Community Strategic Plan 2018–2038

(2022 Update)

CITY OF PARRAMATTA

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

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

The Community Strategic Plan (CSP) was endorsed by councillors in 2018 and serves as the highest-level strategic document for twenty years. Since the election of new councillors for 2022, Council has updated the CSP to reflect changing community perceptions and to incorporate the aspirations and concerns of our community, councillors, partners, and staff. Our review of the CSP meets Council's obligations in accordance with the Local Government Act 1993.

Community Strategic Plan 2018 – 2038
Endorsed June 2018
DRAFT Amendment May 2022

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

Nunanglanungdyu baramada gulbanga mawa naa Baramadagal dharug ngurrawa badura baramada dharug yura

Recognition of the Dharug Peoples

City of Parramatta Council recognises the Dharug peoples as Traditional Owners, peoples of the oldest continuous living culture in the world.

For more than 60,000 years, Parramatta has been home to the Dharug peoples, the traditional custodians of the land we call the City of Parramatta today. The Dharug peoples have cared for and nurtured the habitat, land, and waters for thousands of generations, and maintain an ongoing connection to Parramatta and its surrounding areas. A modern society and global city can learn from the resilience and community spirit of First Nations to ensure a sustainable city for all.

Parramatta has always been an important meeting place for First Nations, particularly the Parramatta River, which has provided life and vitality since the beginning of time (The Dreaming). The name Parramatta is a derivation of the word Burramatta or "*place where the eels lie down*" (breeding location for eels within the Parramatta River).

Parramatta Square has also always been a meeting place for Dharug clans, for other First Nations peoples and for the waves of migrants who have come to call Parramatta home. City of Parramatta recognises the significance of this area for all First Nations peoples as a site of early contact between Indigenous Australians and European Colonists, and Parramatta remains an important meeting place for Indigenous Australians.

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

At City of Parramatta, we imagine a future where the cultures, histories and rights of all First Nations peoples are understood, recognised, and respected by all Australians. The City of Parramatta is committed to playing an active role in making this future a reality.

Since the implementation of Council's Stretch Reconciliation Action Plan (RAP) we have continued our support of the Dharug and broader First Nations community. Over 2020/21 Council has continued its development and progression of major outcomes from the RAP including cultural infrastructure, public art and interpretation in Parramatta Square, and in the public domain throughout the Local Government Area (LGA). This has also included usage of Dharug language with permission and protocol, in a major signage project that incorporates Dharug and First Nations perspectives in sustainable place-making.

Council also provided vital support to its First Nations community during the global pandemic which enabled the continuation of important language programs and had important social connection outcomes.

We have also established a partnership with the Western Sydney Wanderers Football Club Foundation to increase First Nations children and young peoples' participation in sport and commenced meaningful dialogue with our First Nations community on the strategic direction of Council including in key documents, and long-term processes such as the Community Strategic Plan.

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

Message from the Lord Mayor

To be included once endorsed.

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ABOUT PARRAMATTA

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01

1.01

Parramatta's History

A place of shared ancient and living histories

Situated on the Parramatta River, Parramatta has been home to the Dharug peoples for more than 60,000 years as a fertile source of food, and a place to gather.

Parramatta is also Australia's second-oldest city and it's oldest inland European settlement. Not long after the First Fleet arrived in Sydney in 1788, Governor Arthur Phillip realised the colony was dangerously vulnerable to starvation. In search of fertile farming land, an expedition found the ideal place to produce food for the Sydney settlement: the Parramatta River foreshore.

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

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

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

Parramatta is the geographic and demographic centre of Sydney and is accessible to 2.3 million people by car or public transport within 45 minutes.

As our City grows, we face new challenges that will require resilience and a strong sense of community. Respect for First Nation's peoples, histories and cultures is key to City of Parramatta's core values and vision of ongoing stewardship of Country by Dharug, and we can learn from the resilience demonstrated by the Dharug people who have lived here for tens of thousands of years.

1.02

Parramatta's role within Sydney

A unique and rich identity

As the Central City, Parramatta has both strategic and geographic advantages stimulating the growth of Greater Sydney.

Positioned as the geographic centre of Greater Sydney also means that the City of Parramatta is the perfect stage for Australia's growing economy and talent sector. With increasing government services, corporations and private enterprise relocating into the Parramatta CBD, reflects the geographic importance of the City.

The City of Parramatta is one of the fastest growing regions in Australia. And over the next 20 years, City of Parramatta will have welcomed more than 166,000 new residents and 33,000 new workers to our City and neighbourhoods.

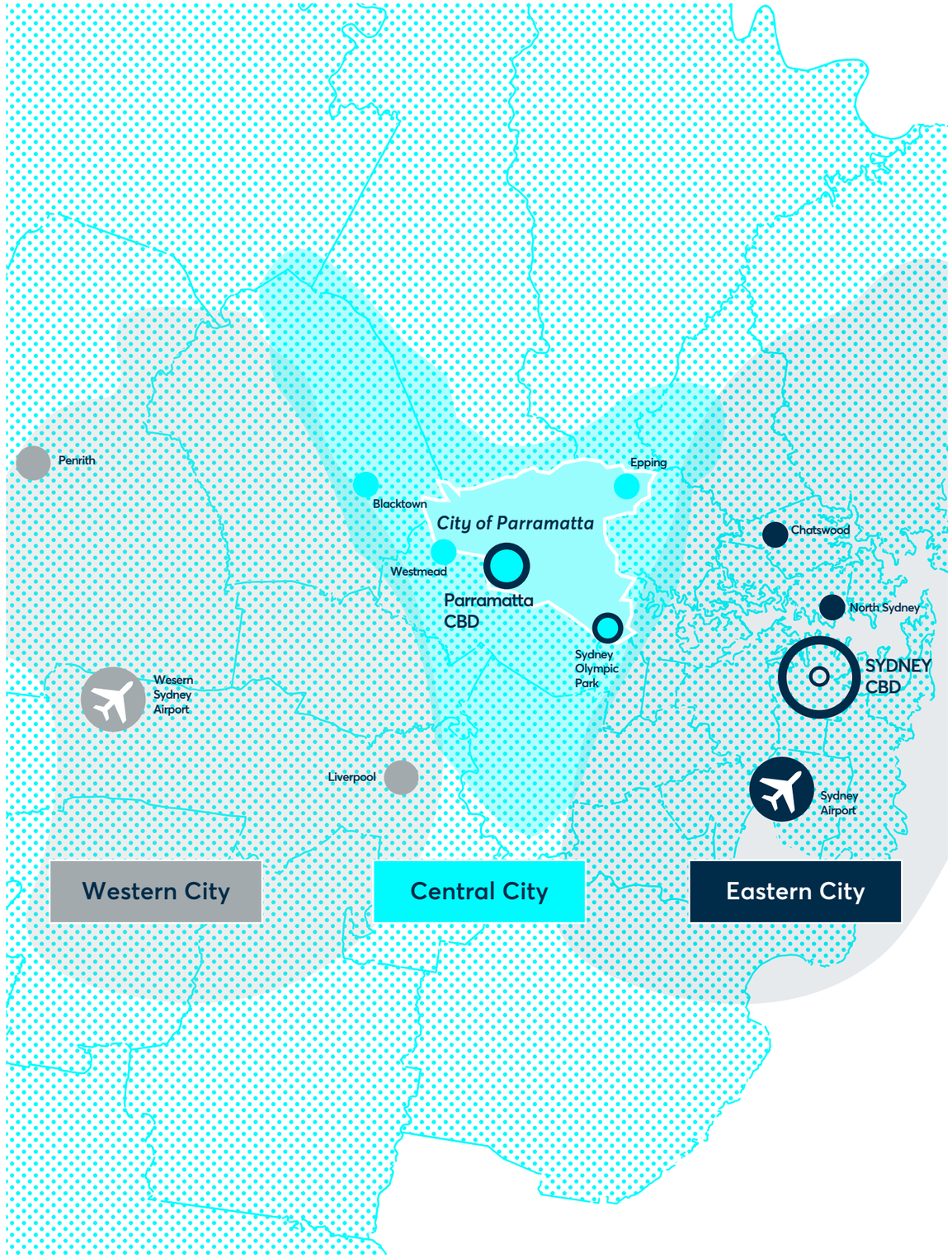
The City is also being recognised as a leading destination for business, education, research, art and culture, dining, and nature and heritage experiences. This exciting transformation means that City of Parramatta will continue to play an important role as Sydney's Central City for generations to come.

Despite our many strengths, Parramatta is also working hard to manage the challenges that accompany growth, including housing, transport, health, urban planning and the workforce. Parramatta is focused on supporting its people through these challenges, so that everyone in our community can reach their full potential.

Despite the rapid growth of professional and knowledge-based workers living in Western Sydney, many workers are commuting out of the region to access work. In 2020, there were 222,000 more workers than jobs in the region, a figure that will continue to grow if a 'do nothing' approach is taken. However, over the next five years, $20 billion will be invested into City of Parramatta's infrastructure and development, giving rise to unprecedented development across our area, creating a diverse and rich experience for workers, residents and visitors.

Together with our partners, Council is setting the long-term plan for the provision of infrastructure and green spaces that will support our cities and neighbourhoods as we continue to transform into a predominately high-density community, so that all people can access the facilities and services they need to live well. By building these considerations into our planning, we can make our City more liveable for our community today, and for future generations.

As Sydney's Central City, Parramatta has an important role to play in shifting investment, jobs growth and prosperity westward. Positioned at the heart of Greater Sydney, the success of City of Parramatta will benefit not just those living within the City of Parramatta, but all of Greater Sydney.



1.03

Our City in numbers

Our people

Topic	*Key Figures*	
POPULATION	**260,296** estimated in 2020 (3,108 people per km2)	
	487,731 forecasted for 2041 (5,806 people per km2)	
	Median age = **34 years** (NSW = 38 years)	
	81% feel welcome living in our city	
DWELLINGS	**85,631** dwellings in 2016	
	193,962 dwellings forecasted for 2041	
	55.3% of residents lived in medium or high-density dwellings	
DIVERSITY	**50%** of residents were born overseas	
	52% speak a language other than English at home	11% Mandarin
		7% Cantonese
		5% Korean
EDUCATION AND EMPLOYMENT	**37%** of residents hold a bachelor's degree or higher	
	94.5% employment rate	
	27% of residents also work within the LGA	
	Median household income = **$1,755** per week (NSW = $1,481)	
VULNERABLE COMMUNITIES	**19%** of households are 'low income', earning less than $750 per week	
	13% of households are in housing stress	
	4% of people require assistance with daily living activities	
	10% of residents do not speak English well or at all	

Note: *Information contained in this document is based on available information at the time of writing. All figures are indicative only and should be referred to as such. While City of Parramatta Council has exercised reasonable care in preparing this document it does not warrant or represent that it is accurate or complete.*

Data sourced from Forecast.id (2021 ERP release), Profile.id (2016 Census, June 2021), Small Area Labour Markets (June 2021), GIS (2020, 2021), Urban Monitor methodology and data (2016), Bushland Survey (2016), Bureau of Meteorology (2016, 2017-2020), Price Waterhouse Coopers (2016), Property Council of Australia (July 2021).

Our City in numbers

Our place

Topic	*Key Figures*
LOCATION	The City of Parramatta covers **84km2** at the centre of metropolitan Sydney, 24km west of Sydney CBD
CONNECTION	Home to the Dharug peoples for more than **60,000 years**
	Australia's oldest inland European settlement
HERITAGE	Parramatta Park is a **World Heritage Listed** site
	More than 750 significant archaeological sites
	More than 50 State significant heritage sites
ENVIRONMENT	**105km** of waterways including 88.2km (or 84%) of natural waterways
	863ha of green and open space including 389ha bushland and 64 sporting fields
	36.7% vegetation cover including 22.6% tree canopy cover
	600 unique species of flora and 230 unique species of fauna
	More than **16 days** per year over **35°C**
	An average of over **31** evenings and days per year experience heatwave conditions
ECONOMY	**2.3 million** people live within a 45-minute commute to the Parramatta CBD
	Gross Regional Product = **$29.98 billion**
	196,000 people work in the City of Parramatta
	31,600 jobs created in the past 5 years
	More than **33,000** businesses call Parramatta home
	11.4% vacancy in Parramatta's A-grade premium commercial office buildings

ABOUT THIS PLAN

2.01 — How we plan

2.02 — Developing the Plan

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2.01

How we plan

Significant and exciting times in Parramatta

This Community Strategic Plan comes during a significant and exciting time in Parramatta's history.

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

Developed as part of the NSW Government's mandatory Integrated Planning & Reporting framework for councils, the Community Strategic Plan is the highest level of plan that Council prepares.

Prepared on behalf of the community, it sits above and helps inform all other Council plans and strategies. It has been developed based on the social justice principles of equity, access, participation and rights. The purpose of the Plan is to identify our community's vision, main priorities and aspirations for the future and to plan strategies for achieving these goals

While this Community Strategic Plan looks at a 20-year horizon, more detailed planning is needed in the short term. Council's Delivery Program 2022-26 and Resourcing Strategy 2022-32 will translate the overarching vision of the Community Strategic Plan into specific actions, while identifying the resources required to achieve this vision. Now is the time to take significant strides to shape a future that all people can share in.

Why a 20-year plan?

2038 will be a significant year for Parramatta:

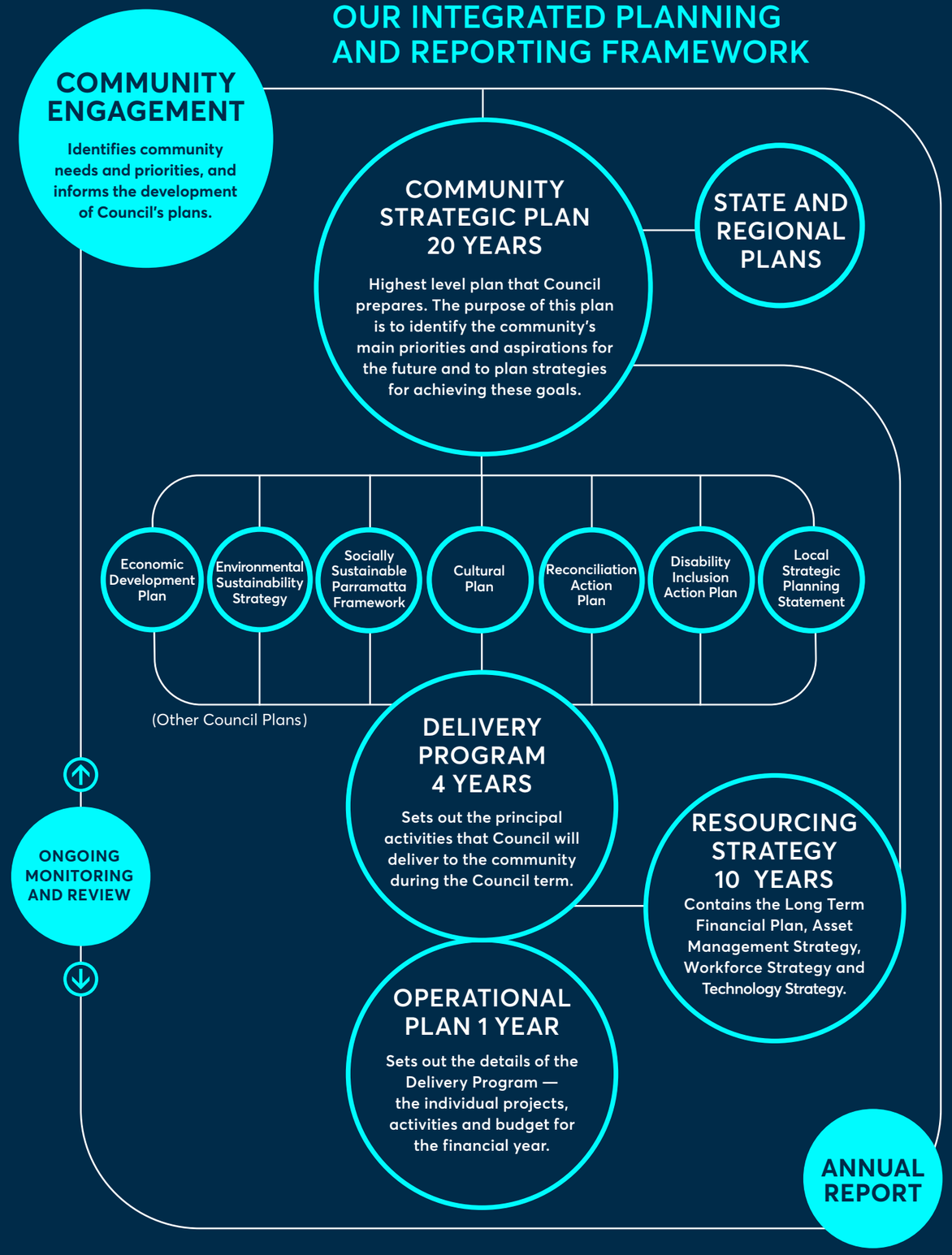
- It will mark the 250th anniversary of Parramatta's Foundation Day
- It will mark 100 years since Parramatta was declared a city
- 2038 also represents a 20-year planning period from the Plan's endorsement in 2018 – a sensible timeframe for long-term goals to be fully realised.

Updating our Community Strategic Plan

Four years since the initial endorsement of this Plan in 2018, Council has reviewed and amended the Plan to reflect our City context after several years of great change.

While the high level Community Vision and Goals remain the same, the Plan now better articulates the evolution to reflect the needs and aspirations of the people of Parramatta and track success.

OUR INTEGRATED PLANNING AND REPORTING FRAMEWORK



2.02

Developing the Plan

To develop and update this Plan, Council has drawn on the views of more than 15,000 people, starting with its original development in 2017/18 and its review in 2021/22.

Engagement has been at the core of developing this Plan - and is all about involving our community in the planning and decision-making process.

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

Our engagement has included:

- 9,000 residents, workers and visitors who provided feedback by phone, at pop-up kiosks, workshops or as part of focus groups, to develop Council's Vision and Priorities in 2016.
- 3,000 residents, workers and visitors who provided feedback on our draft Operational Plan in 2017 via surveys, pop-up kiosks and written submissions.
- 2,800 people who have provided direct feedback during the development of this Community Strategic Plan.
- 591 residents and 21 owners/managers of businesses within the LGA who participated in City of Parramatta's Community Satisfaction Survey 2021, with interviews also conducted with 23 non-English speaking residents in Arabic, Mandarin, Hindi and Korean.
- 66 young people (including students), and 5 community service providers, who had provided feedback via focus groups and other engagement activities conducted in 2021 concerning Council's First Nations Strategy, Disability and Inclusion Action Plan and the current Community Strategic Plan.
- Community views shared on many other plans and strategies, covering a range of issues exhibited between 2018 and 2021.

What you've told us

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

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

You want...

- Growth to be managed, with the economy and other infrastructure improved to keep up with demand. You want Parramatta's rich heritage to be the cornerstone of future development.
- To get where you need to go easily and efficiently, with a strong public transport network supported by walking and cycling paths.
- The City's neighbourhoods to be better connected to the CBD, and to each other, with ongoing road improvements to address congestion spots, as well as parking at key locations.
- A city that promotes inclusivity, accessibility and is designed to meet the needs of people with varying abilities.
- To be able to work close to home, and not spend lots of time commuting across Sydney. You want to see new and larger companies basing their operations in Parramatta, and support for small business.
- To have a more diverse range of affordable housing options, so that families of all income levels are catered for.
- Vibrant and safe neighbourhoods and precincts that showcase our City's emerging food and cultural scene – great destinations that are close to home.
- To build on Parramatta's unique cultural identity, celebrating our rich history, sense of community and diversity. You believe that diversity – of cultures, ages, and income levels – is our City's greatest strength, and fundamental to our identity.
- Strengthened social services and programs to support the homeless and disengaged youth in the community.
- To continue to enjoy Parramatta's green and open spaces, and the Parramatta River. You also want to see action on our changing climate, and for Parramatta to be an eco-efficient City, where our buildings use less energy and water, and we recycle more and waste less.
- Council to continue to find the balance between maintaining existing assets and building new ones, to optimise use for a growing population.
- A forward-thinking, innovative and transparent Council that listens to and collaborates with the community. You care about the future of our City, and you want community needs and aspirations to be at the heart of Council's decision-making.

OUR VISION AND GOALS

3.01 — Our Vision

3.02 — Our Goals

3.03 — State and Central City Priorities

3.04 — A Global Outlook

3.05 — A Resilient City

03

3.01

Our Vision

"Sydney's Central City: sustainable, liveable and productive – inspired by our communities"

Following the formation of the City of Parramatta in 2016, extensive community consultation was carried out to develop a community vision:

"Sydney's Central City: sustainable, liveable and productive – inspired by our communities."

There was an extraordinary community response in 2016, with more than 9,000 people sharing their views on their vision and priorities for the new City of Parramatta.

The vision statement aserts that over the next 16 years, our challenge is to co-create a city that is liveable, productive and sustainable for all members of our diverse community.

During the review of the Plan in 2022, this vision statement was confirmed again via engagement, and remains unchanged.

SUSTAINABLE

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

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

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

LIVEABLE

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

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

PRODUCTIVE

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

Productivity is about prosperity, efficiency, and harnessing opportunities to create a stronger Parramatta where everyone in our community achieves their full potential. Pivotal to this is attracting investment so that there are more quality jobs closer to home for Parramatta residents. We must also match population growth with infrastructure development, and ensure that areas with less growth also receive improvement and renewal of infrastructure. In creating a productive City of Parramatta, we help individuals and families to improve their circumstances, and businesses to prosper.

LEADING

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

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

3.02

Our Goals

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

FAIR

We can all benefit from the opportunities our City and neighbourhoods offer.

ACCESSIBLE

We can all take part and get to where we want to go.

WELCOMING

We foster belonging and celebrate culture and diversity.

GREEN

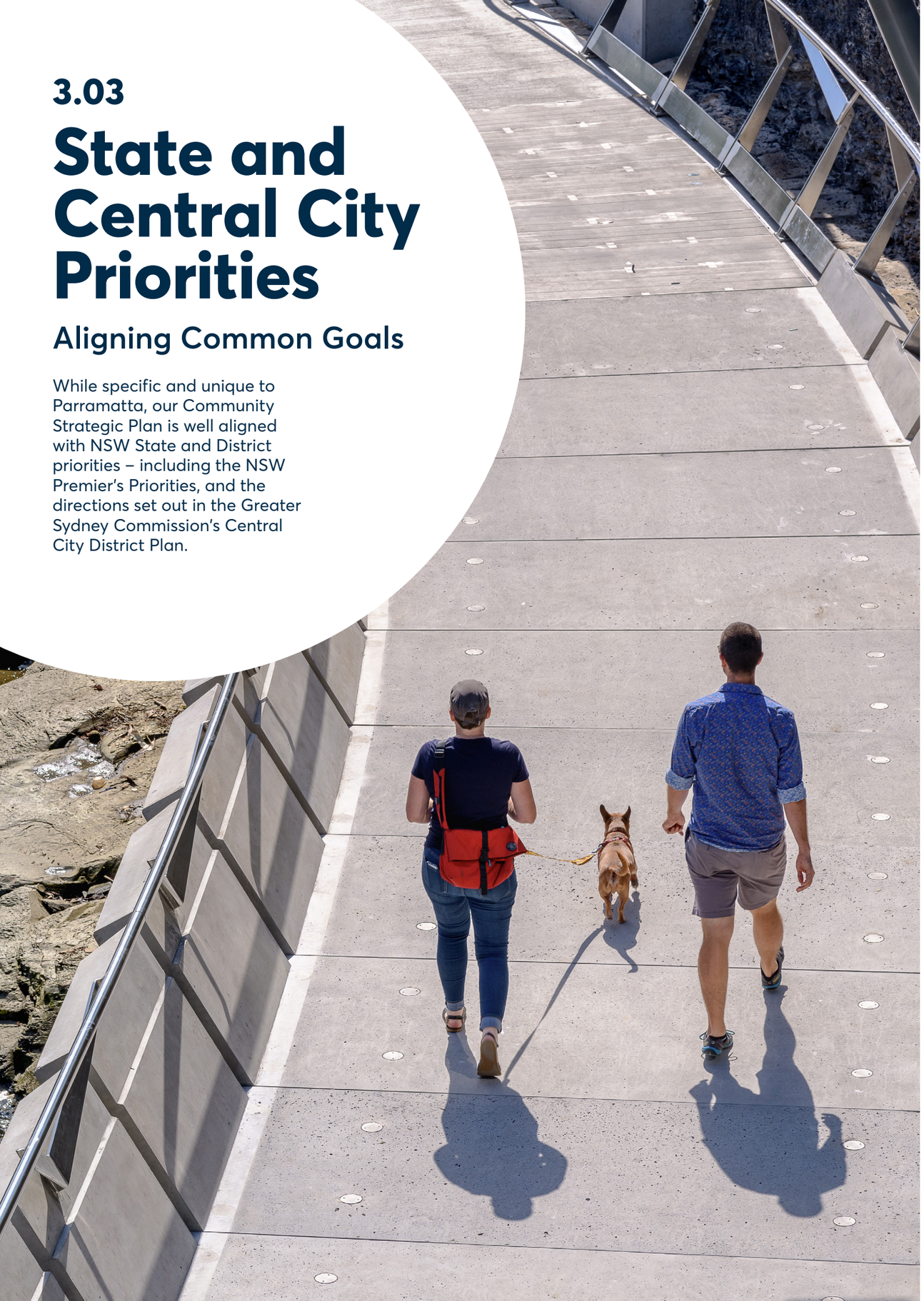
We value our environment.

THRIVING

We are a nation-leading City with prospering communities and Industries.

INNOVATIVE

We champion new ideas to create a better future.



3.03

State and Central City Priorities

Aligning Common Goals

While specific and unique to Parramatta, our Community Strategic Plan is well aligned with NSW State and District priorities – including the NSW Premier's Priorities, and the directions set out in the Greater Sydney Commission's Central City District Plan.

City of Parramatta CSP Goals

NSW Premier's Priorities	Fair	Accessible	Welcoming	Green	Thriving	Innovative
Bumping up education results for children	●					●
Increasing the number of Aboriginal young people reaching their learning potential	●		●			
Protecting our most vulnerable children						
Increasing permanency for children in out-of-home care						
Reducing domestic violence reoffending	●		●			
Reducing recidivism in the prison population					●	
Reducing homelessness	●					
Improving service levels in hospitals						
Improving outpatient and community care						
Towards zero suicides	●					
Greener public spaces		●		●		
Greening our city		●		●		
Government made easy	●			●		
World class public service	●			●	●	●

Central City District Plan Directions *(As defined by the Greater Sydney Commission)*						
A Collaborative City	●	●	●	●	●	●
A City Supported by infrastructure	●	●	●		●	
A city for people	●	●		●		●
Housing the city	●					
A city of great places		●		●	●	●
A well connected city		●				
Jobs and skills for the city	●		●		●	
A city in its landscape				●		
A resilient city		●		●		
An efficient city		●		●		●

3.04

A Global Outlook

United Nations Sustainable Development Goals

In 2015, Australia was one of 193 countries to commit to action on the United Nations Sustainable Development Goals (UN SDGs) by 2030.

The 17 Goals provide a shared blueprint for peace and prosperity for people and the planet, now and into the future, and will require partnership from all sectors of society – including government, business, individuals and organisations.

As a global Australian city, we, our partners and community all have a role to play in achieving these Goals. This Community Strategic Plan demonstrates our plan to support the SDGs relevant to our City.

City of Parramatta CSP Goals	*UN Sustainable Development Goals*			
FAIR	1 No Poverty	3 Good Health and Well-being	4 Quality Education	5 Gender Equality
	10 Reduced Inequalities	16 Peace, Justice and Strong Institutions	17 Partnerships for the Goals	
ACCESSIBLE	3 Good Health and Well-being	10 Reduced Inequalities	11 Sustainable Cities and Communities	

City of Parramatta CSP Goals	*UN Sustainable Development Goals*			
WELCOMING	5 Gender Equality	8 Decent Work and Economic Growth	11 Sustainable Cities and Communities	16 Peace, Justice and Strong Institutions
	17 Partnerships for the Goals			
GREEN	6 Clean Water and Sanitation	7 Affordable and Clean Energy	11 Sustainable Cities and Communities	12 Responsible Consumption and Production
	13 Climate Action	14 Life Below Water	15 Life on Land	
THRIVING	5 Gender Equality	8 Decent Work and Economic Growth	9 Industry, Innovation and Infrastructure	11 Sustainable Cities and Communities
	12 Responsible Consumption and Production	17 Partnerships for the Goals		
INNOVATIVE	8 Decent Work and Economic Growth	9 Industry, Innovation and Infrastructure	11 Sustainable Cities and Communities	12 Responsible Consumption and Production
	17 Partnerships for the Goals			

3.05

A Resilient City

Building a resilient future

City of Parramatta is an active member of Resilient Sydney, a collaboration of all 33 metropolitan councils of Greater Sydney and NSW State Government agencies, to develop and implement a Sydney-wide resilience strategy.

As part of the review of our Community Strategic Plan, City of Parramatta Council has taken into consideration the multiple facets of what makes a city resilient.

Responding to shocks and stressors together.

Resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt and grow no matter what kinds of stresses and shocks they experience.

Council continues to proactively monitor the impact of stressors in our City and will respond by delivering programs and services that adapt to changing needs and expectations. Together, we will work in partnership to create a resilient City of Parramatta.

Tackling change by planning ahead and building resilience.

With the pace of this change and many milestone projects approaching completion, planning for resilience is paramount. Our City's growth has highlighted great opportunities and the need to address gaps in our infrastructure. With the support of our planning instruments this physical growth is an opportunity to promote sustainable development, positive well-being and inclusive growth.

Addressing inequality in our community.

While our City is prosperous for many, others experience barriers. Inequality undermines the strength of our community as a whole, and can impact safety, health outcomes, and result in lower levels of trust and happiness. The entire community is stronger when everyone achieves their full potential. Addressing inequality is therefore essential to improving the health, wellbeing and prospects for our community as a whole.

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

Parramatta is a place of shared ancient and living histories. The Dharug peoples have nurtured the lands and waters of Parramatta for thousands of years, and our River contains to be our greatest natural asset.

Our community cherishes Parramatta's parks, bushland and river, and recognises that access to green spaces is essential to health and wellbeing as density increases. We need to ensure Parramatta's heritage and natural assets are protected for future generations.

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

Parramatta is a cosmopolitan City where generations of migrants and their families have prospered and thrived, and our diverse community can draw on the wisdom of many cultures and life experiences. Diversity is our strength, and our greatest resources for managing future challenges are to be found in our community. We recognise that Parramatta's diversity enables people to come together and generate new connections and ideas.

Culture is key to shaping the evolving identity of our City.

Our collective culture showcases what we are passionate about, what we value, and who we are. Culture is key to activating, celebrating and promoting our changing City. It is a driving force of vibrancy, a contributor to prosperity and the agent for showcasing the Parramatta story. We will advocate for the needs of our community and thriving arts institutions, so that all people can share in the benefits of growth, without compromising what makes our community strong.

Supporting each other to weather life's ups and downs.

The COVID-19 pandemic has presented many challenges which have positioned us to support each other through times of crisis. Despite this, our community has harnessed many learnings and positive opportunities during this difficult time.

During the pandemic, more people have embraced local exercise and recreation, and enjoyed spending time in our parks and green spaces. Many people shifted their work arrangements, improving work/life balance. Technology was used to help us remain connected to friends and loved ones that we couldn't see in person.

By reflecting on our experiences, we can work to ensure that all people are acknowledged, cared for and empowered.

OUR PLAN

4.01 — How to read this part of the Plan

4.02 — Fair

4.03 — Accessible

4.04 — Welcoming

4.05 — Green

4.06 — Thriving

4.07 — Innovative

04

4.01

How to read this part of the Plan

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
F.1 Our spaces and facilities meet our needs and support health and wellbeing	F.1.1 Facilitate equitable provision of quality public spaces, community infrastructure and services that enhance community health, wellbeing and resilience.	D P A

The desired community outcome that will support our Strategic Goal. Code for reference only (e.g. F.1).

The Strategic Action we will undertake to achieve a Community Outcome. Code for reference only (e.g. F.1.1).

How we will deliver this Strategic Action: Deliver (D), Partner (P), or Advocate (A).

Outcome	*Indicator*	*Target*
F.2	Community sentiment regarding the degree to which our city provides opportunities for people of all ages to learn and develop skills at any age.	Increase on previous results.

Reference only.

How we will track progress. We will report on our progress in our Annual reports. Common sources include Council's satisfaction survey, Census data and other research undertaken by Council.

What we aim to achieve.

Key Partners

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

The Goals set out by our Community Strategic Plan go beyond the scope of Council's activities. To ensure our community reaches its aspirations, Council also partners with other stakeholders to deliver the Strategic Actions identified in this plan.

UN Sustainable Development Goals

The United Nations Sustainable Development Goals that our Strategic Goal responds to. Icons and numbers for reference only.

FAIR

4.02

We can all benefit from the opportunities our City and neighbourhoods offer

As the City of Parramatta grows economically, our people must also be supported with the same investments to grow. We want everyone in our community to benefit from our City's growth and prosperity. The intensity of growth and investment in the City of Parramatta will create many opportunities for a new and more diverse mix of high-quality housing, jobs and infrastructure. For Council, our growing population and stronger rates base means an increased capacity to improve the lives of our community by addressing inequality and providing more resources to upgrade and expand essential services and facilities. Council is committed to ensuring all members of our community can participate in Parramatta's bright future.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
F.1 Our spaces and facilities meet our needs and support health and wellbeing	F.1.1 Facilitate equitable provision of quality public spaces, community infrastructure and services that enhance community health, wellbeing and resilience.	D P
F.2 Our City is a destination for educational excellence, where everyone is supported to reach their full potential	F.2.1 Provide education, learning and volunteering opportunities that enable people to grow and contribute to the community.	D P A
F.3 Everyone has a place to live that meets their needs	F.3.1 Plan and advocate for quality housing options, including affordable housing, that support the needs of our diverse community through all life stages.	A
F.4 Everyone can have a say and contribute to their community	F.4.1 Provide opportunities for everyone to share their perspectives, be heard, and influence decision-making processes.	D
	F.4.2 Deliver effective, responsible, and ethical City leadership, and responsible financial management, reflective of community needs and aspirations.	D

Outcome	*Indicator*	*Target*
F.1	Mean of community satisfaction rating of council facilities.	Maintain or increase on previous year.
F.2	Community sentiment regarding the degree to which our city provides opportunities for people of all ages to learn and develop skills at any age.	Increase on previous results.
F.3	Percentage of households living in housing stress (includes rental and mortgage stress).	Decrease on 2016 baseline.
F.4	Community Satisfaction with the opportunity to have your say on key issues affecting community.	Maintain or increase on previous year.

Key Partners

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

UN Sustainable Development Goals

1 No Poverty
3 Good Health and Well-being
4 Quality Education
5 Gender Equality
10 Reduced Inequalities
16 Peace, Justice and Strong Institutions
17 Partnerships for the Goals

ACCESSIBLE

4.03

We can all take part and get to where we want to go.

As host to greater numbers of professional services as a significant employment hub, our City will continually need the support of greater connections and accessible options. The location of jobs and opportunities, the structure of transport networks and congestion all influence the time it takes to travel between places. Having a variety of options to get to places seamlessly and efficiently improves liveability and creates a better quality of life by reducing the time and stress associated with commuting. Building greater universal access enables a unified approach to building equality for everyone regardless of access requirements.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
A.1 Our City is accessible to people of all abilities, ages and cultural backgrounds	A.1.1 Plan our City and services with universal design principles, so that they are accessible by all.	D
A.2 We are connected by well-designed integrated transport networks	A.2.1 Advocate for public transport to connect our neighbourhoods and the Greater Sydney region.	A
	A.2.2 Connect our City with safe, equitable, and enjoyable networks for pedestrians and people riding bikes.	D
	A.2.3 Deliver and advocate for streets that improve transport outcomes.	D P A

Outcome	*Indicator*	*Target*
A.1	Percentage of people who feel comfortable in public spaces in our Local Government areas.	Increase on previous results
A.2	Community satisfaction rating with Council promoting sustainable transport options including footpaths, cycleways and public transport.	Maintain or increase on previous year

Key Partners

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

UN Sustainable Development Goals

3 Good Health and Well-being

10 Reduced Inequalities

11 Sustainable Cities and Communities

WELCOMING

4.04
We foster belonging and celebrate culture and diversity

Parramatta has an incredibly rich history, from the Dharug peoples who have inhabited this land for more than 60,000 years, to the recently migrated. Our diversity of cultures and sense of community are our City's greatest strengths, and fundamental to our identity. Our histories are colliding, creating a new, global city. Over the next 20 years our City will continue to generate a strong sense of place, invite creativity, stimulate prosperity and celebrate our diversity. With the increase in population, the continued drive for fostering community safety is a priority for us.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
W.1 We recognise that Parramatta has always been a gathering place, and our diversity is our strength	W.1.1 Acknowledge the Dharug peoples as the traditional custodians of this land, and make Parramatta a leading City of Reconciliation that fosters First Nations cultural expression.	D P A
W.2 Everyone can participate, belong, and feel connected	W.2.1 Encourage and celebrate community connections, culture and social inclusion through initiatives, events and facilities.	D P A
	W.2.2 Respect and protect our shared living histories, heritage and places.	D P A
W.3 We all feel safe and free to enjoy our City	W.3.1 Create and facilitate places and programs that support community safety.	D P A

Outcome	*Indicator*	*Target*
W.1	Percentage of the First Nations Strategy actions completed.	100% of actions on track.
W.2	Percentage of residents who feel they belong to the local community.	Maintain or increase on previous results.
W.3	Percentage of residents who agree or strongly agree with "Our city provides safe and inclusive places to play and relax".	Increase on previous results.

Key Partners

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

UN Sustainable Development Goals

5 Gender Equality

8 Decent Work and Economic Growth

11 Sustainable Cities and Communities

16 Peace, Justice and Strong Institutions

17 Partnerships for the Goals

GREEN

4.05
We value our environment

The Parramatta River and bushland is a source of pride for our council. Maintaining a healthy bushland and river not only provides habitat for plants and animals, but also makes our City a more enjoyable place to live, rest and play. Caring for our environment helps contribute to a liveable city, and improves sustainability and productivity. More energy efficient buildings attract significant businesses and investors, and good indoor and outdoor environments contribute to improved wellbeing. As our population grows, reducing our waste, water and energy will help lessen our impact on our surrounds, meaning our City is more sustainable in the long term.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
G.1 We have a healthy network of green space and waterways throughout our City	G.1.1 Enhance the health of Parramatta River and its tributaries and advocate for integrated water cycle management.	A
	G.1.2 Protect and increase the quality of our natural environment, bushland and biodiversity.	D P
G.2 We can all enjoy and connect with our environment	G.2.1 Improve the functionality and environmental performance of our parks, sportsgrounds and recreational areas.	D
G.3 Our City is sustainable and known for its environmental leadership	G.3.1 Transition to net zero carbon emissions solutions in the City and community.	D A
	G.3.2 Foster the circular economy to provide innovative solutions to resource use and management.	A
G.4 We are a resilient City, supporting the future of our community and environment	G.4.1 Embed city resilience and climate change adaptation, by preparing for key climate hazards such as flooding and urban heat.	D P A

Outcome	*Indicator*	*Target*
G.1	Potable water consumption.	No net increase by 2038 (based on 2015 levels).
G.2	Percentage of people who report enjoying a local public place.	Increase on previous results.
G.3	Community emissions per capita per year.	60% emissions reduction by 2038 (based on 2015 levels).
G.4	LGA vegetation cover (includes tree canopy, grasses and shrub layers).	Increase vegetation cover to 40% by 2038 (based on 2016 levels).

Key Partners

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

UN Sustainable Development Goals

6 Clean Water and Sanitation
7 Affordable and Clean Energy
11 Sustainable Cities and Communities
12 Responsible Consumption and Production
13 Climate Action
14 Life Below Water
15 Life on Land

THRIVING

4.06

We are a nation-leading City with prospering communities and Industries

Our City can thrive if our people are equipped with the resources and tools to live their lives. Individuals and families can improve their circumstances when they have the training to access employment, services and recreation that enable them to live with dignity and security. Parramatta's sphere of influence is greater than just our City's boundary – a thriving CBD is of value not only to our residents but also our diverse partners, visitors and workers from surrounding areas. Our community also wants attractive and distinctive local centres, right across the City of Parramatta.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
T.1 We work together to deliver the best outcomes for our City's residents, workers, and visitors	T.1.1 Lead partnerships between industry and government to achieve economic, social, cultural and sustainability outcomes.	P
	T.1.2 Foster public and private investment to deliver city-shaping infrastructure and services to support the growth of the City.	D A
T.2 We have vibrant communities and a thriving 24 hour economy	T.2.1 Plan vibrant and sustainable centres with thriving economies.	D
	T.2.2 Champion tourism, arts and culture to create an interesting City where people come to play, day and night.	A
T.3 Our City is a nationally significant hub for industry, business, productivity and employment	T.3.1 Support the development, growth and retention of business, employment centres, and industry.	A
	T.3.2 Accelerate local jobs growth and create employment opportunities that benefit the community and the City.	A

Outcome	*Indicator*	*Target*
T.1	Percentage of stakeholders satisfied of their partnership with council (Alliances, MOUs, Coalitions, and committees).	N/A - Baseline to be determined in 2023.
T.2	City of Parramatta's gross regional product (GRP).	Increase on previous year.
T.3	Net job growth within the City of Parramatta LGA.	Increase on previous census data.

Key Partners

- Business Western Sydney
- Parramatta Chamber of Commerce
- Sydney Olympic Park Business Association
- Epping Chamber of Commerce
- Committee for Sydney
- NSW Department of Planning and Environment
- Investment NSW
- Greater Sydney Commission
- Infrastrucure NSW

UN Sustainable Development Goals

5 Gender Equality

8 Decent Work and Economic Growth

9 Industry, Innovation and Infrastructure

11 Sustainable Cities and Communities

12 Responsible Consumption and Production

17 Partnerships for the Goals

INNOVATIVE

4.07

We champion new ideas to create a better future

With the scale of transformation that Parramatta is undergoing, enabling meaningful growth is one of the top concerns for our community. The future of Parramatta is much more than bricks and mortar – it includes best practice in city design, creativity and connectivity. It is not simply about growth: it is about becoming smarter. Inspired by some of the world's greatest cities, Parramatta will leverage the foundations of good urban planning, and use open data and enabling technologies to create a vibrant, people-centric, and connected City. Council will continue to provide service excellence that addresses community issues, aiming for continuous improvement and leveraging the benefits of a larger local government area. We value the ingenuity of collaboration; working with strategic partners and stakeholders will help make a world-class City.

Draft Community Outcomes	*Draft Strategic Actions*	*Council's role*
I.1 Our City is well planned for the future	I.1.1 Implement a robust planning framework.	D
I.2 We are a bold and smart city - leveraging data, technology and continuous improvement	I.2.1 Support opportunities for innovation and continuous improvement in Parramatta.	P A
	I.2.2 Deliver Smart City initiatives that support data driven decision-making and improve people's lived experience of Parramatta.	D
I.3 We have a strong research, innovation and start-up ecosystem, with global impact	I.3.1 Attract and support leading research, education and start-ups to grow and thrive.	A

Outcome	*Indicator*	*Target*
I.1	Mean rating of community members that agree with "Council is forward thinking".	Maintain or increase on previous year
I.2	Mean rating of community members that agree with "Council is innovative".	Maintain or increase on previous year
I.3	Number of businesses registered in targeted industries (Education and Training, and Professional, Scientific and Technical Services).	Maintain or increase on previous year

Key Partners

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

UN Sustainable Development Goals

- 8 Decent Work and Economic Growth
- 9 Industry, Innovation and Infrastructure
- 11 Sustainable Cities and Communities
- 12 Responsible Consumption and Production
- 17 Partnerships for the Goals

DELIVERING OUR PLAN

5.01 — Delivering in Partnership

5.02 — Tracking our Progress

5.03 — CSP Glossary and Abbreviations

05

5.01

Delivering in Partnership

As a plan for the entire City and community, forging and maintaining strong partnerships is critical to delivering the goals of this Community Strategic Plan. As the City of Parramatta continues to grow, government, businesses and community need to work together to invest in our individual and collective wellbeing. These partnerships take shape as formal and informal arrangements enabling Council and its partners to add value through aligned vision, shared resources, networks and knowledge, and collective actions.

FORMAL PARTNERSHIPS	Formal partnerships bring together major stakeholders across government, industry, and community through shared objectives to lead, advocate or deliver strategic outcomes that are beneficial to our City's identity. These relationships are formalised through established governance models with clear agreements on collaboration strategies, advocacy and delivery on outcomes.
INFORMAL PARTNERSHIPS	Council also works with stakeholders to achieve outcomes in advocacy, service and project delivery through informal partnership arrangements. These relationships are established to address immediate or short terms needs, provide solutions for strategic and operational matters and provide critical insights into sector, environmental and community needs and expectations without the strict guidelines set in formal relationships.

COUNCIL'S ROLE

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

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

Council's role, depending on the activity being undertaken, is to Deliver, Partner, and/or Advocate. The principal activities to be carried out by Council over the next four years are outlined in Council's Delivery Program 2022-2026.

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

Deliver

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

Partner

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

Advocate

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

5.02

Tracking our Progress

Achieving our shared vision

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

So that we can track our progress along the way, we'll use the methods identified on pages 40-51 of this Plan to monitor our movement towards achieving these goals. A full report on the progress of the implementation of the Community Strategic Plan will be published in the State of Our City Report in early 2025.

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

- Progress reports on the principal activities in the Delivery Program, every six months
- An annual report which outlines Council's achievements in implementing its Delivery Program, as well as a financial summary showing key income expenditure areas for the financial year, and an asset report.

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

5.03

CSP Glossary and Abbreviations

Term / Acronym	*Description*
Our City	All areas within the City of Parramatta Council local government area
Circular economy	A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing and recycling existing materials and products as long as possible. A circular economy seeks to eliminate waste and to keep resources in a continually flowing loop
City resilience	A city's capacity to endure, adapt and transform from major city impacting risks such as climate change, pandemics, etc.
CSP	Community Strategic Plan
DCP	Development Control Plan
GPOP	Greater Parramatta and the Olympic Peninsula
GRP	Gross Regional Product
GSC	Greater Sydney Commission
LEP	Local Environment Plan
LSPS	Local Strategic Planning Statement
Smart City	Utilisation of information and communication technologies to increase and improve efficiencies of operations, services and programs of a city. This could the implementation of smart sensors to gather specialised data to influence planning and design.
Universal Design	A design methodology which centres on creating inclusive spaces (digitally and physically). This means designing and developing spaces that are accessible for all people regardless of ability.
UN SDG	United Nations Sustainable Development Goals

Address:	126 Church St, Parramatta PO Box 32, Parramatta NSW, 2124
Phone:	1300 617 058
Email:	council@cityofparramatta.nsw.gov.au
Web:	cityofparramatta.nsw.gov.au
Social:	@parracity
	@cityofparramatta
	@cityofparramatta

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

KOREAN

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

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 بـ TIS على الرقم 131 450 واطلب منهم الاتصال نيابة عنك بخدمة زبائن باراماتا على الرقم 9806 5050 من الإثنين إلى الجمعة بين الساعة 8:30 صباحاً و 5:00 مساءً.

HINDI

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

Community Strategic Plan 2018 – 2038
Endorsed June 2018
DRAFT Amendment May 2022

Community Strategic Plan 2018 – 2038

cityofparramatta.nsw.gov.au