PARRAMATTA 2035

VIBRANT/
SUSTAINABLE/
GLOBAL/

2022

ACKNOWLEDGEMENT OF COUNTRY

With respect for Aboriginal cultural protocol and out of recognition that its campuses occupy their traditional lands, Western Sydney University acknowledges the Darug, Eora, Dharawal (also referred to as Tharawal) and Wiradjuri peoples and thanks them for their support of its work in their lands (Western Sydney and beyond).

ABOUT THE CENTRE FOR WESTERN SYDNEY

Western Sydney University is the only university in New South Wales (NSW) with a legislated commitment to conduct research that meets the needs of Western Sydney communities. Fulfilling this unique mandate for research, the University established the Centre for Western Sydney in 2014.

Combining world-class research expertise with frank and fearless advocacy on issues of importance to Western Sydney, the work of the Centre for Western Sydney is guided by its ambition for a thriving Western Sydney that is understood and respected for its strengths and contributions regionally, nationally, and internationally. Delivered through a strong politics of listening, the Centre aims to drive informed dialogue and action in the region.

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FOREWORD

Cities are never finished. The good ones – the cities that attract talent and investment, those that culturally radiate and compel – are in constant flux and change. These are the cities that reach and retain a level of recognition that sees them enter the urban lexicon as 'global'.

Parramatta is a city in a state of acceleration. The past five years alone have seen Parramatta Square emerge and redefine the cityscape. A world-class museum, in the Powerhouse, is under construction. A new light rail network is traversing the city. Internationally recognised research and health expertise is coalescing at Westmead, soon to be linked to a wider technology ecosystem by a rapid metro connection. And a young, diverse and ambitious population is driving an educational, cultural and socioeconomic transformation.

In other areas, Parramatta's journey of becoming has faltered. Its connecting roads constrict the city's relationship with its region. Public space, forums for civic dialogue, and culturally and gender inclusive areas are in decline. The city's Indigenous heart, its millennia of becoming, is significantly unknown, unheralded and undervalued.

In parts, the city's evolution has become misaligned. The cultural and spatial incongruency of Rosehill Racecourse with the wider city is obvious yet unchallenged. Sydney Olympic Park has failed to rearticulate its urban narrative like other post-Olympic cities, for instance, Stratford in East London. Camellia remains unsolved, stalled and neglected. Genuine inclusiveness and transparency in planning, in process and intent – by all parties – will recast and return these outliers to the centre of Parramatta's trajectory.

Understanding the possibilities open to Parramatta requires we recognise its strengths and weaknesses. Some assets are unmissable, such as the city's rapid and profound urban regeneration. Other characteristics are less well known but no less, like Harris Park, or the city's underground textile, entrepreneurial and arts ventures. These 'boroughs' of city-defining activity and blossoming, make Parramatta what it is, and should not be lost.

This Review was commissioned by a Premier who clearly believes in Parramatta's potential. I thank him for the foresight and the opportunity to contribute to such an important exercise for our region, and NSW more broadly.

The Review does not set a path, or a series of prescriptive steps towards a fixed idea of 'Global Parramatta'. With the support of the Centre for Western Sydney, I have sought to present – through consultation, research and visioning – a narrative for Parramatta that sets out a series of critical choices.

It is up to governments (local, state and federal), the public and private sector, and most importantly, the community, to consider the choices this city makes possible, and this Review presents. Parramatta CBD and the Greater Parramatta, Westmead and Olympic Peninsula region will become a global city. It is up to its citizens what kind of global city it becomes.

PROFESSOR BARNEY GLOVER AO
Vice-Chancellor and President
Western Sydney University

Photography by Sally Tsoutas

EXECUTIVE SUMMARY

This Review, prepared at the request of the NSW Premier, tests the proposition that Greater Parramatta can become a 'global city' by 2035. It foregrounds the city's millennia as an Indigenous place of meeting, learning and exchange and seeks to imbue Parramatta's future with those rich and compelling attributes.

BIG ACHIEVEMENTS

The Review recognises the city's more recent colonial history in the context of its profound challenges but also its heritage and city-shaping properties. Parramatta, in the past five years, has been the focus of intensive and accelerated urban regeneration. Equally, it has been the recent beneficiary of substantial public infrastructure investments, evident in the Westmead precinct, the Powerhouse Museum, Parramatta Stadium, the Light Rail and Sydney Metro projects. These generational investments have also triggered momentum in other centres such as Bankstown, Blacktown, Campbelltown, Liverpool and Penrith.

Ensuring these positive developments work to the city's benefit, particularly against liveability and sustainability benchmarks is an emphasis of the Review. The city's elevation into a 'global' cohort is conditional on the preservation and enhancement of these attributes, particularly in fundamental areas like housing affordability, cultural expression, and connectivity. Recognising the investment and talent attraction properties of these elements is a vitally important and, ideally, distinctive element of Parramatta's current and future character.

CHALLENGES

The city's accelerated development and investment record is set against examples of comparative neglect, such as Camellia and the Rosehill racecourse. The Review notes the nature of these challenges and positions them within the wider set of objectives that must be addressed to optimise the continued development of Parramatta and the Greater Parramatta subregion.

The Review also promotes the less well-known but defining attributes of Parramatta that give the city its 'soul'. Harris Park, with its vibrant and diverse cultural dynamic and its character-rich streetscape is but one of many examples. These zones or 'boroughs' of activity, place, and connectedness must not only be recognised but encouraged in their continued evolution as the distinctive characteristics of a 'global' Parramatta.

PRIORITIES

The Review identifies four priorities where government should now focus its efforts for this region over the next decade:

1. Greater Parramatta needs a Strategic Plan and better cross-government cooperation and investment in the region;
2. The development of the Greater Parramatta region needs to balance the goals of liveability and growth and better manage the unequal impacts of change;
3. Greater Parramatta's economic future needs to be secured through preserving and investing in the region's industrial and urban services land; and,
4. Sustainability needs to be a priority to ensure Greater Parramatta's successful transformation into a resilient global city-region. The Review concludes that Parramatta will become a 'global' city, and notes that the real question is one of what type of global city it chooses to become.

The Review makes twelve (12) recommendations framed thematically across three priorities:

1. Strategic Planning and Governance;
2. Planning and Infrastructure Priorities; and,
3. Liveability and Sustainability.

RECOMMENDATIONS AND ACTIONS

This Review makes twelve (12) recommendations to the NSW Premier regarding the development of the Greater Parramatta region.

When looking ahead to 2035, it is not a question of whether Parramatta will become a global city, but what kind of global city it chooses to be and what steps are required to get there.

The Review's 12 recommendations are framed within three interrelated themes:

≥ Strategic planning and governance

≥ Planning and infrastructure priorities

≥ Liveability and sustainability

These themes are set against a series of truisms proven via Parramatta's trajectory to this point, and in the context of Greater Sydney's concurrent planning, development, and growth experience.

FUNDAMENTALS

In augment to the Review's recommendations, some fundamentals are self-evident, yet nonetheless extraordinarily useful as broad benchmarks against which to both guide and gauge the delivery and effectiveness of this Review's recommendations.

First, heritage is hard but done well it pays dividends. Sydney's, The Rocks quarter is testament to the city-shaping benefits that can be achieved through balancing cultural, community, and commercial considerations.

Second, it is critical that the unequal impacts of urban change are only cyclical and do not become structural. Nowhere is this risk more evident than in housing. Parramatta's investment momentum should address rather than exacerbate housing unaffordability.

Third, Parramatta's development as a city-region must prioritise – and offer those who live, work and visit it – world-class, second-to-none quality of life.

Fourth, Parramatta must be shaped as a city-region that foregrounds and celebrates its identity and contemporary role as a place to meet and gather.

Fifth, Parramatta must be recognised as a city-region that is Sydney's 'twin' city, not its 'second city'.

This Review presents the following twelve (12) recommendations for the Premier's consideration:

RECOMMENDATIONS

A. Strategic planning and governance:

1. Make good on the commitment to begin putting the Strategic Plan for Greater Parramatta into action.
Government should prioritise the development of the Strategic Plan for Greater Parramatta. The Ministerial Direction to begin work on the Strategic Plan was issued on March 2022 – action needs to be accelerated and this needs to be made a priority of the NSW Department of Planning and Environment (DPE).

Actions to support Recommendation 1:

1.1 Accelerate action on the Greater Parramatta Strategic Plan as a priority for DPE.

1.2 Integrate the 'borough' framework into the Strategic Plan to frame funding partnerships and collaborations with Local Governments (core to the successful realisation of the Plan).

1.3 Integrate 'city deal' framework as part of the Strategic Plan to frame funding partnership and collaboration with Federal Government.

2. Establish and appropriately resource administrative and collaborative infrastructure for a strong and well-governed Greater Parramatta.
The *Strategic Plan* for Greater Parramatta needs to engage more with Local Government. A window of opportunity to close this gap exists with NSW Local Governments' currently updating their Community Strategic Plans. The *Strategic Plan* for Greater Parramatta should be integrated into relevant Local Government's Community Strategic Plans. To achieve this and to foster ongoing dialogue a forum needs to be established and resourced.

Actions to support Recommendation 2:

2.1 Establish and appropriately resource a forum for engagement with the region's four LGA Councils.

2.2 Appoint 'borough presidents' for the 26 precincts identified in the Place-based Infrastructure Compact (PIC) Pilot in the Greater Parramatta region to encourage dialogue and to increase community participation in strategic planning of the region.

2.3 Support LGAs to integrate the Greater Parramatta region Strategic Plan into their Community Strategic Plans.

3. Activate Parramatta's potential by developing a 'City Deal'.
The development of a Federal, State and Local government 'City Deal' for the Greater Parramatta region, framed around Parramatta as the main terminus for a proposed Fast-Rail network needs to be established as a matter of priority.

Actions to support Recommendation 3:

3.1 Set parameters and a timeframe for the development of a City Deal for the Greater Parramatta region.

3.2 Develop a fast-rail plan with Parramatta as the main/central terminus.

3.3 The Commonwealth Government must structurally incentivise targeted university collaborations to make Parramatta Australia's first 'University City' where universities can partner in large scale city shaping social and economic initiatives.

B. Planning and infrastructure priorities:

4. Secure economic anchors and sustain investment momentum.
Westmead is a critical economic anchor, Parramatta's economy is driven by the Westmead Health Precinct in the west. Internationally recognised research and health expertise is coalescing at Westmead. Investment momentum needs to be sustained by approving and accelerating the Westmead Place Strategy.

Actions to support Recommendation 4:

4.1 The NSW Government should draw a line on contested and unresolved deliberations on Camellia. A clear and immediately actionable plan is needed. This plan should place liveability and preserving the economic corridor of the region at its core and be consistent with the wider interests of Greater Parramatta.

4.2 The Greater Parramatta region should be identified as the site from which to support the establishment and development of advanced manufacturing and residential housing industries. The region has the capacity to become a global leader in housing technologies that offer affordable and flexible housing solutions to:

≥ sustainability challenges e.g. develop affordable, transportable, short-term emergency housing 'pods' that can be easily constructed and delivered into a region after a natural disaster like bushfire or flood; and

≥ adapting to change over the life course of a building/house and the people who live in and make these buildings homes.

4.3 The University of Sydney's viral vector announcement for Ultimo, and biomedical push at Camperdown, should be balanced by reciprocal commitments to the Westmead Precinct.

5. Future-proof by preserving industrial land and supporting residential development with high cost-benefit outcomes.
The precinct must be preserved for industrial land rather than redeveloped for residential development. The PIC Pilot unequivocally identifies that the Draft Place Strategy for residential redevelopment of Camellia-Rosehill is high-cost yet provides little benefit. The precinct is constrained by poor road access, contamination, a wastewater pumping station requiring relocation and no existing school sites. The costs and constraints of this site is too high to be cost-effectively funded or recovered from developer contributions. It is a concern that the NSW Government continues to frame this precinct development as a question of either higher order urban services, or a mixed-use precinct. The PIC Pilot made a compelling case as to why it should be only developed around higher order urban services.

Actions to support Recommendation 5:

5.1 Review the Draft Place Strategy for Camellia-Rosehill, with priority placed on preserving industrial land in the Camellia-Rosehill Precinct.

5.2 The NSW Government needs to incentivise and fund deep and integrated co-location between universities and industry to globally elevate and diversify Parramatta's innovation ecosystem.

5.3 Progressive and sustainable planning frameworks are needed to drive the urban transformation of the region, e.g. Westmead's Hawkesbury Road – Park Avenue corridor.

5.4 The NSW Government must re-commit to the regeneration of the Cumberland East site, and progress the development of a 'health science park' at the Toongabbie Creek-Briens Road enterprise zone.

6. Make Parramatta a world-class sports and entertainment destination.
In order to unlock Greater Parramatta's potential to be home to world-class sports and entertainment facilities, existing sites that are underperforming need to be activated and greater competition encouraged. Rosehill Racecourse languishes as feeble attempt to make the city liveable, is stranded on James Ruse Drive, with no relationship to the city, and represents a lack of planning and vision. The Australian Turf Club (ATC) must significantly increase its corporate responsibility over this site and engage purposefully with the city.

Actions to support Recommendation 6:

6.1 Revitalise Rosehill Racecourse, encourage ATC to assume corporate responsibility over this site.

6.2 Prioritise and accelerate the development of the 'Civic Link' from Parramatta Square to the Powerhouse Museum and acquire, restore and 'arts' activate the Roxy Theatre.

6.3 Redress decadal inaction and urban decay at Sydney Olympic Park – look to East London (Stratford) as an example of a dynamic economic, cultural and connected Olympics-legacy site.

7. Plan for fast-rail transport infrastructure that connects Greater Parramatta to the 'six cities' Mega Region.
Fast-rail infrastructure will be critical to accelerating the prosperity, liveability, and connection between the six cities. Parramatta is a high net-benefit site to locate a fast-rail terminus relative to other regions in Sydney. High-speed rail infrastructures are costly and high-stakes urban projects. Getting the terminus location right is key to ensuring that fast-rail can operate at top speeds, maximise localised wider economic benefits, and make sure that time-saving benefits accrue. Parramatta, as a terminus site, has the potential to reproduce or even exceed the profound impacts of fast-rail infrastructure developments seen in the United Kingdom. Parramatta could become the 'St Pancras of the Southern Hemisphere'.

Actions to support Recommendation 7:

7.1 Plan and develop a fast-rail strategy for Greater Parramatta.

7.2 Identify and develop Parramatta as a Terminus/Port for Fast-Rail that connects Newcastle and Wollongong.

7.3 Identify how Aerotropolis will connect with Parramatta.

8. Invest in cultural infrastructures.

There are significant gaps in cultural infrastructure that need to be addressed for current and future populations in Parramatta. This lack of sufficient and appropriate cultural infrastructures is resulting in a significant loss of economic opportunity to the region. There is approximately $86 million in income foregone each year, this foregone income will increase each year as the population grows. There are not enough cultural infrastructures (i.e. theatres/ cultural spaces) and the infrastructures that exist do not cater to the current and future demands. For example, Parramatta is attracting a younger more affluent population who are more likely to speak a language other than English at home. There is a need for cultural offerings and digitally blended spaces such as spaces where digital content can be produced.

Actions to support Recommendation 8:

8.1 Fund the planning and development of cultural infrastructures including a visual arts gallery, cultural production hubs, rehearsal spaces, performance spaces, digitally blended spaces and incubator spaces.

8.2 Fund community-based initiatives and programs to increase engagement with Cultural Infrastructures and support start-ups and entrepreneurs through access to appropriate spaces.

8.3 Federal government to provide increased allocations to universities to provide regionally-based and accessible training in the creative industries for Western Sydney.

8.4 Accelerate the development of, at scale, performance and conference facilities, particularly in underutilised spaces like Rosehill and comparable areas close to the Parramatta CBD and Westmead Precinct.

C. Liveability and sustainability:

9. Address critical liveability infrastructure shortages by building affordable housing.

Improving and maintaining the liveability of Parramatta cannot be achieved with the significant deficits of critical liveability infrastructure. Housing must be viewed as an essential infrastructure that requires transformational, city-shaping approaches. The State Government's transformational investment in Greater Parramatta's transport infrastructure provides the foundation from which it must adopt a transformational, city-shaping approach to the challenge of housing in the region. As shown in Singapore's unrivalled liveability-oriented planning outcomes, housing is a critical infrastructure to increase liveability. Affordable housing must be built that supports young professionals to live and work close to the CBD and creative industry districts.

Actions to support Recommendation 9:

9.1 Identify housing affordability as posing the biggest threat to Parramatta's 'global' 2035 trajectory.

9.2 Adopt a 5-10% affordable housing target for major renewal areas, to support and retain in the region vulnerable households, essential workers, young professionals and creative industry workers.

9.3 Pursue a new Commonwealth State Housing Agreement that will:
≥ Define housing as an essential 'infrastructure';
≥ Provide long-term (decadal) funding and market certainty and stability; and,
≥ Create opportunities to innovate, test and bring to the private market commercially viable technologies in housing design, construction, and building materials.

10. Drive innovation and investment by supporting the 'University City'.

One of Greater Parramatta's critical strengths is that it is a global education destination. The region is home to several world-class universities and knowledge centres, innovation hubs, and a thriving international student community. The presence of the University of Sydney will further cement the region's reputation as a global education city-region. The University of Sydney must be supported in accelerating their plans to expand at Westmead. Further, the federal government must allocate additional targeted university places that will support the consolidation and continued growth of Parramatta as a University City.

Actions to support Recommendation 10:

10.1 Encourage and help accelerate the University of Sydney's plan to locate in Parramatta.

10.2 Federal Government to allocate additional regionally targeted university places.

10.3 Implement the Westmead Place Strategy to drive industry investment and attract international talent.

11. Improve the active transport of the region.

Significant improvements to the active transport network across Greater Parramatta are needed to increase walkability and connect its world-class entertainment and sporting precincts. A coordinated approach to active transport is vital to improving the liveability and connectivity of the region. Government investment through WestInvest should be leveraged to develop and accelerate previously identified active transport initiatives. In particular, a cycle network for Greater Parramatta must be fast-tracked.

Actions to support Recommendation 11:

11.1 Using the 'borough' approach (see page 15), State and Federal Government should partner with all local councils within the Greater Parramatta area to determine how best to deliver improved active transport facilities to local communities within the region.

11.2 Leverage WestInvest as an opportunity to develop initiatives identified in City of Parramatta's, 'Our Living River', 10-step Parramatta River Masterplan.

11.3 Fast-track a cycle network for Greater Parramatta.

12. Preserve and protect Greater Parramatta as the 'City of Green and Blue', led by deep Indigenous knowledge.

Greater Parramatta's natural environment is one of its most unique and important assets. There is an opportunity for its conservation to be guided by Indigenous knowledge, which has protected and cared for the region for over 60,000 years. Indigenous knowledge will be critical to ensuring that this 'City of Green and Blue' is preserved for future generations. There is an important opportunity – and urgency – to realising the conservation of the region. Priorities must include making sure the Parramatta River is swimmable by 2025, increasing tree cover, and building new and upgraded Green Grid links.

Actions to support Recommendation 12:

12.1 Support the City of Parramatta's '10-Step Parramatta River Masterplan' in order to make Parramatta River swimmable by 2025.

12.2 Support new and upgraded Green Grid links and urban tree cover in all Greater Parramatta LGAs, following the successful model employed at Sydney Olympic Park.

12.3 Identify heat vulnerability of at-risk populations including children. Fund installing tree canopies at school sites across Greater Parramatta.

12.4 Parramatta Park must be a grander centrepiece for the city, and warrants a 'botanical gardens' uplift to improve liveability and accessibility, and to elevate the park to landmark status.

INTRODUCTION

The geographic centre of Greater Sydney, the Parramatta and the Central River City region[1] is a vibrant space where the world's oldest living culture continues to be practiced and maintained. The region is also where 'the best ever' Summer Olympic Games were held; where the largest cultural infrastructure project in NSW since the Sydney Opera House – the Powerhouse Parramatta – is being built; where Parramatta Square is transforming the city skyline; and where the world-class *Westmead Health and Innovation Precinct* will be delivered.

Unparalleled city-shaping public and private investment is already transforming the region. With a young, multicultural, and highly educated population the region has all the elements needed to become a 'global city'.

Yet, the region's success is not guaranteed and has recently been made more uncertain by the ongoing impacts of the COVID-19 pandemic and global climate change. At this historic juncture strategic planning and investment is required to ensure that the Greater Parramatta region realises its full potential.

Appreciating that the Greater Parramatta region was at a pivotal moment in its urban transformation, NSW Premier, the Hon Dominic Perrottet MP, appointed Western Sydney University Vice-Chancellor and President, Professor Barney Glover AO in December 2021 to prepare a Review on how to develop Parramatta as a global city.

Professor Glover was charged with **identifying and prioritising a series of key initiatives that would place the region on a development trajectory designed secure its status as a 'global city' by 2035**.[2]

The Review has been informed by the following agenda:

1. The Review should consider the entire Greater Parramatta and Olympic Peninsula (from Olympic Park to Westmead).

2. The Review should develop a set of regional metrics to enable future evaluation.

3. The Review recommendations should be informed by and align with:

≥ The NSW Premier's Priorities.

≥ The substantial planning and policy work already undertaken by the Greater Sydney Commission (GSC), other NSW Government agencies, local governments, and non-government stakeholders.

≥ Consultation with community and regional stakeholders.

≥ Current economic, socio-cultural, and place-based strengths/ comparative advantages of the Central River City region.

≥ Knowledges on global cities and the impacts of the COVID-19 pandemic and extreme-climate events (e.g. bushfire, flood, urban heat etc).

≥ International best practice and exemplars regarding global city regional policies, metrics for evaluation, and approaches to mitigate negative externalities that can emerge when a region achieves global city status.

The purpose of this Review is to provide a high-level summary of the issues and opportunities within the Greater Parramatta region at this critical point in time. As a result, the Review focuses on key, big picture issues and opportunities for this region. It is not an in-depth data or urban analysis of the area. Furthermore, this Review should be viewed as the beginning not the end of such discussions.

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1 Herein referred to as 'the Greater Parramatta region' or 'Greater Parramatta'.

2 See Appendix A for a copy of the Review's 'Terms of Reference'.

PRINCIPLES FOR THE DEVELOPMENT OF GREATER PARRAMATTA

The Review identifies three (3) foundational principles that the Greater Parramatta region should aspire to become:

1. More than a global city

2. A place of connections

3. A city of boroughs

PRINCIPLE 1: ASPIRE TO BE MORE THAN A GLOBAL CITY

Governments should pursue a vision of Greater Parramatta as *more than a global city* with economic clout but *a city region that is vibrant and sustainable.*

Greater Parramatta should be understood as city-region 'in the world'[3]. This approach positions Greater Parramatta as a city-region that brings together different ideas from around the world. It seeks to develop ambitious and innovative approaches to its urban challenges using homegrown solutions founded on a knowledge and confidence in the distinctive assets and qualities of the region.

SINGAPORE CASE STUDY: LIVEABILITY AND HOUSING

Singapore provides an example of good liveability-oriented planning as the city consistently sits high in global liveable city rankings[4]. One aspect that sets Singapore's liveability-oriented planning practises apart from other cities has been the concerted whole-of-government effort to support liveability across multiple scales. Singapore's liveability-oriented planning has recognised that improving quality of life is lock step with improving standards of living[5].

Some of the strategies employed in Singapore to achieve its outstanding liveability outcomes include:

≥ investing heavily in public spaces and cultural infrastructures,

≥ attracting creative industries and supporting local talent,

≥ designing walkable mixed-use neighbourhoods and creating human-scaled pedestrian experiences,

≥ investing in affordable housing.

A critical policy intervention in improving Singapore's liveability has been its affordable housing policies. Singapore's Housing Development Program has prioritised the supply of affordable housing with more than 80% of the population living in housing provided by the Development Board.

Singapore has particularly targeted affordable housing support to young professionals including:

≥ building affordable housing developments like The Pinnacle building allowing young professionals to live close to the city and creative industry districts;

≥ converting former school buildings to house tenants from the creative and artistic fields in SOHO@Central; and

≥ designing creative clusters such as Mount Sophia so that communities of creative mobile workers can live and work together.

Singapore offers an example of a two-prong approach to addressing liveability by addressing infrastructural housing needs, and, encouraging economic growth and participation in knowledge economy industries.

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3 Ong, A. (2011); McCann et al. (2013); Roy, A. (2011).

4 Cities with high liveability have typically managed significant economic transformation and growth, while providing citizens with a vibrant and liveable urban environment.

5 In the words of Singapore's Minister for Culture in 1983: 'We often talk of improving the quality of life in Singapore as distinct from improving the standard of living. We have concentrated, and rightly so, on improving the standard of living of Singaporeans … Without better standards of living – more jobs, more housing, more education, better health – one cannot hope to improve the quality of life.' (Kong, 2012: 281).

PRINCIPLE 2: CONNECTIVITY

Governments should pursue a vision of Greater Parramatta as a city-region that is vibrant and dynamic – a city with heart and soul – Parramatta needs to be planned as a place that *connects the people that live, work and play in the region to things bigger than themselves.*

ST PANCRAS STATION LONDON CASE STUDY: FAST RAIL AND URBAN DEVELOPMENT

St Pancras station in London is a critical hub for connecting the United Kingdom to Europe's fast-rail networks. The state also provides a powerful example of how fast-rail can catalyse local urban renewal and increase the connectivity of a city.

High-speed rail infrastructures are costly, high-stakes urban projects, with complex expectations riding on them[6]. For example, the urban location of a fast-rail terminus is critical. Too close to an urban centre and the time saving benefits accrued from fast-rail are lost. However the same problem arises if the station is located too far from urban centres. Yet, St Pancras station, provides an example of how major cities can get the balance right with fast-rail infrastructure as its location enables high-speed rail to operate at top speeds – something that would not be possible if the line ended in the centre of London at Waterloo Station[7].

Likewise, the wider economic benefits of fast-rail are highly concentrated around the station hubs. St Pancras station redevelopment harnessed the localised benefits that fast-rail brought, leveraging it as a critical step in the renewal of the King's Cross area in London. As a dedicated international rail centre, the entire station has been reshaped around the core objective of combining international services with high standard station facilities for international travellers. St Pancras station has increased the surrounding property values significantly, garnered acclaim for its place-making achievements, and had profound impacts on the public's opinion of large-scale rail infrastructure projects and willingness to support future projects[8].

SAN FRANCISCO BAY AREA CASE STUDY: A POLYCENTRIC APPROACH TO URBAN DEVELOPMENT

The San Francisco Bay Area is an example of a successful polycentric metropolis with three central cities[9]. The region is composed of nine counties that are divided into three relatively equal population centres each with their own economic strengths:

≥ West Bay (San Francisco and the Peninsula), with economic concentrations in financial and business services, and tourism and conventions.

≥ East Bay (Oakland, Berkeley, Alameda), with specialisation in metalworking, oil, food products and electronics.

≥ South Bay (San Jose and surrounds), with a focus on large office parks for corporate managers, and agriculture and wine.

The San Francisco Bay Area provides an example of successful polycentric urban development around regional economic specialisation (i.e. economic agglomeration/industry clusters[10]) combined with a high level of complementarity. That is, that there is a strong overlap in the relationships between firms, actors, networks, and institutions among others across the region, while, at the same time, the three cities have maintained differentiation in their economic role.

Today, San Francisco no longer dominates the region's economy, with Silicon Valley standing as the Bay Area's principal node of employment and corporate headquarters. The case of the San Francisco Bay Area highlights that urban centrality is significantly tied to employment clustering and industrial growth (or shrinkage). One outcome of San Francisco Bay Area polycentric urban development is that commuting numbers have reversed over the last two decades between the South and Central Bay Areas, as Silicon Valley has grown in prominence.

The evolution of the three major cities in the San Francisco Bay Area provides an example for Greater Sydney and the development of regions like GPOP. It demonstrates the potential for multiple city centres to provide diverse employment concentrations in connection to the region, while maintaining distinct and diverse local character.

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6 Du et al. (2021).

7 Riot (2014).

8 Mascoop (2017).

9 Refers to urban regions with multiple centres that are functionally interrelated either through competition or co-operation. See Cowell (2010).

10 Walker (2001); Walker (2004); Walker and Schafran (2015).

PRINCIPLE 3: A CITY OF BOROUGHS –
BRINGING TOGETHER THE 'HEART' AND 'SOUL' OF GREATER PARRAMATTA

Greater Parramatta is already understood as part of the Greater Sydney Region, one part of multiple urban cores that has recently expanded from three to six cities. However internally Greater Parramatta is also complex and diverse. This complexity and diversity within the region is an asset that needs to be preserved.

Following the example of New York City (see case study below), Greater Parramatta should be developed as a 'city of boroughs[11]' – a structural framework that prioritises partnerships with local government via which 'place making' narratives can be created and maintained through each (or a combination) of the following:

≥ Sustainability and environmental assets

≥ History and heritage

≥ Communities

≥ Cultures.

In this way the 'heart' of Greater Sydney will be able to preserve its 'soul'.

NEW YORK CITY CASE STUDY: A CITY OF BOROUGHS

New York City is composed of five boroughs: Manhattan, Brooklyn, Queens, The Bronx and Staten Island. Each of the boroughs have their own unique attributes and communities. The boroughs emerged during the formation of contemporary New York City in 1898 when five counties were consolidated under one municipal government. New York City is often referred to as the 'Five boroughs' to counter the frequent attention to Manhattan and elevate all five boroughs to equal focus. While legislative functions reside with the New York City Council each of the five boroughs is represented by a 'Borough President'. The Borough President acts as an advocate for their community. The Borough Presidents[12]:

≥ Engage in strategic planning for their boroughs

≥ Review and comment on major land use decisions

≥ Appoint members to community boards

≥ Convene task forces to address issues in the borough, such as the closure of Rikers Island or the expansion of hospitals

≥ Propose sites for city facilities within their respective boroughs

≥ Work with the NYC Mayor in preparing the annual executive budget submitted to the City council

≥ Propose borough budget priorities to the City council

≥ Monitor and modify the delivery of City services within their boroughs.

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11 The concept of the 'borough' has been used in diverse ways throughout the world. For example, a borough can be a single town with its own local government. This approach is traditionally how the borough concept has been applied in the Australian context. However, this review advocates for the the use of the 'borough' as a subdivision of a city (e.g. London, New York City, Montreal, Paris etc).

12 City of New York. (n.d.). About New York City Government. Retrieved 7 June 2022, from http://www1.nyc.gov/nyc-resources/about-the-city-of-new-york.page

**THE GREATER PARRAMATTA AND OLYMPIC PENINSULA (GPOP) REGION (SHADED BLUE)
IN THE CONTEXT OF THE FOUR LOCAL GOVERNMENT AREAS (LGAS, SHADED PINK) IT INCLUDES.**
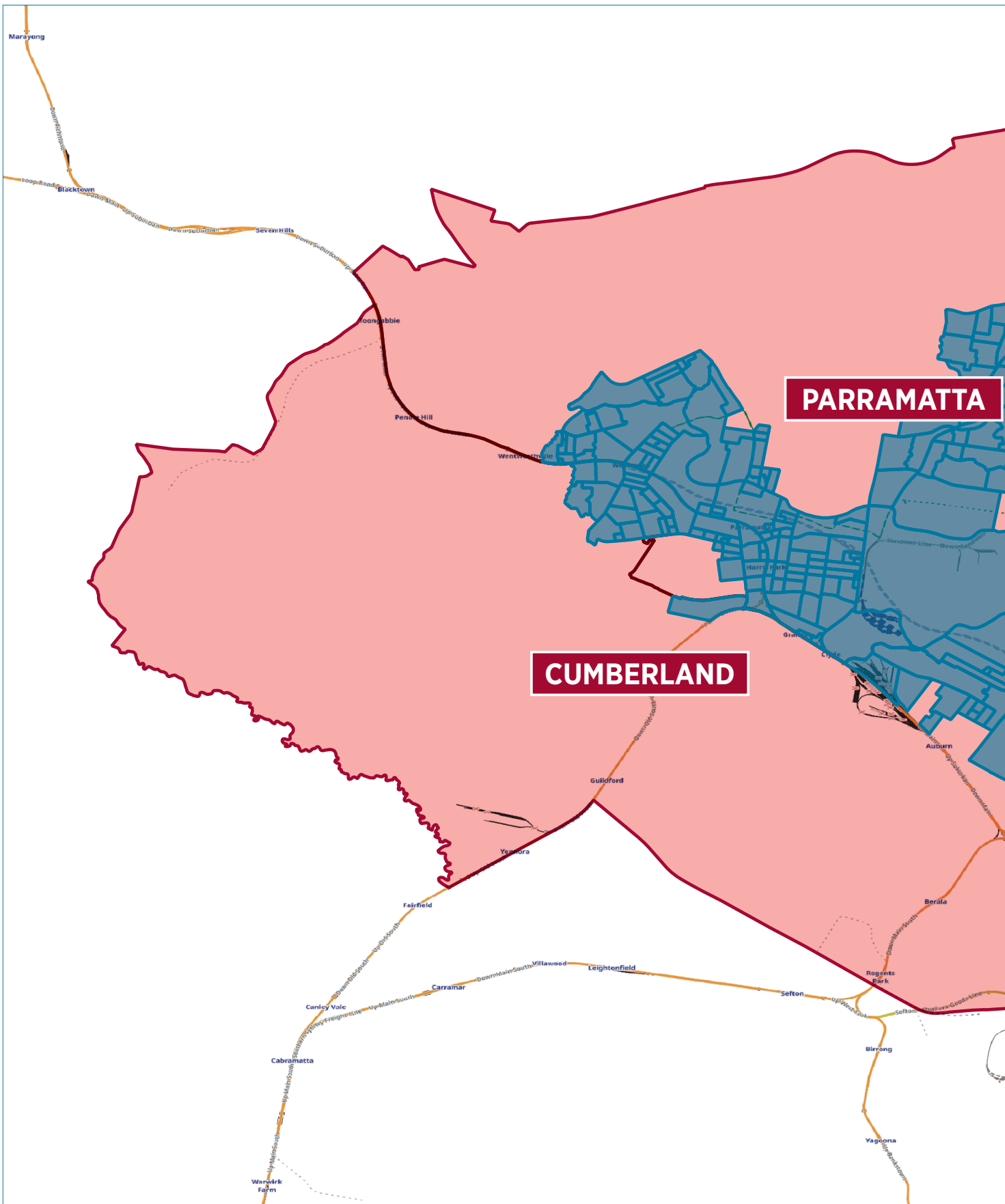
Source: Dufty-Jones, Rae. (2022). Australian Bureau of Statistics (2022) *Australian Statistical Geography Standard (ASGS) Edition 3*.
Using *QGIS* [GIS software]. Version 3.16. Sydney, Western Sydney University.

CANADA BAY

STRATHFIELD
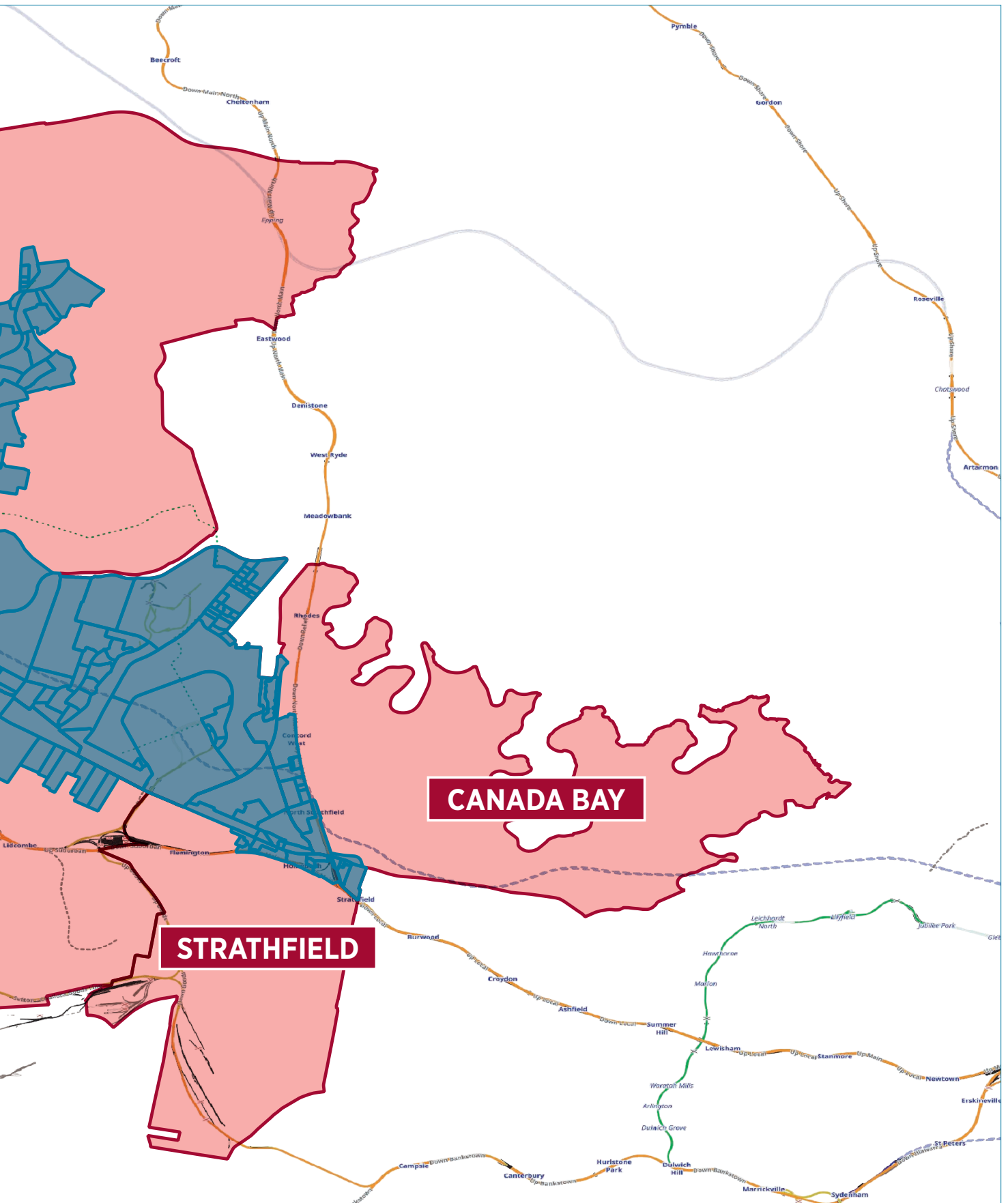
PROFILING PARRAMATTA AS A 'GLOBAL CITY'

A notoriously difficult concept to define, a 'global city' broadly refers to those cities that combine economic and cultural assets, with strong international connections and local environments that are attractive to globally mobile workers and visitors.

New York and London are often identified as leading examples of what it is to be a 'global city' and governments around the world regularly compete to promote their own cities as having 'global' status.

Yet becoming a 'global city' is not without its challenges. Key among the problems of becoming a global city has been what is known as 'splintering urbanism'[13]. As a negative externality or by-product of global city status, 'splintering urbanism' poses a major threat to the long-term sustainability of global cities[14]. As a result, early global city metrics around the economic features of a city have been augmented to include measures of a city's sustainability and liveability[15].

Framed in this way, the Review created a profile of the Greater Parramatta region as a 'global city'. A series of measures around four (4) global city dimensions were collated on the Parramatta LGA (used as a proxy for the Greater Parramatta region) and contrasted against the City of Sydney LGA (widely recognised to already be a global city)[16]:

≥ *Population:* age, proportion of population born overseas, skills and education etc.

≥ *Liveability:* housing, family structure, income, environmental amenity etc.

≥ *Economy:* Gross Regional Product, industry mix, employment, international visitors etc.

≥ *Connectivity:* accessibility, commuting, mode of transport.

The Review's 'global city' profile of Parramatta[17] reveal:

≥ *Areas of strength* where Parramatta compares well with or exceeds the performance of the City of Sydney;

≥ *Areas of risk* where Parramatta will benefit from considered attention and funding; and,

≥ *Areas of opportunities* where, with strategic investment, the region demonstrates a potential for accelerated future performance.

GLOBAL-CITY DIMENSION	STRENGTHS	RISKS	OPPORTUNITIES
Population	≥ Young ≥ Multicultural ≥ Skills	≥ Lower proportion of total population who are working age	≥ Grow skills in higher education qualifications ≥ Larger proportion of households with dependent children ≥ Realise the strength in population's non-English speaking skills
Liveability	≥ IRSAD decile ranking 10 ≥ Good urban vegetation cover ≥ High level of home ownership ≥ Construction of the Powerhouse Parramatta (completion 2024)	≥ Housing affordability	≥ Access to public open spaces ≥ Access to social infrastructure ≥ Increase participation in cultural activities
Economy	≥ Strong annual growth in GRP ≥ Strong industry-mix in 'tertiary' services ≥ High labour force participation rate	≥ Low number of businesses ≥ Low number of international visitors	≥ Grow proportion of 'quaternary' services in region's overall industry-mix ≥ Grow region's number of international visitors
Connectivity	≥ WestConnex ≥ PLR 1 (completion 2023) ≥ PLR2 (committed to) ≥ Sydney Metro West (construction commenced 2020)	≥ Limited walkability ≥ High-level of car dependency	≥ Improve digital inclusion in the region ≥ Increase proportion of population who live and work in the region ≥ Increase proportion of the population who travel to work by public transport

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13 Graham and Marvin (2002). 'Splintering urbanism' refers to the range of ways in which the impacts of globalisation are unevenly distributed and experienced across city regions and urban populations.

14 Greater Sydney has also grappled with the issue of urban 'splintering urbanism'. There is a general awareness that the development of Sydney's 'global arc' has also reinforced and exacerbated divisions between the east and west of the city (e.g. housing affordability, liveability, access to key services and employment etc). Within this context, the development of a *Vision* for Greater Parramatta as Sydney's second CBD has been justified in terms of providing a strategic response to addressing Greater Sydney's metropolitan-wide issues as it has the potential to be: a central city close to Sydney's heart; a link forging one Greater Sydney; a jobs hub within reach of skilled workers; an attractive place to invest; and, a place of celebrated natural beauty.

15 Giap et al. (2014).

16 Extensive literature exists regarding the use and abuse of global city metrics. However when applied with a clear understanding of methodological and analytical limitations, global city metrics can provide opportunities to (1) assess a city's current situation, (2) compare a city's current situation to that of other cities, (3) learn from other cities in terms of policy strategies and targets, (4) prioritise urban infrastructure project funding better, and (5) build collaborative city networks (Acuto et al. 2021: 368). The metrics used in this Review are provided, not to provide a definitive understanding as to whether the Greater Parramatta region already is or has the potential to become a global city. Rather this data is provided as a starting point from which a more nuanced set of priorities for the region as a global city can be developed from.

17 All data can be found in Appendix E.

POPULATION

Numerically Parramatta compares well with Sydney City. Its population is young (median age of 32.1 years old), multicultural (half of the population were born overseas), and skilled (with more than half the population speaking a language other than English and more than two-thirds of the population with a post-school qualification).

However, compared to Sydney City (85%), Parramatta has a lower proportion of its population who are working age (70%). That is, the region has a smaller local labour force which may limit the ability of the region to respond to increasing demands for labour and future economic growth.

Opportunities to grow the regional labour force (both numerically and in terms of skills) exist in Parramatta's high proportion of households comprising of families with dependent children (almost three times the size of Sydney City's). Over the next decade these children will require access to quality higher education opportunities. This is something the region is in an excellent position to deliver assuming that essential strategic investment from the Commonwealth and NSW Governments and the higher education sector is provided.

There are also important opportunities to be realised through harnessing the multi-lingual skills of Parramatta's population – particularly around growing Parramatta's share of international tourism (only 6% of international tourists currently visiting Sydney City) and other global economic opportunities.

LIVEABILITY

Like Sydney City, a key strength of Parramatta is its ranking in the top decile of the Index of Socio-Economic Advantage and Disadvantage (IRSAD). Related to this is the high level of home ownership in Parramatta compared to Sydney City. Over half of households in Parramatta own the home they live in, compared to only one-third of Sydney City households. This means that, while Parramatta has a higher proportion of homeowners experiencing 'housing stress' (8.4% compared to 5.1% in Sydney City – a difference of 3.3%), the region's proportion of renters experiencing housing stress (albeit still high at 15.5%) remains 12% lower than Sydney City (27.5%). Nonetheless, this strength remains vulnerable to the impacts of rising housing costs and ongoing high demand for housing in the region. Making housing affordability a core risk threatening Parramatta's global city trajectory over the next 10 years.

In terms of liveability, Parramatta has a proportionally higher level of Urban Vegetation Cover (UVC) compared to Sydney City (37% compared to only 21%). This strength will be an important asset that will need to be preserved and developed over the next decade to enable the region to respond to risks around heat vulnerability. Parramatta's urban vegetation cover can be also used strategically to increase household access to Public Open Spaces (POS) (only 83% of dwellings in Parramatta have proximity to POS compared to almost 100% of dwellings in Sydney City).

Last, there are significant opportunities to improve Parramatta's comparatively poor performance regarding participation in cultural activities (34% of Parramatta's population compared to 44% in Sydney City). The current construction of the Powerhouse Parramatta and proposed revitalisation of the Riverside Theatre precinct will contribute to this. However, investment in other key cultural venues (e.g. a visual arts gallery) and opportunities for training will be critical in supporting the development of local small to medium businesses in the cultural industries. These scaled augmentations to the major cultural infrastructure investments in the region will ensure that Parramatta can reach its full potential in terms of participation in cultural activities and industries over the next decade and beyond.

ECONOMY

As a measure of regional economic growth, Parramatta (3.2%) had a significantly higher Gross Regional Product (GRP) in 2020/21 compared to Sydney City (0.5%). In terms of industry mix Parramatta also has a strong services/tertiary sector, which is equivalent of Sydney City. However, there are areas where Parramatta's regional economy would benefit from focused attention and investment.

For example, Parramatta attracts substantially lower international visitors into the region compared to Sydney City. To address this, we recommend the development of Parramatta as a 'port-city': specifically, becoming the location for the 'fast-rail' main terminus/station. This infrastructure would transform the region's ability to create and maintain global connections. Additionally, this infrastructure would complement and amplify the impact of investments underway in the Greater Parramatta region's cultural assets, transport infrastructure, the urban amenity and walkability of the region that will also be central to increasing international visitor numbers and other global economic connections in the region.

CONNECTIVITY

A range of transport infrastructure developments have either been completed or are underway in the Parramatta region (e.g. Parramatta Light Rail (PLR) – Stages 1 and 2; WestConnex; Sydney Metro West etc). As more of these services come on line, they will be crucial to addressing the dependency on private car forms of transport that is currently a problematic feature of the region's connectivity. For example, more than half of those living in Parramatta travel to work by car compared to less than a quarter of those living in Sydney City. Similarly, the region's car dependency means that Parramatta has a higher rate of avoidable transport related deaths (twice that of Sydney City's – 2.7/100 compared to 1.4/100).

Parramatta's comparatively poor connectivity regarding digital inclusion and walkability are also opportunities for the region to improve. Already the foundations have been laid with the long-term impacts of the recent shift of some government departments and services into Parramatta CBD, combined with the new businesses that will be accommodated with the future completion of Parramatta Square yet to be realised, including:

≥ an increase in the number of businesses located in the region (approximately one-third of the number located in Sydney City);

≥ an increase in the number of people who live and work in the area (almost one-third of those in Sydney City); and,

≥ a decrease in the median distance of commute experienced by those living in the Parramatta LGA (more than four times the commute distance of those living in Sydney City).

PEOPLE

TOTAL POPULATION

PARRAMATTA LGA
234,444
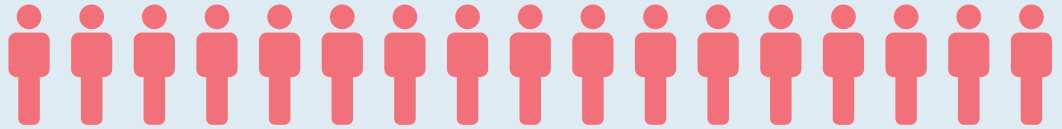
SYDNEY CITY LGA
222,717

OVERSEAS BORN

PARRAMATTA LGA
49.5%
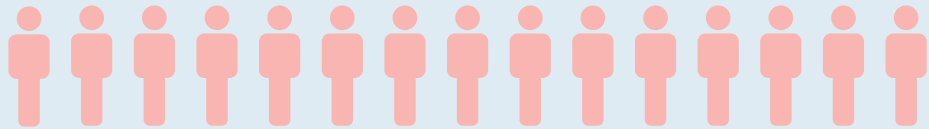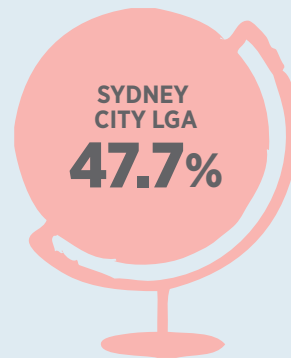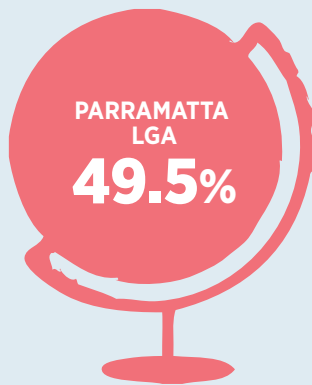
SYDNEY CITY LGA
47.7%

POST SCHOOL QUALIFICATION

PARRAMATTA LGA
67.8%

SYDNEY CITY LGA
74.9%

MEDIAN AGE

PARRAMATTA
LGA

34.5

SYDNEY
CITY LGA

32.1
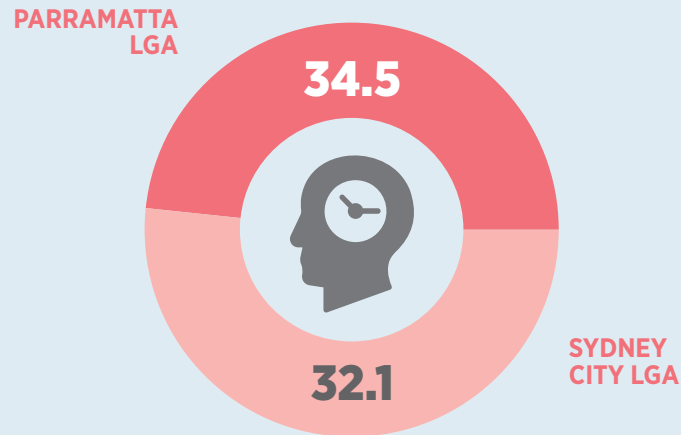
WORKING AGE
(between 15-65 years old) (% of total pop)

84.7%
SYDNEY
CITY LGA

69.6%
PARRAMATTA
LGA

SPEAKS A LANGUAGE OTHER THAN ENGLISH AT HOME

PARRAMATTA
LGA
52%

SYDNEY CITY
LGA
36.2%
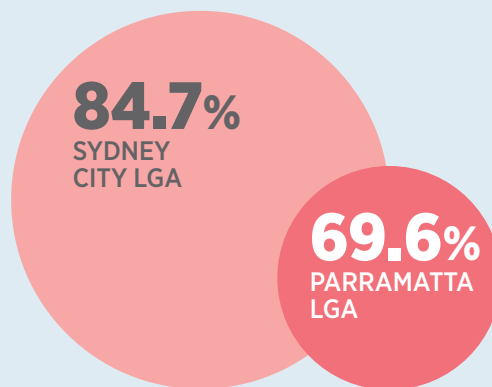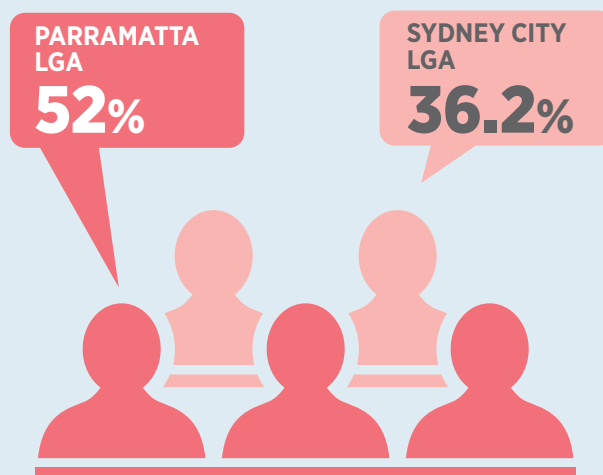
HOUSEHOLDS AND INCOME

AVERAGE HOUSEHOLD SIZE

2.8
PARRAMATTA LGA

2
SYDNEY CITY LGA

RENTING (% HOUSEHOLDS)

41.4%
PARRAMATTA LGA

62.2%
SYDNEY CITY LGA

FAMILIES WITH DEPENDENT CHILDREN

30,853
PARRAMATTA LGA

10,665
SYDNEY CITY LGA
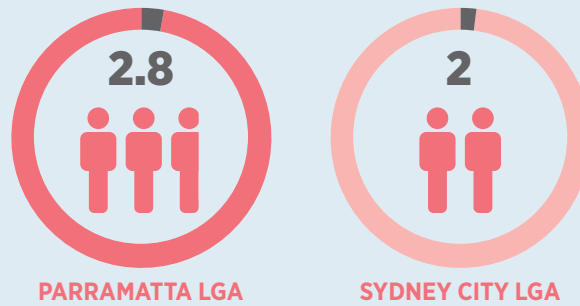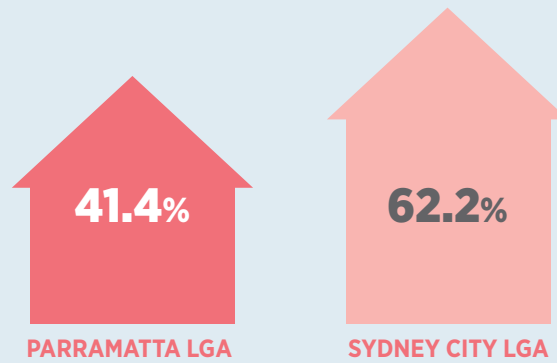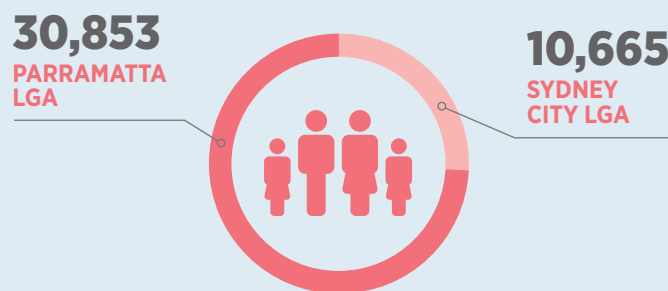
MEDIAN HOUSEHOLD INCOME (WEEKLY)

PARRAMATTA LGA **$1,012**

SYDNEY CITY LGA **$1,363**
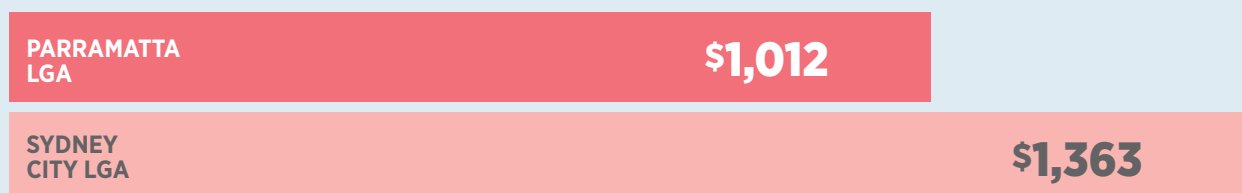
HOMEOWNERSHIP (% HOUSEHOLDS)

SYDNEY CITY LGA **33.9**%
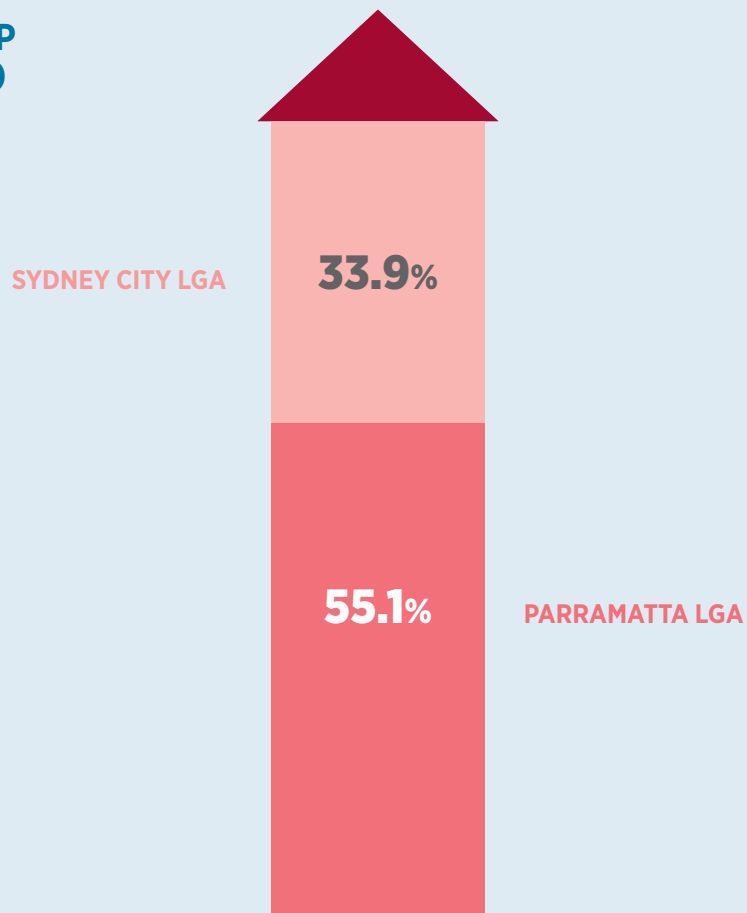
55.1% PARRAMATTA LGA

HOUSING STRESS HOME OWNERS (%)

8.4%
PARRAMATTA LGA

5.1%
SYDNEY CITY LGA

HOUSING STRESS RENTERS (%)

15.5%
PARRAMATTA LGA

27.5%
SYDNEY CITY LGA
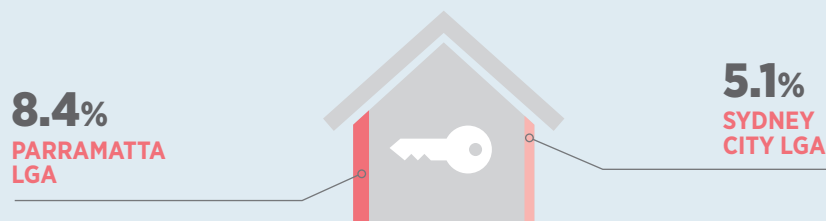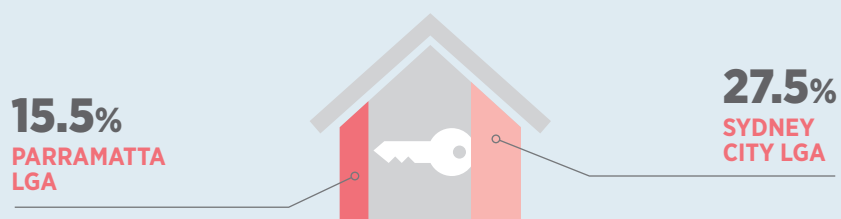
LIVEABILITY

SOCIAL INFRASTRUCTURE SCORE (OUT OF 15 – 1 LOW AND 15 HIGH)

12
SYDNEY CITY LGA

8
PARRAMATTA LGA

SPORT PARTICIPATION

86.9%
PARRAMATTA LGA

91.1%
SYDNEY CITY LGA

CULTURAL PARTICIPATION

34%
PARRAMATTA LGA

44%
SYDNEY CITY LGA
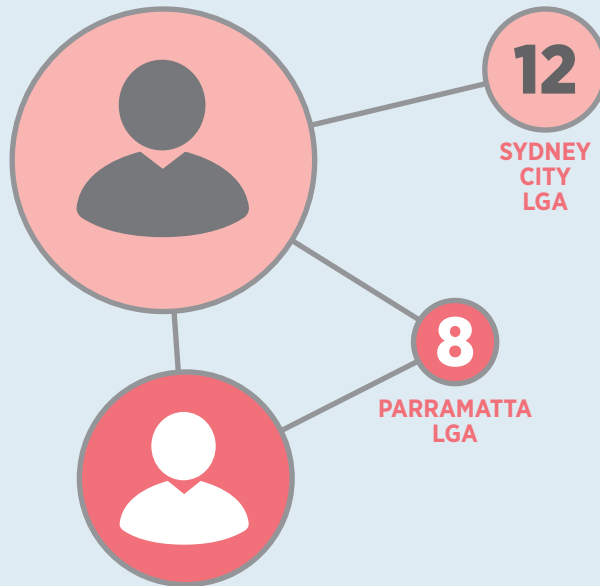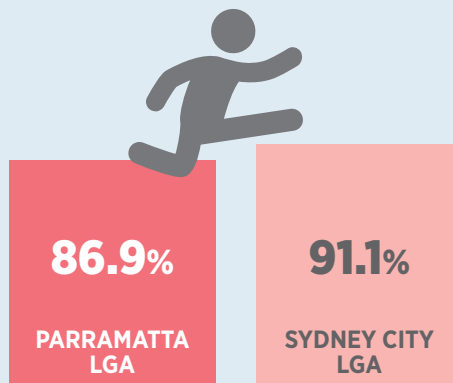
PUBLIC OPEN SPACE ACCESS

97% SYDNEY CITY LGA
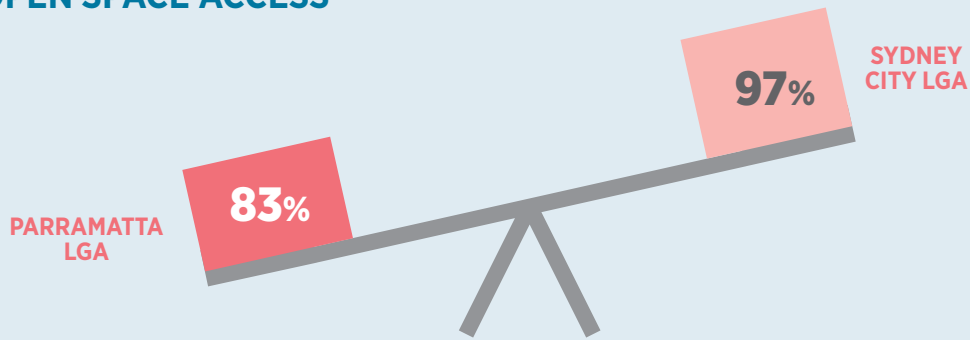
83% PARRAMATTA LGA

URBAN VEGETATION COVER (%)

PARRAMATTA LGA
37%
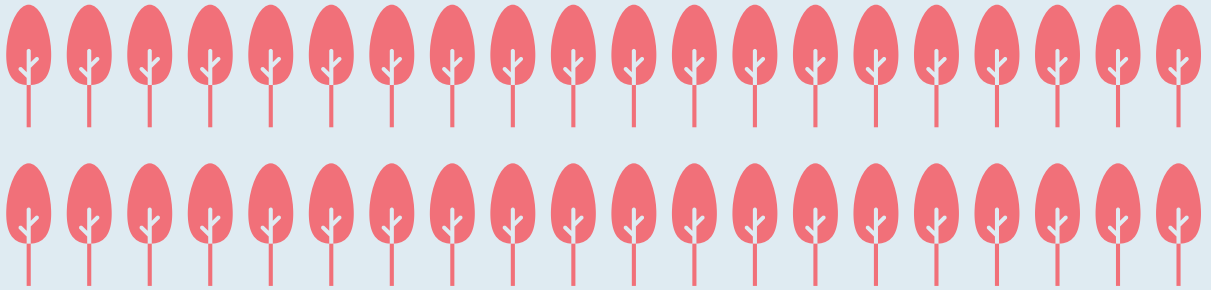
SYDNEY CITY LGA
21%
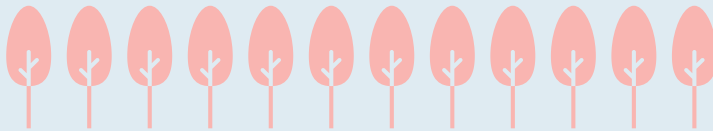
HEAT VULNERABILITY INDEX (OUT OF 5 – 1 LOW AND 5 HIGH)

PARRAMATTA LGA
3

SYDNEY CITY LGA
3
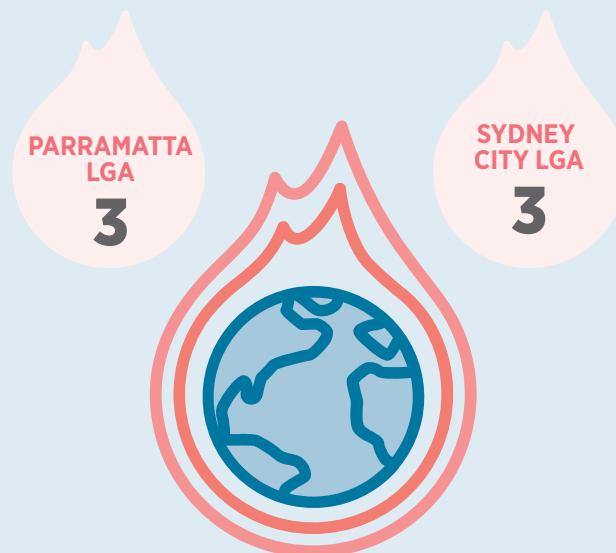
ECONOMIC

ANNUAL CHANGE IN GROSS REGIONAL PRODUCT (2020/21)

3.2%

PARRAMATTA
LGA

0.5%

SYDNEY CITY
LGA

NUMBER OF BUSINESSES

PARRAMATTA LGA
23,301

SYDNEY CITY LGA
64,974
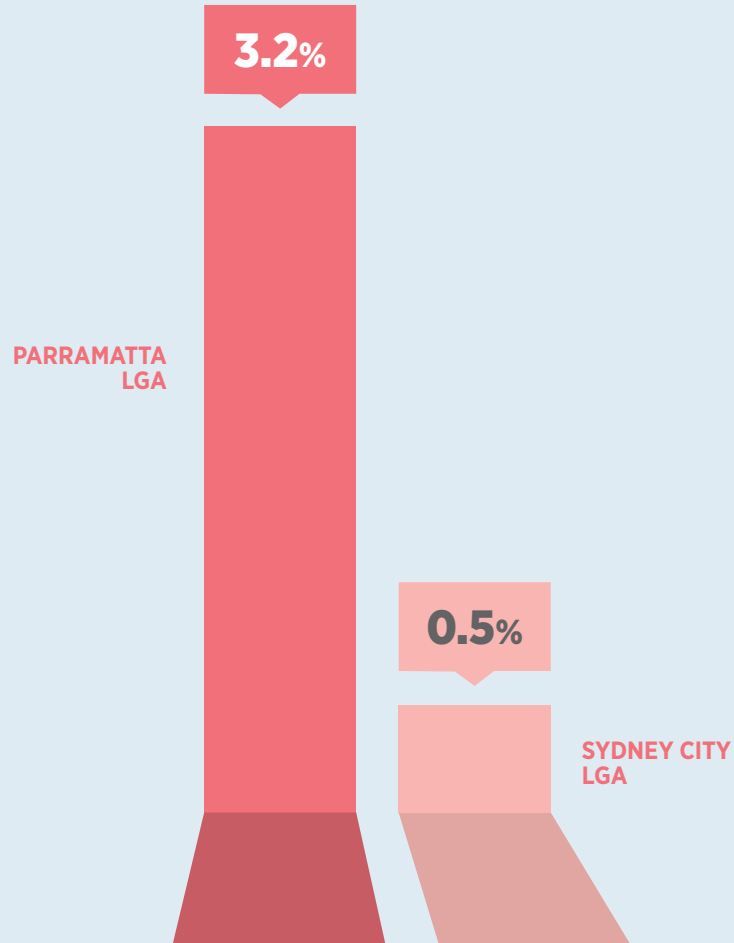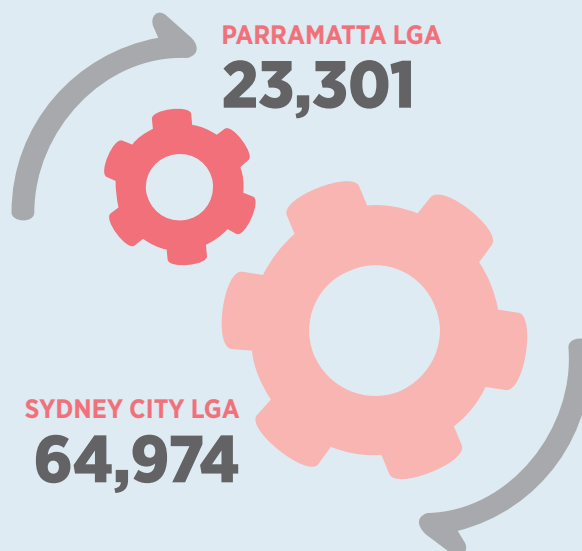
INDUSTRY MIX – TERTIARY SECTOR

45.7%
PARRAMATTA LGA

47.9%
SYDNEY CITY LGA
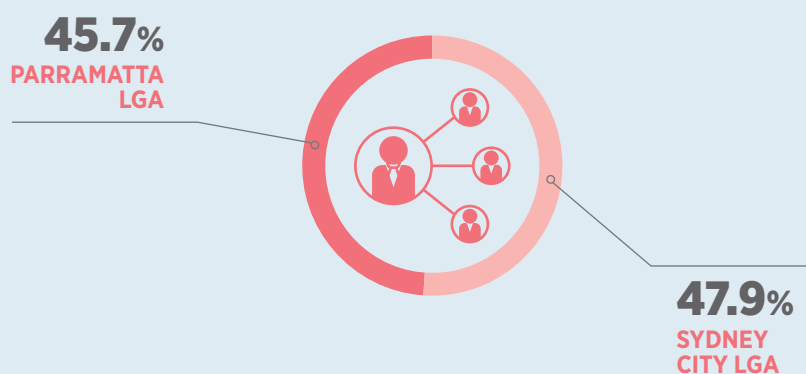
INDUSTRY MIX – QUATERNARY SECTOR

PARRAMATTA LGA **23.4%**

SYDNEY CITY LGA **32.5%**

INTERNATIONAL VISITORS

1,833,741
SYDNEY CITY LGA

112,785
PARRAMATTA LGA
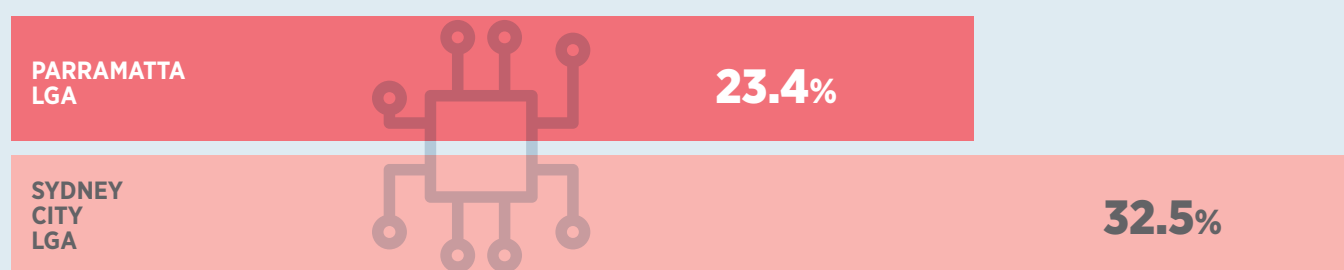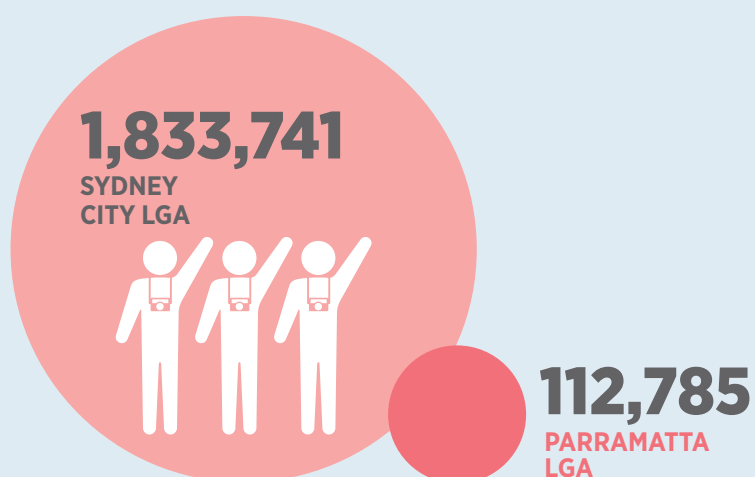
CONNECTIVITY

DIGITAL INCLUSION (OUT OF 100 – 100 HIGH AND 0 LOW)

76
PARRAMATTA LGA

83
SYDNEY CITY LGA
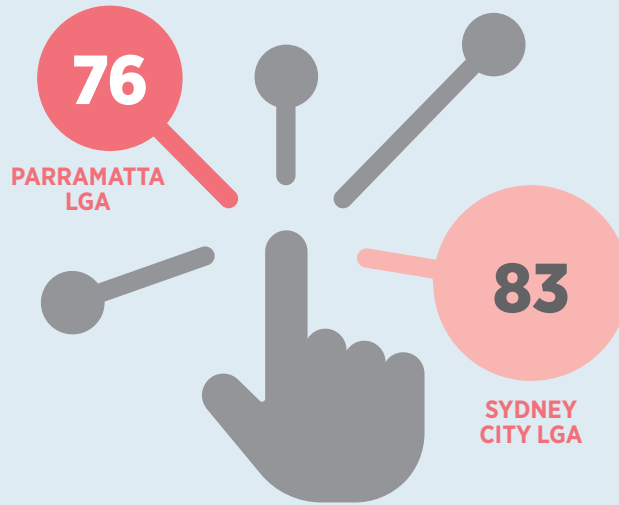
AVOIDABLE TRANSPORT DEATHS (PER 100)

1.4
SYDNEY CITY LGA

2.7
PARRAMATTA LGA

WALKABILITY
(AVERAGE IS 0 – NEGATIVE RESULT 'POOR WALKABILITY' AND POSITIVE RESULT 'GOOD WALKABILITY')
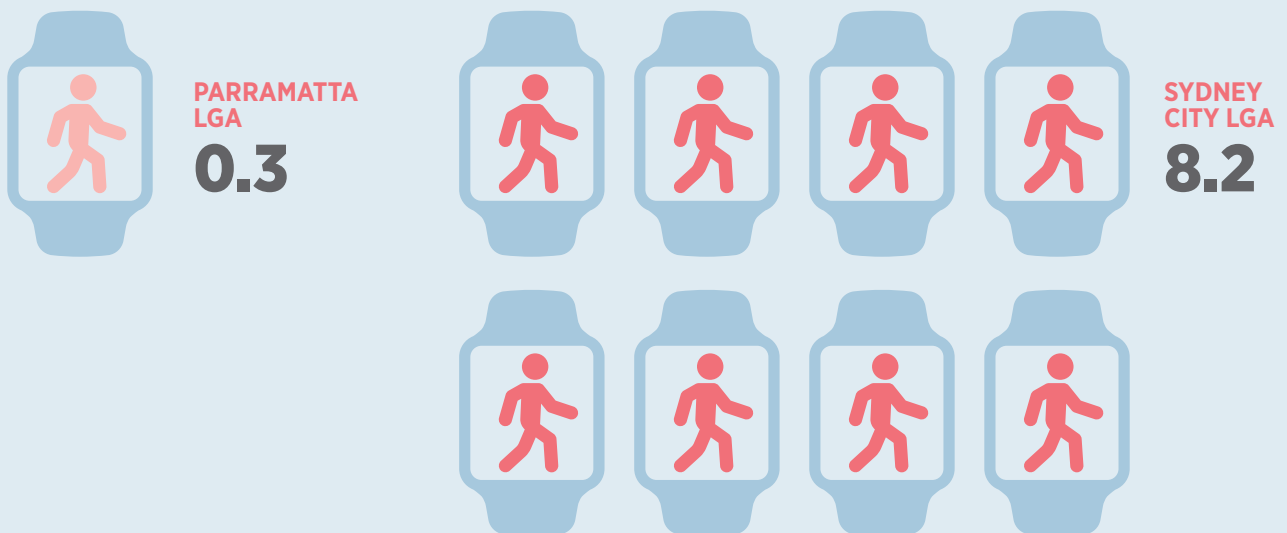
PARRAMATTA LGA
0.3

SYDNEY CITY LGA
8.2

LIVE AND WORK IN THE AREA (%)

27.2
PARRAMATTA LGA

64.5
SYDNEY CITY LGA

MEDIAN DISTANCE OF COMMUTE (KMS)

3.5 SYDNEY CITY LGA

12.5 PARRAMATTA LGA

TRAVEL TO WORK BY CAR (%)

55 PARRAMATTA LGA

22 SYDNEY CITY LGA
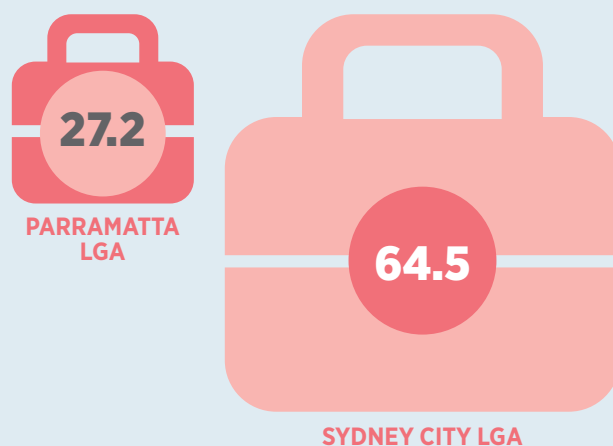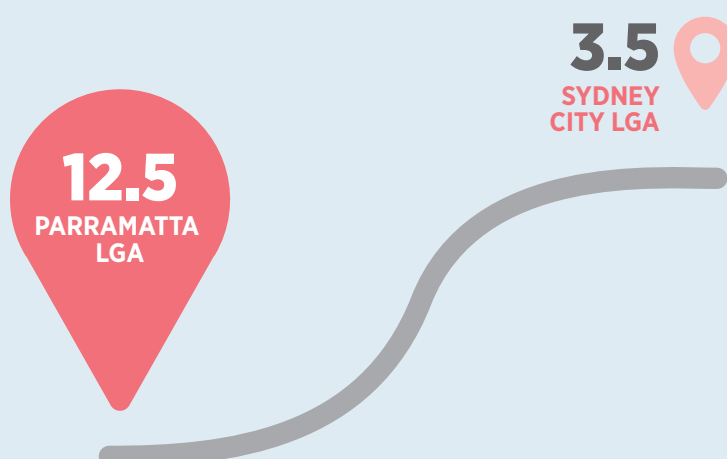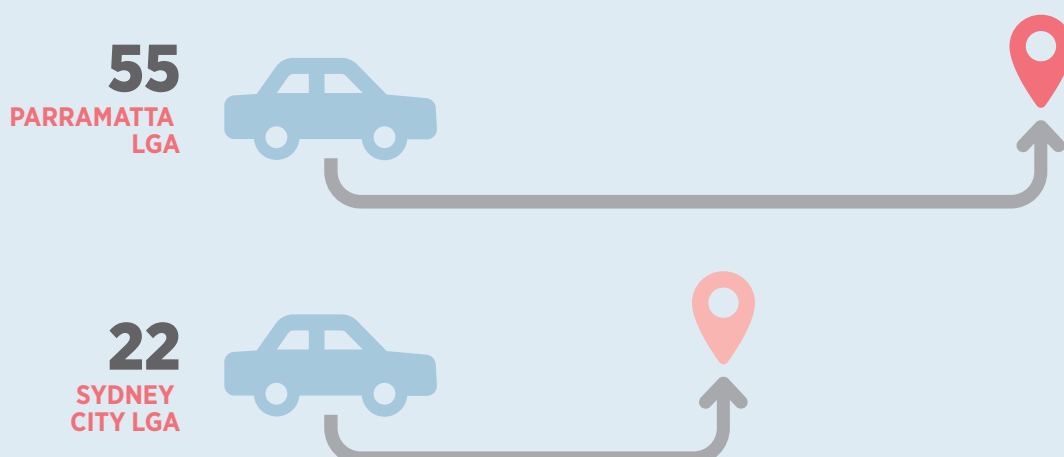
THE POLICY AND PLANNING CONTEXT OF THE GREATER PARRAMATTA REGION

The 'global city' profile of Parramatta emerged from, within and continues to be shaped by the long tradition of planning of the region[18]**. A pivotal shift occurred in the planning of the Greater Parramatta region when, in 2014, the NSW Government released its** *Plan for Growing Sydney***. Specifically, the** *Plan for Growing Sydney***:**

1. **Identified the NSW Government's goal to grow Parramatta as Sydney's 'second CBD'; and,**

2. **Facilitated the realisation of this goal, by establishing Greater Parramatta as a 'priority growth area'**[19].

In the decade that followed, the Greater Parramatta region has become central to the strategic vision and planning of Greater Sydney[20]. Over a relatively short period of time a detailed *Vision* and a *Place-based Infrastructure Compact*[21] (PIC) for the region has been developed: establishing the foundations from which a *Strategic Plan* for Greater Parramatta can now be developed.

Accompanying the unprecedented level of policy and planning work on Greater Parramatta has been substantial, city-shaping, infrastructure investment that is rapidly transforming the region[22].

However, the emergence of the COVID-19 pandemic in early 2020 and its ongoing impacts have disrupted the sweeping progress made around the Greater Parramatta region. While significant advances have been made in the region, much work remains to ensure that the substantial investment in Greater Parramatta's strategic planning and infrastructure investment is fully realised.

In the wake of the first two years of the COVID-19 pandemic, this Review provides a unique opportunity to refocus government attention on the precariously poised city-shaping agenda for Greater Parramatta.

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18 This tradition begins and is continued by the Aboriginal peoples, see section on 'Parramatta: a place of deep history'. The European planning history of Parramatta began in 1789 when Governor Phillip established the colony's first township, Rose Hill (to be named later Parramatta). Regarding Sydney Cove to be beyond official planning, Phillip turned to Parramatta as his 'start over' town. Parramatta would become a place that would be 'orderly, open and transparent' (Karskens, 2009, 79).

19 Considered as a whole, [Greater Parramatta] is an economic priority alongside the Sydney CBD to Airport/Port Botany, the Sydney CBD to Macquarie Park, and the Western Sydney Airport and Employment Area. The location of [Greater Parramatta] at the centre of these areas assists in reinforcing the area's significance to growing Greater Sydney (GSC, 2016a: 8).

20 This work can be divided in two stages/phases: 1) Creating the 'vision' for Greater Parramatta (2016-2018); and, 2) A Strategic Plan for Greater Parramatta (2019-ongoing).

21 Considered a ground-breaking approach to strategic planning in NSW, Place-based Infrastructure Compacts (PICs – also known as Growth Infrastructure Compacts (GICs)) are designed to establish a detailed course of actions regarding the future growth of an urban region through the lens of place-based planning. A 'place-based' approach aims to reconnect infrastructure decision-making with the needs of a community at a local level. It takes a cross-sectoral view of the interrelated infrastructure and amenity needs of a place, and identifies how and when these should be delivered (Infrastructure Australia, 2018).

22 See Appendix B for a summary of the policy and planning documents relevant to this Review.

PARRAMATTA: A PLACE OF DEEP HISTORY

Photography by Sally Tsoutas

Accounts of Australian planning often, problematically, commence with European invasion of this continent. Yet, both before and since colonisation, Aboriginal cultures in the Greater Parramatta region have developed over millennia detailed approaches – i.e. strategies, policies, plans – to successfully manage and curate 'country'[23].

For over 60,000 years, the area comprising present day Parramatta has been occupied by the *Burramattagal* people, a clan of the Dharug, who first settled along the upper reaches of the Parramatta River[24].

Greater Parramatta, as we know it today, is founded on the dispossession of the Darug peoples from their lands. Their loss underpins the region's growth. Moreover, this dispossession did not occur peacefully. Rather, the Darug, Eora and Dharawal peoples led a resistance against the new settlers[25]. As historian Grace Karskens[26] observed 'violence and bloodshed underpinned the spread of settlers over stolen ground; modern suburbs are built over battlefields'.

Aboriginal sites (e.g., shelters, middens, carved trees, stone-working sites, burial sites etc) are an integral part of Parramatta. These places, many of which remain unseen, exist below, beside and within the roads, parks, schools, businesses, and backyards that form the region[27]. Despite the ongoing ravages of colonization, Parramatta, and Western Sydney broadly remains a vibrant space from where the world's oldest living cultures continue to be practiced and maintained.

Any approach to the future planning of the Greater Parramatta region need to begin with and incorporate walking with the Aboriginal peoples of this region. As Porter and others[28] advise this work is

> *... about listening closely and honestly to the agenda set by Indigenous people and creating ways of being accountable to that agenda. The work of non-Indigenous people is to relinquish power and control, refuse the colonialist impulse to possess, move over, make space and stop filling up all the room.*

23 Johnson and Jones (2014).

24 Malamiri (2011).

25 One of which included "the Battle for Parramatta" led by the warrior Pemulwuy (National Museum of Australia, n.d.).

26 Karsken, (2009: 449).

27 Williams et al. (2021).

28 Porter et al (2017: 653).

TIMELINE OF THE PLANN
GREATER PARRAMATTA

2014

2016

2017

DECEMBER 2014
→ *A Plan for Growing Sydney: A strong global city, a great place to live* – Department of Planning and Environment

SEPTEMBER/OCTOBER 2016
→ *Greater Parramatta and the Olympic Peninsula: Our true centre, the connected and unifying heart* – Greater Sydney Commission
→ *Greater Parramatta and Olympic Peninsula Strategic Vision: Community Engagement Report* – Greater Sydney Commission
→ *Connecting the heart of Greater Sydney: Evidence Pack, Stakeholder Engagement Background Paper* – Greater Sydney Commission
→ *Greater Parramatta and Olympic Peninsula Strategic Vision: Evidence Base* – SGS Economics and Planning

NOVEMBER 2016
→ *Parramatta Road Corridor Urban Transformation Strategy* – Urban Growth NSW

2020

2021

DECEMBER 2021
→ *Draft Camellia-Rosehill Place Strategy* – NSW Department of Planning, Industry and Environment

2022

MAY 2022
→ *Community Strategic Plan: 2018-2038 (2022 Update)* – City of Parramatta
"As Sydney's Central City, Parramatta has an important role to play in shifting investment, jobs growth and prosperity westward. Positioned at the heart of Greater Sydney, the success of City of Parramatta will benefit not just those living within the City of Parramatta, but all of Greater Sydney."

ING OF
(2014–TODAY)

2018

MARCH 2018
→ *Greater Sydney Region Plan: A metropolis of three cities – connecting people* – Greater Sydney Commission
→ *Our Greater Sydney 2056: Central City District Plan – connecting communities* – Greater Sydney Commission

JUNE 2018
→ *Community Strategic Plan: 2018-2038* – City of Parramatta

"Over the next 20 years, our challenge is to co-create a city that is liveable, productive, and sustainable for all members of our diverse community. [...] While the NSW Government is investing in infrastructure for the long term, in the short term the City of Parramatta is experiencing current and ongoing growing pains. [...] Now is the time to take significant strides to shape a future that all people can share in."

2019

→ *Cultural Infrastructure Plan 2025+* – Create NSW
→ *Universities and success for Greater Parramatta and Olympic Peninsula* – Western Sydney University and University of Sydney

"Greater Parramatta's economy is driven by the Westmead Health Precinct in the west, Parramatta CBD at its centre and Sydney Olympic Park to the East. The area around Greater Parramatta already houses approximately 30% of Australia's top 100 businesses across a variety of industries. However, it is undergoing extensive redevelopment in preparation for an enormous inflow of commercial activity. Major upgrade to transport infrastructure will unlock the commercial potential of Greater Parramatta."

→ *Stuck in the middle: a discussion paper examining how to unlock the potential of Sydney's Central City* – Western Sydney Leadership Dialogue

OCTOBER 2019
→ *Greater Parramatta and the Olympic Peninsula: the future made here Investment Prospectus* – NSW Treasury

"Greater Parramatta [...] is the economic corridor at the heart of a global city. [...] Greater Parramatta is undergoing significant infrastructure investment across transport, education, health, sport and culture. [...] Greater Parramatta is host to world-class universities and is characterised by a young, diverse and well- educated labour force with twenty-first century skills. [...] The vision for Greater Parramatta is to become one of the most dynamic, innovative and desirable parts of Sydney in which to both work and live. "

NOVEMBER 2019
→ *A city supported by infrastructure: Place-based Infrastructure Compact Pilot (draft for feedback)* – Greater Sydney Commission

"With Greater Parramatta's advancement as Greater Sydney's connected unifying heart, it plays a critical role in rebalancing growth and opportunity across the Metropolis, so these benefits can be realised for all residents and businesses."

→ *GPOP – Our true centre: the connected unifying heart, PIC Pilot Summary Paper* – Greater Sydney Commission

MARCH 2020
→ *Recommendations Report: Place-based Infrastructure compact Pilot for GPOP* – Greater Sydney Commission

DECEMBER 2020
→ *Westmead 2036: Draft Place Strategy* – NSW Department of Planning, Industry and Environment

RECENT ACHIEVEMENTS AND NEXT STEPS FOR GREATER PARRAMATTA

In reflecting on the policy and planning work regarding the Greater Parramatta region, this Review examined what has been achieved and what remains to be done in the region using the lens of the original twelve (12) Key Directions for Greater Parramatta identified in the GSC's 2016 *Vision* for the region.

KEY DIRECTIONS – 2016 VISION FOR GREATER PARRAMATTA	WHAT HAS BEEN ACHIEVED	WHAT IS STILL NEEDED
1. Sustain strong investment momentum in the principal economic anchors of Parramatta City, Westmead and Sydney Olympic Park.	**1.1** The Parramatta Square redevelopment. **1.2** The redevelopment of Westmead Hospital and Westmead Children's Hospital. **1.3** The conservation of heritage buildings in Parramatta North. **1.4** The at-scale movement of government departments to Parramatta Square.	**1.5** Fine-grained work on improving and maintaining the liveability of the CBD is required. **1.6** The 'Westmead 2036: Place Strategy' (2020) needs to be implemented. **1.7** The Civic Link from Parramatta Square to the Powerhouse Museum.
2. Foster a world class education, research and enterprise environment across Parramatta City, Westmead, Rydalmere and Sydney Olympic Park.	**2.1** Arthur Phillip High School redevelopment. **2.2** Western Sydney University, Peter Shergold Building (Parramatta Square) plus the joint WSU-UNSW Engineering Innovation Hub (Hassall St). **2.3** CBD presence for the University of New England and Swinburne University.	**2.4** The NSW Government needs to incentivise and fund deep and integrated co-location between university and industry to globally elevate and diversify Parramatta's innovation ecosystem. **2.5** The Commonwealth Government must structurally incentivise targeted university collaborations to make Parramatta Australia's first 'University City' where universities can partner in large scale city shaping social and economic initiatives. **2.6** The University of Sydney's viral vector announcement for Ultimo, and biomedical push at Camperdown, may be perceived as a pivot away from Greater Parramatta, and must be balanced by reciprocal commitments to the Westmead Precinct. **2.7** The University of Sydney needs to step up and accelerate its planned move into the Cumberland Hospital site. **2.8** The NSW Government must re-commit to the regeneration of the Cumberland East site, and progress the development of a 'health science park' at the Toongabbie Creek-Briens Road enterprise zone.
3. Transform Camellia, Rydalmere, Silverwater and Auburn into 21st century hubs for urban services, advanced technology and knowledge.	**3.1** Camellia identified (2020) as a potential site for a prison complex.	**3.2** The NSW Government must draw a line on contested and unresolved deliberations on Camellia. A clear and immediately actionable plan is needed, one that has 'liveability' at its core and is consistent with the wider interests of Greater Parramatta.

KEY DIRECTIONS – 2016 VISION FOR GREATER PARRAMATTA	WHAT HAS BEEN ACHIEVED	WHAT IS STILL NEEDED
4. Strengthen Parramatta as a central 30-minute city, with good connectivity within Greater Parramatta and beyond to the north, south, east and west.	**4.1** WestConnex (Homebush to Haberfield tunnel section). **4.2** Parramatta Light Rail – Stage 1 (construction near completion). **4.3** Parramatta Free Shuttle.	**4.4** Construction of Parramatta Light Rail – Stage 2 must be accelerated. **4.5** The timeframe for Sydney Metro West construction must be brought forward, and stop locations in its western leg (i.e. between Sydney Olympic Park and Westmead) increased. Current stop locations and numbers better serve the East, running counter to the project's jobs and investment rationale. **4.6** Alfred Street Bridge (pedestrian and cyclist) – under construction. **4.7** An uninterrupted ferry service between Parramatta and Sydney City. **4.8** Fast-track a cycle network for Greater Parramatta, ahead of the planned inner Sydney network. This would better address the health imperatives driving route prioritisation. **4.8** Investments in connecting infrastructure to Sydney Olympic Park must be complemented by accelerated placemaking amenity initiatives. **4.9** Address chronic road congestion in and out of: a) Parramatta CBD, and b) Sydney Olympic Park.
5. Adopt a 5-10% affordable housing target for major renewal areas, to support the most vulnerable and essential workers	**5.1** No action.	**5.2** Urgent Commonwealth and NSW Government action is required to address Greater Parramatta's profound housing affordability challenges. **5.3** Government performance benchmarks must be set acknowledging that a 'global' city that prices ordinary citizens out of housing will fail fundamental 'liveability' principles. **5.4** Compel and incentivise the private sector to realise and exceed evidence-based housing affordability targets, at scale and in collaboration. **5.5** Retain and enhance 'borough' housing heritage and character of Greater Parramatta's distinct zones (e.g. Harris Park). **5.6** Recognise housing affordability – across all strategies – as the biggest threat to Parramatta's 'global' 2035 trajectory.
6. Make Parramatta River a great living waterway and connector, where people enjoy walking, cycling and safe swimming.	**6.1** Parramatta River Catchment Group established "to deliver the Parramatta River Masterplan, Riverkeeper Network and River Aware Program" – progress unclear.	**6.2** Indigenous leadership of river custodianship and care must be enabled and appropriately resourced. **6.3** The environmental and ecological remediation of Parramatta River must be based on clearer objectives and accountabilities. **6.4** Bring River remediation into wider objectives for Greater Parramatta, including arts and cultural placemaking around the Powerhouse and Riverside Theatre precinct. **6.5** Develop and adopt a bold and expansive 'green' canopy strategy for Greater Parramatta with particular focus on central Parramatta, Sydney Olympic Park and Westmead. **6.6** Parramatta Park must be a grander centrepiece for the city, and warrants a 'botanical gardens' uplift to improve liveability and accessibility, and to elevate the park to landmark status.
7. Support Westmead as a world-class health and education precinct, with a vibrant main street along Hawkesbury Road and a walkable connection through to Parramatta, to become a 'Health City'.	**7.1** Westmead Hospital and Westmead Children's Hospital Redevelopment. **7.2** Select conservation of heritage buildings at Parramatta North.	**7.3** Precinct planning has been fragmented and public-private investment uneven and disconnected from social and economic objectives. The public-private sector must be empowered to collaboratively redress this on the basis of evidence. **7.4** Parramatta Park amenity and regeneration has been neglected. Resources and planning frameworks need to be urgently adopted to encourage active transport links between Westmead and the Parramatta CBD. **7.5** Support female and multicultural entrepreneurship at Westmead as a distinctive asset and attractor for the Precinct. **7.6** Progressive and sustainable planning frameworks are needed to drive the urban transformation of Westmead's Hawkesbury Road – Park Avenue corridor.
8. Foster world class sports, entertainment, cultural and arts destinations across Parramatta City, Rosehill and Sydney Olympic Park.	**8.1** Powerhouse Museum **8.2** Western Sydney Stadium	**8.3** Deliver on, and expand, Riverside Theatre and Arts Precinct redevelopment and regeneration. **8.4** Compel Rosehill Racecourse to commit to, achieve coherence with, wider social and economic agendas for Greater Parramatta. **8.5** Redress decadal inaction and urban decay at Sydney Olympic Park – look to East London (Stratford) as an example of a dynamic economic, cultural and connected Olympics-legacy site. **8.6** Acquire, restore and 'arts' activate the Roxy Theatre. **8.7** Support and resource arts and culture production via Parramatta's 'borough' districts as a cultural asset and investment attractor. **8.8** Accelerate the development of, at scale, performance and conference facilities, particularly in underutilised spaces like Rosehill and comparable areas close to the Parramatta CBD and Westmead Precinct.

HASSALL
CITY OF PARRAMATTA
PARRAMATTA

CHARLES ST
PARRAMATTA

ARC

THE NEXT DECADE FOR GREATER PARRAMATTA: FOUR PRIORITIES FOR GOVERNMENT

The Review's detailed study of the policy and planning work on the Greater Parramatta region also identified four areas where government should now focus its efforts for this region over the next decade:

1. Greater Parramatta needs a Strategic Plan and better cross-government cooperation and investment in the region;

2. The development of the Greater Parramatta region needs to balance the goals of liveability and growth and better manage the unequal impacts of change;

3. Greater Parramatta's economic future needs to be secured through preserving and investing in the region's industrial and urban services land; and,

4. Sustainability needs to be a priority to ensure Greater Parramatta's successful transformation into a resilient global city-region.

1. GREATER PARRAMATTA NEEDS A STRATEGIC PLAN AND BETTER CROSS-GOVERNMENT COOPERATION AND INVESTMENT

According to the GSC, the creation of a Strategic Plan for Greater Parramatta should be guided by the 'transformative scenario' proposed in the *PIC Pilot* and be consistent with GSC Regional and District Plans.

Following this recommendation, the NSW Department of Planning, Industry and Environment (DPIE, December 2020) announced that a *Strategic Plan* for Greater Parramatta would be prepared in 2021.

The creation of a *Strategic Plan* for Greater Parramatta also highlights the need for greater cross-government cooperation. DPIE (2020) noted that the *Strategic Plan* would be prepared in collaboration with:

≥ Councils,

≥ State government agencies (drawing on the extensive collaboration with 20 government agencies that had already occurred in the preparation of the PIC), and

≥ developers and landowners.

Collaboration with the four Local Governments (Parramatta, Cumberland, Canada Bay and Strathfield) that intersect with the Greater Parramatta region should be an urgent priority.

At present, only one of the four LGAs (City of Parramatta) makes any reference to the Greater Parramatta region in their Community Strategic Plan[29]. This gap represents a significant missed opportunity for integrating the considerable strategic planning around the Greater Parramatta region at the local government level.

Meanwhile, the Western Sydney Leadership Dialogue (WSLD) made a strong case in 2019 for the increased role of the Federal Government in the Greater Parramatta region. With the election of a new Federal Government in May 2022, the *Strategic Plan* for Greater Parramatta provides an important mechanism to bring the Federal Government to the table, such as a City Deal.

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29 The Community Strategic Plans (CSPs) are the highest level of planning for NSW LGAs, sitting above and informing all other Local Government plans and policies.

2. BALANCING LIVEABILITY AND GROWTH: THE NEED TO MANAGE THE UNEQUAL IMPACTS OF CHANGE

There is keen awareness of the risk of 'change fatigue' for local communities who, while eventually benefiting from the large infrastructure developments in the region, are currently experiencing the discomfort that comes with living through and with these changes (e.g. congestion/crowding, rising house prices etc).

The City of Parramatta and Western Sydney University and University of Sydney have previously noted the challenges that rapid growth has created regarding inequality and quality of life for people living and working in Greater Parramatta. The impact of the COVID-19 pandemic has only served to further highlight the need for planning to focus on the fine-grained 'liveability' of urban spaces.

In a similar vein, there are important opportunities to be realised regarding the cultural infrastructure investment in the region (e.g. the Powerhouse Precinct). The impacts of COVID-19 on the cultural industries have intensified the urgent need to increase support for the cultural industries and workers in Greater Parramatta. Both Create NSW and the City of Parramatta offer solutions around how a renewed emphasis on the region's cultural sector could be pursued.

Last, the problem of housing affordability remains a key issue for the region. Worse, the *PIC Pilot* and DPE offer little in the way of solutions, with the faith placed in the SEPP 70 and Local Housing Strategies to address this challenge being ill-founded. There is considerable scope – in keeping with its reputation for innovation and transformational responses to some of Greater Sydney's biggest urban challenges – for the NSW State Government to approach the challenge of housing affordability in Greater Parramatta in the same way it has to the challenge of transport infrastructure and the 30-minute city for the region.

3. SECURING GREATER PARRAMATTA'S ECONOMIC FUTURE: THE NEED TO VALUE AND PRESERVE CURRENT INDUSTRIAL AND URBAN SERVICES LAND IN THE REGION

While the *PIC Pilot* recommended staying the course with the original *Vision* for Greater Parramatta it also advocated a departure from the original *Vision's* recommendation of developing a town centre at the Camellia-Rosehill Precinct.[30]

Specifically, based on the detailed work undertaken, the *PIC Pilot* assessed this proposed development to:

≥ Involve high upfront costs (relating to contamination, risk of flooding, land-use conflicts such as noise, odour, lighting, hours of operation and heavy vehicle traffic) that would not be reasonably recovered from developer contributions if the site was redeveloped for residential uses, relative to other precincts.

≥ Risked the future economic growth of the Greater Parramatta region and Greater Sydney if this precinct was rezoned for residential purposes.

The *PIC Pilot* argued that future strategic planning of the region needed to recognise this precinct as vital to the success of Greater Parramatta's economic corridor. Including the opportunities this area offered to accommodate essential industrial uses and urban services. Prospects were also identified to exist around technological advances for the re-use and recycling of waste to support development of a circular economy in Greater Parramatta.

4. SUSTAINABILITY AS FOUNDATIONAL TO GREATER PARRAMATTA'S SUCCESS: THE NEED TO MAKE GREATER PARRAMATTA A RESILIENT GLOBAL CITY-REGION

Building on the economic opportunities that the development of a circular economy offers Greater Parramatta, the *PIC Pilot* also argued for a renewed emphasis on issues of environment and sustainability.

For example, the *PIC Pilot* noted that the region would benefit from the development of a 'Green Grid' with new parks and links, irrigated with sustainable water sources. The NSW Government Architect (2017) pointed to the opportunity presented by the Parramatta River in this respect in its 2017 *Sydney Green Grid* plan. The Parramatta River provides a natural corridor that links the Greater Parramatta region to the Eastern City. In 2017 the NSW Government Architect proposed a project that created a contiguous open space network on both sides of the Parramatta River that connected key spaces along the river foreshore from Westmead and Parramatta Park to Sydney Olympic Park.

Furthermore, sustainability is an emerging strength of the region. A focus on sustainability provides the economic focus for the development of the Camellia-Silverwater Industrial precinct. Similarly, the UN Sustainable Development Goals have been identified by the City of Parramatta as the framing for the Council's 'global outlook'. Last, in 2022 Western Sydney University was named number one in the world for its social, ecological and economic impact in the Times Higher Education (THE) University Impact Rankings.

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30 See Appendix B.

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Hornsby
Windsor ↑

HASSALL STREET
← Parramatta

GRAND AVENUE
Rosehill
Racecourse →

Photography by Sally Tsoutas

APPENDICES

APPENDIX A: TERMS OF REFERENCE

Review on how to develop Parramatta and the central river city region as a global city

February 2022
Context
The geographic centre of Greater Sydney, the Central River City region – comprising of Parramatta, Westmead, and Sydney Olympic Park – is a vibrant space where the world's oldest living culture continues to be practiced and maintained. The region is also where 'the best ever' Summer Olympic Games were held; where the largest cultural infrastructure project in NSW since the Sydney Opera House – the Powerhouse Parramatta – is being built; and is the site of the world-class *Westmead Health and Innovation Precinct*. With a young, multicultural, and highly educated population the Central River City region has all the elements needed to become a 'global city'.

Yet, the region's success is not guaranteed and has recently been made more uncertain by the ongoing impacts of the COVID-19 pandemic and global climate change. At this historic juncture strategic planning and investment is required to ensure that the Central River City region realises it's 'global city' potential.

Scope
The Review will identify and prioritise a series of key initiatives that will place the Central River City region on a development trajectory to secure its status as a 'global city' by 2035.

The Review will consider the entire greater Parramatta Corridor (from Olympic Park to Westmead).

The Review will also develop a set of 'global city' regional metrics to enable policy evaluation.

The Review recommendations will be informed by and align with:
≥ The NSW *Premier's Priorities* (2022).[30]
≥ The substantial planning and policy work already undertaken by the Greater Sydney Commission (GSC), other NSW Government agencies, local governments, and non-government stakeholders.
≥ Consultation with community and regional stakeholders.
≥ Current economic, socio-cultural, and place-based strengths/comparative advantages of the Central River City region.
≥ Knowledges on global cities and the impacts of the COVID-19 pandemic and extreme-climate events (e.g. bushfire, flood, urban heat etc).
≥ International best practice and exemplars regarding global city regional policies, metrics for evaluation, and approaches to mitigate negative externalities that can emerge when a region achieves global city status.

Governance and reporting
The NSW Premier has appointed Professor Barney Glover AO to lead the Review.

The following support will be provided for this Review:
≥ A budget of $30,000 will be provided to enable the Centre for Western Sydney (CfWS), Western Sydney University to support the engagement, research, and reporting work of Professor Glover's Review.
≥ Secretariat support will be provided by the Department of Premier and Cabinet (DPC). Close engagement will be maintained with key stakeholders from the GSC, the NSW Department of Planning, Industry and Environment (DPIE) and other relevant NSW Government agencies involved in the planning of the Central River City region. DPC will facilitate Professor Glover's engagement with stakeholders and access to relevant data for the Review.

Professor Glover will report directly to the NSW Premier. A final report will be provided to the NSW Government in June 2022 with an interim report by 31 May 2022.

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30 See Appendix B.2.

APPENDIX B: SUMMARY OF POLICY AND PLANNING DOCUMENTS INCLUDED IN THE REVIEW

B.1. Planning Greater Parramatta: the past 10 years

Two stages can be discerned when we examine the considerable policy and strategic planning work that has gone into the region:

1. Stage 1: Creating the 'vision' for Greater Parramatta (2016-2018)

2. Stage 2: A Strategic Plan for Greater Parramatta (2019-ongoing)

Creating a 'Vision' for Greater Parramatta (2016-2018)

The Greater Sydney Commission (GSC) and the NSW Department of Planning and Environment (DPE) has led much of the extensive planning and policy work on Greater Parramatta over this period.

In 2016 the Commission published a series of documents – the *GPOP Vision* – that collectively outlined the strategic vision for Greater Parramatta's planning and development.

The *Vision* responded to a range of issues facing many areas of Greater Sydney such as:

≥ the unequal distribution of economic opportunities,

≥ increasing commute times and limited public transport options,

≥ housing affordability,

≥ environmental and sustainability challenges

… and identified challenges specific to the region including:

≥ Transport and access

≥ Environment

≥ Heritage

≥ Liveability and amenity

≥ Housing

≥ Economic

≥ Staging and Land Use.

Key urban challenges and risks in Greater Parramatta

TRANSPORT AND ACCESS	ENVIRONMENT	HERITAGE	LIVEABILITY AND AMENITY	HOUSING	ECONOMIC	STAGING AND LAND USE
An over-reliance on cars.	Flooding.	Loss of heritage.	Poor or limited street amenity, public domain and public open spaces.	Displacement of existing households from rising housing costs.	Delay caused by heritage.	Staging and coordination of projects.
Traffic congestion.	Contamination from previous industrial uses.		Isolation or poor integration of larger developments and infrastructure e.g. James Ruse Drive, M4 viaduct.	Constrain ability to attract and retain skilled and essential workers.	Displacement of commercial and industrial land to residential uses.	Balancing development to accommodate growth with heritage, environment, and liveability.
Capacity of public transport services and infrastructure to accommodate existing and future demand.	Air pollution because of increasing traffic.		Loss of 'non-heritage' character e.g. need to preserve 'Little India' around Harris Park Station and Wigram Street.	Increasing commute times and increased reliance on cars as households are forced to live further away to access affordable housing.	Displacement of small and medium business to rising costs.	Balancing the need to provide efficient transport routes with urban amenity.
Poor wayfinding and active transport infrastructure.	Rising temperatures above that experienced in coastal parts of the city. Expected to get worse and be exacerbated by the impact of the urban heat island effect.		Limited social infrastructure for existing and new communities.		Displacement of businesses because of limited ability to grow and remain in the area.	Transitioning built form around sensitive locations and low-density areas.
	Protect biodiversity.		Community fatigue with impact of change/development.			Balancing business incubation with acceleration.
	Loss of urban vegetation cover.		Pollution (air and noise) from industry, events, traffic etc.			

The *Vision for* Greater Parramatta argued that the region would provide a strategic response to addressing Greater Sydney's metropolitan-wide issues by:

≥ Directing Greater Sydney's growth in a way that unified the city.

≥ Channelled the city's progress in a way that preserved lifestyle and assets.

≥ Planning Greater Sydney with a spirit of optimism, ambition, and excitement.

Furthermore, Greater Parramatta offered the best regional framing for the State Government's wider city-shaping infrastructure agenda as it had the potential to be:

≥ A central city close to Sydney's heart

≥ A link forging one Greater Sydney

≥ A jobs hub within reach of skilled workers

≥ An attractive place to invest

≥ A place of celebrated natural beauty

The *Vision* for Greater Parramatta identified four precincts and '12 Key Directions' to structure the strategic planning of the region which continue to influence the strategic planning of the region today:

Precinct 1 – CBD and Health and Education Super Precinct

Greater Parramatta's western most economic anchor comprising of:

≥ Parramatta CBD as a strong commercial core interwoven with the river;

≥ Westmead as a health city and international innovator;

≥ North Parramatta as a creative, heritage and entrepreneurial hub; and,

≥ Parramatta Park as a green connector.

This part of the region was envisaged as offering a dynamic combination of commercial core, civic heart, health, education and research hub that would attract human talent, investment, and creative and innovative activity.

Precinct 2 – Next Generation Living

The northern precinct of the region that would contribute to the goal of Parramatta as a '30-min city'. This area was described as becoming a 21st-Century living, learning and leisure district. Redeveloped to comprise of a mix of medium to high-density housing types with nearby education, research, retail, recreation and entertainment facilities providing all the conveniences of 'inner-city' living. The goal was to create vibrant and inclusive communities through:

≥ Revitalisation of Telopea;

≥ Rydalmere as a 'Smart Precinct';

≥ Development of Camellia Town Centre and revitalisation of the river at Camellia;

≥ Establishment of an entertainment and leisure precinct in Rosehill Gardens; and,

≥ Infill around new light rail stops.

Precinct 3 – Essential Urban Services, Advanced Technology and Knowledge Sectors

At Greater Parramatta's centre was where major hub of essential urban services would be maintained across

≥ Rydalmere;

≥ Camellia;

≥ Silverwater; and,

≥ Parramatta Road – Auburn and Granville.

The precinct's unique centrality in Greater Sydney would be augmented to help develop this economic base.

Precinct 4 – Lifestyle Super Precinct

Centred on the precinct developed to host Sydney's 2000 Olympic Games Olympic Park is Greater Parramatta's eastern economic anchor offering inner-city style living in:

≥ Sydney Olympic Park

≥ Wentworth Point

≥ Olympic Park Town Centre

≥ Carter Street

≥ Homebush

Development of the area would focus on:

≥ Green living and wellbeing in the heart of the park;

≥ Sustainable transport to realise lifestyle potential; and

≥ Parramatta's new celebration space.

12 Key Directions for Greater Parramatta

1. Sustain strong investment momentum in the principal economic anchors of Parramatta City, Westmead and Sydney Olympic Park.

2. Foster a world class education, research and enterprise environment across Parramatta City, Westmead, Rydalmere and Sydney Olympic Park.

3. Transform Camellia, Rydalmere, Silverwater and Auburn into 21st century hubs for urban services, advanced technology and knowledge.

4. Strengthen Parramatta as a central 30-minute city, with good connectivity within GREATER PARRAMATTA and beyond to the north, south, east and west.

5. Adopt a 5-10% affordable housing target for major renewal areas, to support the most vulnerable and essential workers.

6. Make Parramatta River a great living waterway and connector, where people enjoy walking, cycling and safe swimming.

7. Support Westmead as a world-class health and education precinct, with a vibrant main street along Hawkesbury Road and a walkable connection through to Parramatta, to become a 'Health City'.

8. Foster world class sports, entertainment, cultural and arts destinations across Parramatta City, Rosehill and Sydney Olympic Park.

9. Continue to evolve Olympic Park and surrounds to an inclusive place for active and green living, health and wellness.

10. Deliver a rich mix of housing to create inclusive and diverse 'inner-city' liveability across GPOP, to attract and retain talent.

11. Celebrate Parramatta's rich history and the extraordinary diversity of people in the city's central heart.

12. Deliver great urban design and environmental excellence within the built environment and public spaces.

The ideas presented in the GSC's *Vision* for Greater Parramatta were translated into a range of other policy and planning documents for the region and were instrumental in informing the planning and delivery of the transformational infrastructure pipeline led by the NSW Government that continues to be rolled out in the region.

NSW GOVERNMENT'S CITY-SHAPING INFRASTRUCTURE PIPELINE FOR GREATER PARRAMATTA
WestConnex
Parramatta Light Rail – Stage 1
Western Sydney Stadium
Powerhouse Precinct
Westmead Hospital and Westmead Children's Hospital Redevelopment
Conservation of heritage buildings at Parramatta North
Parramatta Light Rail – Stage 2
Sydney Metro West

A STRATEGIC PLAN FOR GREATER PARRAMATTA (2019-ONGOING)

With significant 'city-shaping' infrastructure investments in the Greater Parramatta region underway, the strategic planning agenda driving Greater Parramatta entered a new stage in 2019. The main catalyst for this shift was the GSC's (2019, 2020) *Place-based Infrastructure Compact (PIC) Pilot for the Greater Parramatta and Olympic Peninsula* (the *PIC Pilot*).

Considered a ground-breaking approach to strategic planning in NSW, Place-based Infrastructure Compacts (PICs – also known as Growth Infrastructure Compacts (GICs)) are designed to establish a detailed course of actions regarding the future growth of an urban region through the lens of place-based planning[31].

The GSC led the creation of the Greater Parramatta *PIC Pilot* in partnership with an 'Infrastructure Delivery Committee' made up principally of representatives from approximately 20 State Government departments and agencies.

The *PIC Pilot* created a hierarchy of plans around five main actions that related to:

≥ **When** growth and development should happen through a draft sequencing plan for the region.

≥ **What** infrastructure proposals should be prioritised to support current and future populations living and working in the region.

SEQUENCING ACTIONS	INFRASTRUCTURE PRIORITISING ACTIONS
Action 1 Phase 1: Focus on precincts where growth can be aligned with already committed infrastructure to support job creation and new development	**Action 4** Short term (0-5 years) infrastructure priorities for Greater Parramatta
Action 2 Phase 2: Focus on aligning growth with future city-shaping infrastructure	**Action 5** Short to medium term (5-10 years) infrastructure priorities for Phase 1
Action 3 Support existing uses in the remaining precincts across Greater Parramatta and review their potential over time	

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31 PICs do this by providing detailed understanding of how to sequence growth in housing and jobs with the delivery of infrastructure to create places that meet the economic, social, environmental, and other quality of life elements needed by communities that is:

  ≥ timely,
  ≥ transparent,
  ≥ collaborative, and
  ≥ in-depth.

B.2. Summary of Key State Policy and Planning Documents

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Premier's Priorities (2022)	These priorities represent the government's commitment to making a significant difference to enhance the quality of life of the people of NSW. Currently there are five priorities: ≥ A strong economy ≥ Highest quality education ≥ Well-connected communities with quality local environments ≥ Great public spaces ≥ Greening the city
State Infrastructure Strategy 2022-2042 (2022)	Infrastructure NSW is required to review the 20-year State Infrastructure Strategy (SIS) every five years. In 2022 it framed its SIS around nine long-term objectives: ≥ Boost economy-wide productivity and competitiveness ≥ Service growing communities ≥ Embed reliability and resilience ≥ Achieve an orderly and efficient transition to Net Zero ≥ Enhance long-term water security ≥ Protect our natural endowments ≥ Harness the power of data and digital technology ≥ Integrate infrastructure, land use and service planning ≥ Design the investment program to endure

NSW Economic Blueprint (2019)	The Blueprint identifies challenges and risks and highlights major opportunities for the NSW Government to grow industries, innovate and improve our economy.
	It outlines seven key aspirations for NSW to reach by 2040, three of which are relevant to this Review:
	≥ Innovative and world class businesses: Innovation Precincts as a means of catalysing this:
	  – Establish research, development and commercialisation facilities in the Innovation Precincts
	  – Deliberate and strategic co-location of culture and creative practices within the state's emerging centres of technology and innovation will create vibrant 'live-work-play' environments that attract and retain skilled talent.
	  – Use the Innovation Precincts and industry strategies to concentrate research strengths, drive collaboration between researchers and businesses and speed up innovation.
	≥ Vibrant and connected cities that are:
	  – Liveable
	  – Reliable and fast connectivity
	  – Global
	  – Infrastructure
	  – Sustainable
	  – Distinct cultural identity
	≥ Sustainable environmental and resources management
	  – Energy
	  – Waste
	  – Water
	  – Circular economy opportunities

NSW Movement and Place Framework (2022)	Supports efficient investment by thinking about the built environment holistically including the social, environmental, and economic context to achieve roads and streets that: ≥ contribute to the network of public space within a location, where people can live healthy, productive lives, meet each other, interact, and go about their daily activities ≥ are enhanced by transport and have the appropriate space allocation to move people and goods safely and efficiently, and connect places together

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
50 Year Vision for Greater Sydney's Open Space and Parkland (2021)	An aspirational vision and strategic directions for Greater Sydney's open space and parklands for the next 50 years including: ≥ a living and breathing city with a protected, celebrated and embraced natural environment ≥ a city of community-focused parks and open spaces that are connected through the Greater Sydney Green and Blue Grid ≥ a place that reflects the value and stories of the past, nurtures the present and sets the stage for stories yet to be told, including its rich First Nations culture ≥ a city within its landscape, where open spaces and parklands are accessible, meaningful, sustainable and part of everyday life ≥ as much a parkland city as it is a harbour city and river city, where people can easily access diverse types of high quality open space and parklands ≥ a place where people are custodians and wholeheartedly embrace and care for open space and parklands

Sydney 24-hour Economy Strategy (2020)	The Night Time Economy (NTE) are those social or business activities that take place between 6pm & 6am.
	Overall, it is generally accepted that a vibrant NTE is driven by (but not limited to) three core areas:
	≥ Entertainment
	  – Performing arts, music and culture
	  – Sports
	  – Amusement parks and centres
	  – Casinos and other gambling activities
	≥ Food and Drink
	  – Cafes and restaurants
	  – Takeaway food services
	  – Liquor retailing
	  – Pubs, taverns, clubs and bars
	  – Hotels
	≥ Non-core activities
	  – Transport
	  – Accommodation
	  – Education
	  – Retail services
	  – Health
	Strategy identified five 'Strategic Pillars' to inform subsequent action and evaluation:
	1. Integrated planning & place-making
	2. Diversification of night-time activities
	3. Industry & cultural development
	4. Mobility & improved connectivity
	5. Changing the narrative

City-shaping Impacts of COVID-19 (2020)	Review the impacts of the first six months of COVID-19 pandemic. Identified nine critical city-shaping focus areas that will be fundamental to recovery and resilience 1. Community wellbeing is essential to resilience 2. Rapid recalibration of jobs and productivity through training and skills and developing specialised precincts is critical to economic recovery 3. Changes to where we work are revitalising some centres and may influence where we choose to live 4. Changes to where and when we work, study and shop alter demand for transport services and freight logistics 5. Digital technology is vital infrastructure and universal access is needed 6. Investment in open, public and shared spaces connects communities and supports healthy lifestyles 7. A metropolis of three connected cities supports local outcomes 8. Collaboration and evidence are central to responsive and efficient government 9. Scenario planning provides for adaptive management and agile responses

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Future Transport Strategy 2056 (2020)	Future Transport 2056 sets the 40-year vision, directions and principles for customer mobility in NSW, guiding transport investment over the longer term. It has six guiding principles the following are most relevant to this Review: ≥ Successful places: The liveability, amenity and economic success of communities and places are enhanced by transport ≥ A strong economy: The transport system powers NSW's economy and enables economic activity across the State. ≥ Accessible services: Transport enables everyone to get the most out of life, wherever they live and whatever their age, ability or personal circumstances ≥ Sustainability: The transport system is economically, environmentally and socially sustainable, operationally resilient, affordable for customers and supports emissions reductions
NSW Visitor Economy Strategy 2030 (2020)	Understanding that the State's visitor economy will deliver significant social as well as economic benefits for the people of NSW. The strategy for the visitor economy identifies five aspirations: ≥ Economic prosperity, jobs and lifestyle opportunities for the people of NSW ≥ A compelling destination brand and iconic and world renowned visitor experiences ≥ Sustainable visitor destinations and world-class infrastructure ≥ Vibrant tourism, transport, retail, sports, events, 24-hour economy, arts and creative industries ≥ Globally connected business and education sectors
Cultural Infrastructure Plan 2025+ (2019)	Provides the strategic framework for how the NSW Government will invest in and support cultural infrastructure across the state until 2025 and beyond. It is the first document of its kind to be developed for New South Wales. The Plan articulates six strategic priorities that will inform future investment and business case development for cultural infrastructure projects and programs: ≥ Culture is recognised as an integral part of communities and a key element of creating great places for people to live, work, visit, play and do business. Cultural infrastructure planning is integrated with state and local planning processes. ≥ Everyone can access the infrastructure they need to make culture part of their everyday lives. ≥ There is an increased availability of affordable, fit-for-purpose and sustainable space to support growth of the cultural sector and creative industries. ≥ Cultural infrastructure delivery and funding is supported by partnerships across NSW Government, local councils, cultural organisations, philanthropists and business. ≥ Greater Sydney's three cities become a leading cultural capital in the Asia-Pacific and continue to grow the visitor economy, employment and growth. ≥ Creativity and access to culture thrives across NSW through a strategic and coordinated approach to cultural infrastructure planning.
Greater Sydney Region Plan: Metropolis of Three Cities (2018)	The plan's aim is to rebalance the economic and social opportunities and deliver a more equitable Greater Sydney. Identified 10 directions for the delivery of the regional plan: 1. A collaborative city: Working together to grow a Greater Sydney 2. A city supported by infrastructure: Infrastructure supporting new developments 3. A city for people: Celebrating diversity and putting people at the heart of planning 4. Housing the city: Giving people housing choices 5. A city of great places: Designing places for people 6. A well-connected city: Developing a more accessible and walkable city 7. Jobs and skills for the city: Creating the conditions for a stronger economy 8. A city in its landscape: Valuing green spaces and landscape 9. A resilient city: Adapting to a changing world 10. An efficient city: Using resources wisely Identified four performance indicators to measure the plan's progress against: ≥ Jobs, education and housing ≥ 30-minute city ≥ Walkable places ≥ Addressing urban heat

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
A Fast Rail Future for NSW (2018)	Identifies the development of a Fast Rail Network Strategy by the NSW Government. The strategy will present a blueprint for how the network could be delivered. Having a strategy will ensure future investment decisions on fast rail are well considered.
	Preparing the strategy is the first significant step in taking the network from vision to delivery.
Sydney Green Grid (2017)	A green infrastructure, design-led strategy that includes the full range of open spaces: from national, regional and local parks through the harbour, ocean beaches, wetlands, rivers and creeks, to playgrounds, playing fields, golf courses and cemeteries.
	≥ Interconnected linkages are fostered within the wider public realm through enhancing creek corridors, transport routes, suburban streets, footpaths and cycleways.
	≥ Sydney Green Grid aims to become an open-space interconnecting network that will keep the city cool, encourage healthy lifestyles, enhance biodiversity and ensure ecological resilience.
Liveability Framework (2017)	A people-centred approach to planning and delivery with three overarching principles:
	≥ Equity
	≥ Inclusion
	≥ Shared Benefit
Better Placed (2017)	Provide a framework and guidance on urban design with the goal of enhancing all aspects of our urban environments, to create better places, spaces and buildings, and thereby better cities, towns and suburbs.

B.3. Summary of Key GPOP Regional Planning and Policy Documents

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Community Strategic Plan: 2018-2038 (2022 Update) (2022) City of Parramatta	With the election of new councillors for 2022, Council updated the CSP.
	The Vision and Goals of the CSP remained the same and the following new and/or revised elements were introduced:
	≥ Alignment to State and District plans
	≥ A global outlook framed around the UN SDGs
	– The 17 Goals provide a shared blueprint for peace and prosperity for people and the planet, now and into the future, and will require partnership from all sectors of society – including government, business, individuals and organisations.
	– As a global Australian city, we, our partners and community all have a role to play in achieving these Goals. This Community Strategic Plan demonstrates our plan to support the SDGs relevant to our City.
	≥ A Resilient City Building a resilient future replaces 'accommodating change'
	– Responding to shocks and stressors together.
	– Tackling change by planning ahead and building resilience.
	– Addressing inequality in our community.
	– Our unique history and landscape connect us with our past and our future.
	– Our diverse community means we are greater than the sum of our parts.
	– Culture is key to shaping the evolving identity of our City.
	– Supporting each other to weather life's ups and downs.
Recommendations Report: Place-based Infrastructure compact Pilot for GPOP (2020) Greater Sydney Commission	This report presents the Greater Sydney Commission's (the Commission) recommendations resulting from the *PIC Pilot* for GPOP.
	It found that local councils, industry and the community regarded the new model to be a well-considered approach for addressing the long-standing challenge of aligning growth in homes and jobs with infrastructure.
	However, two key areas of concern require the Commission's response ahead of setting out its recommendations to the NSW Government:
	≥ The level of collaboration in developing the *PIC Pilot* and transparency of supporting evidence underpinning the findings for GPOP
	≥ The relationship of the *PIC Pilot's* proposed actions to the hierarchy of plans recently established in the NSW planning system, particularly in relation to the Camellia-Rosehill Precinct
	Five themes framed the recommendations in the document:
	Key theme 1: Support for a more transformative and visionary future for GPOP
	Key theme 2: Extend the area of GPOP and include all councils in implementing the PIC as partners
	Key theme 3: Consistency of the PIC outcomes with existing Region and District Plans
	Key theme 4: Alternative proposals for the sequencing of precincts in GPOP and future planning outcomes
	Key theme 5: Share more detailed information with stakeholders

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
A city supported by infrastructure: Place-based Infrastructure Compact (PIC) Pilot (draft for feedback) (2019) Greater Sydney Commission	The PIC was designed to set a course for the future growth of the city through the lens of place-based planning by providing a deeper understanding of how to sequence growth in housing and jobs with the delivery of infrastructure and prioritises the delivery of great places to live, work and play. The PIC was a response to the objective in the Greater Sydney Region Plan to develop infrastructure that aligns with forecast growth – Growth Infrastructure Compacts (GIC). The GSC's Infrastructure Delivery Committee decided to trial the first GIC in GPOP. The GPOP *PIC Pilot*: **1.** Started with the vision for GPOP: Our true centre: the connected, unifying heart, **2.** Then developed four scenarios – Existing, Incremental, Transformative, Visionary. **3.** Different levels of jobs and housing growth with the infrastructure and services needed were tested under these scenarios over 10, 20 and 40 years. **4.** After comparing the costs and the benefits of each scenario, the 'Transformative' scenario was chosen to develop a draft sequencing plan and proposed infrastructure priorities for GPOP, to help shape the area as it grows, starting with the next 10 years. This scenario would see GPOP: ≥ Benefit from high quality mixed development that creates new places to live, work, learn and do business. ≥ Accommodate 84,000 new homes and 105,000 new jobs over 20 years. ≥ Better connected with new light rail and metro services, creating a 30-minute city for people to access the places and services they need to get to. ≥ Benefit from the creation of a 'Green Grid' with new parks and links, irrigated with sustainable water sources. ≥ Become more sustainable with a new resource recovery facility to manage waste and supply recycled water to Parramatta CBD and Sydney Olympic Park. ≥ Well on a pathway to fully realise the GPOP vision. The GPOP *PIC Pilot* proposed five main actions: ≥ Proposed actions 1, 2 and 3 relate to when growth and development should happen through a draft sequencing plan for the 26 precincts. ≥ Proposed actions 4 and 5 relate to proposed infrastructure priorities to support GPOP and growth in these precincts **1.** *Proposed Action 1:* Phase 1: Focus on precincts where growth can be aligned with already committed infrastructure to support job creation and new development. **2.** *Proposed Action 2:* Phase 2: Focus on aligning growth with future city-shaping infrastructure **3.** *Proposed Action 3:* Support existing uses in the remaining precincts across GPOP and review their potential over time. **4.** *Proposed Action 4:* Short term (0-5 years) infrastructure priorities for GPOP **5.** *Proposed Action 5:* Short to medium term (5-10 years) infrastructure priorities for Phase 1
Cultural Infrastructure Plan 2025+ (2019) Create NSW	A goal of the plan was to Support Greater Sydney's transition to a three-city metropolis. Specifically it identified the following vision for the Central River City: 'Cultural infrastructure supports growth and increased urban amenity.' With the two strategic foci: ≥ Developing new cultural precincts, including the Powerhouse Precinct at Parramatta. ≥ Cultural infrastructure investment to support planned growth in Greater Parramatta and Olympic Park (GPOP). The plan identified the following opportunities regarding the cultural infrastructure of the GPOP region: ≥ Increase making space for the community and the cultural sector ≥ Further build on the government's investment in the cultural precinct in Parramatta, including development of a new museum and upgraded Riverside Theatre ≥ Parramatta North Urban Transformation project ≥ Long-term planning to establish a cultural hub at Sydney Olympic Park ≥ Support local government delivery of community-level cultural infrastructure ≥ Embed cultural infrastructure in key growth clusters ≥ Establishing formal and informal arts education infrastructure ≥ Invest in cultural infrastructure to support job creation and the creative industries ≥ Strategic co-location of cultural infrastructure with emerging centres of technology and innovation

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Community Strategic Plan: 2018-2038 (2018) City of Parramatta	The *Community Strategic Plan* (CSP) is the highest level of Council plan. Prepared on behalf of the community, it sits above and helps inform all other Council plans and policies. The purpose of the CSP is to outline a community's shared vision and aspirations for the future, and to set out strategies to achieve this vision. The City of Parramatta developed its 2018 CSP on the social justice principles of equity, access, participation and rights. Its vision was ' Sydney's Central City: sustainable, liveable and productive – inspired by our communities' based on six goals: ≥ Fair ≥ Accessible ≥ Welcoming ≥ Green ≥ Thriving ≥ Innovative

Central City District Plan
(2018)
 	
Greater Sydney Commission
	Sets out the 20 year vision, priorities and actions for the district.
	
	≥ *Infrastructure and collaboration*
	  – Major transport, health and education investments are underway across the District.
	  – Using a collaborative approach, the growth infrastructure compact pilot at GPOP will assess growth scenarios that best align land use, infrastructure investment and community benefits.
	≥ *Liveability*
	  – Central City District will be the fastest growing District over the next 20 years with demand for an additional 207,500 dwellings. This will be provided through urban renewal, land release and infill development.
	  – The focus of growth will be on well-connected walkable places that build on local strengths and deliver quality public places.
	≥ *Productivity*
	  – Urban renewal of GPOP will be transformative, capitalising on its location close to the geographic centre of Greater Sydney, and radial connections to Macquarie Park, Harbour CBD, Bankstown, Liverpool, Western Sydney Airport and Blacktown.
	  – The Central City District has substantial areas of industrial and urban services land. The transition from traditional industries to advanced manufacturing will boost productivity.
	≥ *Sustainability*
	  – An integrated approach to the green infrastructure of the District – waterways, bushland, urban tree canopy and open spaces – will improve sustainability.
	  – The Greater Sydney Green Grid will provide cool, green links and a network of high quality open spaces to support waking, cycling and community access to open space.
	
	The vision for the CCD was argued to be achieved by:
	
	≥ Developing the economy with jobs and skills growth from unprecedented city-scale infrastructure investments
	≥ Supporting cohesive and socially dynamic communities with new social infrastructure like schools and community services, new cultural and sporting facilities
	≥ Establishing transport connections north, south, east and west from Parramatta to optimise Greater Parramatta's location in the centre of Greater Sydney
	≥ Transforming Westmead health and education precinct to an innovation district with greater diversity of knowledge-intensive jobs
	≥ Retaining industrial and urban services land and creating new skills with a 21st century clean-tech and advanced manufacturing cluster around precincts such as Camellia, Rydalmere, Silverwater and Auburn
	≥ Linking parks, bushland, playgrounds and waterways through the Greater Sydney Green Grid with enhanced opportunities for safe walking and cycling paths
	≥ Enhancing the quality of, and access to, waterways such as Parramatta River, Duck River and South Creek.

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Greater Parramatta: Interim Land Use and Infrastructure Implementation Plan Background Analysis (2017) NSW Department of Planning and Environment	The *Land Use and Infrastructure Implementation Plan* (the interim Plan) for the Greater Parramatta Priority Growth Area (growth area) was developed by the Department of Planning and Environment (the Department), in collaboration with the City of Parramatta (CoP) and Greater Sydney Commission (GSC). The interim Plan was designed to support the growth targets set out in the Draft West Central District Plan and establish the timing and critical infrastructure needs for the growth area. It brought together existing detailed work completed or underway for the identified precincts (i.e. Camellia, Sydney Olympic Park, Carter Street, Wentworth Point) and other significant projects proposed within the growth area (i.e. Parramatta Light Rail and Sydney Metro West) and set out a framework for more detailed planning work for precincts where planning has not yet commenced to enable them to realise their potential. The primary objectives of the interim Plan was: ≥ Implement the GPOP vision and 20 year forecasts for additional housing and jobs growth through targeted precinct-level actions and priorities; – Identify areas for and guide future growth based on a strategic analysis of opportunities and constraints; – Prepare an Infrastructure Schedule, which will form the basis of a Special Infrastructure Contributions (SIC) levy for the priority growth area; and, – Develop and communicate appropriate planning pathways for the implementation of change by establishing land use, infrastructure, environmental and social benchmarks within the growth area. ≥ To ensure the infrastructure requirements for the growth in this area was considered holistically, the interim Plan was prepared to cover all precincts within the growth area.
Greater Parramatta and the Olympic Peninsula: our true centre, the connected, unifying heart (2016) Greater Sydney Commission	Takes the strategic vision provided within *A Plan for Growing Sydney* forward and sets out a distinct 2036 vision for GPOP. This vision was a first step towards a city-shaping agenda for GPOP to be: ≥ A central city close to Sydney's heart ≥ A link forging one Greater Sydney ≥ A jobs hub within reach of skilled workers ≥ An attractive place to invest ≥ A place of celebrated natural beauty Identified four precincts: 1. Parramatta CBD and Westmead Health and Education Super Precinct 2. Next Generation Living from Camellia to Carlingford 3. Essential Urban Services, Advanced Technology and Knowledge Sectors in Camellia, Rydalmere, Silverwater and Auburn 4. Olympic Park Lifestyle Super Precinct.

TITLE OF DOCUMENT	OUTLINE AND RELEVANCE TO REVIEW
Connecting the heart of Greater Sydney: Evidence Pack, Stakeholder Engagement Background Paper (2016) Greater Sydney Commission	The *Background Paper* provided an overview of the project process to date, as well as a high level summary of the challenges, opportunities and future aspirations for GPOP, as identified by stakeholders, professionals and Councils during the nine working sessions. The purpose of the Background Paper was to: ≥ Provide supporting information to the GPOP Strategic Vision Document; ≥ Provide a consolidated and fair representation of stakeholder, agency and Council views; and ≥ Provide a high-level summary of the issues and opportunities within GPOP, identified during the working sessions. The paper identified six strategic advantages of GPOP: ≥ Metropolitan centrality ≥ It's where Global Sydney meets Western Sydney ≥ Great city scale assets, environs and liveability ≥ Rich history, culture and diversity ≥ Transformative change is on the horizon ≥ More affordable urbane lifestyle ... and 12 key directions for region: 1. Sustain strong investment momentum in the principal economic anchors of Parramatta City, Westmead and Sydney Olympic Park. 2. Foster a world class education, research and enterprise environment across Parramatta City, Westmead, Rydalmere and Sydney Olympic Park. 3. Transform Camellia, Rydalmere, Silverwater and Auburn into 21st century hubs for urban services, advanced technology and knowledge. 4. Strengthen Parramatta as a central 30-minute city, with good connectivity within GPOP and beyond to the north, south, east and west. 5. Adopt a 5-10% affordable housing target for major renewal areas, to support the most vulnerable and essential workers. 6. Make Parramatta River a great living waterway and connector, where people enjoy walking, cycling and safe swimming. 7. Support Westmead as a world-class health and education precinct, with a vibrant main street along Hawkesbury Road and a walkable connection through to Parramatta, to become a 'Health City'. 8. Foster world class sports, entertainment, cultural and arts destinations across Parramatta City, Rosehill and Sydney Olympic Park. 9. Continue to evolve Olympic Park and surrounds to an inclusive place for active and green living, health and wellness. 10. Deliver a rich mix of housing to create inclusive and diverse 'inner-city' liveability across GPOP, to attract and retain talent. 11. Celebrate Parramatta's rich history and the extraordinary diversity of people in the city's central heart. 12. Deliver great urban design and environmental excellence within the built environment and public spaces.
Greater Parramatta and Olympic Peninsula Strategic Vision: Evidence Base (2016) SGS Economics and Planning	The GSC commissioned SGS to develop an evidence base to support the strategic vision for GPOP. The report identified a number of strategic advantages of the region including: ≥ Metropolitan centrality in terms of the physical location of the corridor in the wider Sydney metropolitan area. ≥ Integration with global Sydney from an economic geography perspective including employment and business to business connections. ≥ Reach to western Sydney and opportunities to harness the increasingly skilled workforce in this growing area of Sydney. ≥ Difference and diversity and the opportunities associated with an increasingly culturally diverse precinct. ≥ Big city scale assets compared to the east of Sydney including significant employment, recreation and education precincts. ≥ Affordable urbane lifestyle compared to east Sydney which is attractive to young professionals.

APPENDIX C: STAKEHOLDER CONSULTATION APPROACH AND INSIGHTS

A diverse range of experts and community representatives were consulted with regarding their values, aspirations and needs of various stakeholders in the future development of the Greater Parramatta region.

These perspectives were acquired through a range of forums including, meetings, facilitated workshops, and feedback surveys. An iterative approach to stakeholder consultation enabled the review to capture both retrospective insights, as well as ongoing feedback on key proposed initiatives and themes throughout the development of this Review.

C.1. List of stakeholders consulted during the Review

REPRESENTATIVE	POSITION/ROLE	ORGANISATION
The Hon Dr Geoff Lee MP	Member for Parramatta	NSW Government
The Hon Dr Rob Stokes MP	Minister for Cities	NSW Government
Dr Andrew Charlton	Member for Parramatta	Federal Government
Geoff Roberts AM	Chief Commissioner	Greater Cities Commission
The Hon David Elliott MP	Minister for Transport	NSW Government
Liz Dibbs	District Commissioner, Western City	Greater Cities Commission
Peter Poulet	District Commissioner, Central City	Greater Cities Commission
Chris Brown	Chair	Western Sydney Leadership Dialogue
Julie Owens MP	Former Federal Member for Parramatta	Federal Government
Lucy Turnbull AO	Director	Turnbull and Partners Pty Limited
David Borger	Executive Director	Business Western Sydney
Graeme Loy	Chief Executive	Western Sydney Local Health District
Councillor Donna Davis	Lord Mayor	City of Parramatta
Brett Newman	Chief Executive Officer	City of Parramatta
Nicole Carnegie	Group Manager City Strategy	City of Parramatta
Luke Wolstencroft	Strategy Manager	City of Parramatta
Daniel Cavallo	Director, Environment and Planning	Cumberland City Council
Peter Fitzgerald	General Manager	Cumberland City Council
Wendy Were	Executive Director Thought Leader and Engagement	Greater Cities Commission
Professor Michelle Trudgett	Deputy Vice Chancellor	Western Sydney University
Yamamah Agha	General Manager	Settlement Services International
Billie Sankovic	Chief Executive	Western Sydney Community Forum
Veronica Gordon	Western Sydney Project Coordinator	Youth Action NSW
Lisa Havilah	Chief Executive Officer	Museum of Applied Arts and Sciences
John Clark	General Manager	Canada Bay Council
Anita Mitchell	Chief Executive	Placemaking NSW

C.2. Summary of Stakeholder Aspirations for the Greater Parramatta region

THEMES	DESCRIPTION
A liveable city	Liveability is a core aspiration for Greater Parramatta. The conversation should move beyond infrastructure and the economy to focus on making Greater Parramatta a region people want to live, work, play, and learn in. This theme aligns with WestInvest's objective to enhance liveability and wellbeing for communities across Western Sydney and with the Greater Sydney Commission and the City of Parramatta Council's vision to create a city that is "liveable, productive and sustainable".
A vibrant and dynamic city	This theme was informed by the discussion on the term 'global city'. This term may be outdated in the post-COVID-19 world. The words 'vibrancy' and 'dynamism' were offered instead as more contemporary ways to describe a global city. A vibrant and dynamic city is energetic, bright, full of life and excitement, thriving, creative and innovative.
A city with soul	This theme captures the discussion around the idea that great cities have a 'soul'. They are not sterile, bleak, and empty places, but vibrant, distinctive, well designed and attractive. A global city consists of precincts or boroughs: local destinations with unique character and identity. Great boroughs are social spaces that give locals and visitors a place to gather to shop, dine, work, study, have fun, enjoy music, art, a coffee or a drink. They exude an atmosphere and quality that contributes to the area's liveability.
A river city	This theme recognises the importance of the natural environment, including water enriched spaces, for supporting and enhancing liveability and quality of life. The river is vital to Parramatta as an inland city, yet its value has been largely overlooked. Understanding how the community interacts (or does not) with the river is essential. Key issues include the river's health, swimmability, improved infrastructure and amenities. As Greater Parramatta's future population grows, it is forecast that most of this growth will be concentrated along the river, making the river even more of a priority.
A city with rich heritage	This theme understands that Greater Parramatta is a place of shared ancient and living histories. It acknowledges the rich history and culture of Aboriginals people and the uncomfortable truth that their loss underpins the Greater Parramatta's growth. It also acknowledges the region's significant colonial past and heritage. Respecting, protecting and celebrating Greater Parramatta's rich indigenous and colonial history is a key aspiration.
A city for all people	This theme celebrates Greater Parramatta's diverse and multicultural community and seeks to give a voice to all, including those who are often excluded, such as refugees, migrants and the homeless. It also considers how different population segments (such as youth) and users of the City (such as workers) engage with and experience the City.
A University city	This theme recognises Greater Parramatta's strength as a global education destination—home to several world-class universities and knowledge centres, innovation hubs, and a thriving international student community. The presence of the University of Sydney will further cement Greater Parramatta's reputation as a global education city-region.
An affordable city	This theme reflects the importance of access to affordable, decent and diverse housing options for the community. Greater Parramatta's transformation should not exacerbate the affordability crisis but provide solutions to address it.
An attractive city	This theme reflects the desire to create a city-region where people, businesses and institutions want to be. Such places are active and unique – exciting and visually attractive, and they are safe, connected, welcoming, accessible, comfortable, sociable, and conducive to authentic experiences.
City as a meeting place	This theme recognises the historical importance of Parramatta as a special meeting place for the traditional owners, the people of the Darug nation. It also reflects Greater Parramatta's strategic location at the geographical centre of Greater Sydney's six regional cities, making it the place where people converge.
An accessible city	This theme seeks a city where people can easily circulate within and to and from Greater Parramatta. Travel dimensions include walkability, cyclability, traffic congestion, the river. This theme recognises that the complexity of movement in and around cities is a crucial challenge facing Greater Parramatta. It also reflects the vision for a 30-minute city.
A city for Western Sydney	This theme reflects the consensus that it is important that all of Western Sydney benefits from what is happening in Parramatta. It considers how Greater Parramatta fits in and complements the broader region and surrounding cities (such as Penrith and Liverpool). It recognises the importance of ensuring that these communities are heard and brought along on the journey.
A connected city	This theme recognises Greater Parramatta's connections to Western Sydney, the Eastern City, regional NSW, Australia and the world. It reflects the discussion on how Greater Parramatta should define its relationship with the Eastern City and how this relationship could be strengthened for mutual advantage. It acknowledges the NSW Premier's remark that the Greater Sydney's success depends on Greater Parramatta. It seeks to understand how we can sell Greater Parramatta to Sydney, NSW, Australia and the rest of the world.
A strong and well-governed city	This theme underscores the need for a governance framework fitting for a global city. A robust governance model would overcome fragmentation and competition, bringing together different levels of government and local councils to work together to achieve an integrated and cohesive vision for the region.
A proud city	This theme reflects the discussion on Greater Parramatta's identity and how this identity can shape the way the community sees itself. The negative perceptions and stigma associated with living in Western Sydney are harmful, especially for young people. The aspiration is to forge a new identity for Greater Parramatta, one in which it is proud of what it is and what it is becoming.

C.3. Ideas for developing Parramatta into a global city

KEY POINTS	DESCRIPTION
Preserve and enhance 'soulful' boroughs and pockets	Identify, preserve and enhance Greater Parramatta's 'soulful' boroughs and spaces, including vibrant spaces of Harris Park.
Address 'problematic' boroughs and areas	Address problematic boroughs and spaces, including North Parramatta, Cumberland, Camellia and Rosehill. Address Harris Park's vulnerability as surrounding buildings not looking into the area, they are turning their back on it.
Beautify city fringes	Direct efforts towards beautifying the city fringes (James Ruse Drive and Windsor Road); investigate the use of boulevards. Consider engaging experts with experience in beautifying and reconnecting cities.
Focus on the river	Recognise that the river is an untapped natural asset that offers immense value and opportunity for Parramatta. Work with Parramatta River Catchment Group and DPIE Place team.
Develop a new governance model	Develop a new governance model reflective of a global city; one that brings Local Government Area councils together to achieve a cohesive Greater Parramatta vision.
Activation of public spaces	Invest, design and implement plans to activate public spaces and infrastructure.
A polycentric-city model	Consider a polycentric-city model of commerce and governance between Greater Parramatta and the Eastern and Western City districts.
Improve liveability, connectivity, and authenticity	Invest in amenities such as parklands, open space, green-blue grid; beautify spaces and city fringes; improve retail offerings; provide more opportunities for entertainment, active living, and art; host more festivals and events; build Enmore and Lyric theatre equivalents, address spaces lacking in social activity.
Understand how place and space attracts	Identify the elements of a place that attract people. Review places that do this well and places that do not do this well (such as Canary Wharf – no soul, deserted during parts of the day).
Accelerate University of Sydney campus	Work with the University of Sydney to bring forward the timeframe for their opening of a Greater Parramatta campus.
Harness diversity	Recognise and work to unlock latent talent within marginalised populations, including migrants and refugees.
Subsidised housing	Rethink subsidised housing to improve affordability and maintain a diverse community.
Rebrand and sell Greater Parramatta	Change the narrative. Move away from deficit thinking and establish a proud city identity. Address and neutralise negative perceptions of Greater Parramatta through city transformation and rebranding strategy. Sell Greater Parramatta to Australia and the world.
A region for all of Western Sydney	Plan and design Greater Parramatta for all of Western Sydney, not just residents. Collaborate with Western Sydney LGAs to understand their community needs—take them along on this journey.
Consider the airport	The opening of the new airport will be a pivotal moment, and it is important to understand how it fits into the vision for Greater Parramatta.
Plan for the future	Understand and factor in post-Covid-19 trends and forecasts.

APPENDIX D: ABBREVIATIONS AND ACRONYMS

ATC	Australian Turf Club
CBD	Central Business District
CCD	Central City District
CoP	City of Parramatta
CSP	Community Strategic Plans
DPE	Department of Planning and Environment (pre-2019, 2021 – current)
DPIE	Department of Planning of Industry and Environment (2019-2020)
GIC	Growth Infrastructure Compacts
GPOP	Greater Parramatta and Olympic Peninsula
GRP	Gross Regional Product
GSC	Greater Sydney Commission
IRSAD	Index of Socio-Economic Advantage and Disadvantage
LGA	Local Government Area
NTE	Night Time Economy
PIC	Place-based Infrastructure Compact
PLR	Parramatta Light Rail
POS	Public Open Spaces
SIC	Special Infrastructure Contributions
SOP	Sydney Olympic Park
WSLD	Western Sydney Leadership Dialogue
UVC	Urban Vegetation Cover

APPENDIX E: SUPPORTING EVIDENCE

E.1. PEOPLE

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
Demographic			
Population Total[1]	2016	234,444	222,717
Median Age[1]	2016	34.5	32.1
Working Age (% of pop)[1]	2016	69.6	84.7
Ethnicity			
Aboriginal and Torres Strait Islander Peoples (%)[1]	2016	0.8	1.2
Australian citizen (%)[1]	2016	70.3	55.9
Not an Australian citizen (%)[1]	2016	22.8	30.9
Australia (%)[1]	2016	44.7	39.4
Overseas Born (%)[1]	2016	49.5	47.7
Born in Oceania and Antarctica (excluding Australia) (%)[1]	2016	2.2	3
Born in North-West Europe (%)[1]	2016	2.8	8.7
Born in Southern and Eastern Europe (%)[1]	2016	2.1	3.9
Born in North Africa and the Middle East (%)[1]	2016	3.9	1.4
Born in South-East Asia (%)[1]	2016	4.9	9.6
Born in North-East Asia (%)[1]	2016	17.1	14.2
Born in Southern and Central Asia (%)[1]	2016	14.3	2.1
Born in Americas (%)[1]	2016	1.2	3.9
Born in Sub-Saharan Africa (%)[1]	2016	1	1
Religion			
Buddhism (%)[1]	2016	3.8	7
Christianity (%)[1]	2016	44.4	29
Hinduism (%)[1]	2016	11.3	1.4
Islam (%)[1]	2016	4.3	1.4
Judaism (%)[1]	2016	0.1	1
Other religions (%)[1]	2016	1.9	0.4
Other spiritual beliefs (%)[1]	2016	0.1	0.2
No religion, secular beliefs (%)[1]	2016	24.7	43.8
Religious affiliation – inadequately described or not stated (%)[1]	2016	9.4	15.8
Skills and education			
Speaks a language other than English at home (%)[1]	2016	52	36.2
Bachelor of Higher Degree[1]	2016	37.2	44
Advanced Diploma or Diploma[1]	2016	9.3	8.4
Vocational[1]	2016	11.5	7.3
No qualification[1]	2016	32.2	25.1

E.2. LIVEABILITY

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
Population Density (person/s km2)[1]	2016	2796.7	8328.1
Urban Liveability Index (ULI Score average is 100. A score above 100 is 'above average liveability' and a score below 100 is 'below average liveability')[2]	2018	101	113
Housing			
Tenure type			
Owned outright (%)[1]	2016	24.6	14
Owned with a mortgage (%)[1]	2016	30.5	19.9
Rented (%)[1]	2016	41.4	62.2
Other tenure type (%)[1]	2016	1	0.7
Tenure type not stated (%)[1]	2016	2.5	3.3
Housing Costs			
Households where mortgage repayments are less than 30% of household income (%)[1]	2016	91.6	94.9
Households with mortgage repayments greater than or equal to 30% of household income (%)[1]	2016	8.4	5.1
Households where rent payments are less than 30% of household income (%)[1]	2016	84.5	72.5
Households with rent payments greater than or equal to 30% of household income (%)[1]	2016	15.5	27.5
Housing and family structure			
Total households (no.)[1]	2016	75,819	85,423
Average household size (no. of persons)[1]	2016	2.8	2
Lone person households (no.)[1]	2016	15221	31858
Group households (no.)[1]	2016	3533	13239
Family households (no.)[1]	2016	57074	40324
Total households (no.)[1]	2016	75819	85423
Average household size (no. of persons)[1]	2016	2.8	2
Total families (no.)[1]	2016	59537	40887
Average family size (no. of persons)[1]	2016	3	2.4
Couple families with children under 15 and/or dependent students (no.)[1]	2016	26275	8210
Couple families with non-dependent children only (no.)[1]	2016	4815	1150
Couple families without children (no.)[1]	2016	19573	25791
One parent families with children under 15 and/or dependent students (no.)[1]	2016	4578	2455
One parent families with non-dependent children only (no.)[1]	2016	3150	1621
Other families (no.)[1]	2016	1137	1658
Total families (no.)[1]	2016	59537	40887
Income			
Employee income earners (no.)[1]	2016	120079	152360
Employee income earners – median age (years)[1]	2016	36	31

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
Median employee income ($)[1]	2016	52413	48852
Mean employee income ($)[1]	2016	60990	68007
Employee income as main source of income (%)[1]	2016	79.6	84.1
Mean household net worth ($'000s)[1]	2016	1083	1054.7
Persons earning $1-$499 per week (%)[1]	2016	23	17.3
Persons earning $500-$999 per week (%)[1]	2016	20.3	16.3
Persons earning $1000-$1999 per week (%)[1]	2016	25.4	25.2
Persons earning $2000-$2999 per week (%)[1]	2016	6.6	9.2
Persons earning $3000 or more per week (%)[1]	2016	2.7	7.3
Persons earning nil income (%)[1]	2016	13.2	10.4
Persons with a negative income (%)[1]	2016	0.5	0.6
Income inadequately described or not stated (%)[1]	2016	8.3	13.8
Median equivalised total household income (weekly) ($)[1]	2016	1012	1363
SEIFA Australia decile ranking – index of relative socio-economic advantage and disadvantage (IRSAD) – (Scale of 1-10 – where 1 represents areas most disadvantaged and 10 represents areas most advantaged)[1]	2016	10	10
Safety, participation and inclusion			
Estimated number of people aged 18 years and over who felt very safe/safe walking alone in local area after dark (modelled estimates) – ASR per 100[3]	2014	50.3	59.5
Avoidable deaths from transport accidents, 0 to 74 years – Average annual ASR per 100,000[3]	2016-2020	2.7	1.4
Estimated number of people aged 18 years and over who disagree/strongly disagree with acceptance of other cultures (modelled estimates) – ASR per 100[3]	2014	3.1	2.3
Estimated number of people aged 18 years and over who, in the past 12 months, felt that they had experienced discrimination or have been treated unfairly by others (modelled estimates) – ASR per 100[3]	2014	19.9	19.3
Australian Digital Inclusions Index (ADII) – Overall Score (out of 100)[4]	2021	76	83
Australian Digital Inclusions Index (ADII) – Overall Score – Access (out of 100)[4]	2021	70	79
Australian Digital Inclusions Index (ADII) – Overall Score – Affordability (out of 100)[4]	2021	95	97
Australian Digital Inclusions Index (ADII) – Overall Score – Ability (out of 100)[4]	2021	76	84
Participated in a sport or other physical activity (%)[5]	2021	94.3	92.7
Social Infrastructure Index Score (Score out of 15 – where 0 indicates low accessibility to social infrastructure and 15 indicates high accessibility to social infrastructure)[2]	2018	8	12
Participated in a cultural activity (%)[6]	2018	34	44
Attended a cultural activity (%)[6]	2018	84	87
Proportion of population who undertook volunteer activity (%)	2016	17.0	16.1
Estimated number of people aged 18 years and over (or their partner) who provide support to other relatives living outside the household – ASR per 100	2014	34.6	28.1

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
Environmental amenity			
Proportion of dwellings within 400m of a Public Open Space (POS) (%)[2]	2018	83	97
Proportion of dwellings within 400m of a large POS (%)[2]	2018	46	30
Proportion of LGA urban vegetation cover – all types of vegetation (%)[7]	2016	37	21
Heat Vulnerability Index (HVI) Score (Scale of 1-5 – where 1 represents areas that have low vulnerability to heat and 5 indicates areas that have high vulnerability to heat.)[8]	2016	3	3

Sources:

1   Australian Census of Population and Housing, 2016, Australian Bureau of Statistics (2022).

2   Average is 0 – negative results indicate low/poor walkability and a positive result indicates high/good walkability. Australian Urban Observatory, Healthy Liveable Cities Group, Centre for Urban Research, RMIT University (2018)

3   Public Health Information Development Unit (PHIDU), Torrens University Australia. Social Health Atlas of Australia: Local Government Areas (2018).

4   Australian Digital Inclusion Index, 2021, RMIT, Swinburne University of Technology, and Telstra.

5   Australian Sports Commission, AusPlay Survey, Clearinghouse for Sport (2022).

6   Cultural Participation Survey, Australian Bureau of Statistics (2018)

7   Office of Environment and Heritage (OEH) Urban Vegetation Cover, Sydney Greater Metropolitan Area (2016)

8   DPIE, NSW Heat Vulnerability Index, Sydney Greater Metropolitan Area (2016).

E.3. ECONOMIC

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
GRP ($billion)[9]	2021	32.88	131.24
% of States GSP[9]	2021	5.19	20.73
% Change from previous year[9]	2021	3.2	0.50
No. Businesses[9]	2016	23,301	64,974
Industry			
Agriculture, forestry and fishing (%)[1]	2016	0.2	0.2
Mining (%)[1]	2016	0.1	0.2
Manufacturing (%)[1]	2016	5.8	2.4
Electricity, gas water and waste services (%)[1]	2016	0.8	0.4
Construction (%)[1]	2016	6.8	3.7
Wholesale trade (%)[1]	2016	4.5	2.4
Retail trade (%)[1]	2016	9	7.2
Accommodation and food services (%)[1]	2016	5.9	12.1
Transport, postal and warehousing (%)[1]	2016	4.3	3
Information media and telecommunications (%)[1]	2016	3	5
Financial and insurance services (%)[1]	2016	7.2	8.8
Rental, hiring and real estate services (%)[1]	2016	1.8	2.1
Professional, scientific and technical services (%)[1]	2016	11.4	16.6
Administrative and support services (%)[1]	2016	3.6	4.3
Public administration and safety (%)[1]	2016	5.4	5.8
Education and training (%)[1]	2016	7.9	7.4
Health care and social assistance (%)[1]	2016	12.5	8.2
Arts and recreation services (%)[1]	2016	1.4	2.9
Other services (%)[1]	2016	3.2	2.7
Employment			
Unemployment rate (%)[1]	2016	7	6
Participation rate (%)[1]	2016	62.1	64.2
Managers (%)[1]	2016	12.7	17
Professionals (%)[1]	2016	31.7	37.7
Technicians and trades workers (%)[1]	2016	10.3	7.9
Community and personal service workers (%)[1]	2016	8.3	10.2
Clerical and administrative workers (%)[1]	2016	15.4	11.1
Sales workers (%)[1]	2016	8.4	7.6
Machinery operators and drivers (%)[1]	2016	4.8	1.5
Labourers (%)[1]	2016	6.5	5.1

Sources:

1 Australian Census of Population and Housing, 2016, Australian Bureau of Statistics (2022).

9 National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions) (2022).

E.4. CONNECTIVITY

	YEAR	PARRAMATTA LGA	SYDNEY CITY LGA
Metro Accessibility/Remoteness Index Australia (ARIA) Score[10]	2014	2	1
Walkability Index Score[2]	2018	0.3	8.2
International visitors			
Average international visitors 5 Years up to 2020/2021[8]	2020/21	112,785	1,833,741
Average length of stay for international visitors 5 Years up to 2020/2021 (days)[8]	2020/21	28.4	10
Commuting patterns			
Live and work in the area (%)[1]	2016	27.2	64.5
Live in the area but work outside (%)[1]	2016	69.2	33.1
No fixed place of work[1]	2016	3.6	2.3
Average commuting distance from place of usual residence (kms)[1]	2016	14	6.4
Median commuting distance from place of usual residence (kms)[1]	2016	12.5	3.5
Average commuting distance to place of work (kms)[1]	2016	17.7	18
Median commuting distance to place of work (kms)[1]	2016	14.2	12.2
Mode of travel			
People who travelled to work by public transport (no.)[1]	2016	29,392	41,745
People who travelled to work by car as driver or passenger (no.)[1]	2016	62,723	27,230
Other – worked from home (no.)[1]	2016	3,651	4,828
Other – employed but did not go to work (no.)[1]	2016	7,567	7,827
Other – method of travel not stated (no.)[1]	2016	820	1,037

Sources:

1   Australian Census of Population and Housing, 2016, Australian Bureau of Statistics (2022).

2   Average is 0 – negative results indicate low/poor walkability and a positive result indicates high/good walkability. Australian Urban Observatory, Healthy Liveable Cities Group, Centre for Urban Research, RMIT University (2018)

9   National Institute of Economic and Industry Research (NIEIR) ©2021. Compiled and presented in economy.id by .id (informed decisions) (2022).

10 Scale of 1-5 – where 1 represents high metropolitan accessibility and 5 represents low metropolitan accessibility. Hugo Centre for Migration and Population Research, University of Adelaide (2015)

APPENDIX F: SUMMARY OF RECOMMENDATIONS

RECOMMENDATIONS

STRATEGIC PLANNING AND GOVERNANCE	
1	**Make good on the commitment to begin putting the Strategic Plan for Greater Parramatta into action.**
1.1	Accelerate action on the Greater Parramatta *Strategic Plan* as a priority for DPE.
1.2	Integrate the 'borough' framework into the *Strategic Plan* to frame funding partnerships and collaborations with Local Governments (core to the successful realisation of the Plan).
1.3	Integrate 'city deal' framework as part of *Strategic Plan* to frame funding partnership and collaboration with Federal Government.
2	**Establish and appropriately resource administrative and collaborative infrastructure for a strong and well-governed Greater Parramatta.**
2.1	Establish and appropriately resource a forum for engagement with the region's four LGA Councils.
2.2	Appoint 'borough presidents' for the 26 precincts identified in the *PIC Pilot* in the Greater Parramatta region to encourage dialogue and to increase community participation in strategic planning of the region.
2.3	Support LGAs to integrate the Greater Parramatta region *Strategic Plan* into their Community Strategic Plans.
3	**Activate Greater Parramatta's potential by developing a 'City Deal'.**
3.1	Set parameters and a timeframe for the development of a City Deal for the Greater Parramatta region.
3.2	Develop a fast-rail plan with Parramatta as the main/central terminus.
3.3	The Commonwealth Government must structurally incentivise targeted university collaborations to make Parramatta Australia's first 'University City' where universities can partner in large scale city shaping social and economic initiatives.
PLANNING AND INFRASTRUCTURE PRIORITIES	
4	**Secure economic anchors and sustain investment momentum.**
4.1	The NSW Government should draw a line on contested and unresolved deliberations on Camellia. A clear and immediately actionable plan is needed. This plan should place one liveability and preserving the economic corridor of the region at its core and be consistent with the wider interests of Greater Parramatta.
4.2	The Greater Parramatta region should be identified as the site from which to support the establishment and development of advanced manufacturing and residential housing industries. The region has the capacity to become a global leader in housing technologies that offer affordable and flexible housing solutions to: ≥ sustainability challenges (e.g. develop affordable, transportable, short-term emergency housing 'pods' that can be easily constructed and delivered into a region after a natural disaster like bushfire or flood; and ≥ adapting to change over the life course of a building/house and the people who live in and make these buildings homes.
4.3	≥ The University of Sydney's viral vector announcement for Ultimo, and biomedical push at Camperdown, should be balanced by reciprocal commitments to the Westmead Precinct.
5	**Future-proof by preserving industrial land and supporting residential development with high cost-benefit outcomes.**
5.1	Review the Draft Place Strategy for Camellia-Rosehill, with priority placed on preserving industrial land in the Camellia-Rosehill Precinct.
5.2	The NSW Government needs to incentivise and fund deep and integrated co-location between universities and industry to globally elevate and diversify Parramatta's innovation ecosystem.
5.3	Progressive and sustainable planning frameworks are needed to drive the urban transformation of the region, e.g. Westmead's Hawkesbury Road – Park Avenue corridor.
5.4	The NSW Government must re-commit to the regeneration of the Cumberland East site, and progress the development of a 'health science park' at the Toongabbie Creek-Briens Road enterprise zone.
6	**Make Parramatta into a world-class sports and entertainment destination.**
6.1	Revitalise Rosehill Racecourse, encourage ATC to assume corporate responsibility over this site.
6.2	Prioritise and accelerate the development of the 'Civic Link' from Parramatta Square to the Powerhouse Museum and acquire, restore and 'arts' activate the Roxy Theatre.
6.3	Redress decadal inaction and urban decay at Sydney Olympic Park – look to East London (Stratford) as an example of a dynamic economic, cultural and connected Olympics-legacy site.

7	**Plan for fast-rail transport infrastructure that connects Greater Parramatta.**
7.1	Plan and implement a fast-rail strategy for Greater Parramatta.
7.2	Identify and develop Parramatta as a Terminus/Port for Fast-Rail that connects Newcastle and Wollongong.
7.3	Identify how the Aerotropolis will connect with Parramatta.
8	**Invest in cultural infrastructure.**
8.1	Fund the planning and development of cultural infrastructures including a visual arts gallery, cultural production hubs, rehearsal spaces, performance spaces, digitally blended spaces and incubator spaces.
8.2	Fund community-based initiatives and programs to increase engagement with Cultural Infrastructures and support start-ups and entrepreneurs through access to appropriate spaces.
8.3	Federal government to provide increased allocations to universities to provide regionally-based and accessible training in the creative industries for Western Sydney.
8.4	Accelerate the development of, at scale, performance and conference facilities, particularly in underutilised spaces like Rosehill and comparable areas close to the Parramatta CBD and Westmead Precinct.

LIVEABILITY AND SUSTAINABILITY	
9	**Address critical liveability infrastructure shortages by building affordable housing.**
9.1	Identify housing affordability as posing the biggest threat to Parramatta's 'global' 2035 trajectory.
9.2	Adopt a 5-10% affordable housing target for major renewal areas, to support and retain in the region vulnerable households, essential workers, young professionals and creative industry workers.
9.3	Pursue a new Commonwealth State Housing Agreement that will: ≥ Define housing as an essential 'infrastructure'; ≥ Provide long-term (decadal) funding and market certainty and stability; and, ≥ Create opportunities to innovate, test and bring to the private market commercially viable technologies in housing design, construction, and building materials.
10	**Drive innovation and investment by supporting the 'University City'.**
10.1	Encourage and help accelerate the University of Sydney's plan to locate in Parramatta.
10.2	Federal Government to allocate additional regionally targeted university places.
10.3	Implement the Westmead Place Strategy to drive industry investment and attract international talent.
11	**Invest in the region's active transport.**
11.1	Using the 'borough' approach (see page 15), State and Federal Government should partner with all local councils within the Greater Parramatta area to determine how best to deliver improved active transport facilities to local communities within the region.
11.2	Leverage WestInvest as an opportunity to develop initiatives identified in City of Parramatta's, 'Our Living River', 10-step Parramatta River Masterplan.
11.3	Fast-track a cycle network for Greater Parramatta.
12	**Preserve and protect Greater Parramatta as the 'City of Green and Blue', led by deep Indigenous knowledge.**
12.1	Support the City of Parramatta's '10-Step Parramatta River Masterplan' in order to make Parramatta River swimmable by 2025.
12.2	Support new and upgraded Green Grid links and urban tree cover in all Greater Parramatta LGAs, following the successful model employed at Sydney Olympic Park.
12.3	Identify heat vulnerability of at-risk populations including children. Fund installing tree canopies at school sites across Greater Parramatta.
12.4	Parramatta Park must be a grander centrepiece for the city, and warrants a 'botanical gardens' uplift to improve liveability and accessibility, and to elevate the park to landmark status.

Photography by Sally Tsoutas

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