Community Infrastructure Strategy

July 2020

CITY OF PARRAMATTA

Welcome

Community Infrastructure Strategy

This Community Infrastructure Strategy outlines City of Parramatta Council's (Council) long term direction for community infrastructure provision.

The Strategy focuses on community infrastructure over which Council has primary responsibility, or has chosen to play a role in delivering, or seeks to advocate for on behalf of the community.

The Strategy identifies and assesses existing community infrastructure provision in City of Parramatta Local Government Area (LGA). It identifies contemporary challenges we have for realising quality community infrastructure, and finally, key opportunities and directions by asset type and for City of Parramatta's 12 high growth areas. This Strategy applies to our unique and diverse neighbourhoods as well as our CBD.

It will be used by City of Parramatta Council to identify priorities for future community infrastructure, and will inform planning, funding, delivering and negotiating for community infrastructure. It will also assist with a coordinated approach within Council to undertake this work.

Butbutt Yura Barra Ngurra means 'the heart of the people of eel country' in the Darug 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.

Recognition of the Darug peoples

NUNANGLANUNGDYU BARAMADA GULBANGA MAWA NAA BARAMADAGAL DARUG NGURRAWA BADURA BARAMADA DARUG YURA

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

Parramatta has been home to the Darug peoples for over 60,000 years, and they maintain an ongoing connection to Country.

We know that Aboriginal people were the first people of our country, and that for thousands of generations they managed and nurtured the land and waters. Even with the disastrous impacts of colonisation, Aboriginal and Torres Strait Islander people played 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.

We can learn from their resilience and community strength to ensure a socially sustainable future for all people in our City. Parramatta has always been an important meeting place for Aboriginal peoples, in particular, the Parramatta River.

City of Parramatta Council also recognises the significance of this area for all Aboriginal and Torres Strait Islander peoples as a site of early contact between Aboriginal and Torres Strait Islander people and European colonists.

This contact included unjust and draconian policies towards Aboriginal and Torres Strait Islander peoples, and there are many places of sorrow for Aboriginal and Torres Strait Islander people in our City. Today, we are proud to acknowledge the survival of Aboriginal and Torres Strait Islander peoples and Parramatta remains an important meeting place for Aboriginal and Torres Strait Islander peoples from throughout Australia.

In 2016, City of Parramatta had an Aboriginal and Torres Strait Islander population of 1,694 or 0.7% of the total population. 700 Aboriginal and Torres Strait Islander people travel to the City each day, and 20,000 come from across Western Sydney to use services and facilities in City of Parramatta.

Western Sydney has the largest Aboriginal and Torres Strait Islander population of any region in Australia.

City of Parramatta Council is committed to the process of Reconciliation and to ensuring Parramatta remains a place of choice to live, work and play for Aboriginal and Torres Strait Islander peoples.

The Community Infrastructure Strategy recognises our Aboriginal and Torres Strait Islander people and aims to renew and develop community infrastructure which celebrates the rich heritage of the first people of Parramatta and facilitates services and supports that assist all of our communities of today and of the future.

City of Parramatta's Reconciliation Action Plan is available on Council's website: cityofparramatta.nsw.gov.au

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Introduction

The neighbourhoods and CBD of City of Parramatta are transforming.

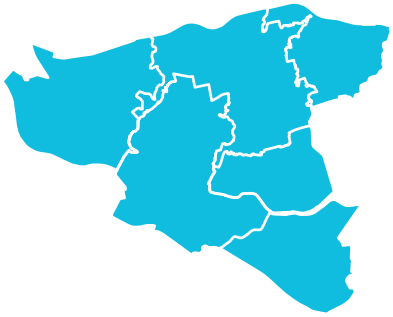
Major urban renewal is taking place and changing our area from a low scale, suburban centre to Sydney's Central River City; the centre of services, infrastructure and employment for Western Sydney, where more than half of Sydney's population live.

The pace and scope of change is unprecedented in City of Parramatta. In twenty years, an additional 253,000 people will live in our City, increasing the population from 235,000 residents in 2016 to 488,000 residents in 2041.

Significant growth is expected in City of Parramatta over the next 20 years. More than $10 billion will be invested in constructing light rail, hospitals, schools, universities, a museum, a sports stadium, roads and new public spaces.

The intensity of investment in City of Parramatta will create many opportunities for a new and more diverse mix of high quality housing, jobs and infrastructure in a liveable, productive and sustainable City.

We want to capitalise on City of Parramatta's growth to ensure our CBD and neighbourhoods have the necessary community infrastructure to help maintain and improve people's standard of living, and strengthen their sense of belonging and community.



City of Parramatta LGA

2011

2016

POPULATION GROWTH

203,000

235,000

DWELLING GROWTH

74,500

85,700

MEDIUM AND HIGH DENSITY DWELLING GROWTH

48%

55%

GROWTH IN HOUSEHOLDS RENTING

35%

40%

Greater Sydney Region

2011

2016

POPULATION GROWTH

4,609,000

5,029,763

DWELLING GROWTH

1,723,042

1,858,611

MEDIUM AND HIGH DENSITY DWELLING GROWTH

40%

44%

GROWTH IN HOUSEHOLDS RENTING

30%

33%

City of Parramatta's Community Infrastructure Strategy

City of Parramatta needs a Community Infrastructure Strategy

There are significant and exciting opportunities that come with growth and we know that well-managed growth leads to positive outcomes for individuals, families and the broader community

Fast-paced growth, when well supported by the necessary community infrastructure that underpins our lives, can significantly improve people's access to the essential services, spaces and supports they require to live well and reach their full potential.

Ensuring quality community infrastructure is provided in our neighbourhoods can strengthen people's sense of community and belonging.

We recognise that now is the time to clearly identify our current and future communities' community infrastructure needs and take determined steps to enable the delivery of appropriate, adequate and quality community infrastructure. This will take the expertise, assistance and resources of many.

We need great community infrastructure to ensure our City is socially sustainable, now and in the future.

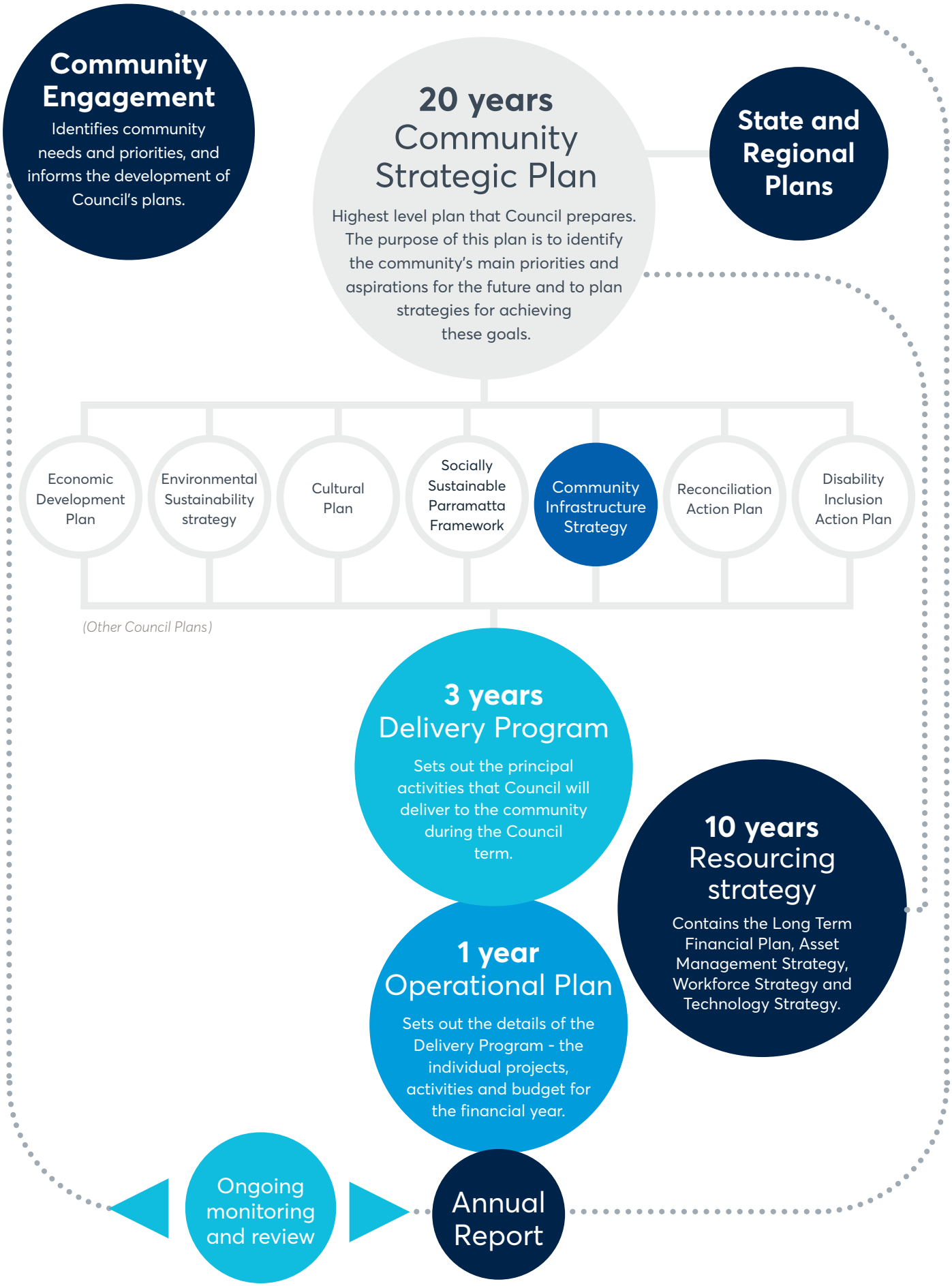
If we invest, with our partners, in the right community infrastructure to meet community needs, our City will be a more resilient, productive, liveable and sustainable place where all people can thrive.

2 busloads of people move to live in City of Parramatta each week.

"…It is understood that people will want to live and work in CBDs and therefore must accept some population growth but growth should be carefully managed with infrastructure, social amenities, new places and growth"

– Resident submission, The Big Conversation, 2017

Integrating the Community Infrastructure Strategy into Council's Planning



City of Parramatta Community Strategic Plan

ACCESSIBLE

We can all get to where we want to go.

FAIR

We can all benefit from the opportunities our city offers.

WELCOMING

We celebrate culture and diversity - past, present and future.

Adequate, quality provis infrastructu to achievin and realisin term

The Community Strategic Plan is our roadmap for the future, based on our community's shared vision: Sydney's Central City, sustainable, liveable and productive - inspired by our communities.

In order to achieve our vision, the following long-term community goals have been developed to reflect the community's aspirations for City of Parramatta. The long term community goals for the City of Parramatta are:

timely and
sion of social
re is central
g this vision
g these long
goals.

We care for and enjoy our environment.

GREEN

We collaborate and champion new ideas to create a better future.

INNOVATIVE

We benefit from having a thriving CBD and local centres.

THRIVING

What is Community Infrastructure?

Community infrastructure is the glue that holds communities together

Community infrastructure is a combination of hard and soft infrastructure. Hard community infrastructure includes the facilities, buildings and spaces, and soft infrastructure includes the programs, services and networks that run from and occur in these spaces.

A local knitters group might gather weekly in a local church hall, a fund raising committee might meet monthly in a library meeting room, a children's choir might meet fortnightly in a local park amphitheatre and university mates might meet at a local sports field occasionally for an informal game of touch football.

This Strategy is concerned with hard infrastructure that Council is primarily responsible for, or has chosen to play a role in delivering due to market failure, or sees it has a role to play in advocating on behalf of the community for adequate provision.

The Strategy covers:

COMMUNITY FACILITIES

- Libraries
- Community space
- Early childhood education and care (ECEC)
- Subsidised space
- Girl Guide and Scout halls
- Affordable rental housing

OPEN SPACE AND RECREATION

- Play spaces
- Aquatics
- Indoor recreation
- Sportsgrounds
- Parks and outdoor recreation
- Community gardens

This Strategy does not include arts and cultural infrastructure. This will be addressed as part of the implementation of the City of Parramatta's Culture and Our City: a Cultural Plan for Parramatta's CBD 2017-2022, released on 10 July 2017.

Community infrastructure is "the interdependent mix of facilities, places, spaces, programs, projects, services and networks that maintain and improve the standard of living and quality of life in a community."

- *Department of Planning Western Australia, 2012.*

"…Development of community spaces and associated infrastructure goes to the heart of prioritising people and creating strong communities."

- Community Resident – The Big Conversation "A Shared Vision for Parramatta" Report, November 2016

Community infrastructure matters for the:

LIVEABILITY
of our community

The availability of community infrastructure, both Council and non-Council owned, enables the presence of social supports and essential community services that are necessary to help people thrive.

Community infrastructure also enables 'place making', creates spaces for people to meet, connect and participate in meaningful and healthy activities. Community infrastructure strengthens local and community identity, and helps meet the essential needs of the community, including our social and recreational needs.

Cities that are stable, socially connected, and provide great access to quality healthcare, essential infrastructure, creative expression and social supports, are great places where people want to live. Outstanding liveability attracts national and global investment, workers and growth to our community, and ensures a great quality of life for our people.

"…Parramatta should be lively, vibrant, colourful, multicultural, environmentally friendly, safe and secure"

- *Resident submission, The Big Conversation 2017*

PRODUCTIVITY
of our community

There is growing international recognition that investment in community infrastructure is just as vital for economic prosperity as it is for social wellbeing.

The whole Parramatta community is stronger when everyone achieves their full potential. Businesses thrive in prosperous communities, employers benefit when children graduate from school and university ready to succeed, and women can more easily return to the work force when families can access affordable and high quality childcare.

Individuals and families can improve their circumstances when they have the training and support that they need to access jobs. Children get a great start when their families can access childcare and learning opportunities.

People of all ages can access programs that support life long learning. People of all abilities and ages are valued contributors to society when they are included and can access the full range of programs, services, events and activities that are necessary to live a full life.

"…A world-class destination for innovative entrepreneurs… for students, tourists and business travellers."

- *Resident submission, The Big Conversation 2017*

SUSTAINABILITY
of our community

Access to community infrastructure is key to the social sustainability of our community. Community infrastructure helps build healthy, strong and empowered people.

Healthy, strong and empowered people have more resources to draw on when dealing with chronic stresses.

Great community infrastructure also enables essential community and social support services to be part of Parramatta, delivering services to help all of Parramatta's people to thrive. Quality community infrastructure benefits the entire community and plays a significant role in enhancing the lives of people of all ages, backgrounds and abilities.

Collectively, our community does better when all people thrive and can build their resilience.

LEADERSHIP
of our community

As a leading Council we can commit to collaboration, partnerships and sharing our resources to provide great community infrastructure.

We can lead the development of innovative approaches to community infrastructure planning and provision, and seek opportunities to deliver essential community infrastructure where the market does not, or where we can add value for vulnerable communities.

We have a once in a generation opportunity to ensure that we shape a future that all people can share in and where everyone in our community can benefit from the City's growth and prosperity.

"…The best city to live, work and visit, Parramatta must grow towards becoming a role model city for Australia and the world, by importing infrastructure and sustaining green spaces."

– *Resident submission, The Big Conversation 2017*

"…A proactive city, not a reactive city."

– *Resident submission, The Big Conversation 2017*

Creating socially sustainable communities

City of Parramatta Council has developed a Socially Sustainable Parramatta Framework that sets out a new way of working for Council

A socially sustainable community puts people first and shares the opportunities of growth with all.

A community is socially sustainable when "the formal and informal processes; systems; structures and relationships actively support the capacity of current and future generations to create healthy and liveable communities. Socially sustainable communities are equitable, diverse, connected and provide a good quality of life" (McKenzie 2004).

A commitment to making the City socially sustainable means that our current and future community will be resilient, and will flourish no matter what stresses, challenges and disruptions we face.

'Sharing the Opportunities for All – Socially Sustainable Parramatta Framework' outlines eight goals for enabling a socially sustainable City of Parramatta, through Council's own efforts, and in partnership with the community:

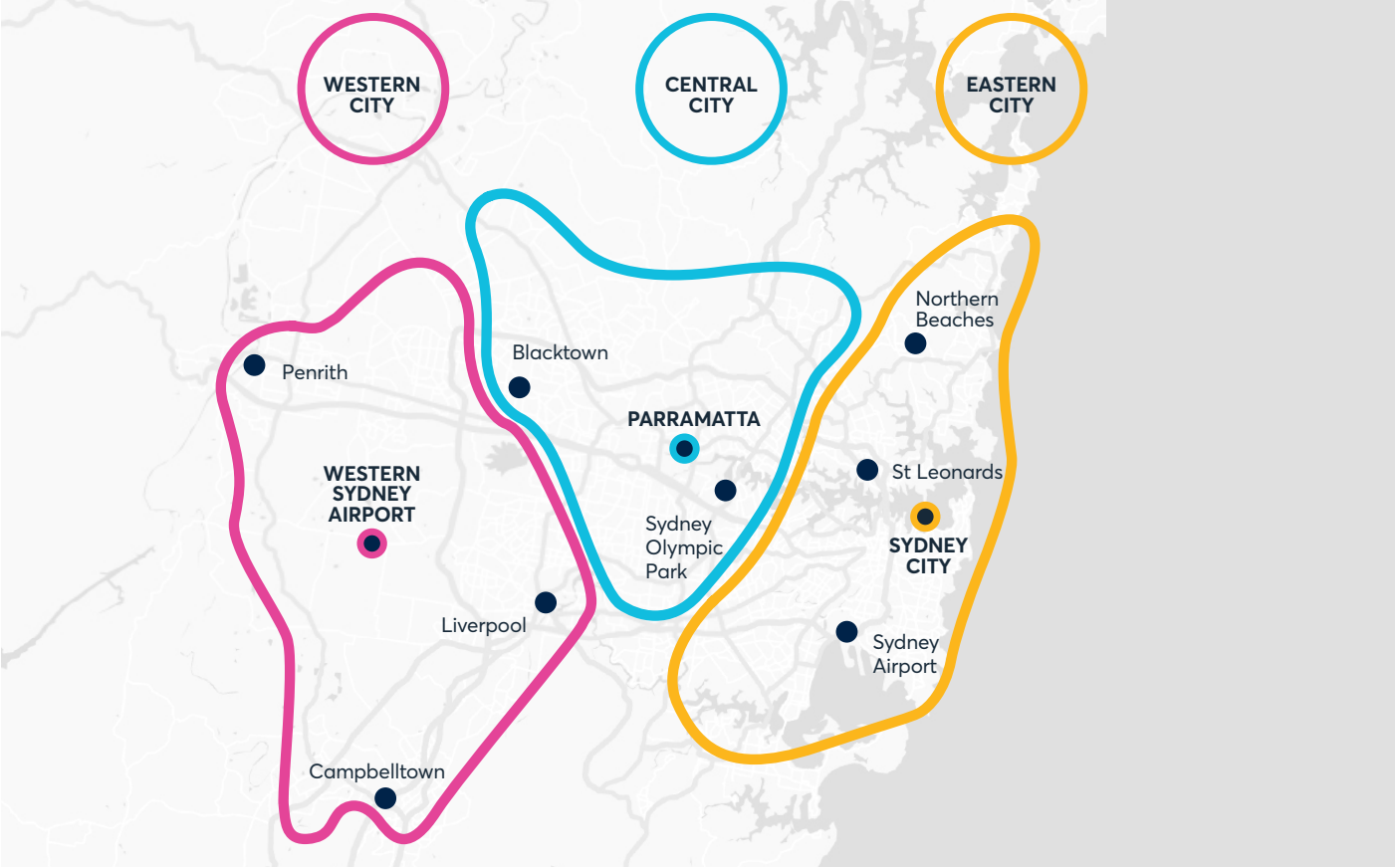
- Children are our future
- Diverse, affordable homes for everyone
- All people can learn, share and grow
- All people can access a job that enables them to live with dignity and security
- Green, inclusive and safe places to share
- All people can live healthy, active lives
- We trust each other, are welcoming, and feel good about being here together
- We lead by example

Chan and Lee (2008) have identified a number of key success factors for achieving a socially sustainable community and the provision of social infrastructure is one of these:

Provision of community infrastructure.

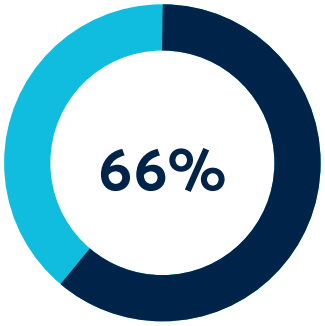
Including childcare and community centres, open spaces for social gatherings, active living and interacting with your neighbours, and housing for different income levels, including vulnerable people.

What are our strengths as a community?



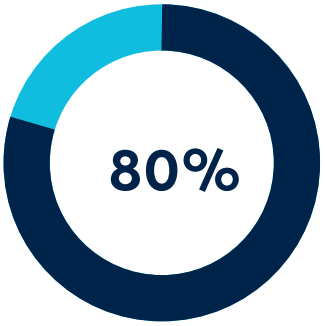
66% of people agree with the statement

"I am proud of my local neighbourhood"



80% of people agree that their

"local community is welcoming of people from different cultures"



**Source: City of Parramatta Our City My Life Survey 2019*

Parramatta is Sydney's Central City

City of Parramatta is the demographic and geographic heart of Sydney, and is accessible to 2.3 million people (half of Sydney's population) within 45 minutes by car or public transport.

City of Parramatta is home to major city-scale assets and community infrastructure which will drive employment and growth for the whole Western Sydney region. This includes Westmead health precinct, several university campuses, businesses, jobs, the justice precinct in Parramatta CBD and the events and recreation offerings at Sydney Olympic Park.

Parramatta residents will be increasingly well connected to neighbourhoods and job centres as public transport improves across the City. City of Parramatta's role as a regional service centre will grow and strengthen.

Unprecedented growth and investment

Over the next five years, more than $10 billion will be invested in constructing roads, light rail, schools, hospitals, universities, offices, shops, accommodation, a museum, a sports stadium and new public spaces. Planning for urban renewal and the delivery of significant infrastructure upgrades are occurring all across the City, including our neighbourhoods.

Our strong, cohesive and engaged community

There are more than 500 not-for-profit community services located in City of Parramatta committed to servicing and supporting our community to live well.

80% of residents agree or strongly agree with the statement "I am satisfied with my life as a whole." 39% of residents agree that "there are opportunities to have a say on issues that are important to you" and 88% of residents provided some sort of assistance to members of the community who do not live with them.

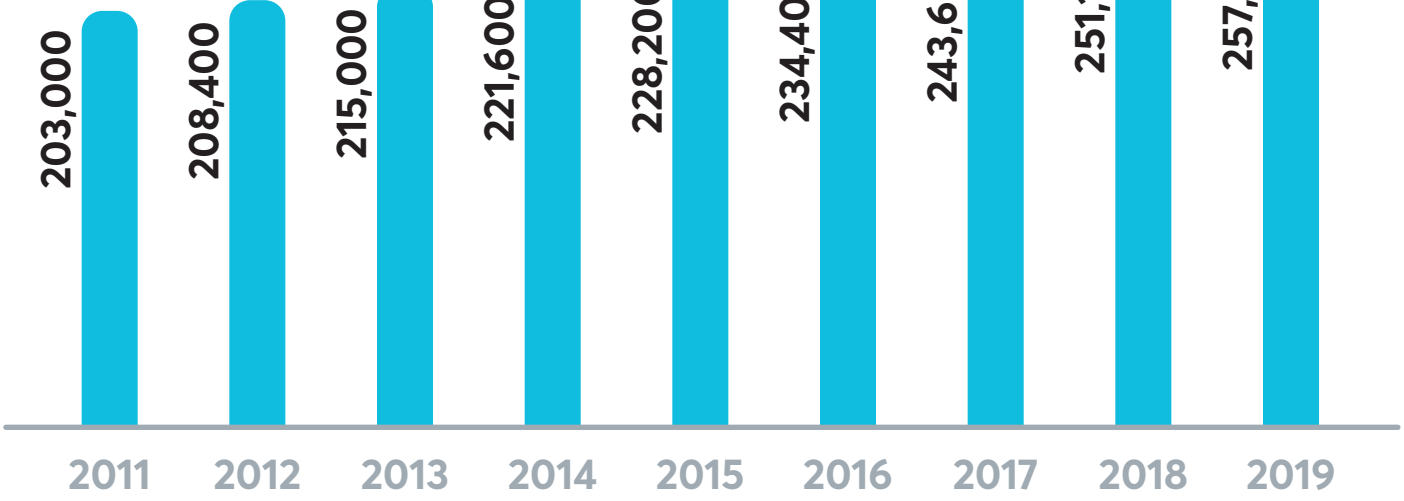
Our diverse community, with the wisdom of many cultures and life experiences

More than 140 languages are spoken in City of Parramatta, and more than half of our people speak a language other than English at home. Although the largest population group in our City is 25 to 50 year olds, growing numbers of children, young people and over 55 year olds are calling Parramatta home.

85% of residents agree that "it is a good thing for society to be made up of people from different cultures," and 80% agree that their "local community is welcoming of people from different cultures." 68% stated they were "involved in community groups, social groups and civil actions." Our community knows that diversity is our strength.

What challenges do we face together?

City of Parramatta's population growth*



Population growth is putting pressure on our shared resources

City of Parramatta's existing community infrastructure is highly valued by our community, however, it is also nearing or reaching capacity. With our fast growing population, City of Parramatta's existing community infrastructure is struggling to keep up.

Existing community infrastructure is no longer fit for purpose

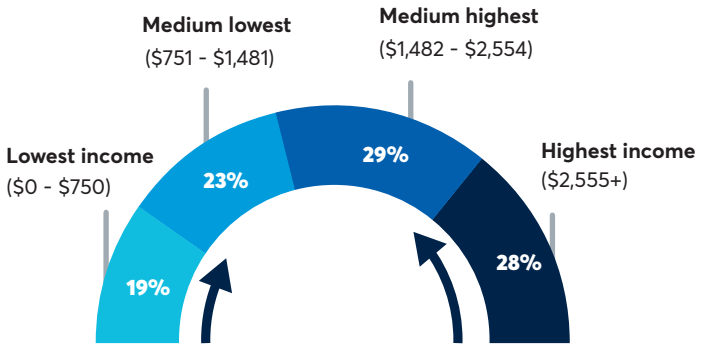
City of Parramatta is transforming into Sydney's Central City. It plays a regional role, serving Greater Western Sydney as a centre of services and infrastructure.

Our City is a metropolitan centre and although we lack some of the infrastructure of other major cities, we have an opportunity to enhance and expand our existing community infrastructure to serve the needs of our growing and changing community.

We know that different parts of our community have different needs and that by strengthening our network of assets we will increase efficiency, maximise value and create more opportunities for our community to access the quality community infrastructure they deserve.

** These population figures include Census data and estimated resident population figures (ERP) drawn from Council's Profile id webpage. In some cases, these ERPs differ from the Forecast id webpage estimates.*

City of Parramatta household income quartiles 2016

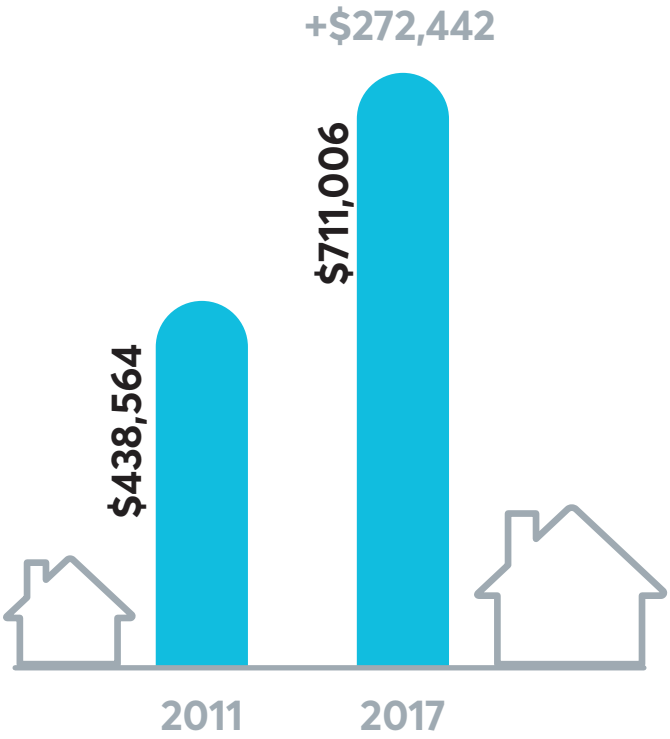


$6,500 per m² to build a community centre*

$7,500 per m² to build a library*

**Source: Elton's 'Parramatta Community Facilities Audit and Needs Study Report 2017' commissioned by City of Parramatta*

Median dwelling price for City of Parramatta



Increasing cost of providing infrastructure

The increasing value of land across City of Parramatta means that opportunities to purchase additional land or buildings for community infrastructure provision are limited. Legislative requirements are evolving, maintenance costs are rising, and community expectations are increasing which means that Council is having to rethink the best approach to community infrastructure provision.

This means that City of Parramatta has a significant opportunity to take an innovative approach to community infrastructure provision through realising better design, consolidating assets and rethinking how spaces might be shared to provide community infrastructure in a more effective and sustainable way.

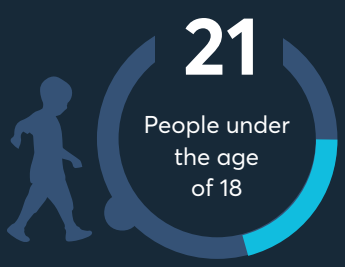
Inequality is an issue in our community

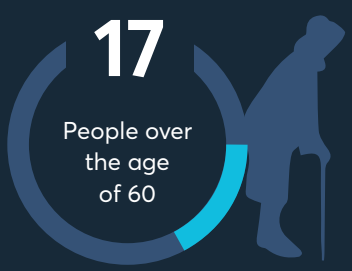
City of Parramatta is a very diverse local government area, with communities that span considerable differences in terms of socio-economic advantage, cultural diversity and age range.

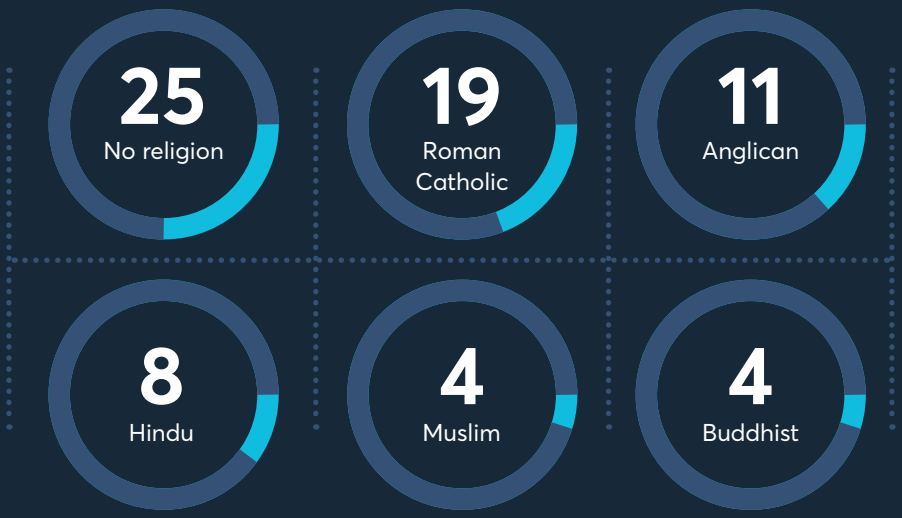
There are people within our community who face barriers to participation and there are gaps in provision of community infrastructure where the private market does not deliver enough, or within an affordable price range for many, or in the necessary locations. By being accessible and welcoming for all members of our community, community infrastructure can be a meaningful tool for increasing community cohesion and for enhancing people's sense of belonging.

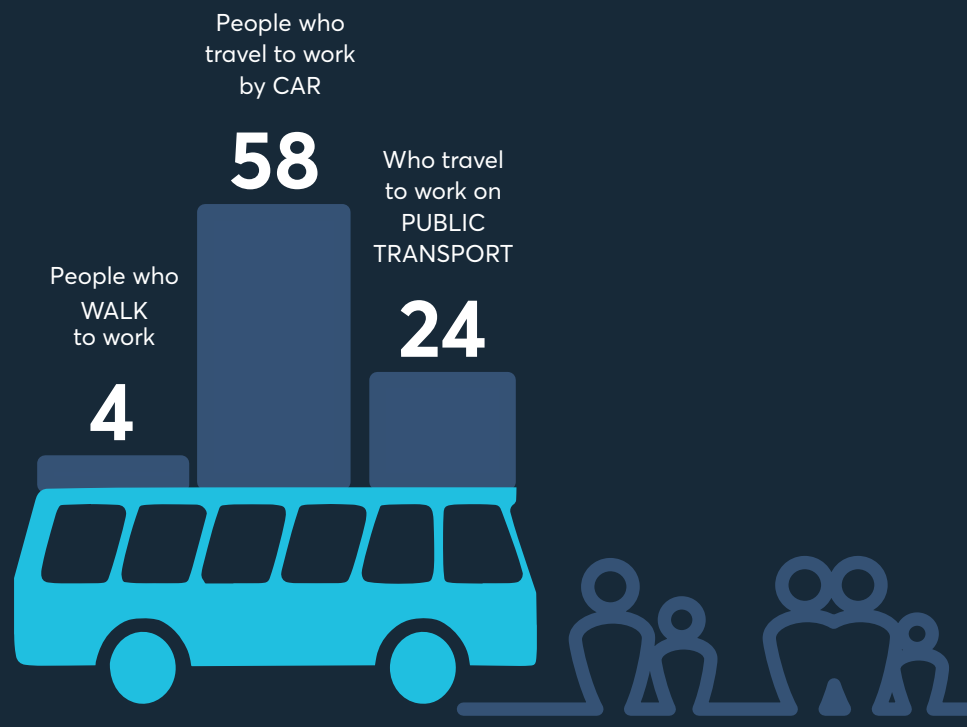
City of Parramatta's people: now

IF THE CITY OF PARRAMATTA WERE A COMMUNITY OF 100 PEOPLE, THERE WOULD BE:









50 People born overseas

1 Aboriginal or Torres Strait Islander person

11 People born in India

52 People speaking a language other than English

4 People born in South Korea

10 People born in China

50 People live in separate houses

20 People live in medium density

29 People live in high density

21 People aged 15-24 years who are not employed or in education

9 People who don't have an internet connection at home

4 People that need assistance with daily living due to disability

9 People who volunteer

All data has been sourced from the 2016 Census, unless otherwise stated.

What growth are we planning for?

City of Parramatta is one of the fastest growing areas in NSW

The City faces the complex and unique challenge of balancing the needs of a dynamic CBD with neighbourhood inner urban areas that are experiencing rapid growth and high demand for services, as well as social disadvantage in some locations. The City's total population has grown by 74,000 residents over the last 10 years (8,500 in the last year). The resident population in the Parramatta CBD has also grown significantly, climbing from 9,300 in 2012 to 13,100 in 2016.

Using forecast data, City of Parramatta can expect (at least) an additional 253,000 residents by 2041, bringing our total population to 488,000. In the same 20-year period our dwellings are expected to grow grow from 86,200 to 194,000 in 2041. At the same time, the type of dwellings that people reside in across the area will change fundamentally. While in 2016 only 34% lived in high density dwellings, this is set to double by 2041 to 70% of all dwellings.

The majority of this growth will occur in 12 areas of City of Parramatta.

These high growth areas are explored in more detail in Section 3 of this Strategy.

Some of the identified high growth areas have well developed plans. Others have yet to commence detailed planning and therefore the likely dwelling and resident numbers are less fixed.

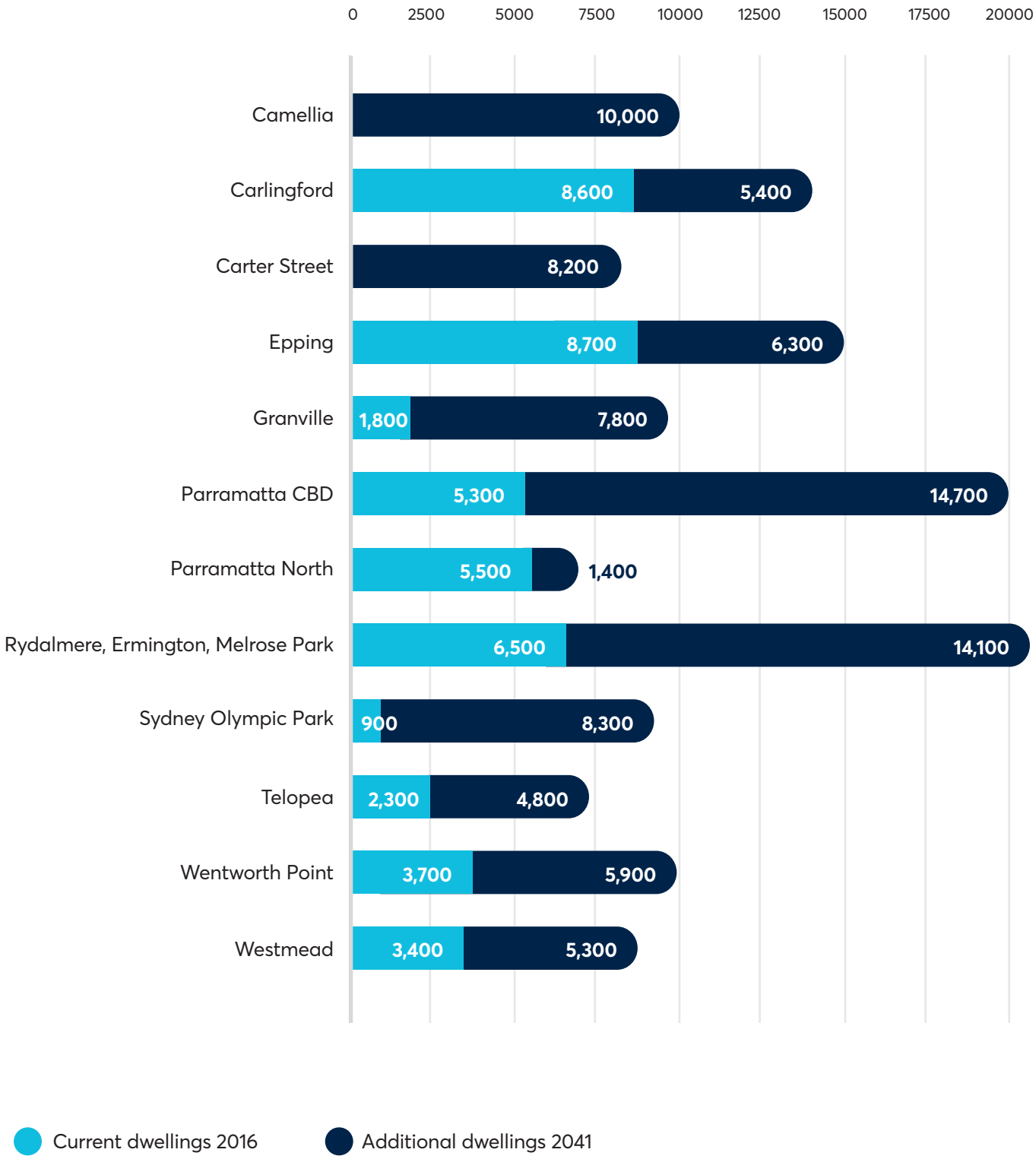
Ten of the twelve high growth areas include residential communities who will experience renewal and gentrification.

Good community infrastructure provision can play a positive, enabling role by creating welcoming places for people to gather and meet, as well as providing necessary support and services and helping to form the identity of an area undergoing change.

There is currently limited residential population within Carter Street at Lidcombe and at Camellia. Community Infrastructure in these places has a major role to play in establishing a sense of identity and belonging for what will be completely new neighbourhoods.

High growth areas - estimated growth in dwellings

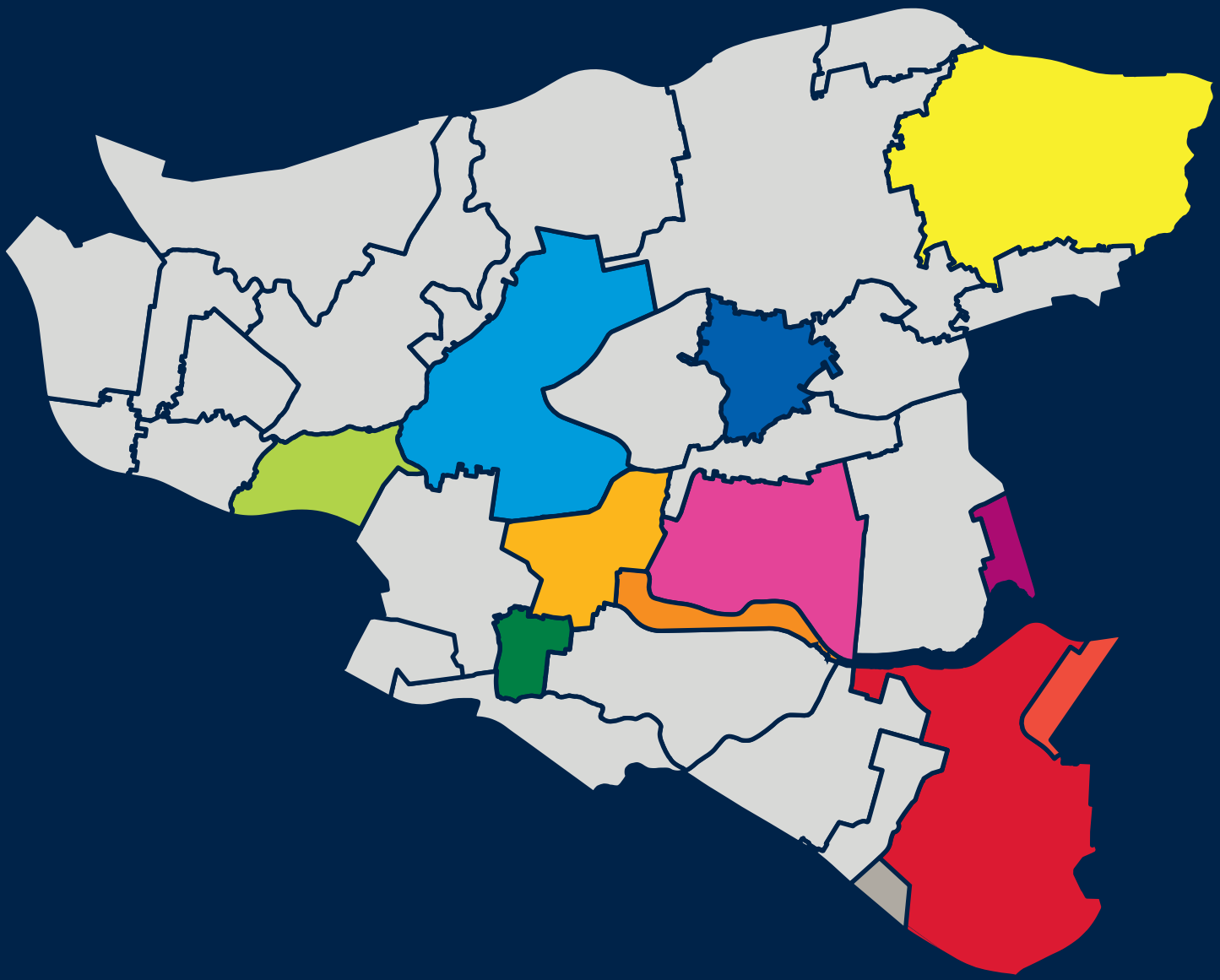
(rounded to the nearest 100)



Please note: These are estimates based on forecast population data drawn from Council's Forecast id webpage. Dwelling and population projections included in Council's Local Housing Strategy and Local Strategic Planning Statement may differ.

Major precincts

Although some areas within our City will not undergo significant change, there are plans for precinct development in twelve areas across City of Parramatta.



Epping Town Centre

With significant new redevelopment putting pressure on existing infrastructure, the Epping Planning Review seeks to introduce planning controls that better manage future growth. Stage 2 of the Epping Planning Review aims to address principles relating to heritage, commercial floorspace, public domain, traffic and planning processes.

Parramatta North

UrbanGrowth NSW is planning to deliver a new university campus as well as some residential development, including student housing. The quantum and location of residential development and student accommodation is yet to be confirmed. Council will advocate for the retention and adaptive reuse of heritage buildings to accommodate arts, cultural, health and heritage endeavours.

Wentworth Point

This precinct forms part of the wider area of urban renewal of former industrial and commercial lands on the Sydney Olympic Peninsula. A growing residential area is planned, as well as commercial centres and a maritime plaza. This precinct will continue to deliver new homes, open space, shops and services.

Sydney Olympic Park

The Master Plan for this precinct seeks to promote the Park's role as a premier destination for cultural, entertainment, recreation and sporting events, and protect and enhance the public domain and parklands. Sydney Olympic Park will be transformed into a thriving urban centre providing employment opportunities, housing and retail.

Carter Street

South of Sydney Olympic Park, this area was rezoned in 2015 to support its transformation into a vibrant community with easy access to the M4 motorway. The precinct will provide more homes, better public spaces, a primary school, shops and cafes with access to public transport, international sporting facilities and entertainment venues.

Telopea

A combination of new and revitalised social, affordable and private housing is planned, as well as a retail centre next to the forthcoming light rail station. This mix of housing, transport and infrastructure will support a growing and more diverse community.

Camellia

The long term vision for renewal at Camellia includes a high density mixed use town centre located on the future Parramatta Light Rail route with a proposed new primary school, community facilities, new jobs, housing and public open spaces on the riverfront.

Granville

Part of the Parramatta Road Corridor Urban Transformation Strategy area (north of the railway line), the strategy will see Granville transform into a high density, mixed-use town centre with high quality public domain, open space networks and transport links.

Westmead

More than $3 billion has been committed by the NSW Government, universities and the private sector to upgrade and expand the precinct's health services, medical research facilities and public transport. As a world-class Innovation District, Westmead will see a significant increase in jobs and university students over the next 20 years. A masterplan is being undertaken to guide this and future investment in the precinct.

Rydalmere

The vision for Rydalmere involves its transformation into a high-tech and knowledge precinct. This will involve redevelopment for retail and commercial uses, suiting businesses seeking to build strong relationships with the adjacent Western Sydney University campus.

Melrose Park

The urban renewal planned will result in significant public benefit for the new and existing community and surrounding neighbourhoods. Residential development, including a minimum of 150 affordable dwellings, will provide significant housing stock to the area to address housing choice and affordability.

Parramatta CBD

To manage the significant growth and changes occurring in the CBD, Council has prepared a draft Planning Proposal to amend the planning controls for the CBD. The purpose of this draft Planning Proposal is to provide for an expanded and more intense commercial core, with higher density mixed use areas surrounding this to support the CBD as a vibrant city centre.

City of Parramatta's people: future

What will our community look like in the future?

We will be young and fast growing.

In 2041, 488,000 people will live in City of Parramatta.

In 2041, 23.1% of the population will be under 19 years (+57,404 people between 2016-2041).

We will be diverse.

City of Parramatta and Western Sydney will continue to be a centre of immigration for Australia, and a place where migrants are likely to settle.

We will be established and family oriented.

In 2041, 43% of households are expected to have children.

The average household size is expected to be 2.6 persons per dwelling in 2041.

We will be prosperous.

In 2019 there were 186,000 jobs in City of Parramatta. The Greater Sydney Commission's Central City District Plan estimates that Greater Parramatta could provide over 151,000 jobs by 2041.

The majority of this growth (77%) wil be in City of Parramatta's strategic centres.

But there will be income inequality and we will have vulnerable communities that need support.

Inequality across Australia has risen over the past 20 years. The share of wealth and income going to the richest 20% has risen over the past 20 years, while the share going to the lowest 20% has decreased (ACOSS, 2015). City of Parramatta is a regional centre for health infrastructure (with a focus on the Westmead precinct) and justice-related services (including the federal police, several major courts and correctional facilities).

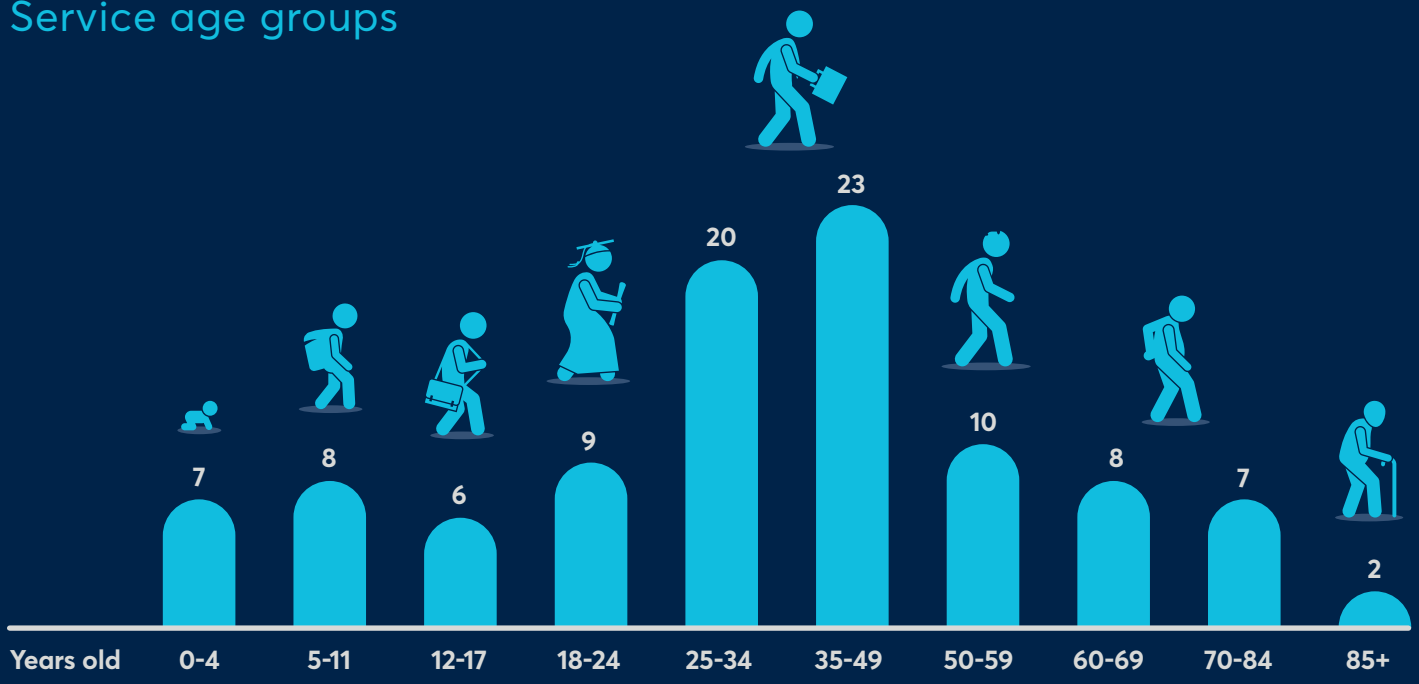
Our neighbourhoods will continue to be unique and have their own demographic qualities.

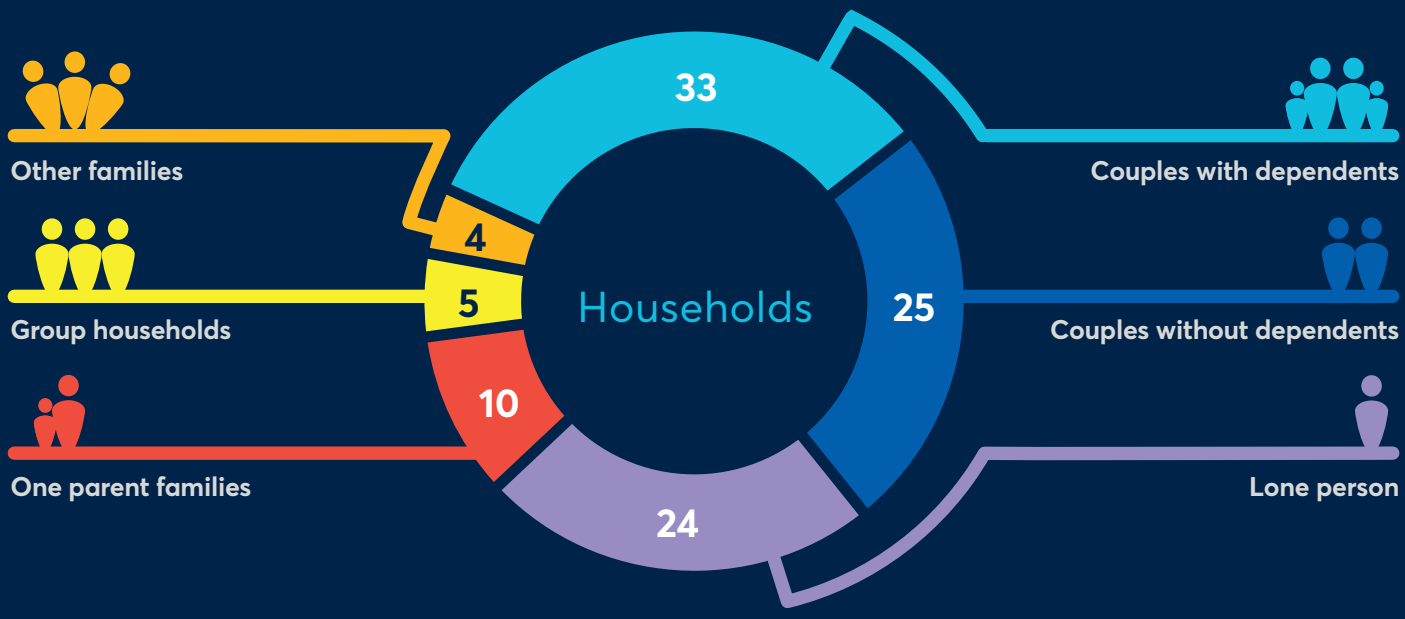
We need to continue to plan, service and support each of our neighbourhoods differently as they will remain unique and require their own tailored approach.

In 2041

IF CITY OF PARRAMATTA WERE A COMMUNITY OF 100 PEOPLE, THERE WOULD BE:

Service age groups





MIND THE GAP

What is Council's role in providing community infrastructure?

Council is responsible for the delivery of certain types of community infrastructure. Council also chooses to play a role in the delivery of other types of community infrastructure due to market failure, or where it sees it has a role to play in advocating on behalf of the community for adequate provision.

Council is a custodian of our community.

City of Parramatta continues to grow. Council, our stakeholders and our community need to work together to invest in our individual and collective wellbeing to ensure that all people, including our most vulnerable, can thrive.

Provision of community infrastructure is a key success factor in achieving a socially sustainable community. Great community infrastructure is accessible to all people, regardless of age, ability and cultural background.

It can help all people feel welcome and connected, and provides opportunities to meet with neighbours, family and friends. Infrastructure is also open to everyone for free – without needing to buy a coffee or a meal, or participate in shopping.

Inequality is an issue in our community. We know this because the Census data demonstrates the varying socio-economic profile of different suburbs across City of Parramatta. As the City grows and gentrifies, the cost of living becomes more expensive, and it hits our most vulnerable residents hardest.

Council has a significant role to play in ensuring our community infrastructure is welcoming and accessible for all. By delivering an integrated network of local, district and regional community infrastructure, we strive to meet the needs and expectations of our community.

We'll go further together.

City of Parramatta Council recognises that responsibility for integrated planning and delivery of community infrastructure is shared across local, state and federal government, not-for-profit organisations, community organisations and the private sector.

Council has a limited budget for the delivery of community infrastructure. While we know our local community best, collaboration and partnerships with other levels of government, community stakeholders and the private sector are fundamental to providing great community infrastructure across our City.

While the Community Infrastructure Strategy focuses on facilities delivered by City of Parramatta Council, we have also considered broader community infrastructure needs so that future planning for Council services and facilities does not occur in isolation.

Where appropriate, partnership models are considered to maximise efficiencies and community outcomes through shared use, co-location and integration.

Legislative and policy mandate.

NSW Local Government Act 1993 and the Local Government (General) Regulation 2005 (the Regulation) provide the legislative framework under which councils are required and enabled to act.

The Greater Sydney Commission (GSC) released the *Greater Sydney Region Plan - A Metropolis of Three Cities* in March 2018. The Plan speaks directly to the need for community infrastructure in the context of a growing city. The GSC's three-tiered priorities of liveability, productivity and sustainability present a triple-bottom line approach to Greater Sydney's growth. The liveability priority includes Objective 6: Services and infrastructure meet communities' changing needs. This objective includes several strategies that address community infrastructure needs.

In November 2019, the Commission released A City Supported by Infrastructure: A Place-based Infrastructure Compact. The Place-based Infrastructure Compact (PIC) provides a collaborative way for NSW Government agencies, utility providers and local councils to determine what state infrastructure (new and/or upgraded) will be required to meet the planned growth in an area.

Innovation and new approaches to community infrastructure provision

Using historical approaches to the planning and delivery of community infrastructure for City of Parramatta simply will not work to deliver the best outcome for our people into the future.

There is growing evidence about the best ways to provide community infrastructure and we are inspired by these innovative approaches. By drawing on these, we can develop and deliver great community infrastructure for our community.

Establishing community infrastructure within community hubs.

The term 'community hub' refers to the integration of community facilities in one location or building to provide better access to a wider range of services as well as a more cost effective way of delivering and operating these services. Integrating community infrastructure within community hubs helps to achieve key gathering points within a community with a variety of offerings. This approach improves efficiency through encouraging compatible uses, supporting partnerships between different service providers and increasing the overall flexibility and activity of the given area. Community hubs provide opportunities to attract a range of users, increase access to services and allow for the coordination of supporting services like public transport.

Shared use of community infrastructure.

Sharing the use of existing community infrastructure has significant potential to maximise the use and efficiency of a variety of spaces and buildings for community benefit. Sharing existing space may decrease the need to build new facilities that replicate already existing infrastructure, making assets work harder for the benefit of all. Work is currently being undertaken to explore shared use arrangements with schools in City of Parramatta, but Council must also consider how to open up usage in facilities that are currently underutilised or currently only available to a single user group.

Revenue streams.

Many facilities operate on a not-for-profit basis with income generation approaches ranging from hiring spaces, to fund raising, to receiving grant funding.

To enhance the cost-effectiveness and sustainability of community infrastructure, many facilities rely on rental income to fund operations but even then, there is usually a gap between income and expenses, including maintenance costs. Increasingly within community infrastructure, operations of assets like community facilities, rely on revenue methods that generate reliable and increased sources of income in order to improve financial viability and sustainability.

Public Private Partnerships (PPPs).

Public Private Partnerships allow governments and the private sector to work together and share resources to plan for, deliver and manage major projects. This usually involves governments providing incentives for the private sector to deliver a public asset or service.

To be successful, these partnerships require shared vision, early commitment and comprehensive planning. Public Private Partnerships usually have the public interest at heart and can deliver increased value for money.

Environmentally Sustainable Development (ESD).

Community infrastructure offers opportunities for councils to lead by example, demonstrate new sustainable materials and technologies and deliver leading practice projects with an educational role. Environmentally sustainable facilities typically have lower operating costs and are, therefore, more financially viable and sustainable to operate. Delivering environmentally sustainable development means that facilities are located so as to promote walking, cycling, and public transport, which also has a positive impact on fostering healthy, active communities.

Community consultation is key.

The planning and management of community infrastructure can no longer employ 'fixed' solutions. Growing populations and changing community demands and expectations, both for current and future generations, mean that no two communities are the same. The way the community interacts with infrastructure now and into the future is changing and as a result, consumer behaviour is shifting to reflect this. Understanding consumer behaviour and actively engaging with communities allows for a 'bottom-up' approach. This will help drive solutions that generate significant impact and resonate with communities.

Getting more out of existing infrastructure.

Much existing community infrastructure, in its current configuration and with current management approaches, is at or exceeding capacity. In the context of unprecedented population growth and increasing community expectations, improving the capacity, efficiency and performance of existing facilities will need to be a priority in order to meet demand. Innovation in our planning and management approaches is critical. Opportunities exist to make smaller, more incremental investments where significant capacity enhancements can be delivered through our existing infrastructure. Planning and managing community infrastructure in this way and making use of available data and information surrounding facilities and their use, will provide an opportunity to incentivise behaviours to help better manage peak demand and optimise overall use.

Using a network approach.

Community infrastructure should not be planned in isolation but be considered as a broader network of facilities that work together to meet a broad range of community needs, across a neighbourhood, suburb, catchment or region. This integrated, strategic approach allows facilities to provide a different but complementary range of offerings. By considering assets as part of a network, duplication of all resource allocation can be avoided, therefore, representing a more economically sustainable approach to community infrastructure planning.

The Westmead Institute

Community hubs: infrastructure that changes people's lives

The impact of community hubs can be transformative for neighbourhoods.

Community hubs are places where people feel welcome and connected. They are third-places, providing opportunities for people to come together, make connections and share experiences, when they are not at work or at home. They provide opportunities for people to meet each other, to receive support, to access services and to engage in diverse activities.

Community hubs are larger facilities offering a range of spaces suitable for various activities, programs, services and events, which address the social, physical and emotional wellbeing needs or the local community. It can be a school, a neighbourhood centre or another public space that offers co-located or integrated services such as education, health care and social services. Each hub is as unique as the community it serves.

As spaces that are accessible to all, community hubs invite people to recognise and respect difference, strengthen their sense of belonging and to celebrate what is important to their community.

Holistic planning will be critical to realising positive community infrastructure outcomes for City of Parramatta's community. As part of this Strategy, Council is planning for a network of community hubs to serve neighbourhoods across our entire LGA, within both our CBD and neighbourhoods. Some of the hubs will be new, and some will evolve as part of significant upgrades to current buildings and facilities.

Places that you can already see the experience of community hubs in action include:

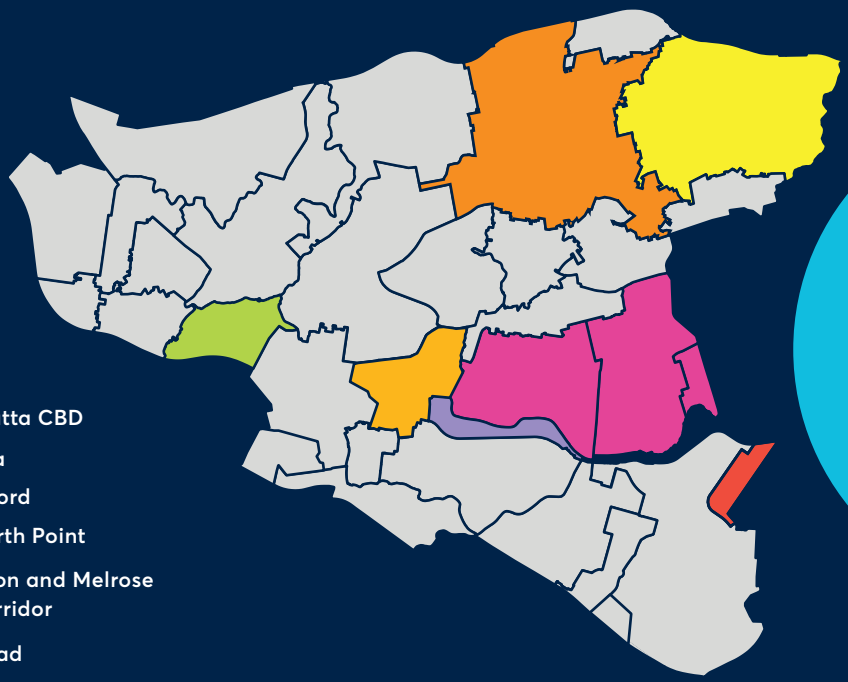
INNOVATION CASE STUDY

Flexible multipurpose community hub

The Curve, Slough, England

- Forms the civic heart of the town centre
- Fully accessible
- Provides a range of learning opportunities
- Offers a library, cultural performance venue, community learning spaces, computer suites and a Registry Office

Source: The Curve



- Epping
- Parramatta CBD
- Camellia
- Carlingford
- Wentworth Point
- Ermington and Melrose Park Corridor
- Westmead

Council is currently exploring opportunities to work in partnership with others to plan for and deliver a network of community hubs in each catchment. To read more, refer to the Community Space Network chapter of this Strategy on pages 118-153

An education hub

Raploch Community Campus, Stirling Council, Scotland

- Designed to support enhanced educational outcomes for local young people
- Cooperative approach between four schools, educational establishments and community partners
- Offers co-located educational, sports and community facilities

Source: OECD

Community library and Council services hub

Drumbrae Library and Community Hub, Edinburgh, Scotland

- Encourages community involvement and community based activity
- Provides access to a wide range of council services for the local community
- Delivers efficiencies through the sharing of facilities and integration of staff teams

Source: The Hub South East Scotland and Scottish Futures Trust

Learning and business hub

Caboolture Hub, QLD, Australia

- Offers access to a Learning and Business Centre, Caboolture Library and Caboolture Regional Art Gallery
- Attracts locals and visitors
- Provides 18 dedicated spaces for hire

Source: Moreton Bay Regional Council and State Library of Queensland

Community Infrastructure Strategy

City of Parramatta Community Infrastructure Strategy

Community Infrastructure Strategy

- The purpose of this Strategy
- How we developed this Strategy
- Population and forecast data
- A catchment approach
- Rates of provision and benchmarks
- Table of benchmarks
- Objectives of this Strategy

Key strategic directions

- Delivering this Strategy
- What can be achieved for our community through delivering this Strategy?
- Delivering new and expanded community infrastructure

Community facilities

- Libraries
- Community spaces
- Girl Guide and Scout halls
- Subsidised space
- Early childhood education and care
- Affordable rental housing

Recreation and open space facilities

- Aquatics
- Indoor recreation
- Play space
- Sportsgrounds
- Parks and outdoor recreation
- Community gardens

High growth areas

- Camellia
- Carter Street
- Carlingford
- Epping
- Granville
- Parramatta North
- Parramatta CBD
- Rydalmere, Ermington and Melrose Park
- Sydney Olympic Park
- Telopea
- Westmead
- Wentworth Point

The purpose of this Strategy

The Community Infrastructure Strategy outlines City of Parramatta Council's long term direction for communty infrastructure provision

This Strategy focuses on community infrastructure over which Council has primary responsibility, has chosen to play a role in delivering, or seeks to advocate for on behalf of the community.

This Strategy will be used by City of Parramatta Council to identify priorities for future community infrastructure, to direct sound decision making about planning, funding, delivering and negotiating for community infrastructure, and to assist with a coordinated approach within Council to undertake this work.

Successful implementation of this Strategy will realise the delivery of quality community infrastructure in our neighbourhoods and CBD that will meet the needs of our future population and enable the delivery of best practice programs, services and events for all.

How we developed this Strategy

An audit of current assets

Identified current community infrastructure to understand strengths and weaknesses of individual assets as well as the network of assets overall.

A needs analysis

Identified gaps and needs through analysing and understanding current and future estimated population, future high growth areas, rates of community infrastructure provision now and a future ideal. Council also listened to current community views and preferences provided to Council in recent community engagements, as well as best practice examples of community infrastructure provision in other local government areas (LGAs).

Public exhibition of draft Community Infrastructure Strategy (2017)

Council endorsed the draft for public exhibition throughout August 2017. This was an opportunity for key stakeholders, including our community, businesses, community services and others to review and provide feedback on the draft strategy.

Preparation of a draft Community Infrastructure Strategy

Work to prepare the updated draft Community Infrastructure Strategy 2019 occurred throughout 2018 and 2019. This review took into consideration all feedback from the public exhibition period, updates and analysis of 2016 Census data, further consultation with subject matter experts and a review of best practice community infrastructure approaches. The updated draft Strategy is the result of the combined efforts of many.

Public exhibition of draft Community Infrastructure Strategy (2019)

On 9 September 2019, Council endorsed the updated draft Community Infrastructure Strategy 2019 for a further round of community consultation. The draft document was publicly exhibited from 30 September to 11 November 2019 concurrently with Council's draft Local Housing Strategy (LHS) and draft Local Strategic Planning Statement (LSPS). Council asked what the community thought of the priority areas, and whether or not there was anything missing from the Strategy.

Preparation of final Community Infrastructure Strategy (2020)

Following the 2019 public exhibition period, Council staff worked to prepare the updated Community Infrastructure Strategy 2020. The final Strategy (2020) is the result of the combined efforts of many.

The following two pages contain a summary of the process and outcomes of the 2019 public exhibition of the draft Community Infrastructure Strategy 2019.

Key themes

You love the outdoors and libraries!

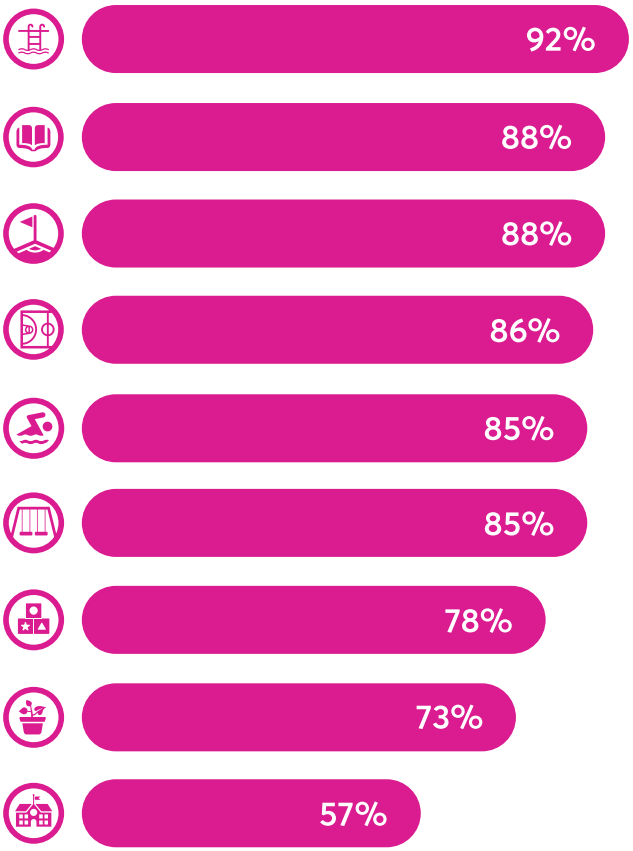
55% of respondents use **libraries** of which 31% advised they go **daily or at least weekly**

85% of respondents utilise **parks and outdoor recreation facilities** of which 73% use either **daily or at least weekly**

What you told us about the proposed actions:

Respondents prioritised the **upgrade of existing community halls and facilities across the City of Parramatta to increase their accessibility**.

Out of all users for each facility…



supported the delivery of a **new aquatic facility facility in Parramatta CBD**.

agreed with Council's approach to **upgrade the library facilities** as a good initiative to meet the people's needs.

supported the recommendation for up to **16 playing fields to be made available for broader community** use through shared use arrangements with schools.

supported the increased provision of **new multipurpose indoor recreation courts**.

supported **expanding access to learn to swim, wellness and leisure programs** by implementing shared use arrangements with schools, businesses etc.

supported the provision of up to **four new district play spaces** delivered in high growth areas through master-planning.

supported the delivery of up to **four more Council-owned and operated long day care centres**.

supported the action to **encourage community gardens** in high growth and high density areas.

supported increasing **community access to existing Girl Guide and Scout halls**.

What else did you tell us?

We asked if you had any further comments or suggestions about the draft CIS. The most common concerns raised were regarding:

- Population density
- Privatisation of community facilities
- Parking
- Aquatic facilities development and programs
- Green open spaces
- Timeliness of projects

Youth

At the City of Parramatta Annual Youth Forum 2019 young people (aged 12-18 years old) shared with us the top three community infrastructure types that they felt were most important:

1. Libraries
2. Sportsgrounds
3. Affordable rental housing

Who participated?

450,529
people were presented with the opportunity to provide feedback – multiple channels were used to promote the project including social media, advertising and Council's websites

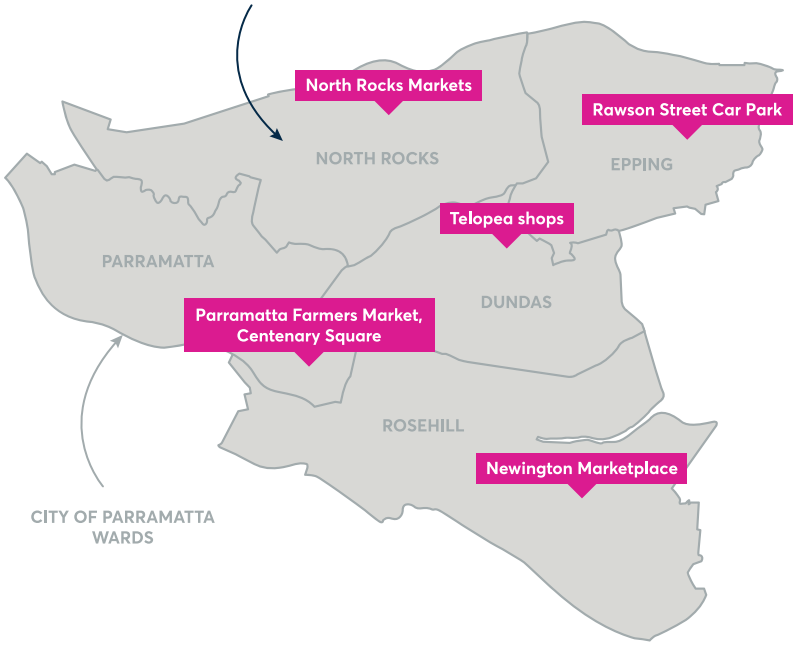
298
formal responses received via Council's engagement portal

54
young people at the City of Parramatta Annual Youth Forum 2019

12
email submissions from key stakeholder organisations

1
phone submission

216
people gave feedback across five pop-up events



Population and forecast data

Current population

Demographic data for the current population is based on the 2016 Census (unless otherwise specified). Where possible, population data has been updated for 2019 using the estimated resident population (ERP) from Council's Forecast id webpage.

Future population

Demographic data for the future population is based on City of Parramatta's forecast id webpage.

For more information, visit:

CoP Demographics

http://profile.id.com.au/parramatta

CoP Forecast

https://forecast.id.com.au/parramatta

NSW Department of Planning, Infrastructure and Environment - Planned Precincts

https://www.planning.nsw.gov.au/

HSBC

A catchment approach

This work is underpinned by a catchment based approach to planning for community infrastructure

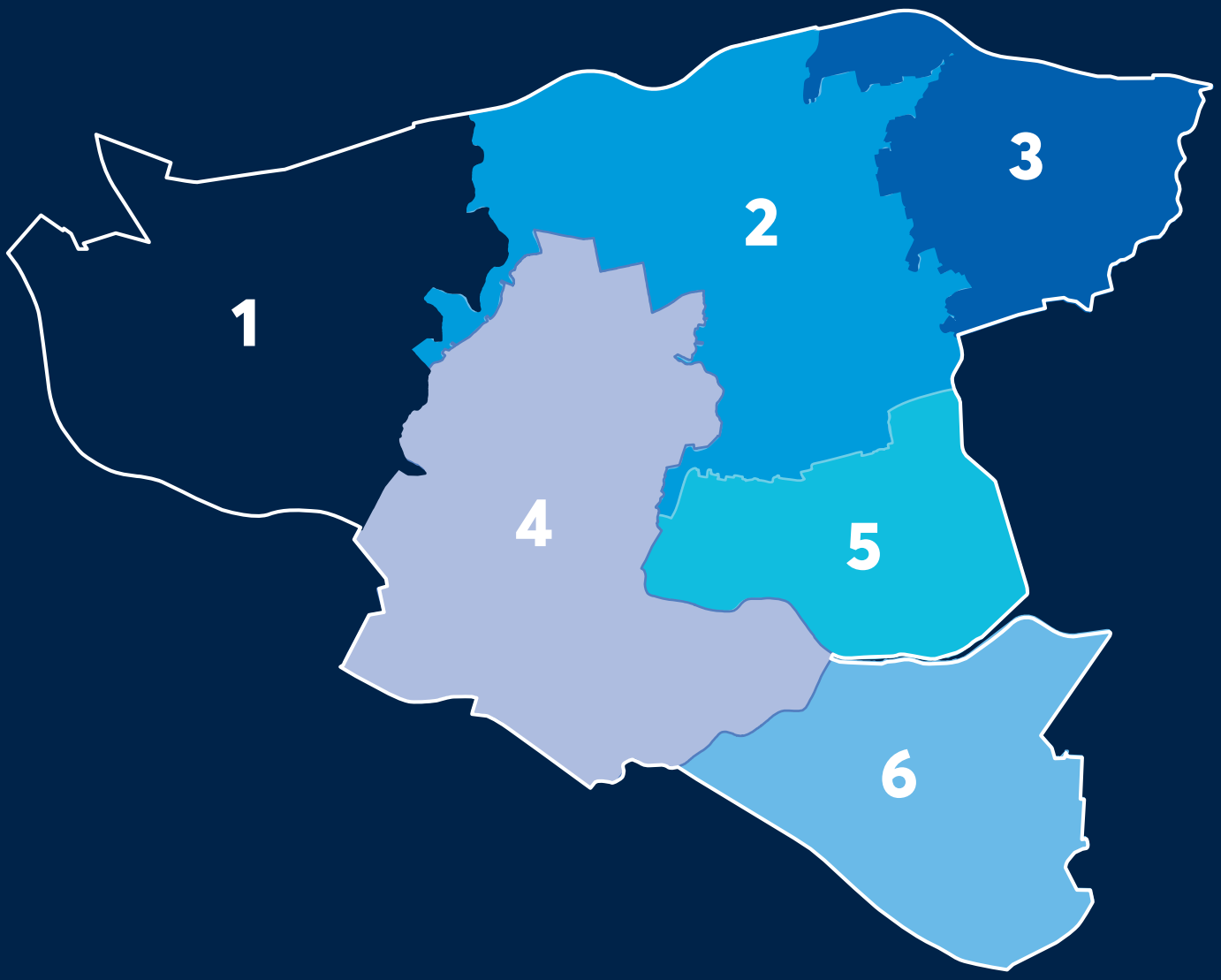
These catchments are shown in the following map. They were determined with consideration of a number of factors, including:

- The location of key urban centres
- Likely travel patterns
- The spread of existing and future population across the LGA
- Natural barriers (e.g waterways, topography)
- Built barriers (e.g. arterial roads, viaducts)

A catchment approach is a useful planning tool that reflects, where possible, patterns of community preference in accessing services and facilities.

While not perfect, catchments remain a useful tool consider the network provision of local and district facilities across a large area, with regional facilities more likely to service the LGA as a whole.

For example, best practice library provision indicates that councils should seek to develop larger sized district facilities, and as a result, serve the needs of a catchment area larger than a single suburb. The approach also considers a citywide context and factors in facilities in adjoining areas outside City of Parramatta.



The six catchments that cover City of Parramatta are:

CATCHMENT 1:

Winston Hills, Toongabbie, Westmead, Northmead, Old Toongabbie, Pendle Hill, Wentworthville and Constitution Hill

CATCHMENT 2:

Carlingford, North Rocks, Dundas, Dundas Valley and Telopea

CATCHMENT 3:

Epping, Beecroft and Eastwood

CATCHMENT 4:

Parramatta, Granville, Camellia, North Parramatta, Oatlands, Harris Park, Mays Hill, Rosehill and Clyde

CATCHMENT 5:

Melrose Park, Rydalmere and Ermington

CATCHMENT 6:

Silverwater, Newington, Wentworth Point, Sydney Olympic Park and Lidcombe

Rates of provision and benchmarks

There are various provision standards and benchmarks that can be employed when determining future community needs and potential gaps related to community infrastructure. Many of these provision rates or benchmarks are well accepted as industry standards.

Population based benchmarks set out the number of people that would trigger consideration for provision of an asset, and standardise this in an effort to consider community needs consistently across different areas.

The benchmarks used to inform this Strategy, and accepted by Council, are listed in the table on page 60.

Example of using benchmarks:

The industry accepted benchmark commonly used for provision of flexible multipurpose community space is 80m^2 per 1,000 people. This would suggest that for a community of 50,000 people, 4,000m^2 of flexible multipurpose community space is needed whereas a community of 100,000 would require 8,000m^2.

The benchmark for provision of a dog park is one park per 50,000 people. A community of 50,000 would indicate that consideration of one dog park is appropriate whereas a community of 100,000 would suggest two are required.

Challenges with using benchmarks

It is important to note that these types of benchmarks or provision rates usually reflect a historic approach to community infrastructure provision, and not necessarily the way in which infrastructure will need to be provided in the future to reflect emerging best practice. Further to this, there are several other reasons why it is important not to rely solely on benchmarks as a basis for community infrastructure provision when planning for future communities.

Firstly, benchmarking is based on numbers of people only and does not include the useability of specific assets, nor the suitability of the spaces to meet community needs (e.g. accessibility, condition of buildings, and sole group users versus open for the wider public).

Secondly, benchmarking does not take into account the differences in the way our current and future communities are likely to live. What people need and how they access and seek to use community infrastructure when living in a community or neighbourhood will change over time. For example, the needs of high density communities are different to communities living in low density suburban houses.

Lastly, there are practical elements that affect the way we plan for community infrastructure. For example, accessing large parcels of land in an urban environment to create new sports fields or a large multipurpose hall is more difficult (if not impossible in some areas) and more expensive to achieve than in less urbanised areas. Considering community needs in their context is critical.

For these reasons, City of Parramatta uses benchmarks to help us compare and understand 'like with like', but does not rely on them solely when considering options or making recommendations about community infrastructure provision to support the needs of communities now and into the future.

Benchmarks are used to give an indication of the amount of community infrastructure that would ideally be provided when opportunity exists, feasibility is demonstrated, funding is available and the local context and site opportunities and limitations, as well as the broader provision close by, are taken into account.

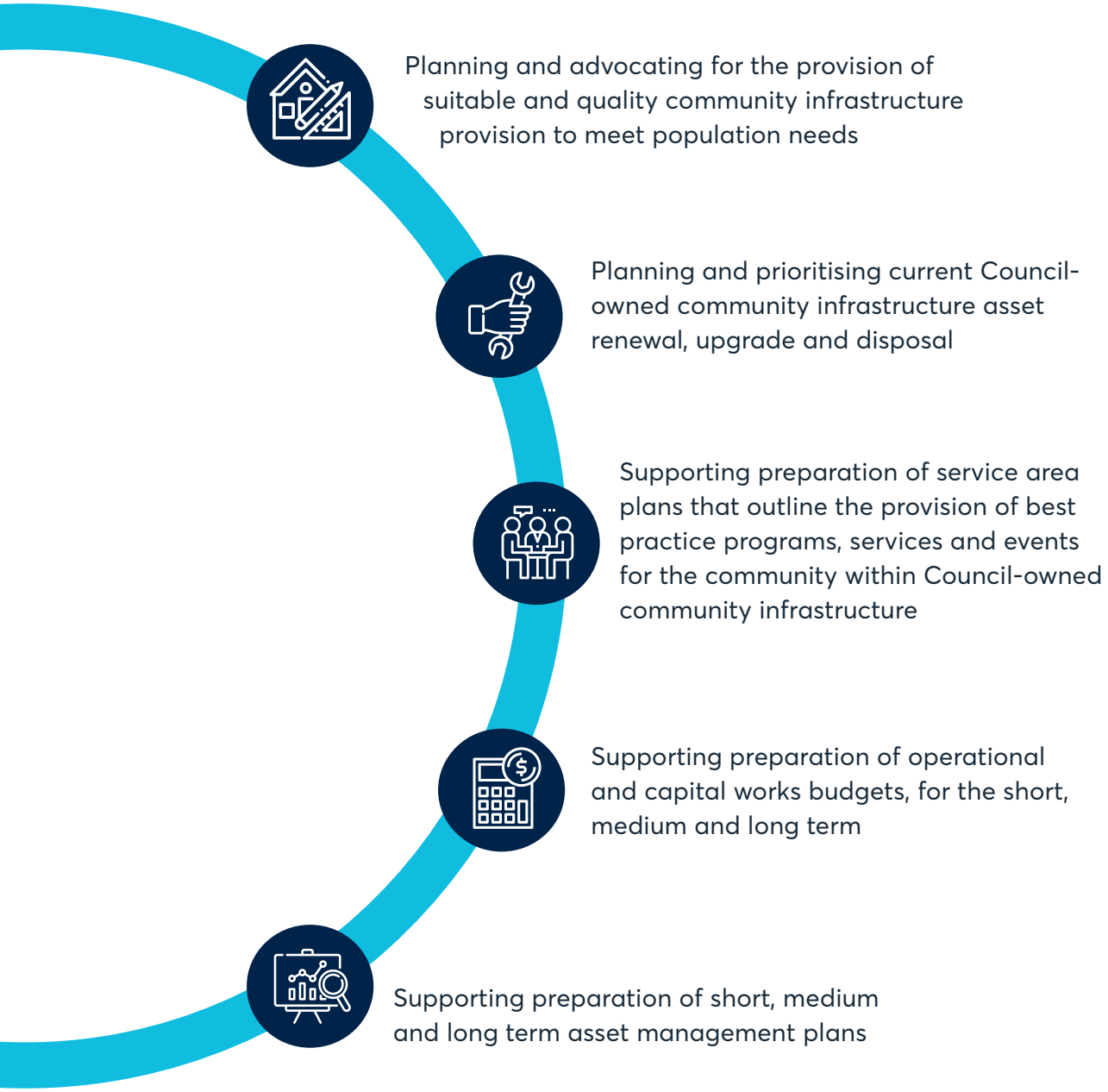
Table of benchmarks

Facility	Benchmark		Source
LIBRARIES	**REGIONAL OR SUB-REGIONAL FACILITIES**		*Benchmark based on State Library of New South Wales as well as the 'Guidelines, Standards and Outcome Measures for Australian Public Libraries' developed by the Australian Public Library Alliance and Information Association, 2016*
	Central Library		
	Rates of Provision 1:100,000+	Approximate GFA 28m² per 1,000 people, plus 20% circulation space	
	DISTRICT AND SUB-DISTRICT LEVEL FACILITIES		
	District Library		
	Rates of Provision 1:20,000-35,000	Approximate GFA 39m² per 1,000 people, plus 20% circulation space	
	Rates of Provision 1:35,000-65,000	Approximate GFA 35m² per 1,000 people, plus 20% circulation space	
COMMUNITY SPACE (Multipurpose community centres, meeting rooms, halls and hubs) *Community space can include the subsets of subsidised space and Girl Guide and Scout Hall space*	80m² per 1,000 people		*Benchmark based on Elton's 'Parramatta Community Facilities Audit and Needs Study Report 2017' commissioned by City of Parramatta*
EARLY CHILDHOOD EDUCATION AND CARE	• One long day care place for every 2.48 children aged 0-4 years • One out-of-hours-school care (OSHC) place for every 2.70 children aged 5-11 years		*Benchmark based on Families At Work 'Early Education and Needs Analysis Report, 2015'*
AFFORDABLE RENTAL HOUSING	No accepted benchmark provision standard		*5-10% of uplift value allocated to affordable housing in high growth areas - Greater Sydney Commission*

Facility	Benchmark	Source
COMMUNITY GARDENS	No accepted benchmark provision standard	*N/A*
AQUATIC FACILITIES	Regional aquatic facility for every 100,000 to 150,000 people	*Benchmark based on 'Aquatics Recreation Victoria, 2011' and Parks and Leisure Australia 'Guidelines for Community Infrastructure, 2012'*
PLAY SPACES	• 1:2,000 people (including district and regional provision)	*Benchmark based on standard identified by Parks and Leisure Australia, 'Guidelines for Community Infrastructure, 2012'*
SPORTS-GROUNDS	• **A percentage of land approach 15% of the land area for open space, of which:** – 6% is formal sport – 5% is informal and passive recreation – 4% is natural area • **Provision rate of hectares per 1,000 people with 3ha/1,000 people being used as the benchmark based on industry approaches. This includes:** – 1ha/1,000 people for parks – 1ha/1,000 people for sporting open space – 1ha/1,000 people or more for natural areas and other open spaces	*Benchmark based on average LGA standard of seven metropolitan councils, 2017*
PARKS AND OPEN SPACE	• **A percentage of land approach 15% of the land area for open space, of which:** – 6% is formal sport – 5% is informal and passive recreation – 4% is natural area *Plus consideration of distance from dwelling to informal and passive open space:* – 250m around or in 2-3 minutes' walk (high density areas) – 400m or 5-10 minutes' walk (everywhere else) • **Provision rate of hectares per 1,000 people with 3ha/1,000 people being used as the benchmark based on industry approaches. This includes:** – 1ha/1,000 people for parks – 1ha/1,000 people for sporting open space – 1ha/1,000 people or more for natural areas and other open spaces • **Best practice open space benchmarks** – 20% of locale is dedicated as open space – +200m distance to nearest local open space	*Benchmark based on standard identified by Parks and Leisure Australia 'Guidelines for Community Infrastructure, 2012'*
INDOOR RECREATION	Indoor courts: 1:20,000 people Indoor sports centre: 1:50,000-100,000 people	*Benchmark based on standards identified by Parks and Leisure Australia, 'Guidelines for Community Infrastructure, 2012'*

Objectives of this Strategy

This Strategy is a guidance document for City of Parramatta Council that informs and strengthens our communities' social sustainability by:



- Planning and advocating for the provision of suitable and quality community infrastructure provision to meet population needs
- Planning and prioritising current Council-owned community infrastructure asset renewal, upgrade and disposal
- Supporting preparation of service area plans that outline the provision of best practice programs, services and events for the community within Council-owned community infrastructure
- Supporting preparation of operational and capital works budgets, for the short, medium and long term
- Supporting preparation of short, medium and long term asset management plans

Principles for the delivery of community infrastructure

Planning and delivery of all community infrastructure will be undertaken in accordance with the following principles.

These principles have been developed following a literature review of other local government community infrastructure strategies, understanding key trends in community infrastructure planning, and considering results of the audit, local needs analyses and community engagement commissioned by City of Parramatta Council.

Co-located, multifunctional facilities and collaborative approaches.

Community infrastructure will be co-located, multi-functional and interconnected with other services and facilities to meet the diverse needs of communities.

Where appropriate, Council will collaborate with other organisations, government agencies and the private sector to pursue community hubs. Community hubs are widely considered best practice, and spaces should be flexible and multipurpose so that they are able to respond and adapt as needs change.

Co-located, multifunctional and multipurpose community hubs become focal points for the community, improving cohesion and connection.

What does this mean in practice?

- **Planning, development and procurement of community infrastructure should consider all opportunities for integration with and into other government and non-government developments occurring within the precinct**
- **Community infrastructure will accommodate a diverse range of services, groups, activities and programs and operate flexibly at different times, and will be designed to meet future needs.**
- **Community infrastructure will be of sufficient size and design to enable expansion and adaptation.**
- **Organisations such as sports clubs and schools will be encouraged to collaborate with the community and other stakeholders.**

An accessible and connected network.

When planning, delivering and operating community infrastructure throughout our City, Council must ensure equitable access for all people in our community.

Community infrastructure must be planned as a coordinated network of facilities and spaces that meet a broad range of community needs.

In this way, duplication of services, programs, spaces and amenities is avoided, while ensuring that needs are met in the spaces and places where it is most convenient for our community.

What does this mean in practice?

- **Community infrastructure is located centrally, co-located with other land uses such as shops, services or schools.**
- **All facilities and spaces meet universal design standards.**
- **All community infrastructure is accessible via public and active transport.**
- **Community infrastructure is planned via a hierarchy approach, providing local, district and regional facilities.**
- **Fees and hiring charges will ensure equity of facility access for all.**

Safe and secure community infrastructure.

Feeling and being safe is fundamental to our individual and community wellbeing.

The planning, construction and operation of all community infrastructure in the City must promote safety, to ensure that community members feel comfortable to access the spaces and services that they need to live well and reach their full potential.

What does this mean in practice?

- **Community facilities will be designed in accordance with Crime Prevention Through Environmental Design (CPTED) principles, including appropriate lighting, visual prominence and location.**
- **Where possible, facilities will be located on main roads, and on the ground floor.**
- **Community infrastructure will be located in activated areas such as urban centres which ensure higher levels of passive surveillance and increased security.**
- **Young people, women, culturally and linguistically diverse people, people with disabilities and LGBTI people will feel safe and empowered to access these facilities.**
- **All facilities will be appropriately maintained, in line with WH&S standards, to ensure that they are safe for all community members to access.**

Welcoming spaces and places where we can celebrate our diversity.

Diversity is City of Parramatta's greatest strength, and everyone is welcome here. We recognise that the differences within and between our communities enrich our people and this place as a whole.

Community infrastructure should offer places and spaces where our community can celebrate their cultural and social richness and diversity, recognise and understand difference and be empowered to be leaders within their communities.

What does this mean in practice?

- **Planning, delivery and operation of community infrastructure will take into account Aboriginal and Torres Strait Islander, cultural and religiously diverse needs.**
- **Community infrastructure will be designed to enable services for communities that reduce inequality, improve social sustainability and contribute towards community strengthening.**
- **Concession pricing policy will apply to all community infrastructure to ensure affordable access for people experiencing disadvantage.**

Equitably resourced neighbourhoods.

To improve our social sustainability as a community, we need to provide targeted support for those who need it most. By working for an inclusive and socially just City of Parramatta, we strengthen the whole community and enable everyone to thrive.

Community infrastructure is viewed as a network across the City. Rather than simply building up all existing facilities, we invest in communities that require targeted support.

What does this mean in practice?

- **Delivery of community infrastructure will be prioritised for communities in need, such as those who are socio-economically disadvantaged and those from emerging communities who do not yet have strong support networks.**

Key strategic directions

LIBRARIES

- **Provision of a regional level library in the Parramatta CBD**, to provide services to City of Parramatta and the Greater Western Sydney region.
- **Provision of district level libraries in each of the six catchments**, that complement each other, work as a network, and ideally are co-located in community hubs.
- **Provision of additional neighbourhood community learning spaces** that complement the district and regional library network in areas that warrant this due to access constraints or large scale urban renewal leading to significant population growth. Ideally these would also be co-located in a community hub or a town centre.
- **Seek opportunities to extend library programming and services (both temporarily and permanently where the community need exists) through shared use of other library and learning assets** within City of Parramatta at schools, universities or other locations.

COMMUNITY SPACES

Regional facilities:

- **Deliver a network of community hubs within the Parramatta CBD** to meet the need for regional community space.

District facilities:

- **Deliver district level community hubs in each catchment to service communities throughout the LGA**– including Westmead, Parramatta CBD, Epping, Telopea, Carlingford, Rydalmere, Ermington & Melrose Park Corridor, Wentworth Point, and Camellia.

Local facilities:

- **Deliver neighbourhood level community spaces to service local communities.**
- **Seek to increase access to non-Council community space for the general public** through shared and joint use arrangements and agreements that support equitable fees and charges.
- **Explore options to increase community space provision throughout the LGA by promoting access to non-traditional sites** (e.g. sportsground amenities buildings).

GIRL GUIDE AND SCOUT HALLS

Current Council-owned Girl Guide and Scout Halls:

- **Improve the building condition and universal access of current halls**, through the development and implementation of a building renewal program linked to Council's Building Asset Management Plan.
- **Take carriage of all planned and responsive maintenance** for Girl Guide and Scout halls.
- **Increase community use** of all current Girl Guide and Scout halls, by placing all halls on Council's community facilities booking system, working with Girl Guides and Scouts to agree upon the hours and days of use required for their programming and the remaining available bookable days and hours.

New or significant upgrades to Girl Guide and Scout Halls:

- **Provide support and guidance** to Girl Guides and Scouts as requested on their own endeavours to develop new facilities themselves within the City of Parramatta LGA.

Where Council is requested to provide financial or other substantial support to Girl Guides or Scouts towards land or new buildings, the following direction applies:

- Council will not seek to contribute capital funds to any new community facilities that are for exclusive use as Girl Guide or Scout halls.
- Council will seek to either advocate for, collaborate or partner to develop multipurpose community facilities that have flexible uses, including uses that are supportive of the specific needs of Girl Guides and Scouts.
- Given the pressure on community infrastructure as a result of significant population growth, Council prefers building design and operational models that foster flexible community facilities within community hubs.

SUBSIDISED SPACE

- **Expand subsidised space provision in major service centres** across City of Parramatta where there is or will be good public transport links.
- **Seek to negotiate delivery of new, quality subsidised spaces in partnership with developers and government**, to be run either by Council or not-for-profit organisations.
- **Seek to develop subsidised space as a key component of community, commercial or retail hubs.**
- **Revise and update processes for prioritising, allocating, monitoring and measuring the impact of subsidised space** for the community.
- **Review, revise and update processes for determining levels of subsidy** that will support the community and at the same time meet the maintenance and renewal requirements of assets.

EARLY CHILDHOOD EDUCATION AND CARE

Advocate for quality services:

- Council will advocate for more quality early childhood education and care services in City of Parramatta to reach a target of 16,781 LDC places and 14,434 OSHC places in the next 20 years.

Long Day Care (LDC):

- Continue to operate current Council owned and operated early childhood education and care, long day care centres
- Negotiate with developers and government for the delivery of high quality long day care centres within high growth areas that are a mix of private and not-for-profit owned and operated.

Out of School Hours Care (OSHC):

- Advocate with the NSW Department of Education (DOE) for provision of adequate floor space for OSHC services to operate onsite in schools, especially for any new school or significant school site redevelopment in City of Parramatta
- Negotiate with developers and government for the delivery of adequate floor space to support quality OSHC services within high growth areas.

AFFORDABLE RENTAL HOUSING

Council adopts the following actions that, taken together, form Council's policy position on affordable rental housing in the City of Parramatta:

- **Pursue Inclusionary Zoning by applying to the Department of Planning, Industry and Environment (DPIE) for inclusion under State Environmental Planning Policy no. 70 (SEPP 70)** to enable Council to prepare an affordable rental housing contributions plan;
- In the interim, pending approval for inclusion in SEPP 70, **continue to utilise Voluntary Planning Agreements (VPAs) to secure future affordable rental housing,** and:
  - That Council prioritises the contribution of affordable housing units (the physical asset) as part of any VPA related to affordable rental housing.
  - That Council accepts monetary contributions towards affordable rental housing as part of a VPA where the agreed value of the contribution is less than the value of a unit, or where there is a need to provide an additional monetary payment on top of the dedication of the physical asset(s) to meet the agreed value of the contribution.

COMMUNITY GARDENS

- **For all community gardens:** Support residents and organisations of City of Parramatta to develop and effectively manage community gardens, through provision of advice, education and training, promotion and investigation of site, funding, partnership and management options.
- **For community gardens on Council-owned land:** Support residents and organisations of City of Parramatta to develop and effectively manage community gardens on Council-owned land through:
  - Provision of general advice, education and training and promotion.
  - Site options analysis.
  - Funding and partnership options analysis.
  - Potential funding, planning, delivery, materials and maintenance support, subsequent to detailed planning.
- **Encourage community garden provision in high growth high density areas,** through partnerships and planning with the community, community services, developers and government.

AQUATIC FACILITIES

- **Deliver contemporary aquatics facilities** to meet the needs of local catchments in Parramatta CBD and Epping.
- **Expand community access to aquatic offerings** that support Learn to Swim programs and wellness, play, leisure, and health programming, in high growth neighbourhoods through:
  - Shared and joint use arrangements with schools, universities, churches, businesses, community organisations and developers.
  - Optimising use of traditional and non-traditional sites (e.g. industrial areas, shopping centres and residential buildings).
- **Maintain current water play parks.**
- **Continue to maintain, improve and promote Lake Parramatta as a swimming destination.**
- **Expand natural water play and swim experiences along the Parramatta River and natural waterways in various formats.**
- **Explore non-traditional uses of water in the urban landscape.**

INDOOR RECREATION FACILITIES

- **Seek to expand Council's indoor recreation facility provision in high growth areas,** in partnership with developers and government, to be run either by Council or not-for-profit organisations.
- **Seek to increase access to non-council indoor recreation facilities for the general public** through shared and joint use arrangements.
- **Advocate for additional non-council indoor recreation facility provision by others in our community, that are skilled and well placed to do so.**

PLAY SPACES

Increase play value of current play spaces:

- **No net loss of play spaces.**
- **Increase local level play spaces through upgrade and redesign of existing pocket play spaces.**
- **Increase district level play spaces through upgrade and redesign of existing local play spaces.**
- **Upgrade and redesign pocket, local and district play spaces to:**
  - **Improve quality**
  - **Expand play types to meet the following targets:**
    - Nature play - 25% of all play spaces
    - Sensory play - 75% of all play spaces
    - Imaginative play - 50% of all play spaces
  - **Expand age range offerings for 0-17 year olds with a focus on:**
    - Pocket play spaces targeting 0-5 years
    - Local play spaces targeting 0-12 years
    - District play spaces targeting 0-13+ years
  - **Increase all abilities play offerings**
- **Enhance the pedestrian and cycle connections between play spaces.**

Deliver new play spaces using the following approaches:

- Develop shared and joint use arrangements with schools for community access to school play spaces.
- Advocate for new play space provision in all urban renewal areas, and undertake joint planning with stakeholders to determine ownership, use, renewal and maintenance matters.
- Increase the respectful use of natural areas for play.
- Scope options for public play spaces in non-traditional sites throughout the LGA.
- Support the delivery of play spaces within new private development for resident use.

SPORTSGROUNDS

- **Increase Council's own sportsground network** using the following approaches as relevant:
  - Increase playing surface at current sportsground sites through redesign.
  - Increase the carrying capacity of current playing fields through supporting infrastructure upgrades or embellishments, playing surface upgrades and increased maintenance.
  - Develop better connections between sportsground sites.
  - Repurpose parks to accommodate both formal and informal sports.
  - Repurpose alternative (non-traditional) spaces for both formal and informal sport and recreation.
  - Seek land acquisition in high growth areas for sports fields as part of precinct renewals.
  - Give consideration to the use of synthetic surfaces where it is deemed appropriate for the site and current and future uses.
- **Increase and maximise the use of all of Council's sportsground sites through:**
  - proactive programming, matching of user requirements with available assets, and establishing shared use arrangements between sporting clubs.
- **Increase access for the community to sportsgrounds not under Council's ownership:**
  - Develop shared and joint use arrangements with schools for community access to school sportsgrounds for informal and formal sporting uses.
  - Develop shared and joint use arrangements with businesses, government and not-for-profits for community access to sportsgrounds and sporting spaces for informal and formal sporting uses.

PARKS AND OUTDOOR RECREATION

- **Seek no net loss of current park and outdoor recreation space overall in City of Parramatta.**
  - Increase the diversity, quality and utilisation of Council's existing parks and outdoor recreation network
  - Increase local level parks through upgrade and redesign of existing pocket parks, where it is appropriate and meets the needs of the community.
  - Increase district level parks through upgrade and redesign of existing local parks, where it is appropriate and meets the needs of the community.
- **Redesign local and district parks to:**
  - Improve diversity of recreation opportunities.
  - Expand offerings for targeted groups (e.g. young people, multicultural groups and over 55s).
  - Increase all abilities offerings.
  - Improve access through quality and design including universal design standards, lighting, amenities and sustainability principles.
  - Implement designs that balance versatility, flexibility and are multifunction.
  - Create unique opportunities for outdoor recreation that provide greater amenity.
  - Enhance the pedestrian and cycle connections between parks and outdoor recreation spaces.
  - Increase opportunities for dog off-leash exercise to support healthy high density living.
- **Deliver new parks and outdoor recreation opportunities using the following approaches**:
  - Develop shared and joint use arrangements with schools for community access to school open space and other outdoor recreation facilities.
  - Advocate for new parks and outdoor recreation provision in all urban renewal areas, and undertake joint planning with stakeholders to determine ownership, use, renewal and maintenance matters.
  - Increase the respectful and sensitive use of natural areas for outdoor recreation opportunities.
  - Scope options for parks and outdoor recreation opportunities in non-traditional sites throughout the LGA.
  - Support the delivery of communal parks and outdoor recreation within new private development for resident use.

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What can be achieved for our community through delivering this Strategy?

Through advocacy, partnerships and the collaboration of many, this Strategy seeks to realise the following outcomes for the community of City of Parramatta over the next 20 years...

+ 14,590m² of additional library space

30 new multipurpose indoor recreation courts

+24,860m² of additional community space

+6,800m² of subsidised space

More than 50 organisations supported through provision of subsidised space

+16,781 new long day care places

+14,434 new out of hours school care places

Up to 6 additional new full-size playing fields in high growth areas

11 additional new Council-owned full-size playing fields

Up to 16 additional new full-size playing fields delivered through shared use with the Department of Education

15 new local play spaces

15 new district play spaces

10 Girl Guide and Scout halls made available for increased community use outside of identified Girl Guide and Scouts use

1 new aquatic centre

2 new natural area swimming/ water play sites

Delivering new and expanded community infrastructure

We have to work together to deliver the community infrastructure we know is necessary to meet the needs of our growing community

This Strategy is a guiding document for decision makers and budget holders, asset and service managers, developers and the users of these facilities, our community. When implemented, the strategic directions outlined in this document collectively deliver the necessary provision of community infrastructure to meet the needs of our current and future communities within City of Parramatta LGA.

The cost of delivering this Strategy is significant, in the order of many millions of dollars. Implementing this Strategy, therefore, will require the collaboration, partnership, investment, and action of:

- Our community
- Local businesses
- Non-government organisations
- Government organisations at all levels
- The private sector

Funding for community infrastructure is complex

There is no single source of funding available to provide the community infrastructure identified in this Strategy.

A combination of funding sources is required, and more often than not, a combination of funding is necessary to realise a single project, given it's nature and scale.

City of Parramatta Council will draw upon a number of internal and external funding sources to finance this Strategy. A close review of these funding sources will be a key priority for Council in implementing this work. Funding sources include:

- Internal to Council
  - Section 7.11 funding (previously known as Section 94 funding)
  - The sale of surplus assets
  - General revenue
- External to Council
  - Grant funding
  - Voluntary Planning Agreements (VPAs)

COUNCIL FUNDING SOURCES			
Source	**Details**	**Strengths**	**Weaknesses**
Section 7.11 funding (previously known as Section 94 funding)	Funding provided to Council via the planning system to contribute to the cost of infrastructure needed to service development. Usually allocated to projects in accordance with a contributions plan.	Key source of funding for communityinfrastructure provision, and is provided in a proportionate manner to growth. Paid to Council by developers.	Limited in amount, and often not enough to provide for all infrastructure costs. Only applies to delivery of infrastructure, not its ongoing maintenance or operation.
Sale of surplus assets	Funds acquired through the sale of surplus land or assets by Council in the private market.	This can be a significant source of revenue for Council to draw upon to fund infrastructure projects.	Council has limited surplus assets to sell. The community often have strong views about existing assets, such as parks or community buildings, and may not support their sale.
General revenue	Council's primary revenue source is via rates that are charged to land owners in City of Parramatta.	This is Council's largest income source.	Due to the budgeting process, and significant pressure on Council's financial resources, allocation of general revenue to large infrastructure projects is usually limited.

EXTERNAL FUNDING SOURCES			
Source	**Details**	**Strengths**	**Weaknesses**
Grant funding	State and Federal governments make grant funding available from time to time for infrastructure projects undertaken by local government.	If a planned infrastructure project meets identified priorities of a funding opportunity, this can be a good way to access funding.	Irregularly offered. Subject to a competitive process. Often subject to political and locational interests and considerations, e.g. focus on regional areas.
Voluntary Planning Agreements (VPAs)	As part of a planning proposal, a developer may enter into negotiation with Council to provide funds or works in-kind that provide a public benefit, including delivery of community infrastructure. This is known as a voluntary planning agreement.	VPAs can result in significant funds being provided to Council, or in some cases, a developer building an asset and dedicating it to Council at no cost. This can also result in infrastructure being provided to the community earlier than would otherwise occur.	Usually linked to proposals that result in significant increases in residential density. Can take significant time and resources to negotiate and reach agreement on a VPA.

MERITON
MERITON
PARKROYAL
ALTITUDE

Council, together with our community, must prioritise the delivery of community infrastructure

Given the costs of these types of projects, and limited funds, Council prioritises the delivery of community infrastructure based on community need, available funding and opportunities arising.

The top priorities for community infrastructure in City of Parramatta are:

Plan and deliver **new community hubs**, at:

- Epping (including library and flexible multipurpose spaces)
- Carlingford (including library and flexible multipurpose spaces)
- Parramatta CBD (including library, flexible multipurpose space and recreation space, across a network from north to south)
- Telopea (including library, neighbourhood centre, and flexible multipurpose spaces)
- Westmead (including learning space and flexible multipurpose spaces)
- Rydalmere, Ermington and Melrose Park Corridor (Including new library, learning links and flexible, multipurpose spaces)

Plan and support delivery of a **new aquatic facility** in the Parramatta CBD

Increase availability of **City of Parramatta Scout and Guide halls for community use**

Unlock school facilities (halls, meeting rooms and sportsgrounds) for community use

Preserve and plan for sportsgrounds throughout our community, with a focus on high growth areas

Preserve and plan for parks and outdoor recreation throughout our community, with a focus on high growth areas

Plan and deliver new indoor recreation centres in high growth areas

Plan and deliver additional district level play spaces in high growth areas

Council will align and coordinate its processes and planning for the maintenance, renewal, and upgrade of its assets and services, and the delivery of new assets for the community, in accordance with this Strategy

Council staff, including strategic planners, asset and service area managers, will actively monitor opportunities as they arise to realise the new and upgraded community infrastructure outlined in this Strategy.

The Strategy will direct Council staff in the development of short, medium and long term plans for Council's assets and services, which will in turn influence and inform Council's short, medium and long term financial planning. Planning, prioritising and budgeting for matters of maintenance, ongoing operations, renewal and upgrades will align and be in accordance with the Strategy.

Council staff will develop short,medium and long term plans for its assets and services based on the objectives and recommendations of the Strategy. This includes matters of maintenance, operations, renewal and upgrades

Council staff will actively monitor opportunities that arise against the objectives and recommendations of the Strategy

Our clear, specific and evidence based Community Infrastructure Strategy enables and equips Council to deliver new and upgraded community infrastructure to our community

Council staff will develop short, medium and long term financial plans in reference, and to support, the objectives and recommendations of the Strategy and Council's asset plans

Council staff will utilise the Strategy to inform advocacy, planning and negotiation with State Government and developers on community infrastructure needs

Clever, thoughtful and savvy use of current and new funding streams is required

Council will align its current funding streams and budgets with the priorities and directions of this Strategy and determinedly seek out new funding opportunities. Following endorsement of the Strategy Council will:

- Undertake a gap analysis of Council's current infrastructure funding streams. This will determine what community infrastructure priorities identified in the Strategy do not have an identified funding source. It will also determine those funded projects that are no longer considered relevant and should be removed, or that need to be revised.
- Revise and update the infrastructure schedules attached to Council's funding sources, to ensure they match the new and expanded community infrastructure required in each area and top priorities for delivery. This will include review and updating of Section 7.11 contributions plans.
- Actively seek new funding streams.
- Proactively engage with State Government and developers during precinct renewal and site specific planning to embed and appropriately cost the provision of necessary community infrastructure.

Council will remain determined and persistent in its efforts to deliver the community infrastructure our community wants and needs to live well, and feel welcome.

JUBILEE
PARK