x External focus groups	External	April-June 2024	15	15+ participants
<b>Point Parramatta Panel</b>				
Point Parramatta 2050 Panel meeting one.	External	March 2024	3 hours	5 participants
1:1 panel members unable to attend Point Parramatta Panel meeting one.	External	March 2024 April 2024	2 hours (1 hour x2)	2 participants
<b>Community engagement</b>				
Community ward workshops Rosehill	External	March 2024	45 minutes	56 participants
Community ward workshops Dundas	External	April 2024	45 minutes	39 participants
Community ward workshops North Rocks	External	May 2024	45 minutes	~50 participants
Community ward workshops Epping	External	May 2024	45 minutes	~50 participants
Community ward workshops Parramatta	External	June 2024	45 minutes	~50 participants
<b>First Nation Advisory Committee</b>				
First Nations Advisory Committee meeting one	External	December 2023	30 minutes	10 participants
First Nations Advisory Committee meeting two	External	April 2024	45 minutes	5 participants

**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

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<b>ITEM NUMBER</b>	13.4
<b>SUBJECT</b>	Public Exhibition: Draft Kleins Road Pedestrian and Cyclist Corridor Study
<b>REFERENCE</b>	F2024/00282 - D09374178
<b>REPORT OF</b>	Senior Project Officer Transport Planning

**CSP THEME:** Accessible

**WORKSHOP/BRIEFING DATE:** NIL

**PURPOSE:**

This report seeks Council's approval to publicly exhibit the draft Kleins Road Pedestrian and Cyclist Corridor Study in Northmead, Winston Hills and North Parramatta.

**RECOMMENDATION**

- (a) That Council approve the draft Kleins Road Pedestrian and Cyclist Corridor Study at Attachment 1 for public exhibition for a minimum period of 28 days.
- (b) That the outcomes of public exhibition be reported to Parramatta Traffic Committee and Council.

**BACKGROUND**

1. Council has a strong track record of securing external funding for pedestrian and cyclist projects. Since 2017, with the support of the State and Federal Governments, Council has delivered 8.5km of improved cycling infrastructure to the value of \$53M, with an additional \$135M secured to plan, design and construct a further 20km. A key consideration for funding partners is whether the community has been consulted on a project, as community support is a key consideration in deciding whether to award future funding for capital works. Public exhibition is the first stage of that process, and it also ensures community input can inform the design as it progresses.
2. State (Westmead Place Strategy, TfNSW Strategic Cycleways Corridors and Green Grid) and Council (Bike Plan 2017 and Parramatta Ways) policies identify Kleins Road from Northmead as a key pedestrian and cyclist link to Parramatta Park and the Parramatta River foreshore paths if a new bridge over Darling Mills Creek is delivered. A feasibility study and concept design for the corridor has been prepared as per Figure 1 below.

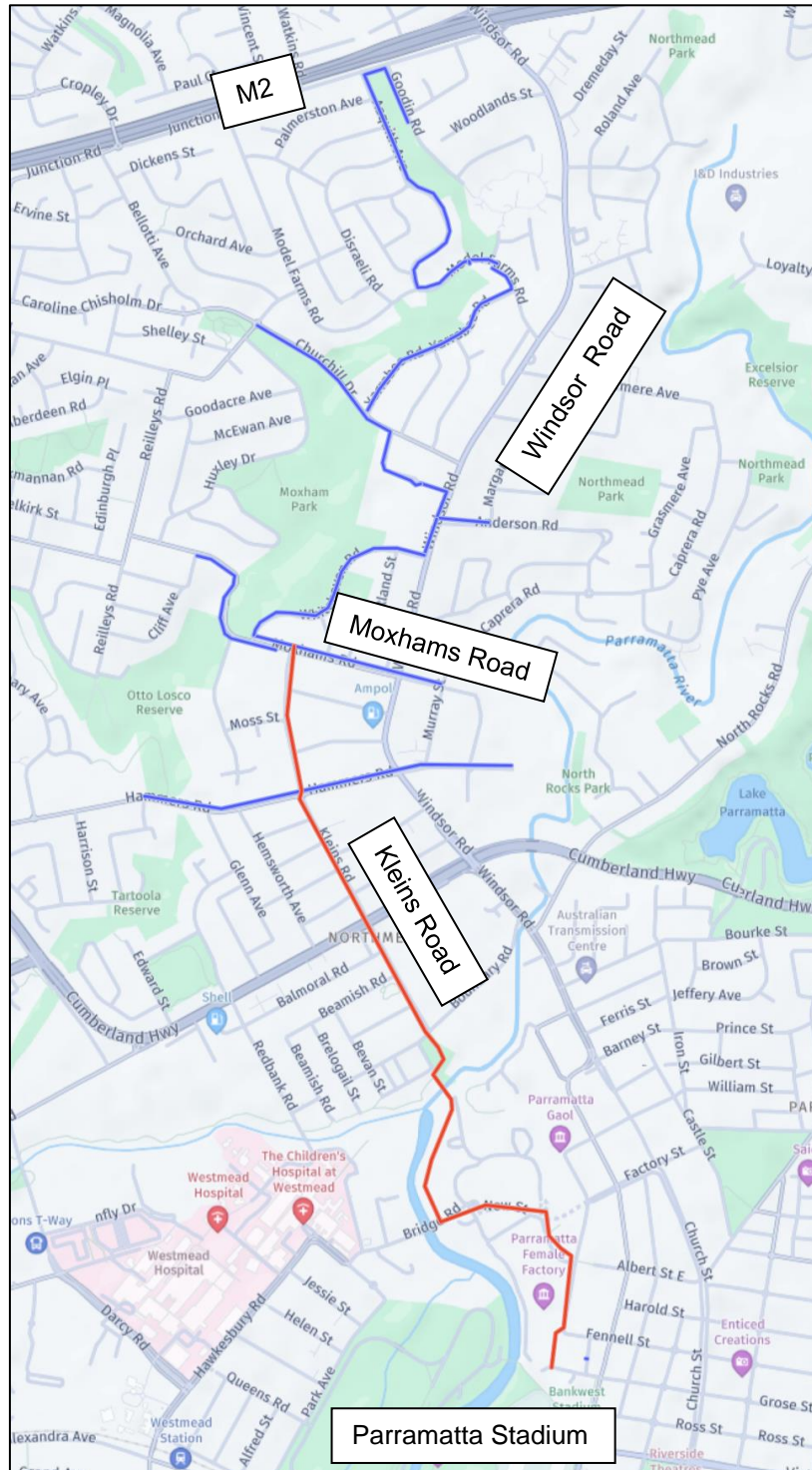


Figure 1: Kleins Road main corridor – predominantly separated pedestrian and cyclist paths (RED), connecting paths – shared paths (BLUE).

### ISSUES/OPTIONS/CONSEQUENCES

3. The Kleins Road Pedestrian and Cyclist Corridor looks to transform pedestrian and cyclist safety, travel time and amenity between the northern part of the local government area and Parramatta Park and the CBD, whilst minimising impacts to other users and the environment. The overall corridor study identifies the spatial requirements for and impacts of walking and cycling upgrades (see example below at Figure 2, the Community Information Package is available at **Attachment 1**).



Figure 2: Example of spatial study.

4. Along the main corridor from Moxhams Road to Parramatta Stadium, the project proposes separated pedestrian and cyclist paths where space allows as the anticipated volumes of pedestrians and cyclists necessitates capacity greater than that available with a shared path (a widened path in the verge). This also reflects recent community feedback from the draft Bike Plan 2024 that identified separate paths on regional routes as important for the community. North of Moxhams Road and east/west on Hammers Road where usage is expected to be lower, a network of shared paths is proposed to aid users walk and ride safely and in comfort to Kleins Road. The greatest scale of changes to the public domain (and therefore community interest) is along the main corridor, therefore it has been broken down into the 5 sections identified below the key issues, opportunities and impacts.



Figure 3: Key Locations map

**Moxhams to Hammers**

5. The proposal in this location is shown in detail at Figure 4 with a series of paths and crossing facilities that will improve the safety and amenity of students as well as pedestrians and cyclists on longer journeys. The separated bike path (in **RED**) is proposed to re-purpose the parking on the eastern side of Kleins Road between Thomas Street and Hammers Road, with new raised priority crossings on all side streets and each leg of the Hammers Road roundabout.
6. The raised crossings at the roundabout will enable the current vehicle circulation, but slow traffic down to a safer speed and enable vulnerable road users to cross safely, particularly primary school students. To retain the bus stops and minimise impacts to the pre-school drop off parking, a shared path is proposed north of Thomas Street. Connecting shared paths are proposed on Moxhams and Hammers on the side shown in Figure 4.
7. In this section of Kleins Road there are 77 parking spaces with a peak use of 20. It is proposed to repurpose 33 on the eastern side leaving a balance of 44 and surplus of 20 at peak times.

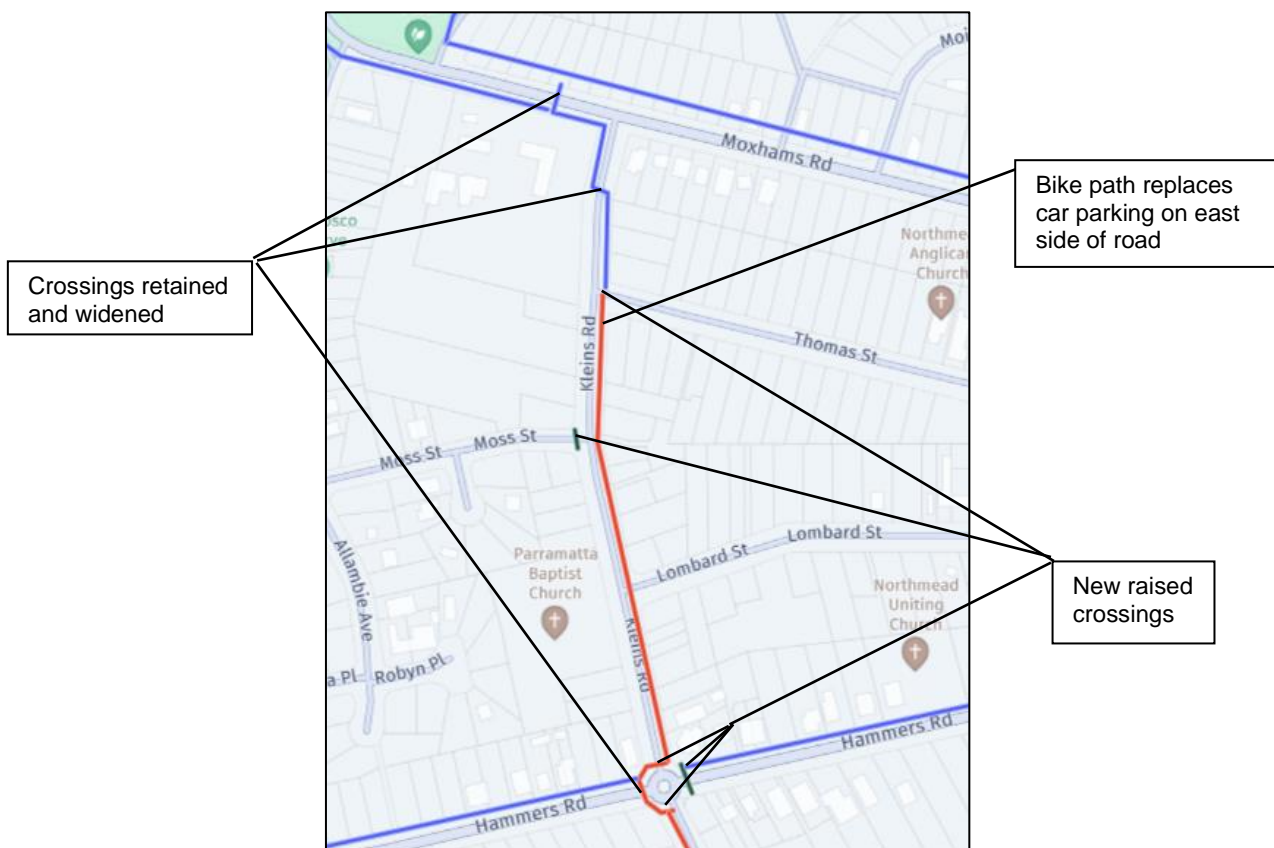


Figure 4: Moxhams to Hammers - main corridor in **RED**, shared paths in **BLUE**, pedestrian paths / crossings in **GREEN**.

**Hammers to Highway**

8. Aside from the large number of vehicles on Kleins Road in this area passing through to avoid congestion on Windsor Road in the peak hours, the main consideration for the alignment in this section is the signalised crossing of the Cumberland Highway. Due to the large number of right turning vehicles into Kleins Road from the Cumberland highway TfNSW have advised an eastern

pedestrian and cyclist leg on the intersection is unlikely to be supported. For this reason the bike path shifts to the western side of Kleins Road in this section to align with the crossing point at this intersection.

9. The proposal in this location is shown in detail at Figure 5 with the bike path and crossing facilities that will improve the safety and amenity of all pedestrians and cyclists. The separated bike path (in **RED**) is proposed to re-purpose the parking on the western side of Kleins Road between the Cumberland Highway Hammers Road, with new raised priority crossings on all side streets to the west, and a new pedestrian crossing of Kleins Road at Northmead Avenue where it meets Council's crossing warrants.
10. In this section of Kleins Road there are 59 parking spaces with a peak use of 11. It is proposed to repurpose 31 on the western side leaving a balance of 28 and surplus of 17 at peak times.



Figure 5: Hammers to Highway - main corridor in **RED**, shared paths in **BLUE**, pedestrian paths / crossings in **GREEN**.

### Highway to Darling Mills

11. At the Kleins Road shops it is proposed to change the parking to parallel instead of angled on the Kleins Road frontage to:
  - a. ensure there is sufficient space for customers to enter and exit shops,
  - b. enable public domain upgrades and potential future outdoor dining,
  - c. allow for expected passing pedestrian and cyclist movement,
  - d. construct a raised crossed of Kleins Road near Balmoral Road.
12. The works required to accommodate the requirements above results in a reduction of six timed parking spaces (three for the crossing of Kleins, three for the change to parallel). However, parking surveys show parking in this area is in high demand with a peak use of 36 out of the 38 timed spaces near the shops. It is therefore proposed to extend the timed parking on both sides down to Beamish Road for an additional eight spaces resulting in a net increase of timed spaces. With the construction of the new bridge it is anticipated that the number of people walking and riding past the shops will increase, supporting the local

businesses. The recently delivered Alfred Street Bridge has an average of 500-600 people per day.

13. The project will also need to underground the existing power lines on the western side as the poles will be in the way of path users. This will allow a greater level of public domain upgrades to be delivered in consultation with the businesses.
14. Notwithstanding this, detailed parking occupancy surveys demonstrated that of the timed spaces near the shops, on the Wednesday, Friday and Saturday surveyed, more than half of those spaces had vehicles parked in them 5 hours or more, contributing to the shortage.

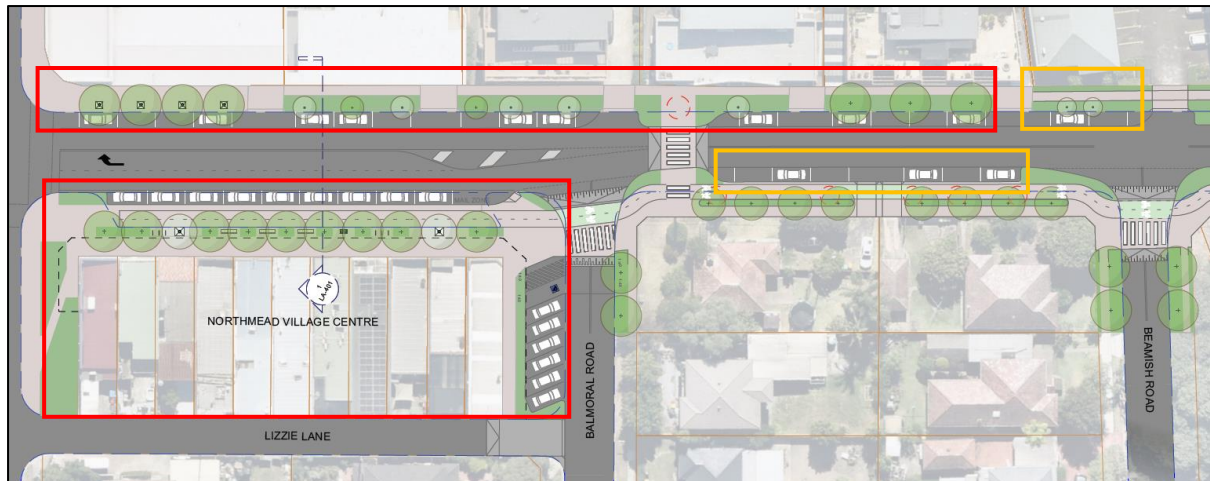


Figure 6: Proposed concept plan – existing timed parking circled in **RED**, proposed extension of timed parking in **YELLOW**.

15. Parking is proposed to be retained both sides of the street north of Beaufort Street, however to the south where utilization is lower it is proposed to re-purpose 5 spaces on the western side between Beaufort Road and Burlington Street for the path. A total of 27 spaces will be retained, meeting the current demand for 24 spaces south of Beamish Road. In addition, south of Beaufort Street in the block to the west of Kleins Road there is a total of 87 spaces with a peak use of 47, demonstrating there is still significant capacity on side streets should additional parking demand arise.



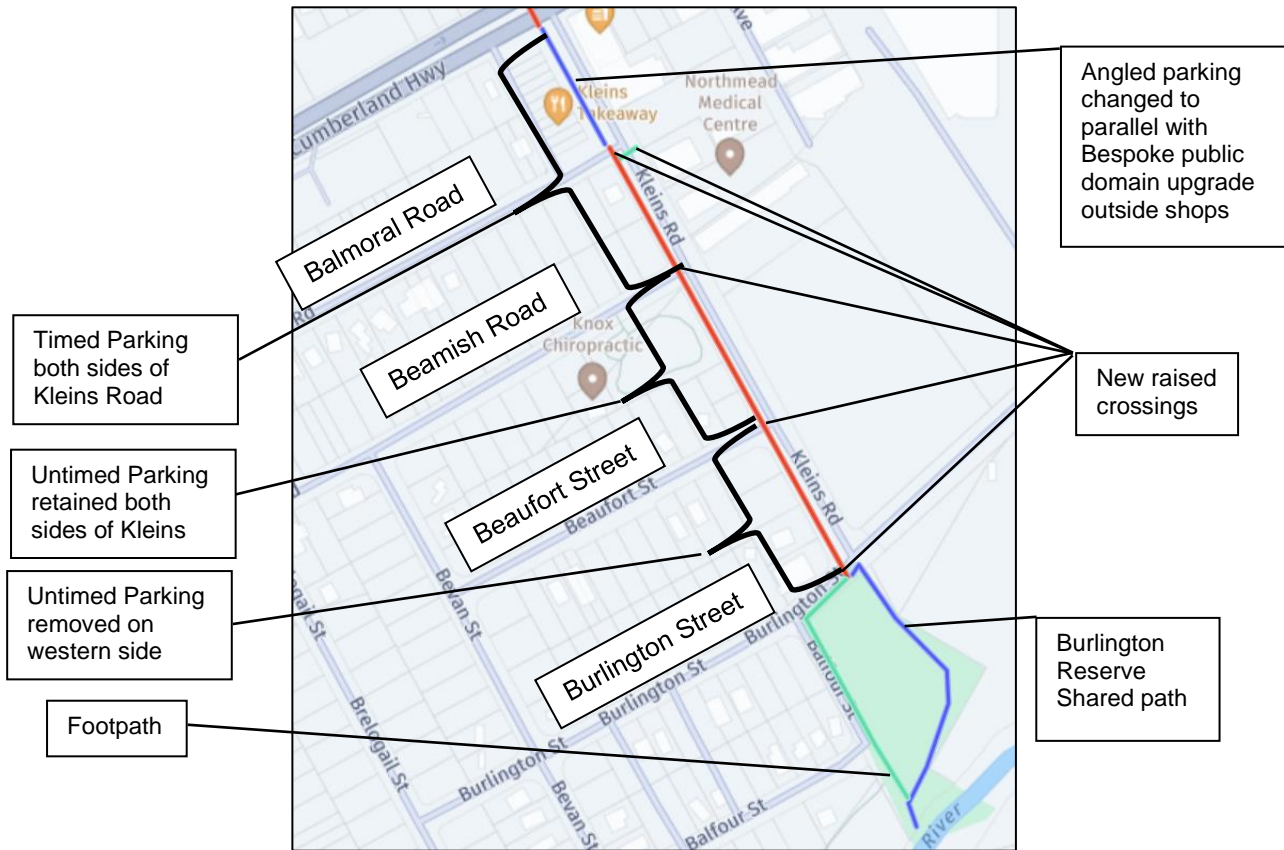


Figure 7: Highway to Darling Mills - main corridor in **RED**, shared paths in **BLUE**, pedestrian paths / crossings in **GREEN**.

16. In Burlington Memorial reserve, to ensure DDA compliant access (Balfour Street is too steep), a shared path is proposed along the western edge, and a complimentary footpath on the west. This will provide access to the bridge and also establish a local recreational walking loop. The fence line of the dog park will be adjusted to ensure there is no net loss of the off leash area.

### Darling Mills Bridge

17. The key to unlocking access from the north to pedestrian and cyclist access is a new bridge over Darling Mills Creek. However, the confluence of Darling Mills Creek, Toongabbie Creek and the Parramatta River is a location with very high cultural values (both pre- and post-colonial), numerous utilities, as well as being an area of outstanding natural beauty. The location and nature of the bridge needs to respond to this context in identifying feasible alignments and forms and have an overall positive impact to the public domain.
18. Preliminary designs were aided by a Designing with Country response in consultation with a Cultural Panel of Dharug Traditional Owners. Two options were ultimately identified as preferred (see Figure 8 and 9 below), and should the project proceed, would be the baseline for future detail design. The future bridge would also incorporate the current overhead powerlines, provide offset planting with endemic species and fund bush care and weed control in the area immediately around the bridge.



Figure 8: Visualisation of a potential Suspension Bridge



Figure 9: Visualisation of a potential Arch Bridge

## Parramatta North

19. The Parramatta North Urban Transformation (PNUT) site is a large, predominantly State Government owned site between Darling Mills Creek and Parramatta Park. Should the Kleins Road project proceed, the proposed bridge would likely be delivered before significant redevelopment of this site occurs. Through discussions with Government Property NSW, interim routes have been identified for short-term access on the existing street network until long-term connections are delivered i.e. foreshore paths and new streets as a result of the redevelopment of this site (refer to Figure 10).

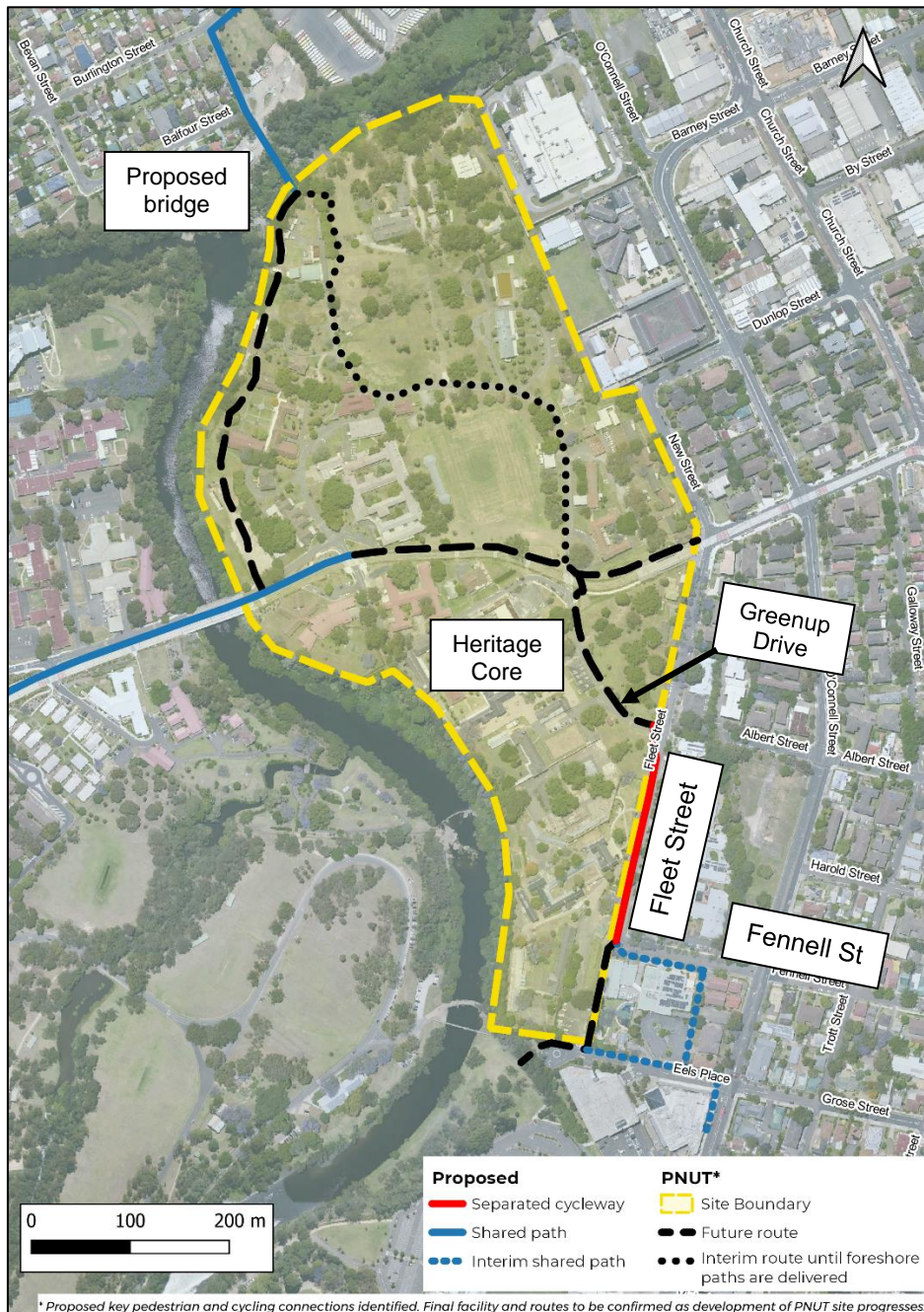


Figure 10: PNUT site with proposed interim and long-term routes.

20. Due to heritage, ecology and topography, the foreshore adjacent to the Heritage Core is not available for concrete pedestrian and cyclist paths. The only other alternative is Fleet Street, but it is also a constrained context with heritage listed walls on both sides of the street, parking on the western side only, as well as two large mature trees in the parking lane.
21. To fit within these constraints, as part of both the interim and long-term route, it is proposed to make Fleet Street one way northbound between Fennell Street and Greenup Drive as per Figure 11 below. This will allow retention of the footpath and space to retain existing trees on both sides of the Street. New trees are also proposed. The bike path is proposed to be located in a space currently used for parking with the parking moved into what is now the travel lane which is no longer required if the street is converted into a one way street. Two existing trees require the bike path to deviate into the new parking lane reducing parking on this street by 5 spaces.

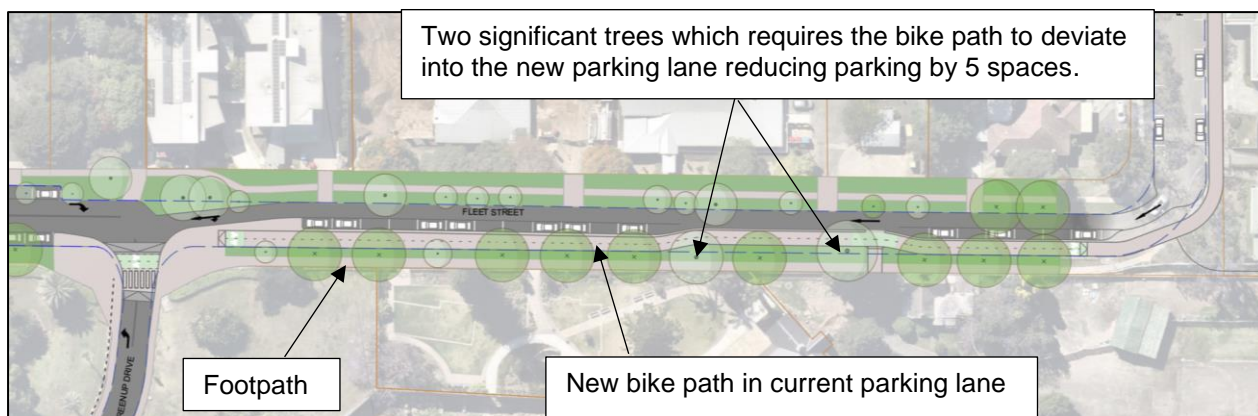


Figure 11: Fleet Street between Greenup Drive and Fennell Street.

## CONSULTATION & TIMING

### Stakeholder Consultation

22. The following stakeholder consultation has been undertaken in relation to this matter:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
Ongoing	Government Property (PNUT)	<p>High quality pedestrian and cyclist links will be critical to the site that has constrained parking and is close to the CBD</p> <p>The proposed network aligns with the current DCP and current planning.</p> <p>Interim measures will be required as the site delivery will be staged.</p>	<p>Noted</p> <p>Noted</p> <p>Interim route along Greenup Drive identified.</p>	Group Manager City Strategic Planning
4 April 2024	Access Advisory Committee	<p>Given slope of land north of the river, DDA compliant access to the bridge and on the bridge is critical.</p> <p>Rest stops for respite at regular intervals (benches with backrests/arm rests and water) support use by people of all abilities.</p> <p>Clear visual and non-visual queues are needed for shared and exclusive</p>	<p>DDA compliant access is provided through park.</p> <p>To be requirement of future design.</p> <p>To be requirement of future design.</p>	Group Manager City Strategic Planning

	spaces for pedestrians and bikes.  Shade will be important for users.  Any heritage or cultural interpretation should be accessible.  Any proposed refuge islands need to be wide enough for wheelchair or pram.  If a shared path is installed on Moxhams, will the bridge be upgraded.	Noted, this is a key objective.  To be requirement of future design.  Islands must meet TfNSW standards (2.5m).  If project proceeds, would be widened or have dismount.	
--	--	--	--

### Councillor Consultation

23. The following Councillor consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Councillor</b>	<b>Councillor Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
27 March 2024	Clr Bradley, Clr Green, Clr Humphries, Clr Pandey, Clr Valjak, Clr Wang.	General support the proposal.  Request staging priority is at Northmead Public precinct.  Face to face community meetings important to give them the information they need to provide feedback.  The Australian Walking Volunteers group would have concerns about the bridge if visible from heritage walk. Suggest no or little visibility is important.	Noted  Noted  Key stakeholder meetings will be included in consultation  AWV will be included in key stakeholders and visual impact considered in next stage of design.  To be requirement of future design.	Group Manager City Strategic Planning

	Any offset planting should be local species.	To be requirement of future design.	
	The important ecological communities near Darling Mills Creek should be considered.	Noted	
	If a Camphor Laurel needed to be removed it would be no great loss given their impact in the context of the local vegetation in this area.		

24. With the number of changes to parking and the public domain generally, consultation with the community, particularly the key stakeholders will be critical, a point also emphasised by the Ward Councillors for the area. It is proposed that in addition to notification the following consultation actions be pursued:
- an advertisement in the paper,
  - signage,
  - the Participate Parramatta website and social media,
25. On site meetings will also be held at key locations such as Kleins Road Shops, Northmead Public School and around the PNUT site to ensure the community has all the information they need to make informed submissions to Council on the project.

#### **LEGAL IMPLICATIONS FOR COUNCIL**

26. There are no legal implications foreseen arising from public exhibition of the proposed Corridor Study.

#### **FINANCIAL IMPLICATIONS FOR COUNCIL**

27. There are no unbudgeted financial implications for Council's budget as the Corridor Study has been funded from an existing grant allocation from TfNSW of \$341,000. The public exhibition is also funded from the grant allocation.


Mark Crispin  
**Senior Project Officer Transport Planning**

Jennifer Concato  
**Executive Director City Planning and Design**

John Angilley  
**Executive Director Finance & Information**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

1   Kleins Road Corridor - Community Information Package 34 Pages

**REFERENCE MATERIAL**



# **Kleins Road**

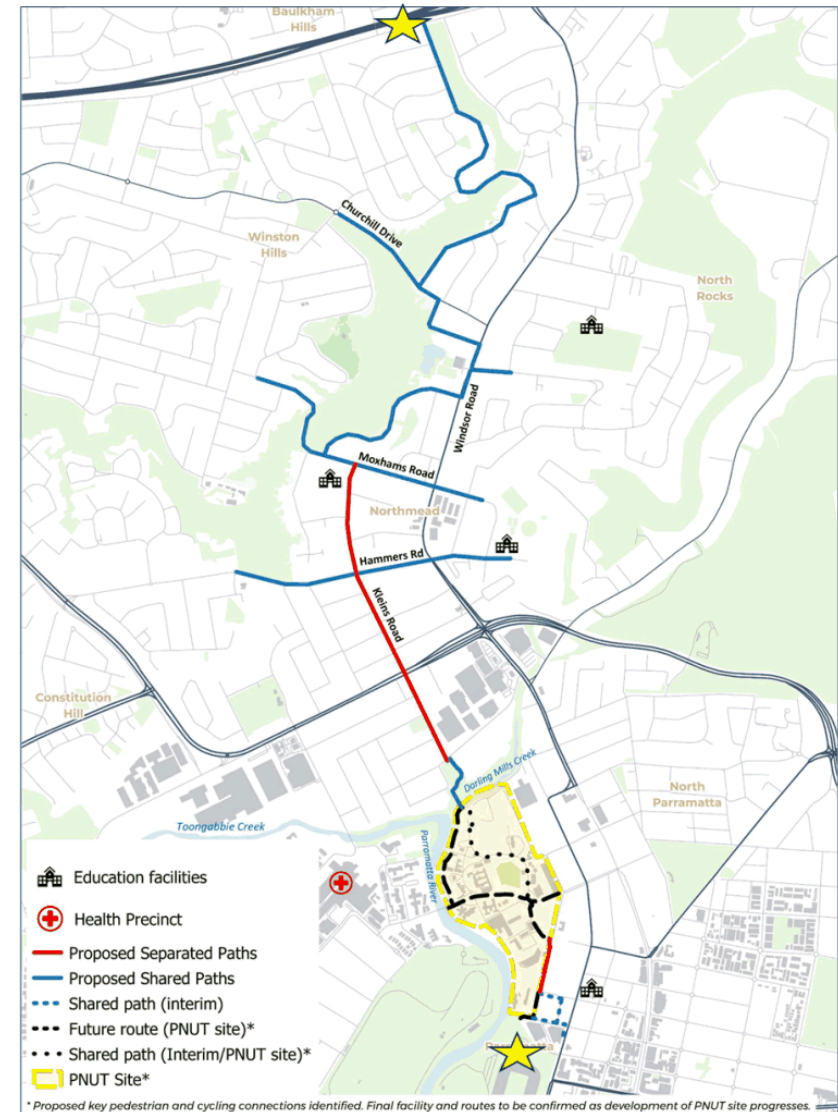
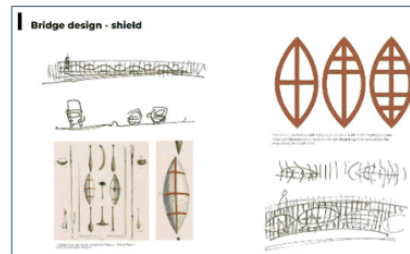
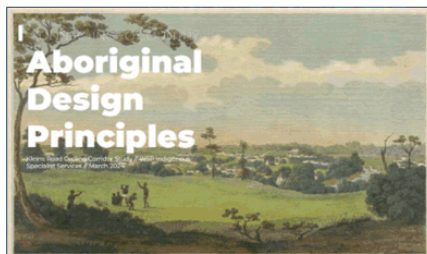
## **Pedestrian and Cyclist Corridor Study**

### **Community Information Package**



# Scope

- Funded by TfNSW - "space testing" feasibility.
- First stage in a potential multi-year delivery program.
- 3km main corridor along Kleins Road that will have higher user numbers:
  - Moxhams to Parramatta Stadium.
  - New pedestrian and cyclist bridge over Darling Mills Creek.
  - New paths through Parramatta North site.
- Supporting network of connecting shared paths to local streets, bridges to the west and traffic signals over Windsor Road to the east.
- Comprehensive traffic counts and parking surveys completed along the length.
- Pilot project within Council in working with the Dharug Panel and Designing with Country, particularly the bridge crossing.



# Background

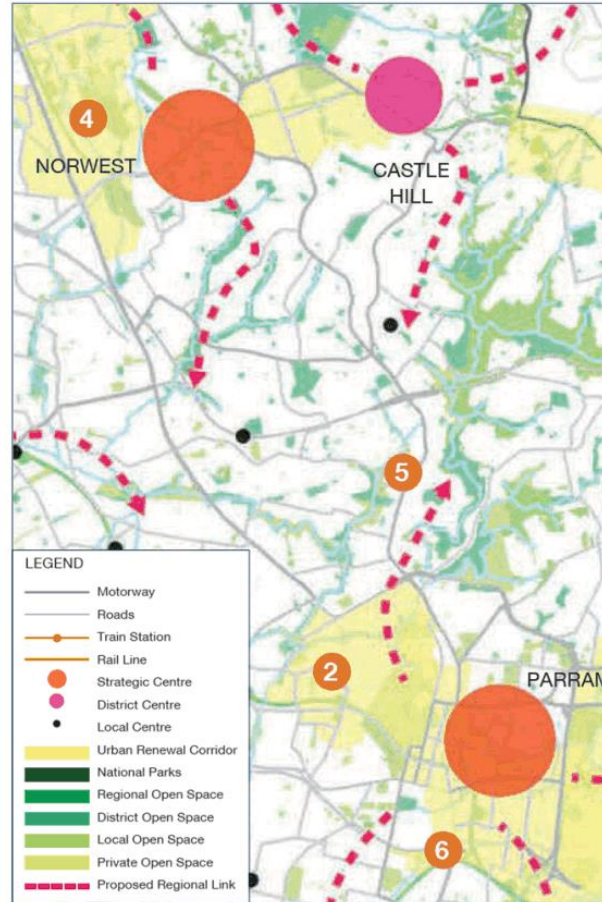


# Strategic Context – NSW Government

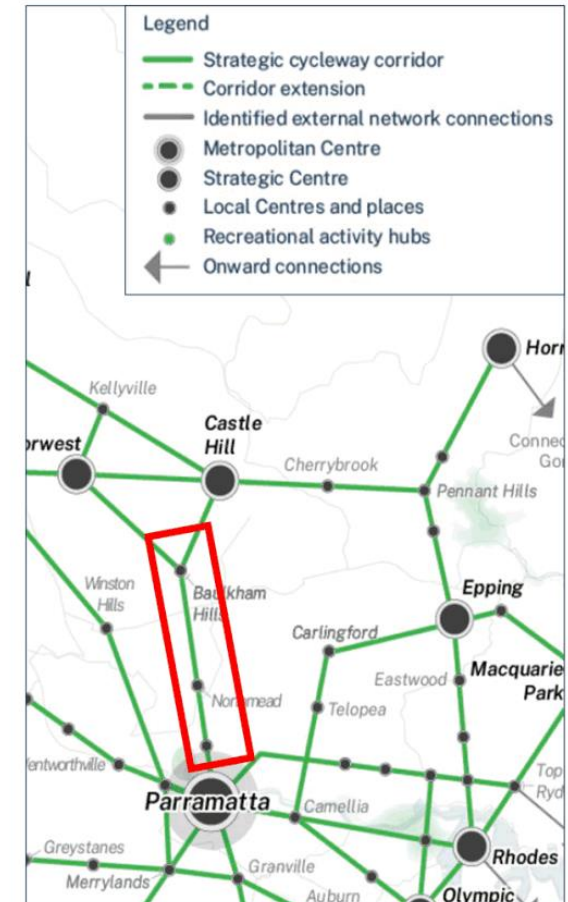
Westmead planning



Regional Green Grid



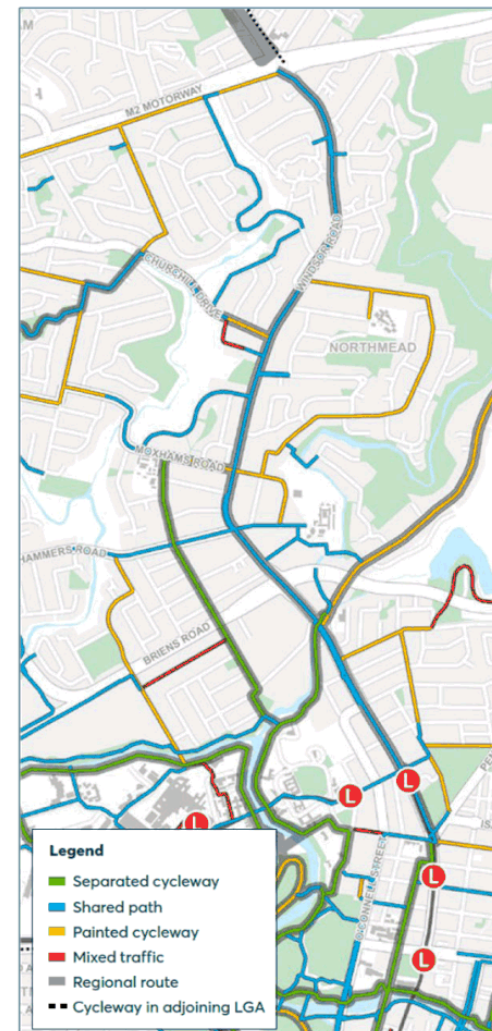
Strategic Cycleways Corridors



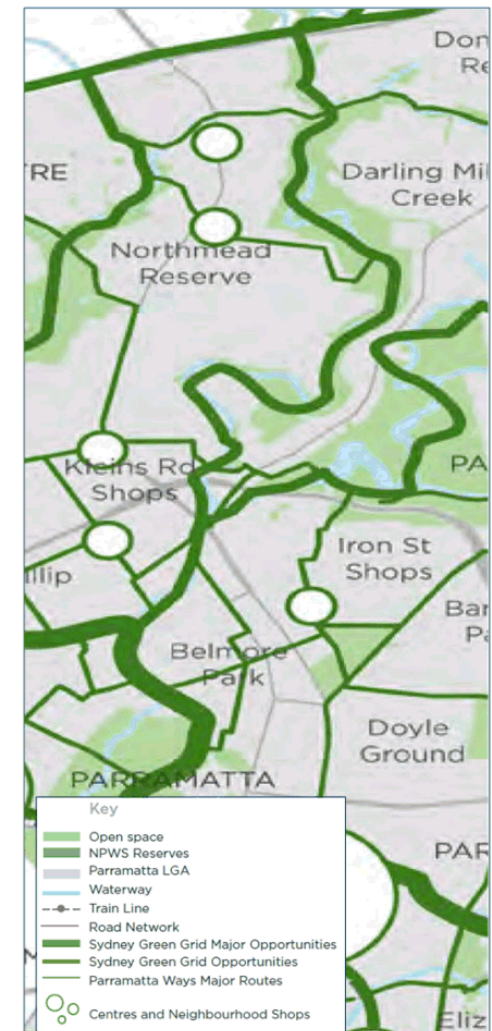
## Strategic Context - Local

- Parramatta Valley Cycleway Masterplan 2005.
- Draft Bike Plan 2024 and Parramatta Ways.
- Windsor Road is incrementally delivering bus priority and a shared path.
- As an alternative to Windsor Road, Kleins Road provides:
  - Higher amenity (lower traffic, more trees).
  - Opportunity for separated pedestrians and cyclists.
  - Connects directly to Northmead Primary and local shops.
  - Will catalyse access into PNUT and the future university campus / health precinct.
  - New link into the Parramatta River paths and Westmead.

Draft Bike Plan 2024



Parramatta Ways



# Corridor Study



## Parameters

- Must meet TfNSW objectives, Austroads guidance and Australian Standards.
- Separate pedestrians and cyclists where possible on the main alignment.
- Where possible retain parking spaces where they are used by the community, especially at centres of activity.
- Retain existing trees where possible and identify opportunities for new trees.
- Minimise kerb, utilities and stormwater adjustments.
- Retain existing traffic circulation where possible.
- Increase permeability to, and across Windsor Road and waterways.
- Be a net positive contributor to the public domain.
- Retain heavy vehicle access south of Cumberland Highway.
- Propose mutually beneficial and self-reinforcing Local Area Traffic Management solutions.
- Work collaboratively with Government Property and other stakeholders and align with existing State led Precinct Planning.

# Concept Plans



# Parramatta North

## Government Property / Deerubbin Land Council

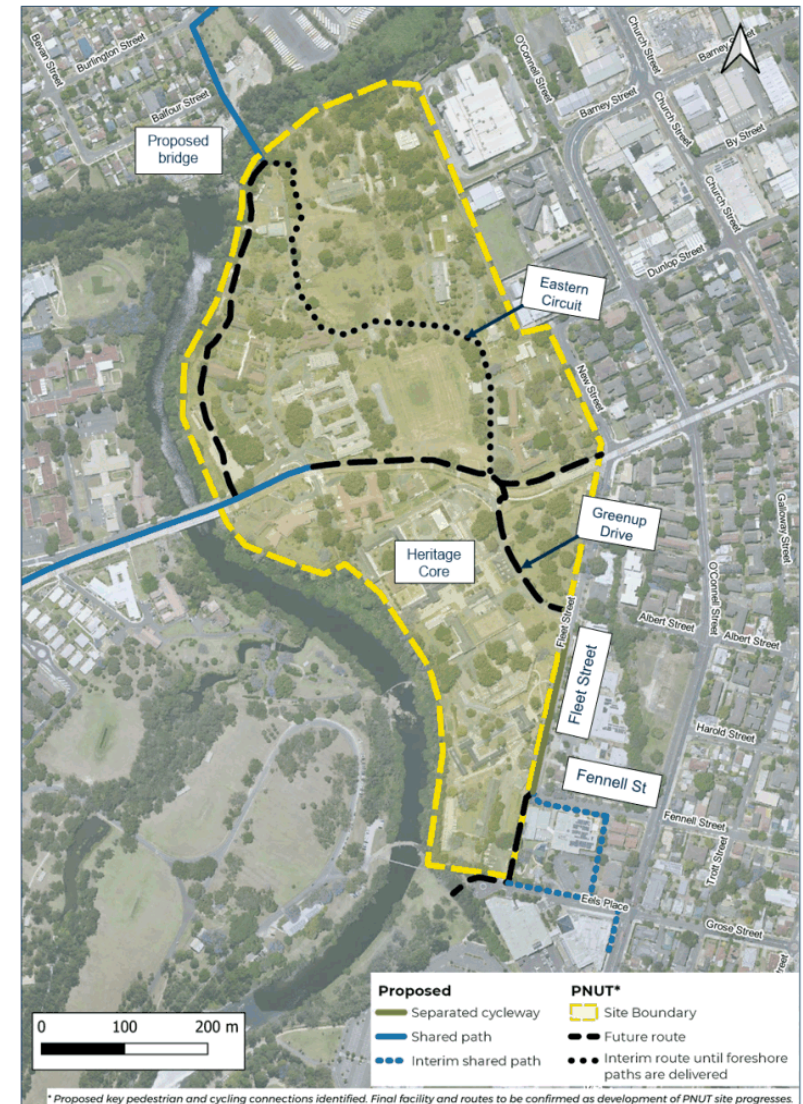
- Existing controls and DCP from previous re-zoning.
- Unknown timing of new vision.
- Unknown development timing.

## Assumptions

- Eastern foreshore inaccessible adjacent to Heritage Core (for a concrete path).
- PLR shared path will be completed to the east in the future.
- 'Interim' public access will be required if the bridge over Darling Mills Creek proceeds ahead of development.
- Planned paths wholly within Government owned land.

## Proposal

- Interim route along Fennell / Northcote Lane / Eels Place until more direct through site link is delivered.
- Fleet Street is "end state" of separated cycleway, resolve drainage issues, footpath, one way northbound between Fennell and Greenup Drive, underground power lines, new public domain and trees.
- Eastern Circuit and Greenup Drive used by pedestrians and cyclists until foreshore paths are delivered.
- Interim route around SES site within Government Property lands.





# Fleet Street

## Constraints

- Heritage listed sandstone walls either side.
- Little or no functional public domain on the west.
- Two large trees western side.
- Parking is well used.

## Proposal

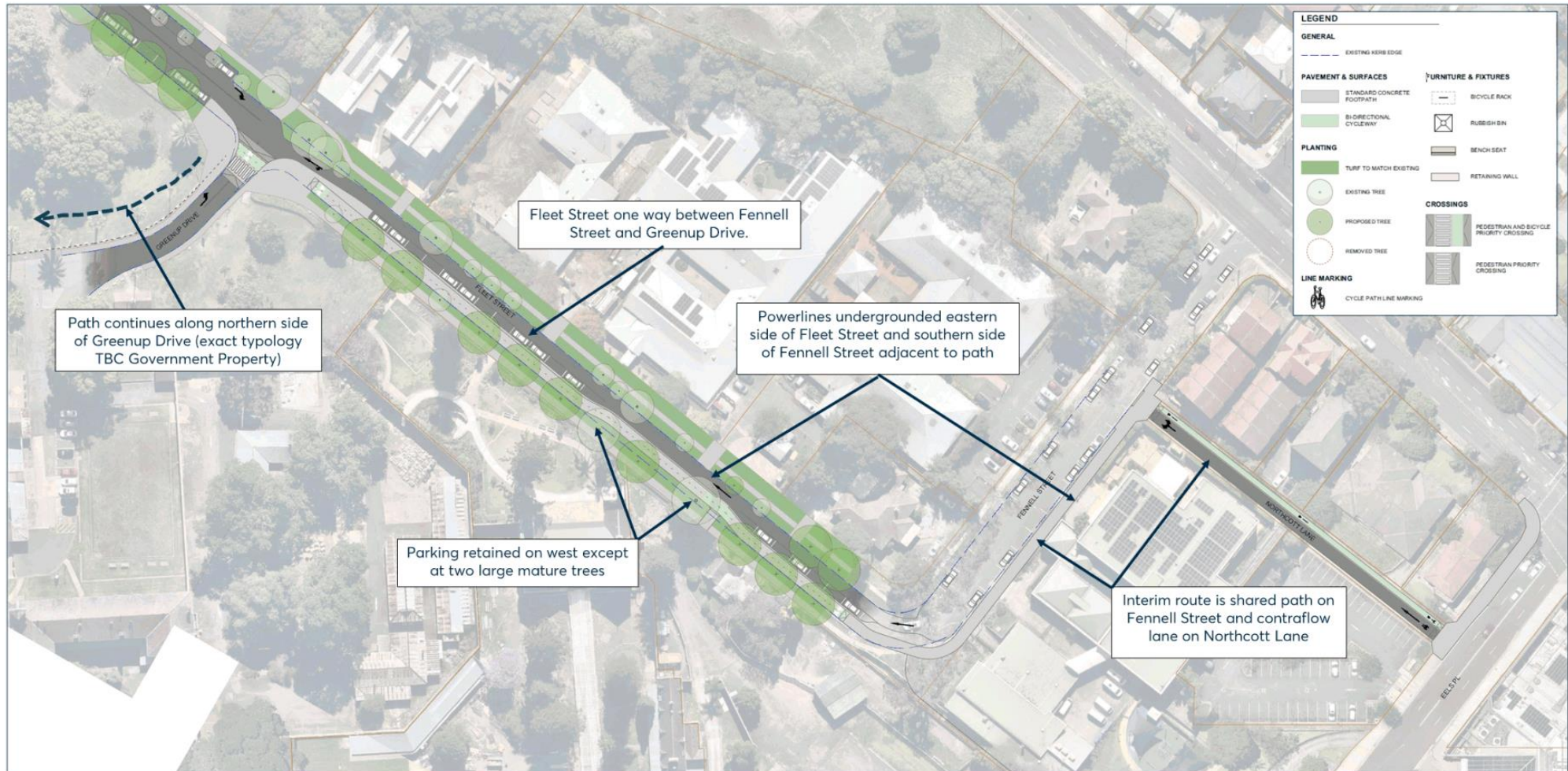
- New footpath, kerb and gutter on west.
- Underground powerlines to allow greater tree canopy.
- New street trees on west and east.
- Parking retained on west (except at two large trees).
- One way northbound between Fennell Street and Greenup Drive.

## Timing

- Shared path on southern side of Fennell St and contraflow on Northcott lane is short-term until link through Government Parramatta North site is delivered.



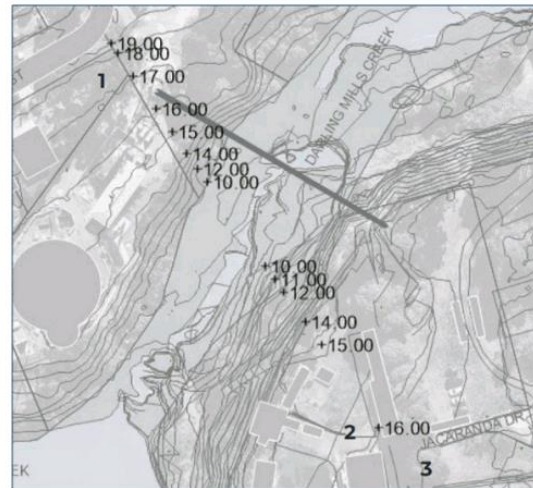
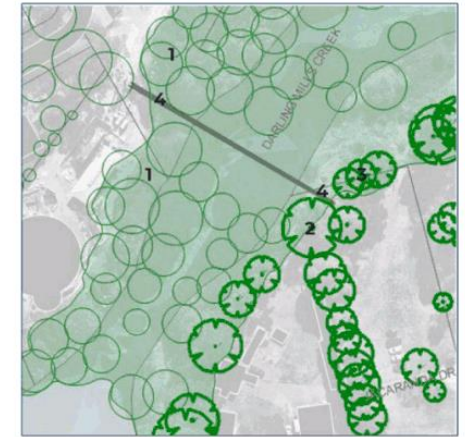
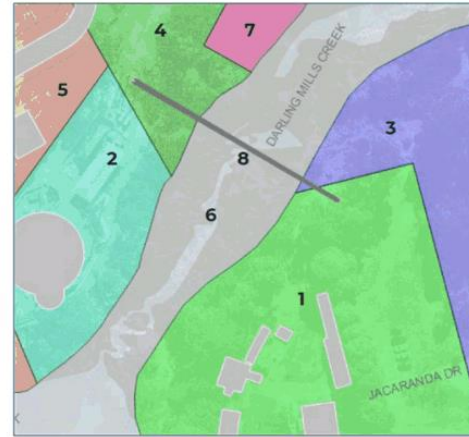
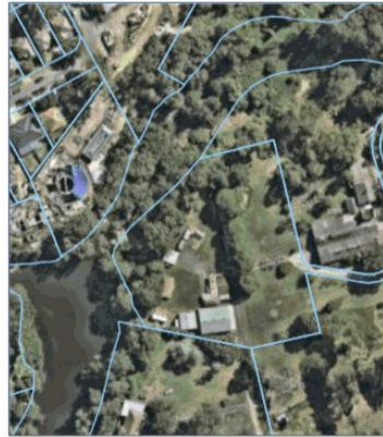
# Fleet Street



# Bridge

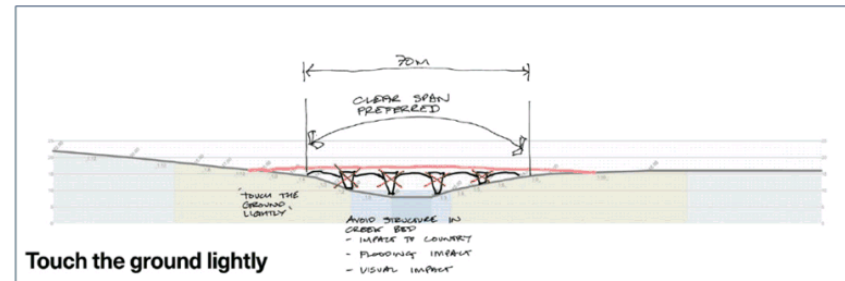
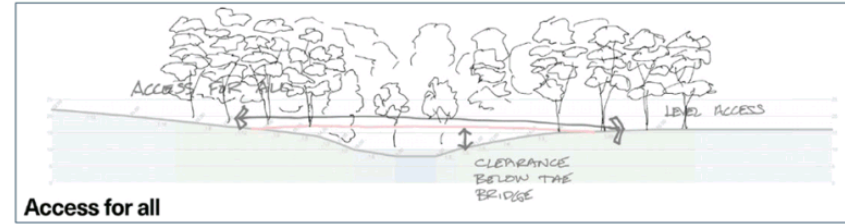
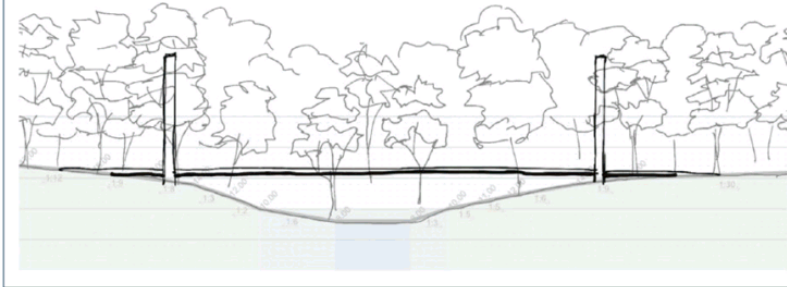
## Inputs

- Land ownership
- Designing with Country
- Ecology
- Topography
- Flooding
- Context and setting
- Design quality
- Views
- Power lines

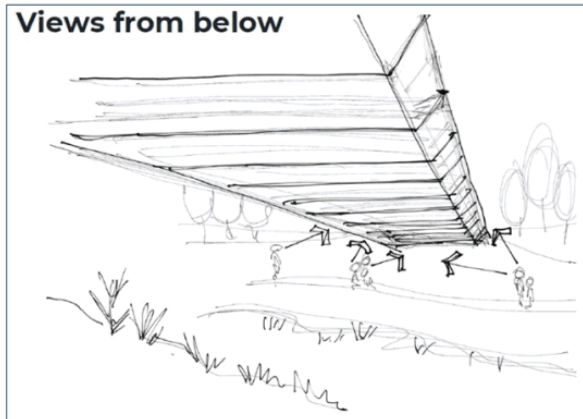


# Bridge Design Principles

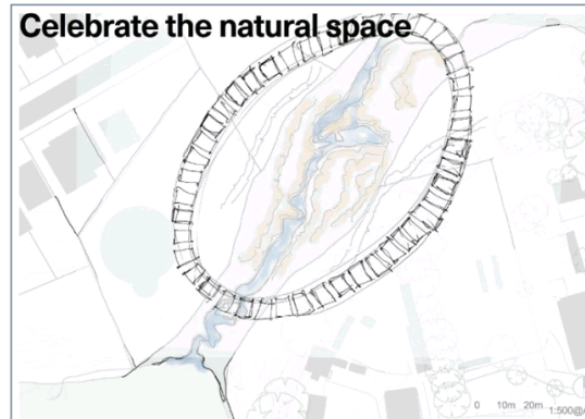
## Recessive against the natural context



## Views from below



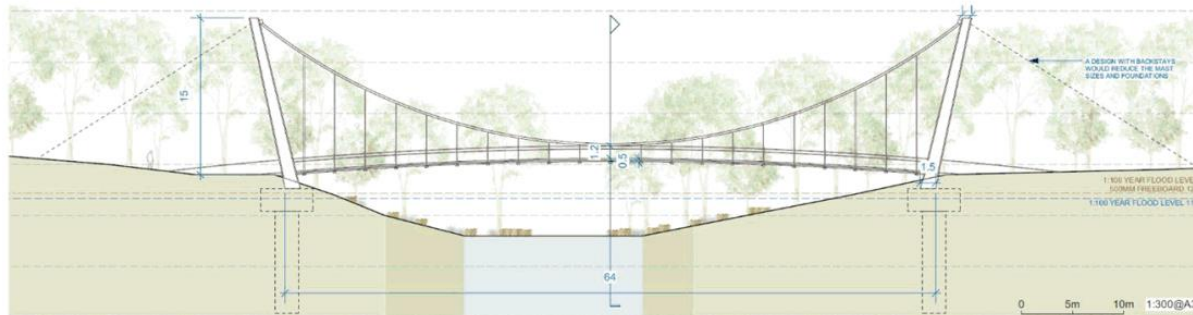
## Celebrate the natural space



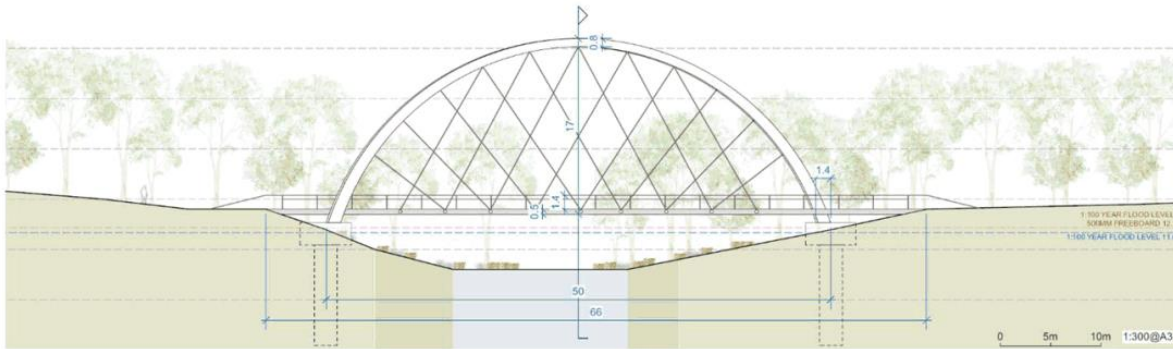
## Important views



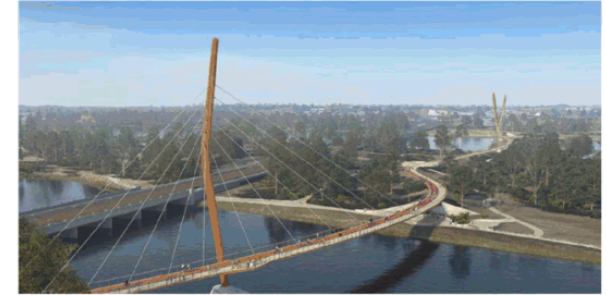
# Preferred Options



# Preferred Options



# Opportunities for cultural expression



# Burlington Memorial Park

## Park

- Largest open space in the area
- Very well used and loved dog park.
- Sydney Water have possessed for an extended period of time.

## Burlington Street

- Very narrow street
- Parking northern side only

## Balfour Street

- Very narrow street
- Parking both sides
- Very steep (would not meet DDA)

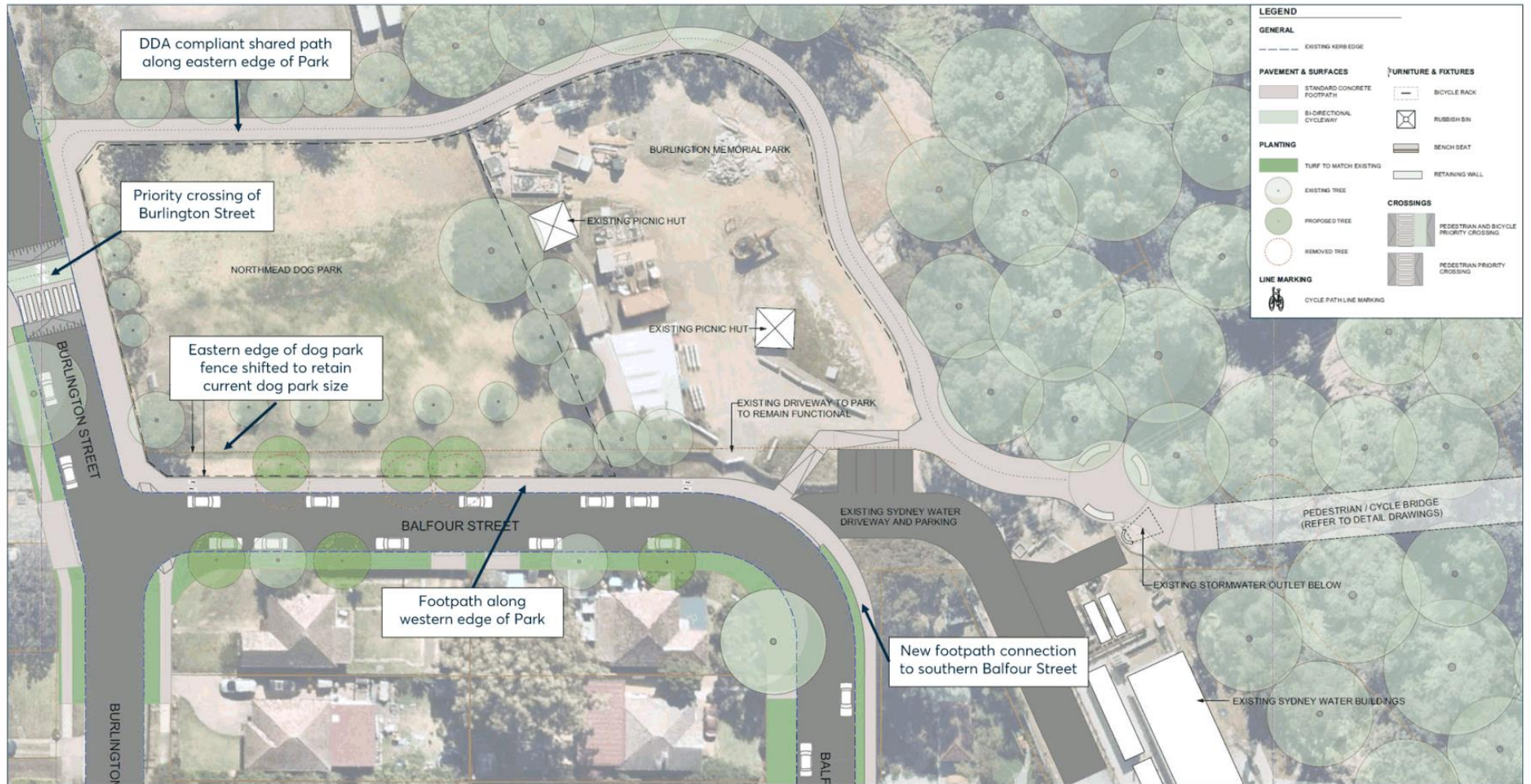
## Proposal

- Formalise eastern edge of park with DDA compliant 3m shared path.
- Footpath along northern edge of Burlington and eastern edge of Balfour to establish loop path.
- Shift northern and western fences of dog park to ensure no net loss of area.
- Additional trees as appropriate.
- Open Space consulted and supportive.





# Burlington Memorial Park



# Kleins Road - South

## Kleins Road

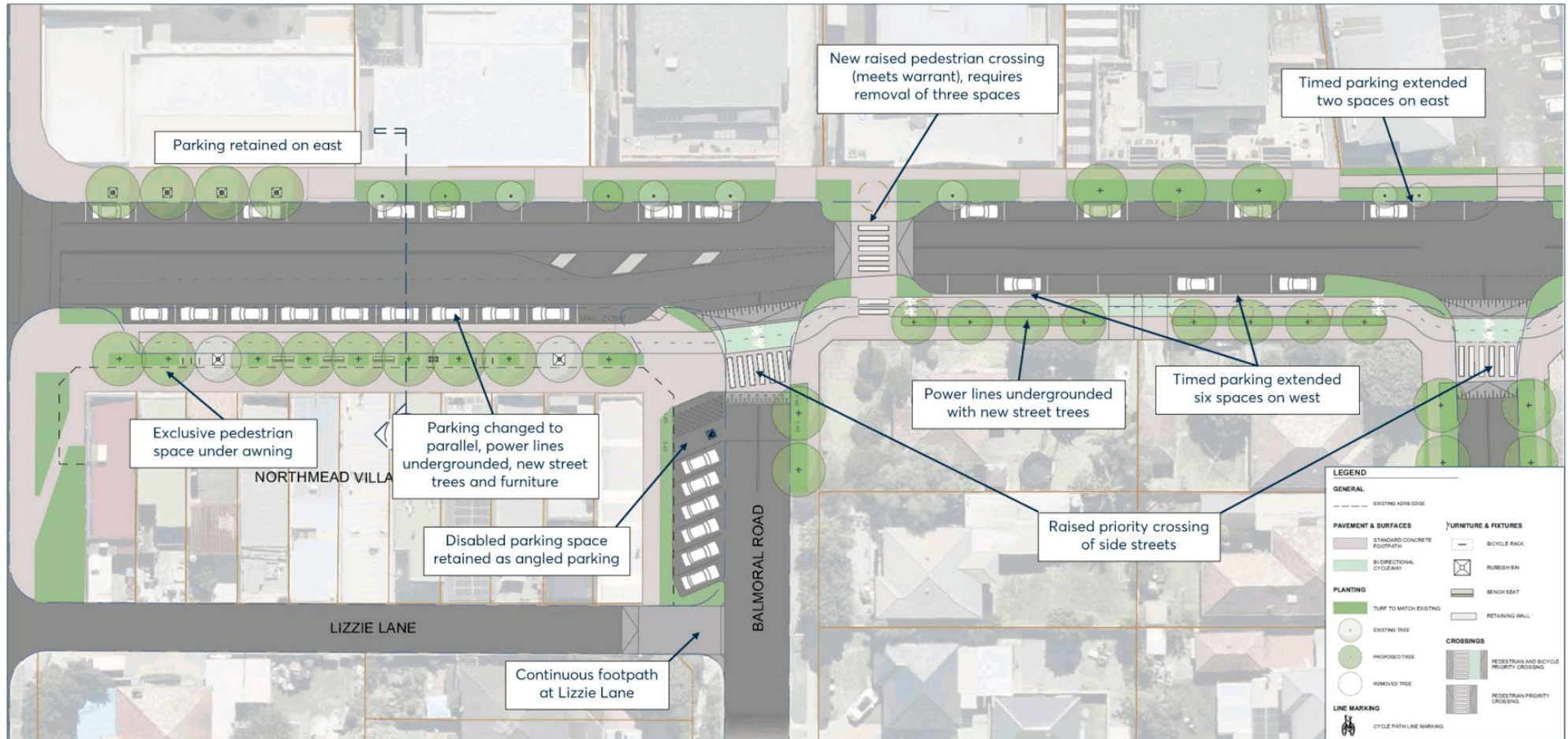
- TfNSW advised no new leg on east of lights.
- Pedestrian and cyclist upgrade focussed on the west.
- Exit for industrial vehicles and buses is at Cumberland Highway.
- Parking well utilised in the north, dissipates further south.
- Peak use 36/38 timed spaces between 5pm-8pm.
- 50% parking use is 5 hours or greater.
- Shops very well-functioning, but limited public domain opportunities due to power lines.

## Proposal

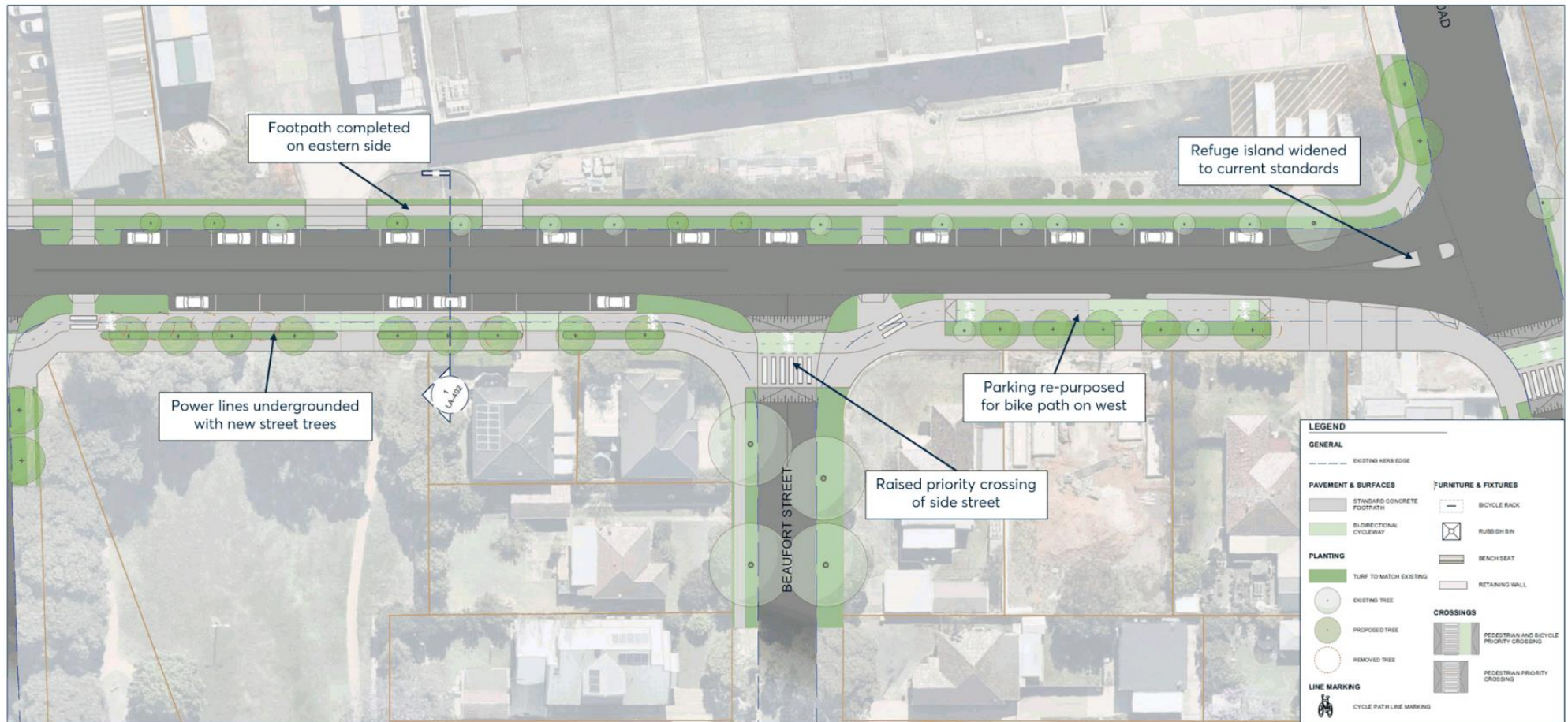
- Complete footpaths both sides.
- Priority crossings where warranted.
- Underground western power lines – new large trees.
- Parking retained both sides for 3 northern blocks.
- Extend timed parking 1 block south on west (additional 8 spaces).
- 6 space reduction at shops by switching to parallel and introduction of crossing.
- Parking retained on east.
- New outdoor dining / benches / trees / lighting at shop frontage.



# Kleins Road – Highway to Beamish



# Kleins Road – Beamish to Burlington



# Northmead Public School

13 March 2024 – presentation by Schools Infrastructure on demountable replacement.

Currently targeting improved Active Transport to school – driven by health and congestion considerations

Current active travel to school – approx. 25%, but ¾ is still by car.

32% of current students live within 800m of the school, 77% within 1200m.

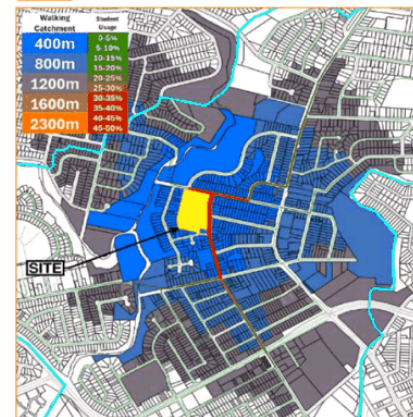
Network analysis conducted that provided Council with mapped data on the most important streets to target capacity and safety improvements.

## Existing Travel Mode Behaviour (Students)

Travel Mode	Morning Travel		Afternoon Travel	
	#	%	#	%
Walk	160	23%	167	24%
Cycle / Scooter	7	1%	7	1%
Bus	28	4%	56	8%
Car	502	72%	467	67%
<b>Total</b>	<b>697</b>	<b>100%</b>	<b>697</b>	<b>100%</b>

Travel mode splits completed via online student Hands Up Survey & Staff Travel Mode Survey February, 2024

## School Walking Catchment Analysis



Road Name	Potential No. Students Utilising Link
Kleins Road	232 students
Moxhams Road	232 students
Moss Street	47 students
Moir Avenue	140 students
Windsor Road	93 students
Hammers Road	70 students
Cumberland Highway (west)	70 students
Cumberland Highway (east)	23 students

# Northmead Public School

## Path network

- Excellent

## Crossings

- Opportunities to improve, particularly in proximity to the school.

## Increasing walk / ride to school

- Targeting 40%, stretch of 60%.
- Potential reduction in 110 AM / 250 PM parent driving trips at school time.

## Pedestrian Crossing Deficiency Assessment



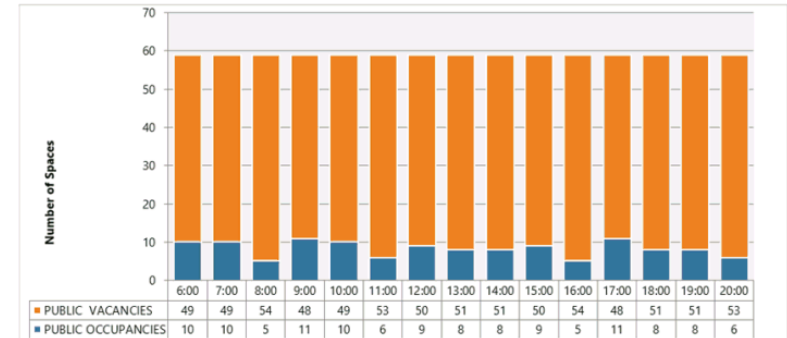
No.	Pedestrian Crossing Deficiency	Student Reach
1	No pedestrian crossing at Thomas Street connecting to Kleins Road	178 Students
2	No pedestrian crossing at Moss Street along Kleins Road	160 Students
3	No pedestrian crossing at Lombard Street along Kleins Road	155 Students
4	No pedestrian crossing at Moir Avenue along Moxhams Road	105 Students
5	No pedestrian crossing at Moxhams Road & Kleins Road	116 students
6	No pedestrian crossing at Moss Street & Allambie Road	23 students
7	No pedestrian crossing at Kleins Road & Hammers Road	35 students

## Target Travel Mode Behaviour (Students)

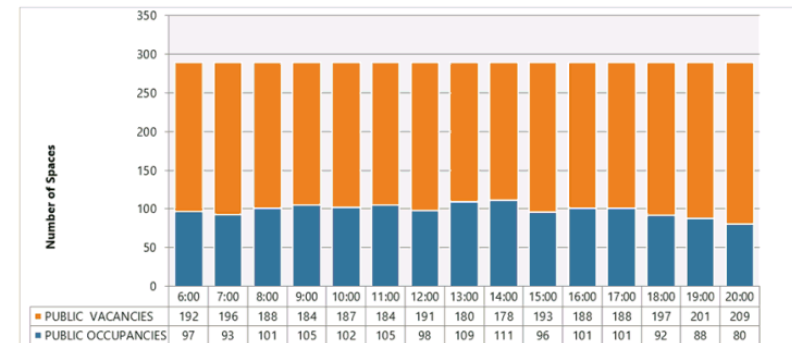
Travel Mode	Existing		Moderate		Target	
	% Students	No. Students	% Students	No. Students	% Students	No. Students
Walk	23%	160	35%	243	50%	349
Cycle / Scooter	1%	7	5%	35	10%	70
Bus	4%	28	10%	70	15%	105
Car	72%	502	50%	349	25%	174
<b>Total</b>	<b>100%</b>	<b>697</b>	<b>100%</b>	<b>697</b>	<b>100%</b>	<b>697</b>

# Kleins Road - Middle

- Large number of vehicles avoiding Windsor Road in the peak hours.
  - Southbound and northbound in AM, northbound in PM.
- Hammers Road roundabout
  - Full rebuild with priority crossings on all sides.
  - Slows speeds but still retains all movements.
- Bike path proposed on west – because of Cumberland Highway crossing.
- Priority crossings of all side streets on west.
- Priority crossing warranted over Kleins Road north of Northmead Ave
- 59 available parking spaces.
- Peak use of 11 spaces @ 9am.
- Proposing to re-purpose 31 spaces on west.
- 289 available spaces on block either side, peak use 111 at 2pm.

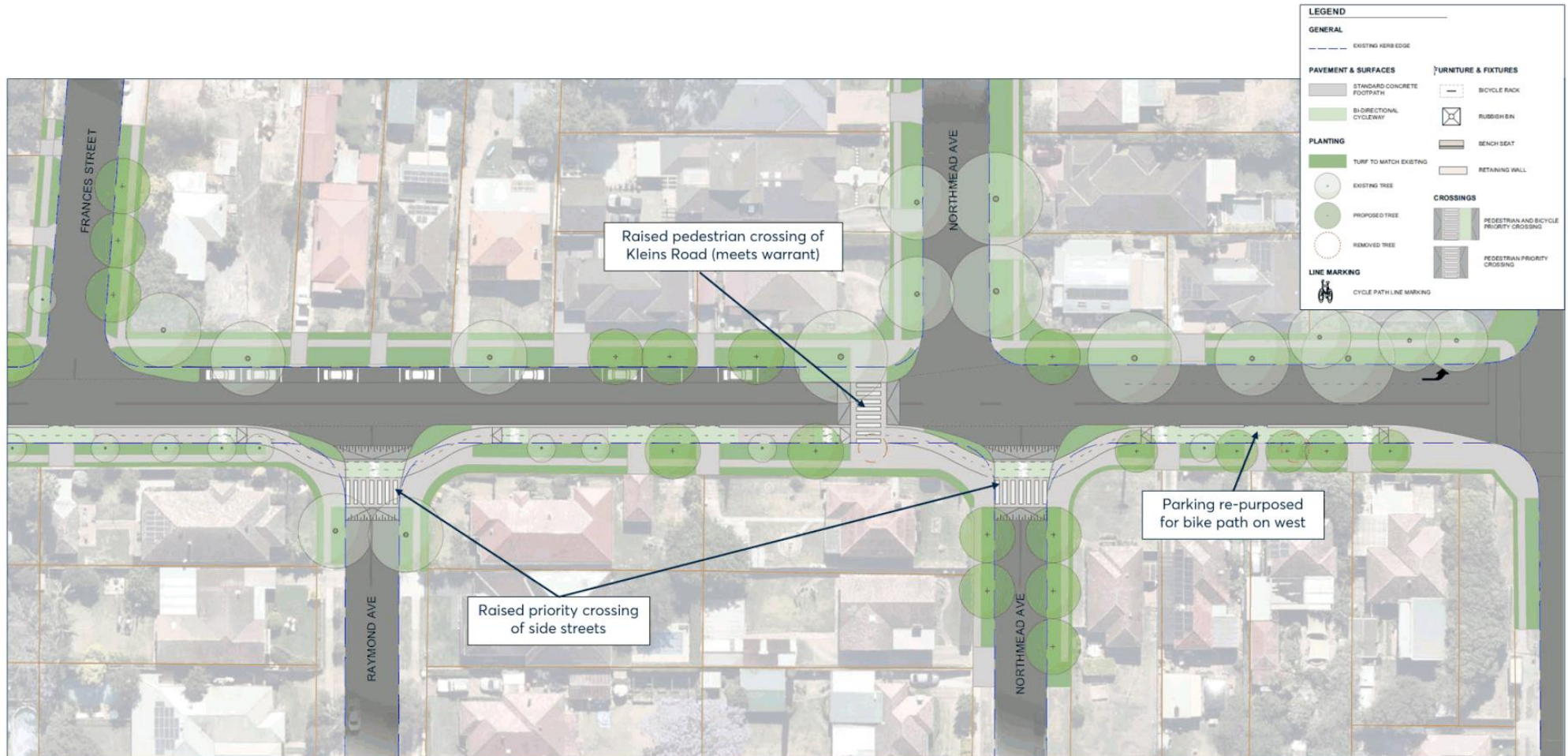


Kleins Road (Hammers to Cumberland)



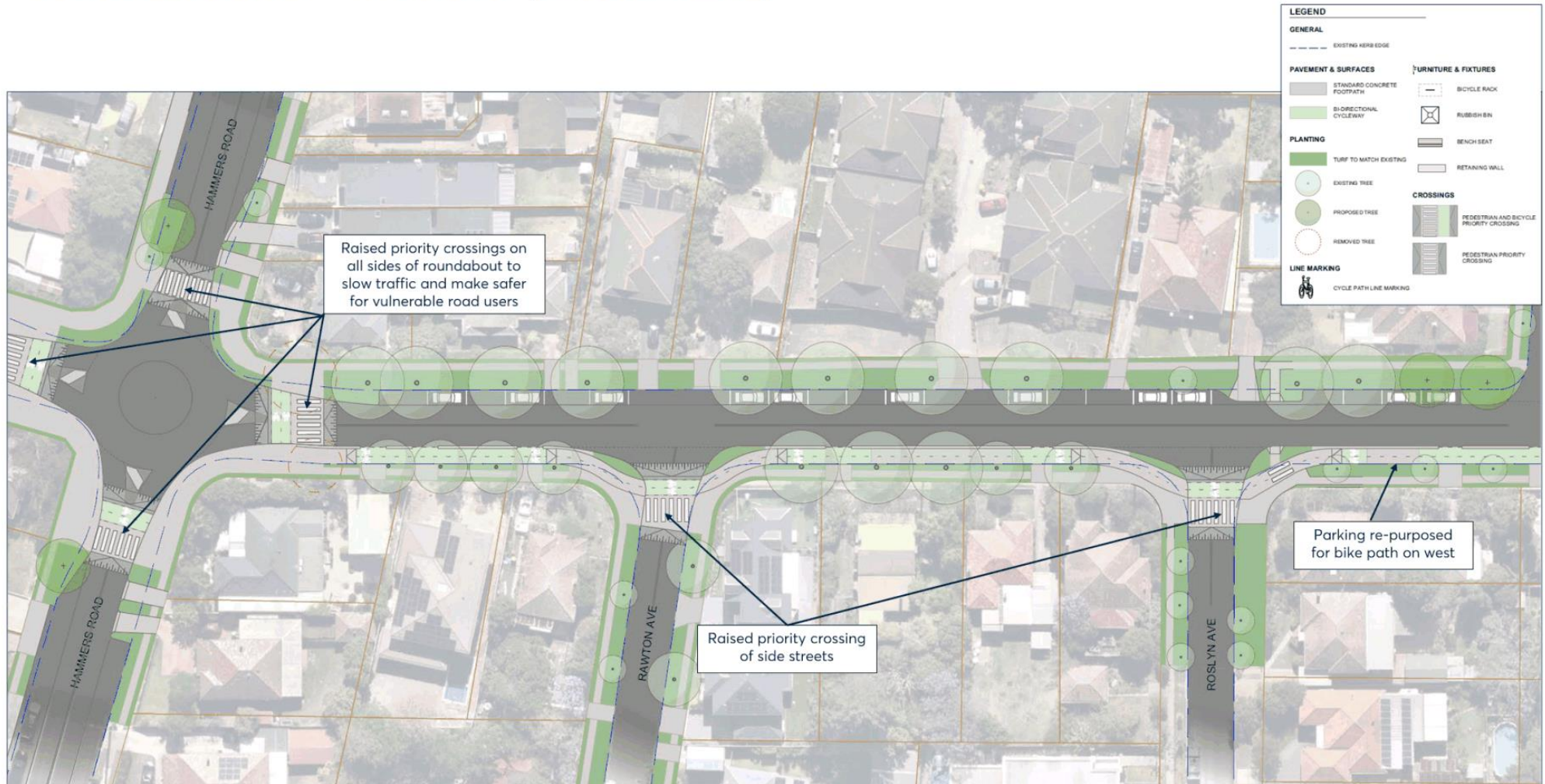
Side Streets (Hammers to Cumberland)

# Kleins Road – Middle (Highway)



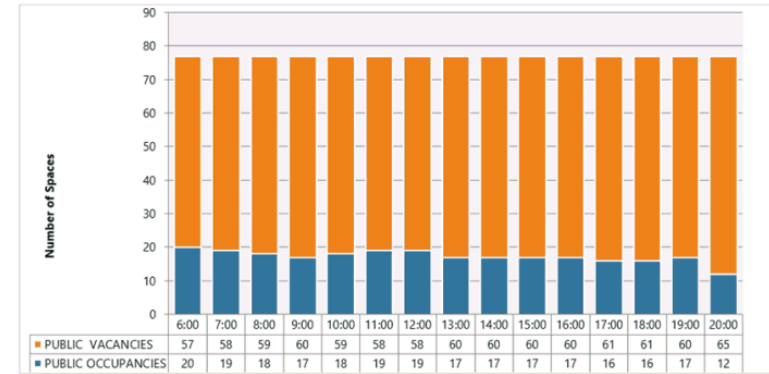


# Kleins Road – Middle (Hammers)

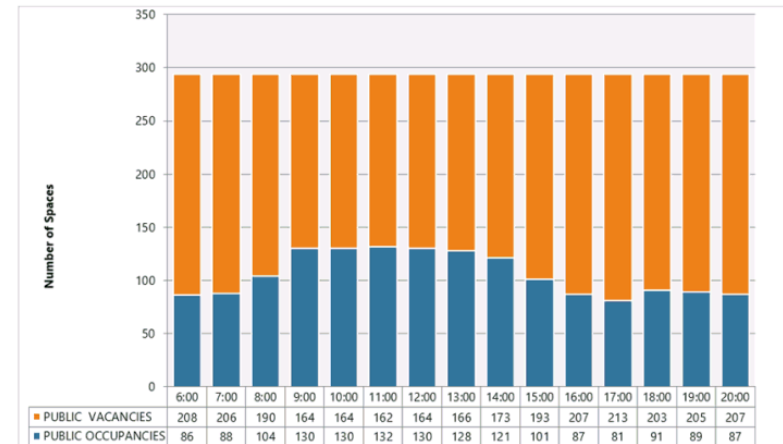


# Kleins Road - North

- Bike path on east to avoid school frontage, crosses back to western side just before Moxhams (to use existing crossings).
- Bus zones are for school special only.
- Crossings on all side streets (Moss is pedestrian only).
- 77 available spaces
- Peak of 20 @ 6am
- Proposing to re-purpose 33 spaces on east.
- Side streets have 294 spaces, peak use of 130 @ 9-12am.

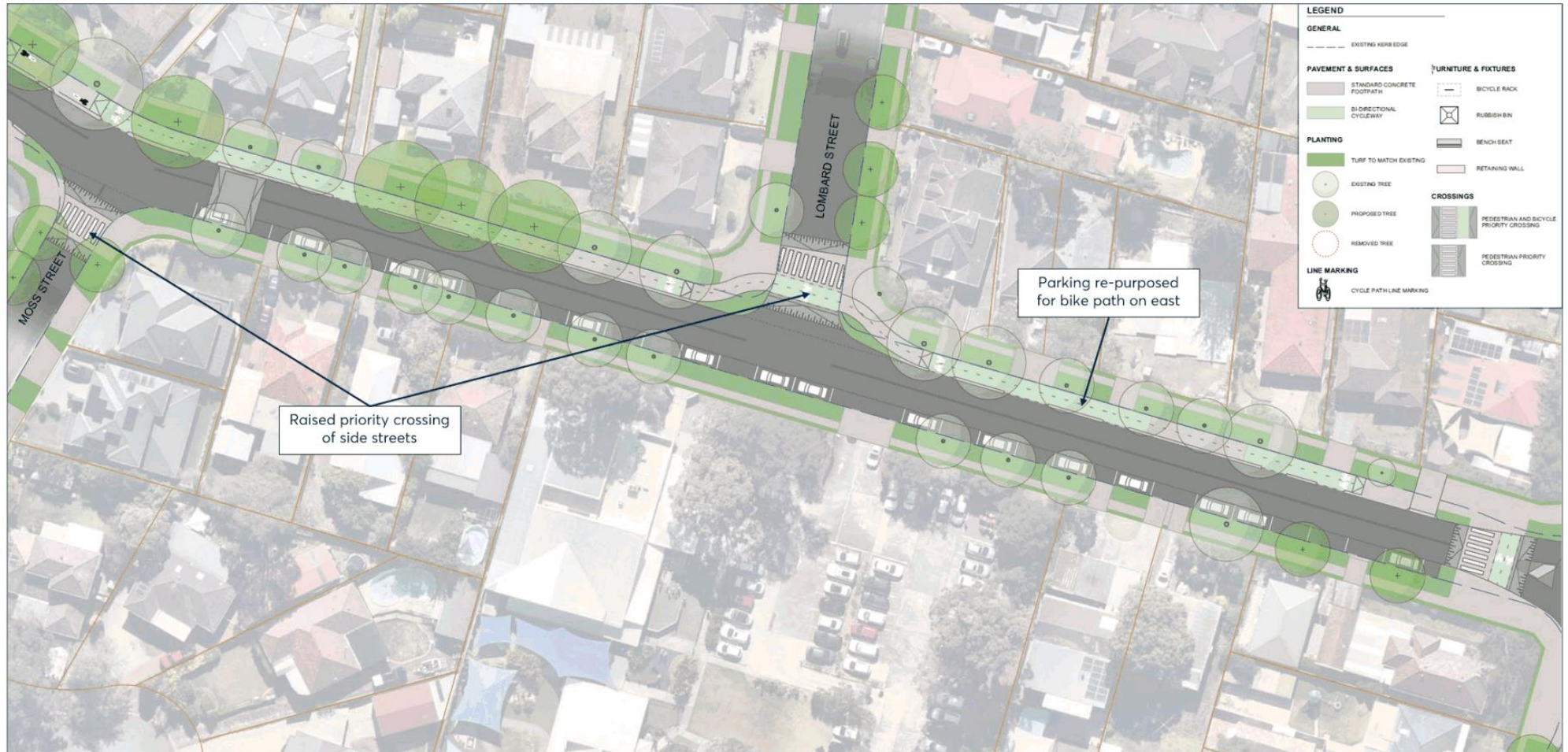


Kleins Road (Moxhams to Hammers)

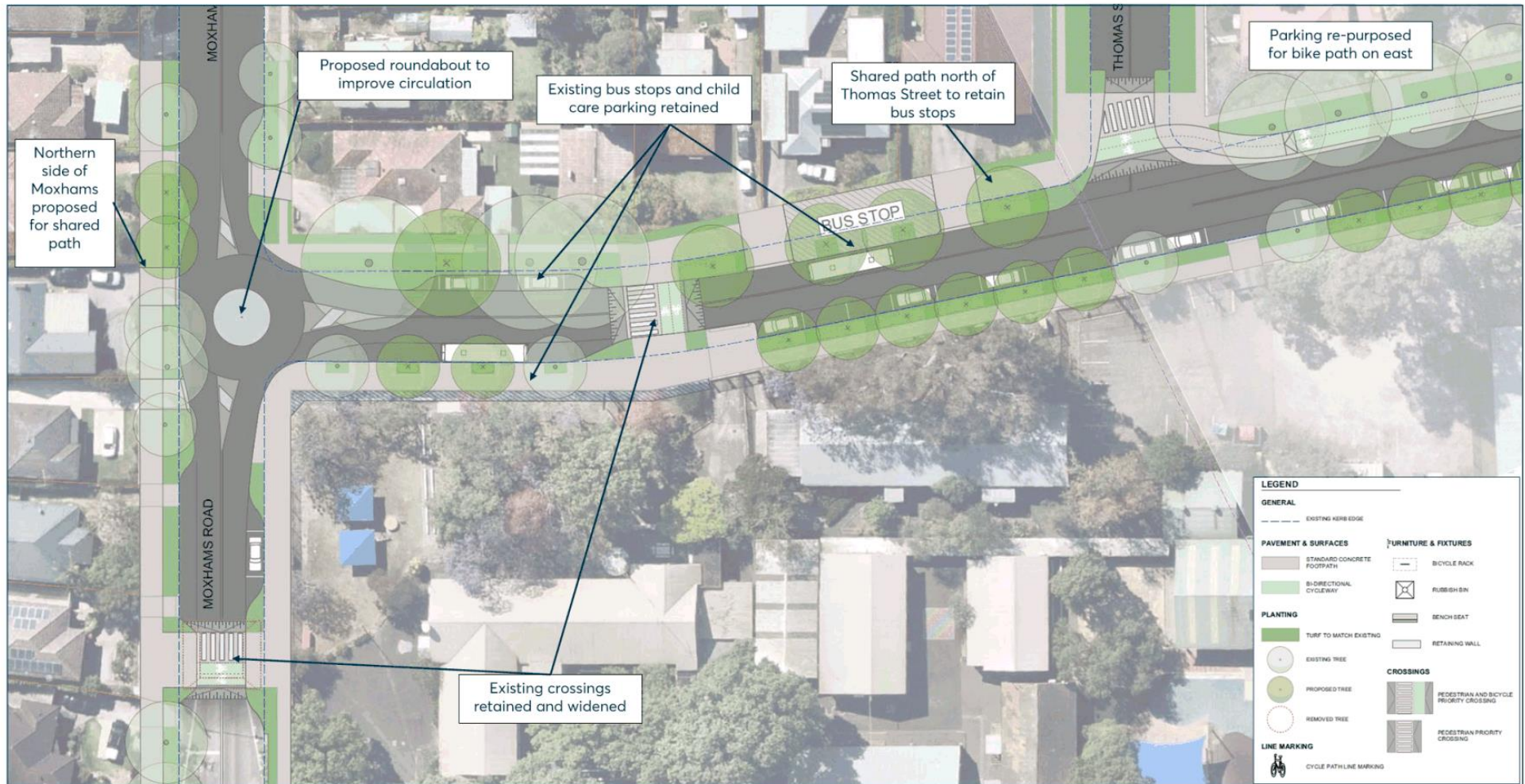


Side Streets (Moxhams to Hammers)

# Kleins Road – North (Hammers)

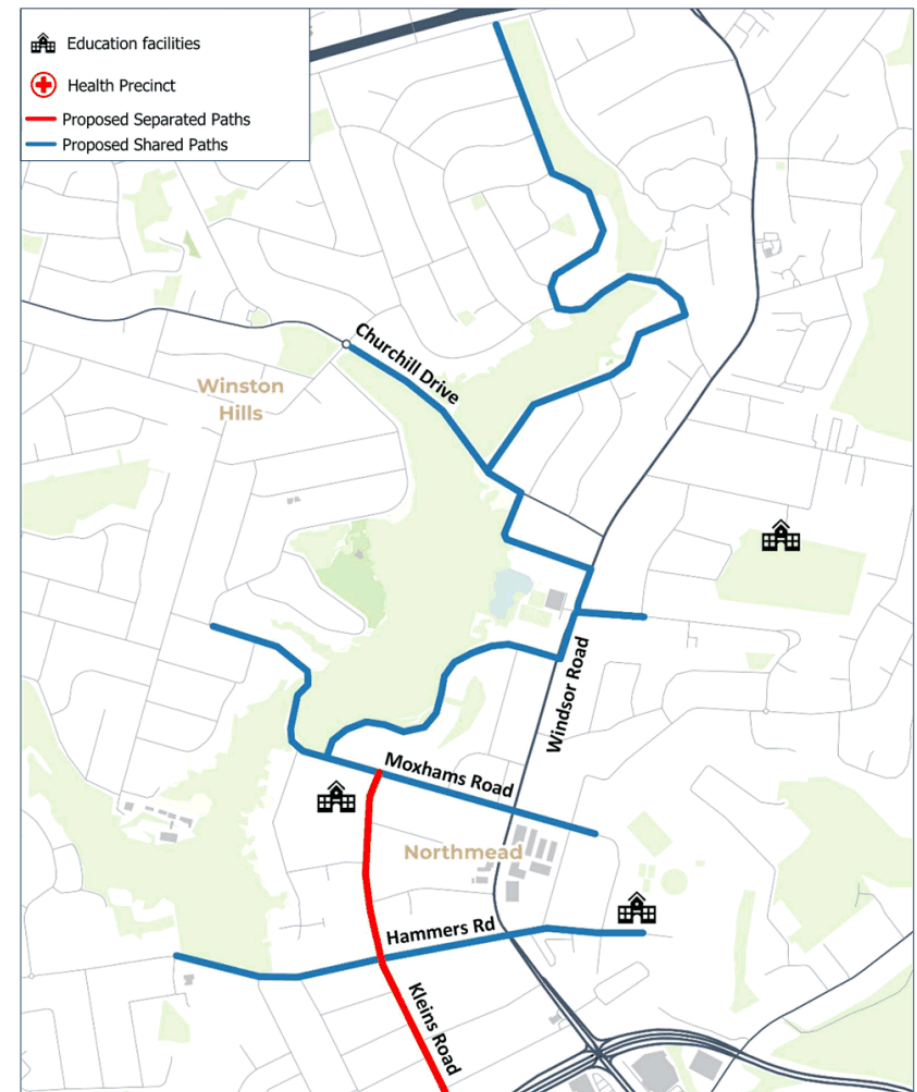


# Kleins Road – North (Moxhams)



## Shared Path Network

- Important supporting network to provide safe access to the main corridor.
- Lower volumes, therefore shared path is adequate.
- Proposed east-west streets based on access across creek, or traffic lights across Windsor Road.
- Proposed northern alignment selected based on minimum impact (majority forming an edge to a street on non-residential side).



# Whitehaven / Moxhams

## Whitehaven

- Majority is unformed edge of street, adequate width for a shared path.
- Natural Resources in principle support as it provides a boundary between the 'natural' and maintained.

## Moxhams

- West – southern side to minimise ecological impacts at creek
- East – northern side as less crossfall issues and no power poles.
- Will support any future advocacy for northern pedestrian leg at Windsor Road.
- Northern side of Fletcher is better connection to Northmead CAPA



# Ulandi / Churchill

## Churchill

- Provides new access on southern side (north has footpath) and improved access to park.

## Windsor / Ulandi / Anderson

- Southern side of Ulandi to minimise street crossings to Churchill.
- Widen cut-through.
- Western side of Windsor Road (no choice as bushland precludes access west).
- Short section of shared path on Anderson Street to closest side street to provide access for those east of Windsor Road, (may require short section of retaining wall).



# Yarrabee / Model Farms / Asquith

## Yarrabee

- Majority is unformed edge of street, adequate width for a shared path.
- Natural Resources in principle support as it formalises a boundary between the 'natural' and maintained.

## Model Farms

- Northern side preferred as bridge has very limited width at south – may impact bushland. Will require further detail design to confirm if travel lanes can be narrowed and widen existing footpath.

## Asquith

- Eastern side as least impact to driveways and forms edge to natural.





## Next Steps

- Report back to Council for decision to proceed, then subsequently Parramatta Traffic Committee for technical review.
- Apply for funding from TfNSW for detail design of the balance in stages.

**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

---

<b>ITEM NUMBER</b>	13.5
<b>SUBJECT</b>	Preparation of an Integrated Transport Strategy for City of Parramatta
<b>REFERENCE</b>	F2024/00282 - D09389655
<b>REPORT OF</b>	Transport Planning Manager

**CSP THEME:** Accessible

**WORKSHOP/BRIEFING DATE:** 2 April 2024

**PURPOSE:**

To seek Council's endorsement for the preparation of an Integrated Transport Strategy for the City of Parramatta.

**RECOMMENDATION**

That Council approves the preparation of an Integrated Transport Strategy for the City of Parramatta, subject to the adoption of the proposed funding in Council's 2024/25 Operational Plan (budget).

**BACKGROUND**

1. Council resolved on 28 August 2023:
  - a) *That the Chief Executive Officer prepare a scope that includes an estimated cost and timeline for the preparation of an Integrated Transport Strategy for the Parramatta local government area to inform the 2024/2025 DPOP and budget processes and report back to Council by April 2024.*
  - b) *That this work be coordinated with the preparation of Council's Advocacy Strategy in 2023/24.*
  - c) *That Council continues to advocate for its transport priorities including commitment to and delivery of Sydney Metro West and Parramatta Light Rail Stage 2 and advocacy for rail connections from Parramatta to Norwest, Epping and Kogarah via Bankstown (River Rail) and west to the Western Sydney Airport.*
2. Currently, Council has its strategic transport priorities spread across a wide number of documents, including:
  - Strategies for the Parramatta City (Inner) and Regional (Outer) Ring Roads (2012)
  - Strategies for Parramatta Light Rail and heavy rail (2013)
  - Bike Plan, CBD Pedestrian Strategy, and Parramatta Ways which together provide direction and priorities in walking and cycling (2017)
  - CBD Integrated Transport Plan to support the CBD Planning Proposal in 2021

- Local Strategic Planning Statement (March 2020) considers transport needs at a high level and identifies several important transport objectives and supporting actions
  - CBD Parking Strategy (2022) guides management of paid parking resources
  - Community Strategic Plan 2018–2038 *Butbutt yura barra ngurra* identifies Accessibility as a key goal and includes actions to support this goal.
3. In addition to the above plans and strategies, Council expresses its transport objectives through reports and resolutions on various matters. Council's transport priorities have been detailed in various approaches such as:
- engagement by the State Government on precinct plans
  - informing infrastructure projects like Parramatta Light Rail and Metro West
  - submissions on proposals and evidence at Parliamentary Inquiries.
4. Taken together, the strategies, reports and advocacy referred to above form a picture of Council's strategic view of its transport objectives and priorities, however there is unclarity of Council's transport strategy, while it sits in many separate documents.

### ISSUES/OPTIONS/CONSEQUENCES

5. A Transport Strategy is proposed to be a clear, concise statement of Council's transport objectives for the entire Local Government Area.
6. Key components of this Strategy will include:
- Council's vision and policy objectives for transport
  - Identification of the key transport facilities and services
  - prioritisation and phasing of actions to meet above objectives.
7. The expected benefits of developing this strategy include that transport objectives will be clearly articulated in one place, can be easily queried, and referenced, and can be incorporated in other strategies and plans. This is expected to provide a clear platform from which Council can plan, deliver, and advocate for its transport needs.
8. Council has a strong base of resolved positions regarding transport, which it can continue to draw upon for its ongoing advocacy while this strategy is being prepared. It will also inform the preparation of Council's Advocacy Strategy.
9. The following indicative program lists the main tasks and planned timings for the Strategy (the final scope will be confirmed through ongoing consultation, investigations, and preparation of consultant briefs).

Main Tasks	Planned Completion
Community and stakeholder consultation to understand current travel patterns, concerns, and expectations.	February 2025
Technical study of current and future transport needs, including: <ul style="list-style-type: none"> <li>- existing travel patterns</li> <li>- review current transport and land use plans</li> </ul>	June 2025

<ul style="list-style-type: none"> <li>- review TfNSW strategic modelling</li> <li>- identify shortfalls in infrastructure and services, risks and opportunities improved infrastructure and services.</li> <li>-</li> </ul>	
Technical study to identify opportunities and priorities for on-street transit (light rail, bus, trackless tram, etc.)	August 2025
Stakeholder consultation of outputs of technical investigations.	December 2025
<p>Draft Transport Strategy to include vision, objectives, and actions for all modes of transport, such as:</p> <ul style="list-style-type: none"> <li>- Active transport and micromobility</li> <li>- Public transport (incl. rail, ferry and bus)</li> <li>- Roads and parking</li> <li>- Role in regional transport networks</li> </ul> <p>to be reported for exhibition</p>	March 2026
Finalised Strategy for consideration for endorsement	June 2026

## CONSULTATION & TIMING

### Stakeholder Consultation

10. Indicative timing is outlined in the table above. Community consultation will be undertaken early in formulation of the Strategy. Stakeholder consultation will be conducted throughout the project. Community members and stakeholders will be formally invited to comment during an exhibition of the draft strategy before finalisation.

11. The following stakeholder consultation has been undertaken in relation to this matter:

Date	Stakeholder	Stakeholder Comment	Council Officer Response	Responsibility
16 April 2024	Transport for NSW (TfNSW)	Recommend continued consultation of TfNSW throughout the project	Officers will continue to consult with Transport for NSW	Group Manager City Strategic Planning

### Councillor Consultation

12. Councillors will be engaged throughout the preparation of the Strategy. The following Councillor consultation has been undertaken in relation to this matter:

Date	Councillor	Councillor Comment	Council Officer Response	Responsibility
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02 April 2024	Councillor workshop	<p>Discussion of key issues including:</p> <ul style="list-style-type: none"> <li>- issues around major events</li> <li>- Aligning land use and transport planning</li> <li>- Timing and application of the Strategy</li> <li>- Costs</li> <li>- Working relationship with State Government partners</li> <li>- Trackless trams and high speed rail</li> </ul>	<p>Officers have incorporated these discussions in planning for the Strategy.</p> <p>Councillors will be further consulted in the development of the Strategy</p>	Group Manager City Strategic Planning
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## LEGAL IMPLICATIONS FOR COUNCIL

13. There are no legal implications for Council associated with this report.

## FINANCIAL IMPLICATIONS FOR COUNCIL

14. If Council resolves to approve this report in accordance with the proposed resolution, the financial impact on the budget is set out in the table below.

15. The financial impacts to the budget, as set out in this section, have been included in the draft Delivery Program 2022/26, Operational Plan and Budget 2024/25 endorsed by Council on 22 April 2024 for the purposes of public exhibition.

16. The table below summarises the financial impacts on the budget arising from approval of this report.

	FY 23/24	FY 24/25	FY 25/26
<b>Revenue</b>			
Internal Revenue	-	-	-
External Revenue	-	-	-
<b>Total Revenue</b>	-	-	-
<b>Funding Source</b>	-	-	-
<b>Operating Result</b>			
External Costs	-	\$100,000	\$100,000
Internal Costs	-	\$20,000	\$20,000
Depreciation	-	-	-
Other	-	-	-
<b>Total Operating Result</b>		\$120,000	\$120,000
<b>Funding Source</b>	-	-	-
<b>CAPEX</b>			
CAPEX	-	-	-
External	-	-	-
Internal	-	-	-

Other	-	-	-
<b>Total CAPEX</b>	-	-	-

Michael Jollon  
**Transport Planning Manager**

Jennifer Concato  
**Executive Director City Planning and Design**

John Angilley  
**Executive Director Finance & Information**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

There are no attachments for this report.

**REFERENCE MATERIAL**

**REPORTS TO COUNCIL - FOR COUNCIL DECISION**

---

<b>ITEM NUMBER</b>	13.6
<b>SUBJECT</b>	Compulsory Acquisition (by Agreement) of Part of Toongabbie East Public School for a Cycleway
<b>REFERENCE</b>	F2024/00282 - D09392431
<b>REPORT OF</b>	Asset Planning Manager

**CSP THEME:** Accessible

**WORKSHOP/BRIEFING DATE:** Nil

**PURPOSE:**

To compulsorily acquire part of Toongabbie East Public School for a cycleway.

**RECOMMENDATION**

- (a) That Council proceed with the compulsory acquisition of the land described as Lot 121 in DP1305387 for the purpose of road widening in accordance with the requirements of the Land Acquisition (Just Terms Compensation) Act 1991.
- (b) That Council make an application to the Minister and the Governor for approval to acquire Lot 121 in DP1305387 by compulsory process under 177(2)(b) of the Roads Act 1993.
- (c) That Council request the Minister for Local Government and the Minister for Finance, Services and Property to approve a reduction in the notification period from 90 days to 7 days.
- (d) That following gazettal of the compulsory acquisition, Lot 121 in DP1305387 be dedicated as public road.
- (e) That authority be delegated to the Chief Executive Officer to sign all documents in connection with the acquisition and completion of the project.

**BACKGROUND**

1. As Council is aware, the T-Way cycleway is a 30 km off-road shared path which runs from Windsor to Parramatta and is used by approximately 4,000 cyclists and 8,000 pedestrians a month.
2. The current alignment through Constitution Hill and Northmead includes three of the last four on-road sections: a slow 3-stage crossing of the Cumberland Highway; and a concentration of cyclist crashes along Briens Road.
3. A re-alignment of the T-Way cycleway is under construction and it:
  - a) Separates cyclists and traffic;
  - b) Separates cyclists and pedestrians where space allows;
  - c) Uses a single-stage crossing of the Cumberland Highway;
  - d) Directly connects to Toongabbie East Public School;
  - e) Involves the building of a new bridge over Toongabbie Creek;
  - f) Is less hilly and avoids commercial driveways; and

- g) Connects into the new Milson Park path and a future eastern extension behind Westmead Hospital.
4. The shared path on Harris Road requires a sliver of land (approx. 177 sqm) from Toongabbie East Public School and the fence shifted east to ensure the large mature trees in the verge at the end of Harris Street are not impacted. The Department of Education has indicated support for the provision of land for the proposed cycleway, and this is subject to terms being reached between the parties as well as receiving all necessary Department approvals.
  5. The School has also requested measures to manage rider speeds around the new access off Harris Road, consideration of school operating hours during construction, as well as mesh privacy screening adjacent to the special needs outdoor play area. All the school requirements are being accommodated by the project.
  6. Stage 1 works, the relocation of fencing, have been completed under an Access and Works Licence.
  7. Discussions have been ongoing with the Department of Education and Stage 2 works, the construction of the actual cycleway, will also be completed under an Access and Works Licence.
  8. However, to facilitate the acquisition of part of the School, the Department of Education and Toongabbie East Public School have agreed to Council undertaking the acquisition of part of the school site by compulsory acquisition.

## **ISSUES/OPTIONS/CONSEQUENCES**

9. The Minister for Education and Early Learning will acquiesce to any notice of compulsory acquisition and agree to waive statutory waiting periods, so long as compensation is determined by the Valuer General in accordance with the Treasurer's Direction 92/2 469.03.
10. TD92/2 469.03 states:  
  
*Where an Authority acquires other lands already in Government ownership, the Authority shall be required to pay compensation on the basis of:*  
  
*(1) the current market value of the land and any improvements as agreed between the authorities concerned, without the use of external valuers; or*  
  
*(2) the current market value as determined by the Department of Conservation and Land Management, if agreement cannot be reached between the authorities involved in the transaction.*
11. Those works are proposed to commence within the next few weeks.
12. The acquisition of proposed Lot 121 in DP1305387 has been in planning since late 2020 and is fully funded by Transport for NSW as part of the project grant.

## **CONSULTATION & TIMING**

### Stakeholder Consultation



13. The following stakeholder consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Stakeholder</b>	<b>Stakeholder Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
August 2021	Toongabbie East Public School	Consideration of the support unit's sensory needs and privacy are important.	Acoustic and visual barrier will be installed as part of project as per School request.	Capital Projects
		Privacy planting requested for balance of fence.	Planting will be provided.	Capital Projects
		Measures to manage cyclist interaction on path required	Measures will be implemented	Capital Projects
		Construction outside of school should be in holidays.	Construction outside of school will be in holidays.	Capital Projects
July 2021 - ongoing	Dept Education - Assets	No objection to securing access.	Noted	Assets and Property
		Initially requested Licence, then Easement, subsequently preferred compulsory acquisition.	Council will secure access to the land as per the Department's preference.	Assets and Property

#### Councillor Consultation

14. The following Councillor consultation has been undertaken in relation to this matter:

<b>Date</b>	<b>Councillor</b>	<b>Councillor Comment</b>	<b>Council Officer Response</b>	<b>Responsibility</b>
20/5/2021	Parramatta Ward Councilors	Does Harris Road just require an easement from the school?	Correct, just at interface with school. NOTE: Correct advice as per Dept advice mid-2021	City Strategic Planning
8/9/2021 Emailed consultation summary	Parramatta Ward Councilors	None received	N/A	City Strategic Planning

## **LEGAL IMPLICATIONS FOR COUNCIL**

15. Asset Planning has had all legal documentation reviewed by Council nominated solicitors.

## **FINANCIAL IMPLICATIONS FOR COUNCIL**

16. If Council resolves to approve this report in accordance with the officer's recommendations, there are no unbudgeted financial implications for Council.



Maurice Higgins  
**Asset Planning Manager**

Walter Tattersall  
**Asset Planning Manager**

John Angilley  
**Executive Director Finance & Information**

Gail Connolly  
**Chief Executive Officer**

## **ATTACHMENTS:**

1   Draft Plan of Acquisition - Lot 121 DP1305387 1 Page

## **REFERENCE MATERIAL**

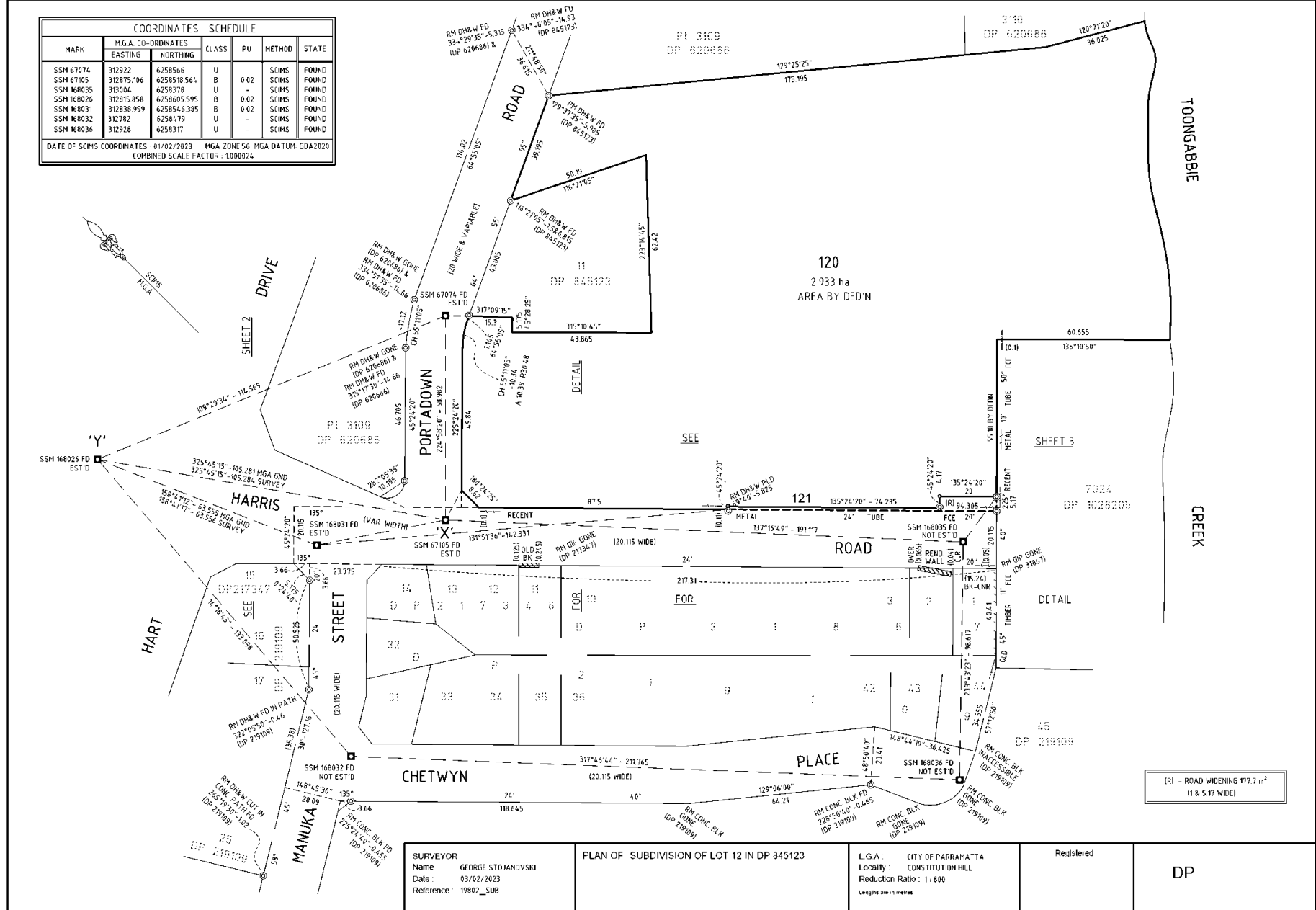
PLAN FORM 2 (A2)

WARNING : CREASING OR FOLDING WILL LEAD TO REJECTION

Sheet 1 of 3 Sheets

MARK	COORDINATES		SCHEDULE			
	EASTING	NORTHING	CLASS	PU	METHOD	STATE
SSM 67074	312922	6258566	U	-	SCMS	FOUND
SSM 67105	312875.106	6258518.564	B	0.02	SCMS	FOUND
SSM 168035	313004	6258378	U	-	SCMS	FOUND
SSM 168026	312815.858	6258605.595	B	0.02	SCMS	FOUND
SSM 168031	312838.959	6258545.385	B	0.02	SCMS	FOUND
SSM 168032	312782	6258477	U	-	SCMS	FOUND
SSM 168036	312928	6258317	U	-	SCMS	FOUND

DATE OF SCMS COORDINATES : 01/02/2023 MGA ZONE 56 MGA DATUM: GDA2020  
COMBINED SCALE FACTOR : 1.000024



<p><b>SURVEYOR</b> Name: GEORGE STANOVSKI Date: 03/02/2023 Reference: 19802_SUB</p>	<p><b>PLAN OF SUBDIVISION OF LOT 12 IN DP 845123</b></p>	<p><b>L.G.A.:</b> CITY OF PARRAMATTA <b>Locality:</b> CONSTITUTION HILL <b>Reduction Ratio:</b> 1: 800 <small>Lengths are in metres</small></p>	<p>Registered</p>	<p>DP</p>
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**NOTICES OF MOTION**

**13 MAY 2024**

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14.5	NSW Environment Protection Legislation Amendment (Stronger Regulation and Penalties) Bill 2024	263

## NOTICE OF MOTION

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<b>ITEM NUMBER</b>	14.1
<b>SUBJECT</b>	Procurement of Australian Goods
<b>REFERENCE</b>	F2024/00282 - D09419439
<b>FROM</b>	Councillor

### MOTION

- (a) That this Council always prefers the use of Australian supplies, manufacturers, goods and services.
- (b) That an audit to be completed outlining how many projects are currently awaiting overseas procurement.

### BACKGROUND

1. In early April 2024, the lions head at the John Wearne Reserve was decapitated. The advice from staff is that there will be a timeline of 8-9 months to get this restored. I note that parts of the PAC tile installations are also made overseas.
2. What is the program for completing these projects and how we can reduce the lead-time in the future? Jobs and equipment made in Australia generally have shorter procurement timelines.

### STAFF RESPONSE

3. Council supports local suppliers which is reflected in Council's Procurement Policy:

*"Clause 3.6 - Council will conduct its Procurement practices in accordance with the following guiding principles:*

- (a) Supporting the establishment of a diverse supply chain, with consideration for entities that have potential to deliver local social, economic, and/or environmental benefits.*
- (b) Supporting Australian-owned suppliers and/or suppliers who manufacture in Australia, where doing so is appropriate and permissible by law, with consideration given to local supplier options.*
- (c) Supporting First Nations' owned businesses.*
- (d) Supporting suppliers and industry groups that develop and/or apply innovative responses in relation to sustainability issues.*

*Clause 3.6.1 - To meet these guiding principles, where Council calls for tenders, it will require, as a tender selection criterion, that suppliers receive a 5% local supplier scoring bonus, if their Main Business Location is within the:*

- (a) City of Parramatta Local Government area; or*
- (b) boundary radiating 5 kilometres from the Parramatta Central Business District, as determined by Council."*

4. Although preference for local suppliers and products is given during the evaluation process, there are circumstances where locally manufactured products are not available and therefore Council is required to utilise imported products or elements of the overall contract.

5. Notwithstanding, most of Council's construction materials are locally manufactured such as roadbase, concrete and other building materials.
6. Given the large number of projects currently in procurement, significant resources would be required to review each project in detail to determine whether they are waiting for overseas elements.
7. This would take more than 6 months of work to review all projects within Council's capital expenditure and require the services of an external consultant to compile the audit at an estimated cost of \$60,000, in addition to internal resources reallocated to manage the project.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

8. If Council resolves to approve this Motion, the financial impacts on the budget would be in the order of \$60,000 which is not currently budgeted.

Ange Humphries

**Councillor**

George Bounassif

**Executive Director City Assets and Operations**

John Crawford

**Chief Technology Officer**

John Angilley

**Executive Director Finance & Information**

Gail Connolly

**Chief Executive Officer**

## **ATTACHMENTS:**

There are no attachments for this report.

**NOTICE OF MOTION**

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<b>ITEM NUMBER</b>	14.2
<b>SUBJECT</b>	Proposed Epping Town Centre Master Plan
<b>REFERENCE</b>	F2024/00282 - D09421693
<b>FROM</b>	Councillor Maclean

**MOTION**

- a) That Council note the draft DPOP 2024/25 identifies a project to review the Epping Town Centre laneways.
- b) That Council note the Epping Town Centre has undergone significant change since the introduction of new planning controls by the NSW Government in 2014.
- c) That the CEO develop a high-level scope for the preparation of a master plan for the Epping Town Centre that considers the following:
  - a. laneways, access, and circulation within the precinct, including between Beecroft Road and Rawson Street and consideration of broader connections to public open space and amenity.
  - b. opportunities to address common issues, such as traffic and accessibility and the interplay with built form and public domain interfaces.
  - c. the potential future role of Council's Rawson Street car park site in achieving Council's objectives and requirements for Epping, such as the provision of affordable housing, commercial uses, community facilities and/or public car parking, and how this sits within the broader town centre context.
- d) That the high-level scope, including cost and timeframe, be provided to Council for its consideration by the end of August 2024.

**BACKGROUND**

1. For the last twenty years there has been continual discussion about the Epping Town Centre and its renewal and development. As yet this has not come to fruition along Rawson Street. Traffic and parking issues have continued to compound, and the shopping precinct is in a state of significant disrepair.
2. There is significant community concern about the sorry state of the Rawson Street precinct and a desire to see appropriate development with public amenity. It's time Council took a more engaged and active role in setting the course for Rawson Street as a major stakeholder and landowner.
3. The current state of the precinct is leading to a lack of suburb pride amongst residents. Epping is the eastern gateway to the City of Parramatta and the busiest interchange outside of Parramatta with heavy rail, Metro and buses. Epping deserves amenity befitting its credentials.

**STAFF RESPONSE**

4. A report on a high-level scope can be prepared for Council's consideration by end August 2024 within existing resources.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

5. If Council resolves to approve this Motion, there is no financial impact on the budget.

Cameron MacLean  
**Councillor Maclean**

Jennifer Concato  
**Executive Director City Planning and Design**

Gail Connolly  
**Chief Executive Officer**

### **ATTACHMENTS:**

There are no attachments for this report.



**NOTICE OF MOTION**

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<b>ITEM NUMBER</b>	14.3
<b>SUBJECT</b>	Future Strategic Direction for 38-40 Marion Street, Parramatta
<b>REFERENCE</b>	F2024/00282 - D09051058
<b>FROM</b>	Councillor Prociv

**MOTION:**

(a) That Council note:

- i. 38-40 Marion Street, Parramatta is currently owned by the City of Parramatta Council.
- ii. It is currently an at-grade commuter car park with approximately 120 spaces, generating a gross income of approximately \$76,000 per annum.
- iii. The site is 5,425 square metres, zoned MU1 Mixed Use. This permits high rise residential development that could potentially be managed by a Community Housing Provider to provide affordable housing units, consistent with Council's Affordable Housing Action Plan. The site is suitable for affordable housing (including for key workers) given it is 160m walk to Harris Park railway station and 900m walk to Parramatta Interchange.
- iv. If developed, the site could address community infrastructure needs for Catchment 4, as identified in Council's adopted Community Infrastructure Strategy 2020, as it is an ideal site for a neighbourhood community and cultural hub that would serve the southern end of the Parramatta CBD.
- v. The site's proximity to Harris Park railway station (160m walk) and CBD (900m walk to the transport interchange) also makes it potentially suitable for a multi-level public car park.

(b) That the preparation of Council's Property Strategy and the future strategic direction proposed for this site at 38-40 Marion Street, Harris Park be informed by the elements noted above and consideration be given to the provision of affordable housing, community and cultural uses, and public car parking on the site.

**BACKGROUND**

1. Council owns 38-40 Marion Street, Harris Park, it is currently an at grade commuter car park with approximately 120 spaces, generating a gross income of approximately \$76,000 per annum.
2. The site is 5,425 square metres, zoned MU1 Mixed Use, permitting high rise residential development that could be managed by a Community Housing Provider to provide affordable housing units.

3. If developed the site could meet the communities needs as identified for catchment 4 in the Community Infrastructure Strategy, with the provision of a neighbourhood centre community and cultural hub.
4. The site's proximity to Harris Park rail station and CBD is potentially suitable for a multi- level public car park.

### **STAFF RESPONSE**

5. Should the Motion be supported by Council the draft Property Strategy can be informed from the information above prior to being finalised.

Patricia Prociv

**Deputy Lord Mayor Cllr Dr Patricia Prociv**

John Angilley

**Executive Director Finance & Information**

Jennifer Concato

**Executive Director City Planning and Design**

Gail Connolly

**Chief Executive Officer**

### **ATTACHMENTS:**

There are no attachments for this report.

## NOTICE OF MOTION

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<b>ITEM NUMBER</b>	14.4
<b>SUBJECT</b>	Investigation - Provision of a Multi-purpose Indoor Sport and Recreation Centre in the Parramatta LGA
<b>REFERENCE</b>	F2024/00282 - D09421130
<b>FROM</b>	Councillor

### MOTION

- a) That the CEO investigate the possibility of building a large, multi-purpose indoor sport and recreation centre within the LGA that could cater for a multitude of indoor sports and recreational activities, with the potential to include community meeting/conference spaces.
- b) That the CEO prepare a report to Council detailing the demand for such a facility, the existing provisions for indoor sporting centres in Council's contributions plans and community strategies, and possible funding sources, operating costs and construction costs for the facility.

### BACKGROUND

1. There is an increasing demand for the construction of indoor sporting centres within metropolitan Sydney.
2. Council has identified the need for additional indoor facilities, however we have not explored the possibility of building a large, multi-purpose indoor sporting centre within the LGA which can cater for a multitude of indoor sports and recreation activities (such as the Whitlam Centre at Liverpool or the Blacktown Leisure Centre) and associated meeting/conference spaces.
3. Such a facility could also include aquatic facilities such as an indoor 25m program pool or hydrotherapy/rehab facilities and other wellness facilities and car parking. It would also be capable of hosting community programs such as the PCYC Parramatta 'Fit for life' program or similar community service programs.
4. Council needs to identify additional sites in the LGA and funding sources beyond what is currently programmed in our developer contributions plans if we are to plan for the future provision of such a facility.

### STAFF RESPONSE

5. Council's adopted Community Infrastructure Strategy (CIS) July 2020 identifies the community facilities and infrastructure that are needed to service Parramatta's changing and growing population.
6. Council's CIS does not envisage a large multi-purpose single facility of a scale similar to the Whitlam Centre or Blacktown Leisure Centre, which each include an aquatic facility, fitness centre, sauna, and 3-4 indoor sports courts.
7. These centres are on land of approximately 6 hectares and 9 hectares respectively. It should also be noted that Liverpool (306 sq km) and Blacktown (239 sq km) LGAs

are less intensively developed than City of Parramatta (84 sq km) as well as being significantly larger in area.

8. The CIS notes there will be a need for 30 additional indoor recreation multiuse courts based on accepted benchmarks. The CIS envisages that these courts would be provided in centres of two or four courts dispersed across the Parramatta LGA to serve the population close to where they live. This is an efficient and effective delivery model due to their lower cost and opportunity to negotiate a contribution and/or delivery by developers through Voluntary Planning Agreements.
9. In terms of aquatic facilities, the current Parramatta Aquatic Centre, (cost \$88.6 million); and upgrade of the Epping Aquatic Centre (budgeted at \$26 million), supported by the facility in Sydney Olympic Park, will meet community needs for the current population and for the foreseeable future. An additional Aquatic Centre would be required on a much longer timeframe (15-20 years from now) when much of the expected population growth is actually realised.
10. Given the CIS findings above, any new facilities should be focused on providing indoor courts as this is a higher short-term priority.
11. The two key challenges in realising a large multi-purpose facility envisaged by the NOM are:
  - a. Funding - while Council's Outside CBD Contributions Plan contains provision to collect funds for future indoor sports courts the balance of those funds is low, at \$520,000, given the plan commenced in 2021 and is a 20 year plan. Therefore, any new facility provided in the short to medium term would be reliant on Council securing significant funding from State or Federal government grant programs.
  - b. Suitable Site - Currently, the only Council land holdings capable of accommodating a large-scale facility are existing sports grounds. The repurposing of sports grounds for this purpose would also have impacts on Council's ability to continue to meet demand for playing fields. Outside of this, the acquisition of sufficient land to accommodate a facility is the key challenge.

## **FINANCIAL AND RESOURCE IMPLICATIONS**

12. A report to Council investigating the possibility of building a large multi-purpose facility, including securing the land, can be prepared by Council Officers by December 2024. A report earlier than this would require additional budget and resourcing.

Sameer Pandey  
**Councillor**

Jennifer Concato  
**Executive Director City Planning and Design**

David Moutou  
**Acting Executive Director Community Services**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

There are no attachments for this report.

**NOTICE OF MOTION**

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<b>ITEM NUMBER</b>	14.5
<b>SUBJECT</b>	NSW Environment Protection Legislation Amendment (Stronger Regulation and Penalties) Bill 2024
<b>REFERENCE</b>	F2024/00282 - D09427179
<b>FROM</b>	Councillor

**MOTION**

- (a) That Council note the NSW Environment Protection Legislation Amendment (Stronger Regulation and Penalties) Bill 2024 has passed in the NSW Parliament on 21 March 2024.
- (b) That Council note the new environmental reforms involve: doubling maximum penalties; raising on-the-spot fines; environmental recall powers; public transparency provisions; strengthened investigations; and environmental protection licence application bans.
- (c) That the CEO prepare a report for a July 2024 Council meeting on how Council can best utilise the new provisions with community environmental education and improved enforcement to assist in reducing littering and dumping, and promoting raised public awareness of the increased penalties for offences in a manner which discourages poor environmental practice and rewards good environmental practice.

**BACKGROUND**

1. A summary of the cost of increased penalties for offences and other provisions is provided in the attached NSW Environment Protection Authority 21 March 2024 media release "Landmark environmental reforms pass NSW Parliament" as attached on:

<https://www.epa.nsw.gov.au/news/media-releases/2024/epamedia240321-landmark-environmental-reforms-pass-nsw-parliament>

**STAFF RESPONSE**

2. Preparation of a detailed report is reliant on an understanding of the newly introduced legislation and the provision of external legal advice and the development of an education strategy.
3. Due to these circumstances and other competing priorities a report could be developed for an August 2024 meeting of Council.

**FINANCIAL AND RESOURCE IMPLICATIONS**

4. If Council resolves to adopt this Motion, there will be no financial impact on the budget.

Phil Bradley  
**Councillor**

George Bounassif  
**Executive Director City Assets and Operations**

Gail Connolly  
**Chief Executive Officer**

**ATTACHMENTS:**

There are no attachments for this report.

**QUESTIONS WITH NOTICE**

**13 MAY 2024**

15.1 Questions Taken on Notice at the 22 April 2024 Council Meeting.....266



**QUESTIONS WITH NOTICE**

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<b>ITEM NUMBER</b>	15.1
<b>SUBJECT</b>	Questions Taken on Notice at the 22 April 2024 Council Meeting
<b>REFERENCE</b>	F2024/00282 - D09418248
<b>REPORT OF</b>	Council Secretariat & Policy Officer

**QUESTIONS TAKEN ON NOTICE:**

**Councillor Garrard** asked a question in relation to Item 8.1 Condolence – Bondi Junction Westfield Tragedy.

- [Could Councillors please be provided with the balance of the Lord Mayor's Grants and Donations Budget?](#)

**Chief of Staff Response:**

The balance of this budget as at 1 May 2024 is \$8,000.

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**Councillor Garrard** asked a question in relation to Item 8.4 Congratulations to Parramatta and District Historical Society for the Hambleton Cottage Bicentenary Event.

- [Can Council promote and advertise significant events in the primary community language newspapers?](#)

**Executive Director City Engagement and Experience Response:**

A staff response will be provided in the Supplementary Agenda.

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**Councillor Darley** asked a question in relation to Item 13.1 DEFERRED REPORT FROM OCM 8 APRIL 2024: Public Exhibition of Draft Sportsground Allocation Policy 2024.

- [There's been two rounds of funding both at a State and Federal level in regard to improving female teams having access to sports fields and amenities, I'm wondering if we have applied for them? One was a Level the Playing Field in NSW for \\$31 million and the other is Play our Way which is a Federal program for \\$200 million?](#)

**Executive Director City Assets and Operations Response:**

NSW Office of Sport's Level the Playing Field Program: applications submitted for Doyle Ground Sports Facility Improvements Stage 2 (\$2m) and Belmore Park Sports Field and Cricket Facility Upgrade Stage 1 (\$2m).

Federal Dept of Health and Aged Care – Play Our Way Program: applications were submitted to Facilities Stream – Parks & Open Space (Doyle Ground Sports Facility Improvements Stage 2 (\$1.5m) and Participation & Equipment Stream – Recreation

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and Facilities Team (The Daughters and Dads Active and Empower Program (\$123,000)).

The outcomes of the grant applications are not yet known.

**ATTACHMENTS:**

There are no attachments for this report.

**REFERENCE MATERIAL**