Parramatta Twenty25
PART II: The Strategies in Detail

A City for Everyone: Great Places and Spaces

December 2006
<table>
<thead>
<tr>
<th>Location</th>
<th>Questions</th>
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<tr>
<td>Parramatta</td>
<td>If you could imagine yourself in your suburb in the future:</td>
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<td></td>
<td>What would you like to see?</td>
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<td>What would you do on the weekend?</td>
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<td>How would you live?</td>
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<td>Where would you work?</td>
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<td>How would you feel?</td>
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<td>North Parramatta</td>
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<td>South Granville</td>
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<td>Camellia</td>
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How to Read this Plan

Parramatta Twenty25 has been broken up into three separate documents, each building on the other, providing more information on the future of Parramatta and how we are going to get there.

PART I: Provides an overview of the destinations towards which we aspire and the strategies required to get there.

PART II: Provides greater detail on the strategies and how they are to be delivered. It describes the measures that will be used to identify if we are heading on the right track.

PART III: Provides a summary of the major challenges we face for each destination, our current status and the priorities identified by the community.

In addition a number of supporting documents have been prepared to assist in the development of Parramatta Twenty25. These include:

- Process Paper
- Environmental, Social and Economic Position Papers
- Social, Environment and Economic Wellbeing Strategies
- Future Directions Paper
- Dreaming Parramatta Consultation

Throughout this Plan the following terms will be used:

- ‘Parramatta’ and ‘the city’ are used interchangeably to mean the entirety of the Parramatta local government area, including all of its suburbs.
- ‘CBD’ refers to the Central Business District in the suburb of Parramatta, which is the administrative, economic and geographic centre of the Parramatta local government area.

Refer to PART III for an explanation of other terms used in this Strategy.
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A City for Everyone

Great Spaces and Places
The Strategic Plan

Parramatta Twenty25 has been constructed around several elements which build on each other. These elements are explained below:

**Parramatta Principles:** These provide the foundation to Parramatta Twenty25 and guide the decisions and way we will behave. They have been developed around the broad concept of 'sustainability'.

**Vision:** This is a clear statement on the aspiration and preferred future for the entire city.

**The Story:** While the vision statement is concise, our Story is a visual representation of what this vision would look like in 20 years time. It communicates to our community and our partners where we want to head and why.

**Destinations:** To deliver the vision for Parramatta, seven broad and ambitious Destinations have been set for the next 20 years. It is important to recognise that all seven Destinations contribute to sustainability and are interrelated.

**Priorities:** The destinations are long term, therefore it is not possible to achieve these all at once. Based on the preferred future, short term Priorities have been identified for each Destination.

**Strategies:** Specific Strategies have been developed to deliver on the short term priorities and overall destination

**We Will do this by:** Each Strategy has additional information which guides how we will deliver on the strategies.
**Parramatta Principles**

‘Sustainability’ has become a key challenge for all communities, organisations and individuals that are concerned with the long term future. Sustainability means different things to different people but at its simplest it means leaving the world better than you found it.

We need to take a decisive step towards a more sustainable lifestyle because it is the right thing to do and it is in our best long term interest.

Parramatta Twenty25 has been developed around the concept of sustainability which forms the Parramatta Principles underpinning the future for Parramatta.

*Sustainability is*  
"Thinking about forever”

*Sustainability is acting with good grace, like we plan to stay*
The Parramatta Principles

**Equity:** address structural disadvantage through social, economic, political and gender equity; ensure universal access to education, health care and economic opportunity; use natural resources equitably and efficiently. Ensure inter-generational equity whereby future generations have a right to an inheritance sufficient to allow them to generate a level of wellbeing no less than that of the current generation.

**Inclusiveness:** provide opportunities for participation that create a strong sense of belonging, where, regardless of difference, prejudice and persecution is not tolerated.

**Respect for Place:** recognise and build on the distinctive characteristics of cities and neighbourhoods including their human and cultural values, histories and natural systems.

**Protecting Life and Systems:** adopt patterns of production and consumption that safeguard human rights, community wellbeing and the earth’s regenerative capacity. Enable communities to minimise their ecological footprint and social impact.

**Precautionary Principle:** adopt precautionary measures to anticipate, prevent or minimise the causes of adverse effects. Where there are threats of serious or irreversible damage, a lack of full scientific certainty should not be used as a reason for postponing such measures.

**Biodiversity:** Protect and enhance the variety of life in all its forms. Recognise and conserve the intrinsic value of biodiversity and natural ecosystems, and protect and restore them. This includes ecosystem diversity, species diversity, and genetic diversity.

**Ethics:** acting with respect, honesty, compassion, integrity, and in the interest of the community which we represent.

**Good Governance:** empower people and foster participation, strengthen democratic societies and institutions, provide transparency and accountability in governance.

**Capacity:** expand and enable cooperative networks and social capacity building to work towards a common sustainable future.

**Basic Rights:** respect basic rights for all, social justice, diversity and freedom of expression, identity and belonging.
Our Vision

Parramatta First: The Leading City at the Heart of Sydney

In 2025, Parramatta will be a place of firsts. Just as it was the first viable European settlement, Parramatta will continue to be a place where people who are talented and optimistic choose to live and work and where businesses which are dynamic and ethical choose to locate. In the same spirit that saw one of the first attempts at reconciliation with the Aboriginal people, Parramatta continues to be a place where people from diverse backgrounds live together in harmony with the ability to discuss issues of community concern.

In 2025, Parramatta is the recognised centre at the heart of Metropolitan Sydney.

Parramatta's CBD is a place where the opportunities of a global city are found within an historic core which has been revived and renewed. It is the focus of an excellent transportation and communication network in which the movement of people and ideas is more important than the movement of vehicles. It is a place in which an exhilarating cultural and arts scene permeates the design of buildings and spaces and animates the life within them. It has a heart that beats 24/7, 365 days per year.

In 2025, Parramatta is a meeting place which remains diverse yet cohesive.

It is where the hills of north western Sydney meet the plains of the south east and the salt water of the harbour meets the fresh water of the river. It is where people of many ages and backgrounds come together on common ground and where the heritages of all peoples are respected and represented. It is a place where people feel safe and able to participate in community life.

In 2025, Parramatta is a city of distinctive and liveable neighbourhoods.

The many places which make up Parramatta have retained and enriched their individual identities. Though they offer a variety of landscape, housing and lifestyle choices, all neighbourhoods contain day-to-day services set within safe and friendly environments. No matter where people choose to live, they will have local places to shop, learn, meet, recreate and relax. No matter where businesses choose to locate, they will have easy access to a highly-skilled workforce, advanced technologies and an inspiring environment for employees and clients.

In 2025, Parramatta’s natural environment is sustained.

Its bushland, and the unique plants and animals that live there, are protected and respected. Its waterways are clean and the numerous fish and other animals that inhabit the many streams of Parramatta indicate how we are taking better care of our natural environment.

At its heart, Parramatta in 2025 is a river city.

As it once attracted the Aboriginal custodians of the land and the colonists who followed, Parramatta will continue to be the place at which many waters flow together and many people, places and pathways converge.

It will be Parramatta First: the Leading City at the Heart of Sydney.
Friendly
Diverse
Inviting
Progressive
Environmentally protected
Cosmopolitan
Great spaces
World City
Hopeful
Cool
Alive
Transitional
Future City
Active
Engaging
Beautiful
Connected
Accessible
Green
**Destination 1: Land and water that is protected, respected and sustained**

Giving priority to the Parramatta River and its creeks and foreshore

This includes the waterways, bushland, geology, soils and their associated plants, animals and other living organisms that rely on them.

**Strategies for the Future**

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<tr>
<th>Strategies</th>
<th>We will do this by:</th>
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<tbody>
<tr>
<td>LW1</td>
<td>Protect and rehabilitate high priority waterways and manage major impacts on medium and low priority waterways</td>
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<td></td>
<td>• reducing stormwater pollutants from entering our waterways</td>
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<td>• re-introducing appropriate native plants, fish and other animals to waterways</td>
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<td>• managing water flow and extraction to ensure that adequate natural environmental flows are maintained in waterways</td>
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<td>• maintaining the natural structure of waterways while managing water flows to ensure they do not worsen floods, erosion, deposition and other geomorphic processes</td>
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<td>• reducing barriers and other obstructions which prevent the migration of fish and the natural functioning of waterways</td>
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<td>LW2</td>
<td>Protect and rehabilitate core bushland areas and manage major impacts on corridors and remnant bushland</td>
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<td>• enhancing links between bushland and vegetation corridors to enable the movement of native animals</td>
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<td>• minimising the fragmentation of bushland and vegetation corridors</td>
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<td>• undertaking weed management and revegetation works</td>
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<td>• undertaking control burning programs tailored to each community of plants and animals</td>
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</table>
### LW3: Reduce human impacts on Parramatta’s unique diversity of plants and animals
- protecting and restoring threatened and endangered species, populations and communities
- controlling feral animals which threaten native plants and animals
- restoring communities of plants and animals which represent the communities which existed prior to colonisation
- preventing and controlling the environmental impact from key threatening processes such as clearing of native vegetation and removal of large woody debris from watercourses
- encouraging the return of native animals through appropriate planting and habitat creation
- controlling noxious plants and feral animals

### LW4: Protect and manage significant natural landscape features and soil types
- minimising soil loss and the disturbance of sensitive soils such as exposure of acid sulphate soils
- remediating contaminated soils and protecting groundwater from contamination
- ensuring that sediment at the bottom of waterways is not contaminated, and those already contaminated do not negatively impact on the natural environment
**Destination 2: A society that is healthy and compassionate**

Giving priority to high quality regional services

This includes the basic social services and support we provide to our community such as health, housing, education and training.

**Strategies for the Future**

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<td><strong>HC1</strong></td>
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<tr>
<td>Fulfil Parramatta's regional responsibilities by providing high level services to Western Sydney</td>
<td>• ensuring appropriate human services and activities are located in Parramatta to reflect its regional significance</td>
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<td><strong>HC2</strong></td>
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| Improve the health of Parramatta's community by encouraging healthy lifestyles | • identifying and addressing potential public health risks  
  • delivering accessible health and dental care to meet the increasing and diversifying population  
  • ensuring urban design and land use planning provides appropriate areas for activity  
  • delivering accessible and appropriate mental health services for the population  
  • minimising harm from addictions to substances and gambling to the individual, families and community  
  • encouraging the participation of workers and residents in active recreation activities  
  • reducing the use of synthetic pesticides and chemicals and supporting the use of natural alternatives  
  • encouraging more opportunities for walking both as an alternative to car use and for pleasure |
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<th>Strategies</th>
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<td><strong>HC3</strong></td>
<td>Develop a range of education opportunities to meet the needs of Parramatta's community</td>
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<td>• delivering education and training in schools, TAFE and the University of Western Sydney for the increasing population</td>
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<td>• ensuring effective development and access to education and other learning environments for children</td>
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<td>• supporting alternate education and schooling options to ensure that young people unable to participate in mainstream education continue to participate in education.</td>
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<td></td>
<td>• promoting partnerships between education and training institutions, government and industry</td>
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<td>• encouraging learning opportunities for vulnerable, isolated and people with low mobility within a neighbourhood context</td>
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<td>• delivering equitable access to, and increasing opportunities and involvement in, education and training for marginalised sectors of the community</td>
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<td></td>
<td>• encouraging learning opportunities for people with an intellectual disability, vision impairment, or other disabilities</td>
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<td><strong>HC4</strong></td>
<td>Develop affordable housing and accommodation to meet the needs of Parramatta's residents</td>
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<td>• delivering appropriate affordable housing to accommodate low to moderate income households, particularly those with strong family links to Parramatta and workers in essential services</td>
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<td>• delivering crisis housing options within the sub region for groups such as women, victims of domestic violence, men with children and young people</td>
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<td>• delivering medium and long term pathways out of homelessness, including support for people who have multiple and complex needs</td>
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<td>• regenerating social housing and encouraging a variety of affordable housing options</td>
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<td>• delivering housing that meets ‘universal housing design’ standards for sustainable housing that responds to the changing mobility of an aging population and the needs of people with a disability</td>
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<td>Strategies</td>
<td>We will do this by:</td>
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<td>HC5</td>
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| Improve the quality of life of people who are requiring support | • ensuring that services are provided that address the needs of specific groups particularly young people, older people and Aboriginal communities  
• protecting and caring for children and older people who are at risk, or are culturally isolated  
• increasing home support services for people who are housebound, older, have disabilities or are exiting hospital  
• providing appropriate and affordable sports and cultural opportunities to meet the needs of people with different abilities  
• ensuring that very low to middle income groups have access to events  
• delivering services for people with a disability  
• ensuring that buildings and public areas are accessible for people with a disability  
• delivering quality care to meet the changing demographic profile and work patterns of primary carers  
• delivering improved access to English language training for people in need  
• developing different types of learning and income-generating opportunities that re-integrate marginalised people with the community  
• ensuring that recent arrivals to Parramatta have information and access to community services and support options  
• increasing the capacity of community organisations and volunteers to cater for changing needs and shortages in services  
• developing appropriate targeted services that facilitate early intervention for the most vulnerable  
• supporting mentoring programs in disadvantaged communities |
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| HC6 Assist people to gain employment by providing access to skills development and other support | • encouraging businesses to contribute to skills development and employment readiness of people seeking employment  
• caring for children and other dependents whose parents or carers are at work  
• encouraging employment of older workers and people returning to the workforce from extended leave  
• encouraging the employment of workers with limited work experience and for people with a disability  
• developing close relationships between current employers and the future workforce  
• encouraging partnerships to connect employment support agencies with education and learning institutions |
Destination 3: Businesses that are dynamic, prosperous and socially responsible

Giving priority to the CBD and those businesses that contribute to enhancing our local community

This includes large and small businesses and industries along with other local economic activities both within the CBD and surrounding suburbs. It includes the factors which improve the economic vitality of Parramatta including construction and development, tourism, educational institutions, health and other government organisations

Strategies for the Future

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<td>B1</td>
<td>Plan for, and promote the clustering of specific business and industry sectors in commercially appropriate locations</td>
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<td>• communicating with the business and investment community, keeping them informed of current and future policy, practice and opportunities</td>
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<td>• profiling the following industry sectors and the opportunities they offer:</td>
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<td>o Manufacturing</td>
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<td>o Property, Building and Construction</td>
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<td>o Financial, Business and Legal Services</td>
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<td>o Health and Community Services (Life sciences and bio-medical innovation)</td>
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<td>o Retail</td>
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<td>o Public Sector</td>
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<td>o Creative Industries</td>
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<td>o City Life (tourism, heritage, culture and entertainment)</td>
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<td>• supporting site consolidation and development to attract major commercial property investment in the CBD</td>
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<td>• maintaining the primary focus of the CBD on commercial uses to ensure that it is able to attract commercial development</td>
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| **B2** Ensure that business is supported through education, training and research | • building and supporting a highly skilled workforce, particularly by developing access to education and training  
• enhancing and promoting the capacity of universities, technical education centres and other research centres  
• promoting and initiating partnerships between industry and education  
• promoting and encouraging the commercial potential of intellectual property developed in education and training institutions  
• helping to ensure that small businesses and new businesses have equal access to development opportunities |
| **B3** Develop and promote Parramatta as THE place to visit | • developing Parramatta’s tourism industry, ensuring that the many histories and unique characteristics of Parramatta are incorporated  
• developing infrastructure and collateral to support the tourism sector  
• enhancing and expanding visitor attractions to boost demand for existing services, such as shopping and entertainment  
• ensuring that heritage assets continue to be protected and conserved  
• promoting Parramatta to the broader metropolitan area through local and regional events and other promotional activities |
| **B4** Encourage ethical businesses which act responsibly towards the community and natural environment | • actively seeking clean manufacturing and new industries that build on existing sectors  
• demonstrating leadership in ethical and environmental management as a means of increasing investment, social responsibility and community acceptance  
• encouraging businesses to have a workforce that is representative of the community |
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| Encourage ethical businesses which act responsibly towards the community and natural environment (cont.) | • reducing the emission of pollutants that impact on air, water and soil quality and reducing the emission of noise, odours and human-produced light that negatively impact on the privacy, health and comfort of individuals and the community  
• reducing energy consumption and greenhouse gas emissions, particularly in commercial and industrial activities  
• minimising the use of water and mineral resources and supporting the use and manufacture of environmentally friendly produce and materials eg: non-toxic, reusable, recycled content, low waste  
• helping to ensure equity and equality of access to opportunities for both big and small business  
• encouraging jobs and industries that provide security of tenure in employment and sustainable levels of work for individuals  
• fostering relationships between businesses and the community, such as corporate sponsored volunteering programs  
• targeting key groups with lower levels of access to employment opportunities and advocate for appropriate support  
• undertaking staff training for an increased awareness of customer service needs on social, cultural and environmental issues |
**Destination 4: Neighbourhoods that are liveable and distinctive**

Giving priority to safety, leisure and attractive public spaces

This includes buildings and structures such as homes and shops that make up a suburb. It also includes private and public spaces such as parks, streets and open space and how all these aspects relate to the natural and social environment

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<td>N1</td>
<td>Plan for the concentrated growth of housing around transport and activity nodes rather than dispersed growth throughout the LGA</td>
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<td>• locating higher density housing close to transport, jobs, services and shops and retain lower densities in other areas</td>
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<td>• planning for increased housing capacity with the provision of appropriate open space, community facilities and other needs</td>
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<td>• ensuring a mix of housing types in terms of size, cost, adaptability and flexibility to meet the changing needs of the community</td>
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<td>• improving the design quality of new development</td>
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<td>• developing community hubs in which government and non-government services are co-located and community participation is focused</td>
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<td>• ensuring sewer, water and electricity infrastructure is provided to accommodate current and future needs</td>
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<td>N2</td>
<td>Encourage business to locate and prosper in neighbourhood centres</td>
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<td>• encouraging neighbourhood economic development that brings benefits to communities and complements major employment precincts</td>
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<td>• encouraging businesses to provide local jobs for local people</td>
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<td>• maximising the capacity of employment precincts for employment uses within the neighbourhood centres</td>
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<td>• encouraging a mix of services to meet local needs</td>
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<td>• regenerating town-centres by enhancing their look and character while articulating the local identity</td>
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<td>• encouraging home based businesses and complementary facilities within residential areas</td>
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| **N3** Reduce incidents of crime and ensure that Parramatta is perceived as a safe place by day and by night | • promoting integrated urban design and social planning responses to crime and safety issues  
• improving perceived and actual safety by increasing community involvement in safe, protective and responsible behaviour  
• promoting the participation of, and the values and practices of people from sub-groups such as young people within the community to develop understanding and reduce perceived threats from 'difference'  
• developing crime prevention partnerships across government agencies to develop local solutions to local crime |
| **N4** Improve the integration of the natural and built environments | • ensuring the open space network balances the protection and enhancement of the natural environment with the needs of people  
• promoting design of open spaces to enhance linkages between public and private areas  
• encouraging design of open spaces to contribute to casual surveillance, informal social interaction, active uses and minimising vehicle use  
• promoting excellence in urban design which protects and enhances the natural environment, particularly by reducing stormwater runoff and incorporating Water Sensitive Urban Design principles  
• ensuring development is located and planned within environmental constraints such as waterways, flooding, biodiversity and soil condition  
• enhancing corridors of native plants that link natural and built environments  
• protecting and improving biodiversity on private land |
| **N5** Create clean and attractive streets and public places particularly around neighbourhood centres | • improving the cleanliness of public places through reduced dumping and littering  
• reducing graffiti and vandalism  
• reducing the level of noise that negatively impacts on privacy, health and comfort  
• providing appropriate community facilities such as public toilets, litter and recycling bins, seats and signs |
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| N6 Reduce the consumption of non-renewable and scarce resources          | • promoting excellence in urban design which protects and enhances the environment, particularly by reducing greenhouse gas emissions  
• minimising the use of mains water and maximise the re-use of water  
• increasing the uptake of renewable energy and implementing energy saving practices within the home  
• encouraging individuals and communities to reduce consumption, increase reuse and recycling, and minimise the amount of waste produced  
• minimising the environmental impacts of waste disposal and seeking alternatives to landfill  
• discouraging the use of genetically modified food and materials and supporting the consumption of environmentally-friendly and Australian (preferably local) food and materials |
| N7 Provide local opportunities for recreation, leisure and sport          | • ensuring an appropriate range of high quality public and private open space in the context of increasing housing densities  
• understanding the community’s evolving needs with regard to sport, recreation and leisure activities  
• ensuring an appropriate range of indoor facilities for community for non sporting based recreation and leisure activities  
• ensuring an appropriate design and range of recreation, leisure and sporting opportunities in the context of increasing housing densities  
• ensuring an appropriate design and range of recreation, leisure and sporting opportunities to cater for our diverse communities (children, families, youth, older people, people with disabilities and those from cultural and linguistically diverse backgrounds) in the context of changing demographics  
• ensuring an appropriate design and range of recreation, leisure and sporting opportunities in the context of Parramatta’s regional role |
<table>
<thead>
<tr>
<th>Strategies</th>
<th>We Will do this By:</th>
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</thead>
<tbody>
<tr>
<td>N8</td>
<td>Reduce the risk to the community due to natural or human made disasters</td>
</tr>
<tr>
<td></td>
<td>• reducing the impact of flooding on people and property while enhancing waterways</td>
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<tr>
<td></td>
<td>• minimising risk to the community in areas subject to environmental hazards such as bushfires and land slips</td>
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<td></td>
<td>• promoting knowledge of disaster recovery responses and systems</td>
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<tr>
<td>N9</td>
<td>Create a strong sense of neighbourhood identity</td>
</tr>
<tr>
<td></td>
<td>• developing an integrated response to neighbourhoods that analyses and addresses the identity and culture to guide regeneration</td>
</tr>
<tr>
<td></td>
<td>• understanding and respecting the existing character of neighbourhoods</td>
</tr>
<tr>
<td></td>
<td>• improving the design of the private domain</td>
</tr>
<tr>
<td></td>
<td>• developing and maintaining high quality streetscapes</td>
</tr>
<tr>
<td></td>
<td>• developing and maintaining high quality public spaces and public artworks</td>
</tr>
<tr>
<td></td>
<td>• developing strong local events, each with its own character and participation by local communities</td>
</tr>
<tr>
<td></td>
<td>• promoting and encouraging the development of outdoor eating and entertainment areas</td>
</tr>
</tbody>
</table>
**Destination 5: A community that is diverse and cohesive**

Giving priority to the participation of all people in community and civic life

This includes people who live or have a sense of connection or common interest with Parramatta including those who live, visit or work here

**Strategies for the Future**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>We Will do this By:</th>
</tr>
</thead>
</table>
| **DC1** Acknowledge and respect the Aboriginal community as the traditional custodians of Parramatta | • fostering reconciliation between Aboriginal and non-Aboriginal communities  
• developing and strengthening partnerships with the Aboriginal community  
• learning from Aboriginal values and knowledge of the natural environment  
• enhancing the contribution of Aboriginal culture to events in collaboration with the Aboriginal community  
• facilitating the interpretation and articulation of Aboriginal history and heritage in Parramatta |
| **DC2** Protect and celebrate Parramatta’s rich multi-layered built and cultural heritage | • ensuring that the many histories of Parramatta and associated heritage assets are interpreted and promoted  
• ensure that the promotion and interpretation of the multiple layers of heritage assets is well coordinated  
• promoting an understanding of the values and traditions of people from different cultures to create a shared understanding of contemporary Parramatta  
• providing education about, and discussion of, cultural practices, beliefs and issues within the community  
• ensuring that social and cultural diversity is reflected in the design of buildings, public art and spaces  
• ensuring that social and cultural diversity is meaningfully reflected in events, promotions and educational material |
### Strategies

| Protect and celebrate Parramatta’s rich multi-layered built and cultural heritage (cont.) | • promoting the many layers of Parramatta’s heritage in educational and promotional material  
• promote cultural and business programs and exchanges with countries who have a strong connection with the population of Parramatta  
• ensuring that the interpretation of Parramatta’s heritage includes the integration of all histories and creative exploration in private and public environments |
| DC3 Support and promote community groups which create community interaction and cohesion | • providing an appropriate and affordable range network of facilities and activities that support and encourage the community to meet  
• supporting community-based organisations with high levels of resident participation and diversity of participants at a neighbourhood level  
• encouraging and supporting community involvement in local cultural, sporting and leisure groups and event management  
• strengthening the capacity of community and sporting groups for self-management and sustainability  
• motivating and building the capacity of people who are marginalised to participate in mainstream projects and consultations  
• building relationships between community groups, government and service providers  
• encouraging the reflection of the social, cultural and demographic profile of the city |
**Destination 6: People and places that are linked by sustainable transport and communication networks**

Giving priority to responsive public transport, walking, cycling

This includes the mechanisms we use to interact and move about including transport and communication

**Strategies for the Future**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>We Will do this By:</th>
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</thead>
</table>
| TC1        | Developing technologically advanced communications infrastructure  
|            | Developing business and community skills in information and communications technologies  
|            | Providing access and support to residents who need help to be web-connected  
|            | Promoting the development of computer skills for community  
|            | Promoting the exchange of information and goods between businesses |
| TC2        | Locating higher density housing close to transport  
|            | Encouraging the efficient movement of goods along routes which are compatible with the natural and social environment  
|            | Implementing appropriate traffic management measures to reduce the impact of road and pedestrian accidents  
|            | Managing street hierarchies, ensuring only the necessary resources are used to address the required need  
|            | Managing road traffic demand and congestion refocussing road assets towards road-based public transport, high occupancy vehicles and movement of commercial vehicles and freight  
|            | Reducing the reliance on car-parks in the CBD in favour of park and ride facilities associated with public transport and introducing disincentives for private vehicle use  
<p>|            | Promoting the use of technology, home-based businesses and communications networks to reduce unnecessary car trips |</p>
<table>
<thead>
<tr>
<th>Strategies</th>
<th>We Will do this By:</th>
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</thead>
</table>
| TC3        | • providing improved public transport infrastructure (rail and bus) and services in appropriate locations  
|            | • promoting and encouraging the use of public transport  
|            | • improving the integration of the various forms of public transport  
|            | • ensuring that the public transport network caters for all people, including parents with prams and people with disabilities  
|            | • investigating opportunities for interactive information to assist people using public transport  
| TC4        | • encouraging walking and cycling by providing appropriately located facilities, as well as programs to promote and encourage their use  
|            | • creating a pedestrian-friendly environment through design and infrastructure  
|            | • improving pedestrian safety measures  
|            | • encouraging the use of the river and river foreshores as a viable transport corridor  
|            | • enhancing links between areas of open space to enable the movement of people  
|            | • providing an enhanced public domain for pedestrians through good urban design  
|            | • improving pedestrian circulation between employment and recreation precincts, highlighting major landmarks and gateways |
Destination 7: A city that is innovative and inspirational

Giving priority to innovative and creative industries

This includes facilities, activities, events and services that are necessary for creativity and innovation through all forms of technology and the arts

Strategies for the Future

<table>
<thead>
<tr>
<th>Strategy</th>
<th>We will do this by:</th>
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</thead>
</table>
| II1 | **Fulfil Parramatta’s regional responsibilities by providing high level cultural facilities to western Sydney**  

- ensuring appropriate arts and cultural facilities and activities are located in Parramatta to reflect its regional and state significance
- providing arts facilities and organisations in appropriate locations to allow participation at a range of levels |
| II2 | **Develop a range of creative industries and opportunities for artistic expression**  

- integrating creative and artistic expression into the design of public spaces
- ensuring public art articulates the identity of the community and demonstrates excellence
- integrating creative and artistic expression into the interpretation of Parramatta’s diverse histories and heritage
- developing local artists, technicians and other professional staff to manage and support events
- ensuring the arts community in Parramatta is integrated with the established arts community in Sydney
- developing and promoting employment opportunities for artists and creative people to develop the creative industries
- increasing the access and participation of marginalised groups in the arts
- supporting arts organisations in their development and business planning |
<table>
<thead>
<tr>
<th>Strategy</th>
<th>We will do this by:</th>
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<tbody>
<tr>
<td><strong>II3</strong></td>
<td>Provide an exciting and engaging range of events and entertainment opportunities</td>
</tr>
<tr>
<td></td>
<td>• encouraging a diverse range of entertainment options for all ages and income levels</td>
</tr>
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<td></td>
<td>• ensuring that events are held at both a local and metropolitan-wide level, in neighbourhoods and the CBD, run by businesses and community organisations</td>
</tr>
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<td></td>
<td>• assessing non-traditional locations for recreation, entertainment and leisure activities, particularly in the built environment such as rooftop and car-parks</td>
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<td></td>
<td>• ensuring that Parramatta has an animated city core with unique public spaces</td>
</tr>
<tr>
<td></td>
<td>• encouraging active participation in the arts and creative industries by people at all levels of interest</td>
</tr>
<tr>
<td><strong>II4</strong></td>
<td>Develop Parramatta as a leading city for research and development, and technological innovation</td>
</tr>
<tr>
<td></td>
<td>• developing Parramatta’s role as a centre for digital arts and technological innovation</td>
</tr>
<tr>
<td></td>
<td>• developing relationships between universities, technical education centres and other research centres to strengthen research and innovation</td>
</tr>
<tr>
<td></td>
<td>• increasing the commercialisation of research and technology by encouraging collaboration between industry, government and academic organisations</td>
</tr>
<tr>
<td></td>
<td>• encouraging small and medium businesses to use new technologies that enhance efficiency</td>
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<td></td>
<td>• increasing the production and uptake of renewable energy through improved technology</td>
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<tr>
<td></td>
<td>• promoting biotechnology and medical research</td>
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<tr>
<td></td>
<td>• capitalising on research capacity of education and training institutions through establishing global online industry innovation partnerships</td>
</tr>
</tbody>
</table>
The seven destinations which will deliver the vision for Parramatta cannot be seen in isolation. Rather they are mutually reinforcing. Creating distinctive and liveable neighbourhoods will require protection of land and water. An innovative and inspirational City will create more dynamic and prosperous businesses. Together these destinations and strategies will ensure that we are Parramatta First: The Leading City at the Heart of Sydney.

While there are specific strategies identified under each destination, there are several processes that are necessary across all destinations which will assist in their delivery. These processes include leadership, partnerships, participation, knowledge and planning. These processes should be considered when determining how to address the relevant strategies. It is important to recognise that these processes are not a means in themselves. For example, partnerships are formed to deliver on a broader destination or strategy and must achieve a defined purpose.

<table>
<thead>
<tr>
<th>Process</th>
<th>What does this mean?</th>
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</table>
| Leadership  | • build capacity of the various organisations, stakeholders and individuals to respond to community needs  
• demonstrate leadership through decision making and good governance  
• support international, national, state and regional environmental initiatives, policy and legislation  
• take responsibility for considering personal actions and how they impact on others, the community and natural environment when considering the strategies |
| Partnerships| • create and strengthen partnerships between business, community, government, non-government organisations and the education sector  
• develop relationships between universities, technical education centres and other research centres  
• increase the coordination of the roles and functions of government and non government agencies to maximise service delivery efficiency and outcomes |
<table>
<thead>
<tr>
<th>Process</th>
<th>What does this mean?</th>
</tr>
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</table>
| Participation    | • develop and adopt appropriate consultation and participation strategies in policy and program development  
• develop greater participation and involvement in community, social and environmental activities  
• ensure marginalised groups have the opportunity to participate in mainstream projects and consultations  
• motivate, empower and support the community to engage in decision making                                                                                                                                 |
| Knowledge        | • increase our understanding of the future trends of our community and its associated demands  
• increase our understanding of the trend and state of the City through collaborative research, surveys, monitoring and transparent reporting  
• raise community awareness, increase knowledge and understanding and encourage positive behaviour change within the community, including education, regulation and enforcement                                                                 |
| Planning         | • undertake long term and short term planning  
• develop legislation and policy to deliver the identified strategies  
• incorporate tools and processes for integrating environmental, social and economic requirements into planning, policy, decision making and implementation  
• consider the total environmental and social costs – both direct and indirect – in decision making when implementing strategies                                                                                                                                 |
Importance of Place

Parramatta is not homogenous and many issues and challenges vary between suburbs and communities. Places are where the destinations and strategies come together, interrelate to each other and are made real.

While Parramatta Twenty25 sets out a series of general strategies to address these challenges, it is recognised that the actions may vary between different places. What is important for one neighbourhood may be different to what is important for another. Though the strategies are relevant across Parramatta, the specific actions undertaken by the government, business and the community will vary from place to place. The unique way in which this happens will respect and contribute to the distinctiveness of each place and the needs of its people.
Measuring Progress

Indicators and benchmarks are key tools to identify what we need to do and how we are going. Within Parramatta Twenty25 these terms have been defined as:

**Indicators** measure the quality of life of our residents and determine if we are moving closer to, or further away from our Destination. For example: for Destination 4: Neighbourhoods that are livable and distinctive an indicator is the ‘resident level of satisfaction with neighbourhood amenities (shops, open space and leisure facilities)’.

**Benchmarks** define the minimum level to be provided or the minimum standard to be reached. Benchmarks are about providing the minimum level for a service, asset or facility.

Benchmarks

Identifying what facilities, community assets or services that are needed within any community causes a great deal of discussion and debate as expectations and interests vary from place to place.

Parramatta Twenty25 starts to set out the minimum level of community assets that we are likely to need to achieve our vision. The benchmarks in this document are the first in a series of work to refine the minimum levels across a range of services, from childcare to libraries.

Benchmarks are one indicator that can be used to determine what needs to be provided within a community. They define the minimum level required for an asset or a facility to provide a service or the minimum level for a service.

Benchmarks do not determine the location, the design or use of the facility to provide the necessary levels of service. A feasibility study would determine the best site and best design to gain the best usage of the facility and to provide maximum benefit to the community. A feasibility study would also advise on best practice and what is appropriate to the changing circumstances.

Once the benchmarks set the minimum level for a service, an asset or a facility for Parramatta LGA, the current level for the service can be compared with the benchmark. The current level could be above or below the minimum set in the benchmark.

Benchmarks alert those planning for the future level of a service, asset or facility to budget for the costs of providing the asset, facility or service. Benchmarks will assist in quantifying what is required in the implementation plan for Parramatta Twenty25.

The following preliminary benchmarks have been identified for Parramatta. Further information can be found in a future ‘Benchmarking Parramatta’ report.

The following preliminary benchmarks have been identified for Parramatta. Further information can be found in a future ‘Benchmarking Parramatta’ report.
Destination 2: A society that is healthy and compassionate

Primary schools:
1 school for each 2,000 dwellings

High schools:
1 school for each 4,500-6,000 dwellings

Community health centres:
1 per 100,000 residents

Youth centres:
1 centre for each 10,000 residents

Senior citizens centres:
1 centre for each 8,000 to 20,000 residents

Child care centres - Residential Area:
1 place for each 11 children aged 0-6 years
Minimum of 33% of all place to children under 2

Child care centres - CBD:
For each 20,000m2 of commercial floor space,
20 places for children 2 – 6 year old, and 10 places for children under 2

Outside of school hours care:
1 place for each 25 children aged 5-12 years

Destination 4: Neighbourhoods that are livable and distinctive

Multipurpose outdoor sporting fields:
1 field per 2000 residents

Multipurpose indoor sporting facilities:
1 multipurpose indoor court per 10,000 residents

Netball courts:
1 per 3,750 residents

Soccer:
1 field per 2,500 residents

Tennis courts:
1 court per 3,500 residents

Swimming pools:
1 x 25 metre pool per 20,000 residents

Skate parks:
1 Skate Park per 40,000 residents

Playgrounds:
1 for every 250 children (0-12) and/or within 400 metres from all residences

Open space:
2.8 hectares developable open space (not including bushland) per 1,000 residents

Destination 5: A community that is diverse and cohesive

Community and neighbourhood centres:
1 centre (of 400m2) for each 8,000 to 10,000 residents

Meeting halls:
1 small hall for each 10,000 residents

Destination 6: People and places that are linked by sustainable transport and Communication networks

Internet access:
1 computer per 1,500 residents

Destination 7: A city that is innovative and inspirational

Arts or cultural centres:
1 per 66,000 residents

Production space for creative industries:
14 square metres for each 1,000 residents

Branch Libraries:
612 m2 per branch library
1 branch library per 40,000 residents

Central Library:
103 m2 per 1000 residents plus CBD workers
State of the City

It is important to track how we are progressing towards our vision. While the path may change, we must remain vigilant to assess if we are moving towards or away from where we want to be. Progress across the seven destinations provides an assessment of the quality of life of our residents.

Indicators will be used to give a clear picture on this progression. As we learn more, and data becomes available, indicators may change and improve over time. Targets have not been set for each of the indicators. In general the indicators are there to determine if we are moving closer to, or further away from our Destination, rather than assessing if we are meeting some fixed point.

Reporting on progress will be done through a detailed ‘State of the City’ report which will be prepared by Parramatta City Council every four years, with annual supplements in between.

The ‘State of the City’ Report will:
- report on major trends and conditions based on the identified indicators
- report on the effectiveness of responses designed to address change
- contribute to public understanding of the state of Parramatta
- identify relevant gaps in information, policy and planning
- facilitate policy development at all levels of government.
### Destination 1: Land and water that is protected, respected and sustained

Giving priority to the Parramatta River and its creeks and foreshore

- the health of our waterways is improving
- our land is fit for human occupation
- there is an increase in vegetation cover that improves the land, stabilises the soil and cleanses the water
- the community values its natural heritage

- waterways condition (SIGNAL index)
- proportion of vegetation cover across the City
- levels of water consumption
- percentage of known contaminated land that is remediated

### Destination 2: A society that is caring and compassionate

Giving priority to high quality regional services

- there are sufficient services and support for people in need of assistance
- the health of people in the community improves
- there are good schooling and learning opportunities

- wellbeing Index
- job opportunities accessible for vulnerable people
- proportion of public health services Vs private
- trends in waiting Lists for housing
- trends in waiting Lists for key services
- people aged 25-64 with vocational or higher education

### Destination 3: Businesses that are dynamic, prosperous and socially responsible

Giving priority to the CBD and those businesses that contribute to enhancing our local community

- businesses are stable and maintain a long term presence in the City
- more businesses are contributing to community services
- increasing proportions of jobs for the resident workforce

- commercial vacancy rates
- retail and commercial rental rates
- proportion of businesses contributing to community services
- local jobs per resident workforce population
- distribution of income, average, top 25% and bottom 25%
- unemployment rates
- industry output
<table>
<thead>
<tr>
<th>Destination</th>
<th>How will we know when we are reaching our Destination?</th>
<th>This will be indicated by:</th>
</tr>
</thead>
</table>
| **Destination 4: Neighbourhoods that are liveable and distinctive**  
Giving priority to Safety, leisure and attractive public spaces | • residents are satisfied with the shops, open space and leisure facilities in their neighbourhoods  
• there is a decrease in the Incidents of household and personal crime, and the perception of feeling safe is increased amongst residents and visitors  
• residents feel comfortable where they live  
• neighbourhoods are clean and attractive | • resident level of satisfaction with neighbourhood amenities (shops, open space and leisure facilities)  
• urban housing intensification  
• incidents of household and personal crime  
• perceptions of feeling safe |
| **Destination 5: A community that is diverse and cohesive**  
Giving priority to the participation of all people in community and civic life | • people in our City value and enjoy the City's built and cultural heritage  
• people in our city appreciate each other and the city's cultural diversity  
• people living and working in Parramatta appreciate and acknowledge the traditional land owners | • perceptions of harmony  
• contact with neighbours  
• community involvement in public decision-making  
• rate of voluntary participation  
• trends of racism reports  
• social participation |
| **Destination 6: People and places that are linked by sustainable transport and communication networks**  
Giving priority to responsive public transport, walking and cycling | • the City is an affordable place to live  
• people can access their workplaces easily  
• transport is available for all  
• more people are using public and passive forms of transport rather than a private vehicle  
• people have access to a variety of good quality and reliable communication tools  
• people can safely use a variety of transport modes | • mode of travel to work  
• frequency and reliability of public transport services  
• reduction in car usage  
• reduction in community transport waiting lists  
• percentage who rate ease of traveling around the area as adequate or better  
• percentage implementation of cycle-ways  
• percentage implementation of footpaths  
• percentage of homes with internet/phone access |
| **Destination 7: A city that is innovative and inspirational**  
Giving priority to innovative and creative industries | • our community enjoys and participates highly in the city's arts and cultural activities  
• most people like the look and the feel of the City | • satisfaction with the way the city looks and feels  
• transition from education to work  
• percentage who rate the variety and quality of arts and cultural events as adequate or better |
Turning planning into action: making it happen

Adapted from UK Sustainable Development Strategy
Implementing Parramatta Twenty25

Parramatta Twenty25 is relevant to us all. Business leaders, government organisations, community groups and individuals all have a part to play. Parramatta Twenty25 does not impose a set of actions, but rather gives a vision for the future, the destinations we are trying to reach and the strategies to get us there. It is up to all of us to put these strategies into action.

Even with an agreed vision, many strategic plans fall short of achieving their intent. While the reasons for this are varied, a common cause is a lack of understanding of the key mechanisms that drive change.

Five key mechanisms have been identified to help us implement Parramatta Twenty25.

Exemplify
Leadership is critical to the effective implementation of Parramatta Twenty25. The key challenge is to create just the right amount of creative or dynamic tension between creating an ideal vision and a realistic vision. Too little “reach” and the effort will be viewed as a waste of time. Too much “reach” and the effort will be viewed as an exercise in futility.

Educate
It is important that there is ongoing awareness about the importance of Parramatta Twenty25 and ongoing reinforcement of how it relates to the things that we are striving to achieve. It is also critical that there is an open, user-friendly and transparent reporting mechanism showing how we are traveling towards our desired destinations.

Engage
Council, government, stakeholders and the community need to engage in a continued dialogue on the preferred future of the city. The vision and strategies should be used constantly rather than being reviewed now and then or not at all. Stakeholder and community engagement is also critical in the ongoing review and implementation of Parramatta Twenty25.

Encourage
The vision and destinations set out in Parramatta Twenty25 will not happen on their own. It will require commitment and effort from all those with a stake in the future of Parramatta. This will necessitate ongoing encouragement through promoting successes and supporting those that are delivering on Parramatta Twenty25.

Enable
Not everything can be done at once. Therefore, the most valuable and successful outcome of Parramatta Twenty25 is the discovery and designation of critical actions which must be pursued now if we are to move toward the vision. This will require action plans, new policies and the necessary funding to achieve it.