

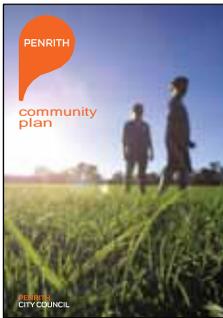


PENRITH

CITY
STRATEGY

PENRITH
CITY COUNCIL

STRATEGIC PLANNING FRAMEWORK



The Community Plan
The *Community Plan* identifies our community's long term aspirations for the City. It looks beyond the next ten years, setting out long term community outcomes and the strategies to get us there. Achieving these outcomes will require strong leadership from Council, working with our partners, to grow our Regional City into the future.

The Community Engagement Strategy
The *Community Engagement Strategy* explains how Council engaged with our community and partners to develop the *Community Plan*. In 2013-2014, the Strategy will be amended to outline Council's proposed program of regular engagement with our community about the City's future.

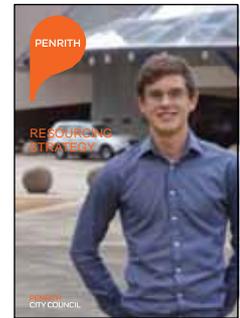


DRAFT RESOURCING STRATEGY



The Delivery Program including the Operational Plan
The *Delivery Program* is Council's 4 year work program that helps implement the *Community Plan*. The *Delivery Program* (which now includes the 1 year Operational Plan) sets out the services, service activities and specific actions Council will deliver each year, and the annual budget.

The Resourcing Strategy
The *Resourcing Strategy* details Council's capacity to manage assets and deliver services over the next ten years. It has three key sections which show how Council will effectively manage its finances, workforce and assets.



The City Strategy
The *City Strategy* seeks to help build a sustainable future for the City and our community, by examining the key issues facing us over the next 10-20 years and outlining how Council will respond. The *City Strategy* includes issues that are not within Council's direct control. The issues and policy responses in the *City Strategy* inform the *Community Plan* and Council's 4 year *Delivery Program*.

Council reports regularly on our activities and spending. We report quarterly on the budget and six monthly on our progress on the activities and tasks in the 4 year *Delivery Program*. The Annual Report summarises our progress and financial position each year. The End of Term Report is prepared once every 4 years on behalf of the outgoing Council, and outlines our achievements and challenges over the Councillors term in office.



WELCOME

This document, the *Penrith City Strategy*, seeks to help build a sustainable future for the City and our community, by summarising the key issues facing us over the next 10-20 years, and outlining how Council will respond.

The issues and policy responses in the *Penrith City Strategy* inform the *Community Plan* and Council's 4 year *Delivery Program*. There are some issues (such as public transport) on which Council can advocate, inform and influence, but are not within Council's direct control. The *Penrith City Strategy* defines Council's role for each of the issues.

Statement of Recognition of Penrith City's Aboriginal and Torres Strait Islander Cultural Heritage

Council values the unique status of Aboriginal people as the original owners and custodians of lands and waters, including the land and waters of Penrith City.

Council values the unique status of Torres Strait Islander people as the original owners and custodians of the Torres Strait Islands and surrounding waters.

We work together for a united Australia and City that respects this land of ours, that values the diversity of Aboriginal and Torres Strait Islander cultural heritage, and provides justice and equity for all.

404km²

Penrith covers 404 square kilometres

\$64.6m

Agriculture contributes \$64.6m to Penrith's economy

184,681

The City's estimated resident population at 30 June 2011 was 184,681





Penrith City Council Acknowledgements

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PENRITH REGIONAL CITY: OUR STORY

Penrith is making its mark as a place of limitless opportunities.

A place that is open to new ideas, new people and new ways of doing things.

A place where there is great potential yet to be tapped. A place where you can turn your big ideas into a reality.

Our People

Diverse, industrious and entrepreneurial. It's not just the place that makes Penrith great, it's the people.

Penrith has a proud community spirit, which permeates not just how we live but also how we do business. Partnership, openness and positivity are what drive us to succeed in all areas of what we do.

Our Lifestyle

Penrith is fuelled by a great lifestyle and close-knit community.

Here is where work-life balance can be a reality – not just a dream.

Here is a place where you can enjoy a relaxed rural lifestyle and still have all the benefits of living in a city. Fresh air, open space, a family-friendly environment and a lower cost of living.

Our Space

In Penrith there is the space to grow and to make your mark. The balance of rural and urban areas is what makes us different and shapes our identity.

Located on the edge of the world heritage listed Blue Mountains National Park and brimming with natural beauty, we are just 54km from Sydney.

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Our Economy

Penrith is a leader in driving growth and transformation in Sydney's greater west. Our robust and dynamic local economy is built on the strength of our strategic location, connectivity, industriousness and inventive culture.

Our Future

Penrith isn't waiting for things to happen. We are ambitious with a far-reaching vision for our City. This vision will support the aspirations of new businesses, workers and residents coming into the area.

Our community is planned to grow by around 25,000 new dwellings and 40,000 new jobs by 2031. This *City Strategy* looks at where we have come from, where we are now, and what we need to do to achieve a sustainable future.

76%

Over 76% of our households are families

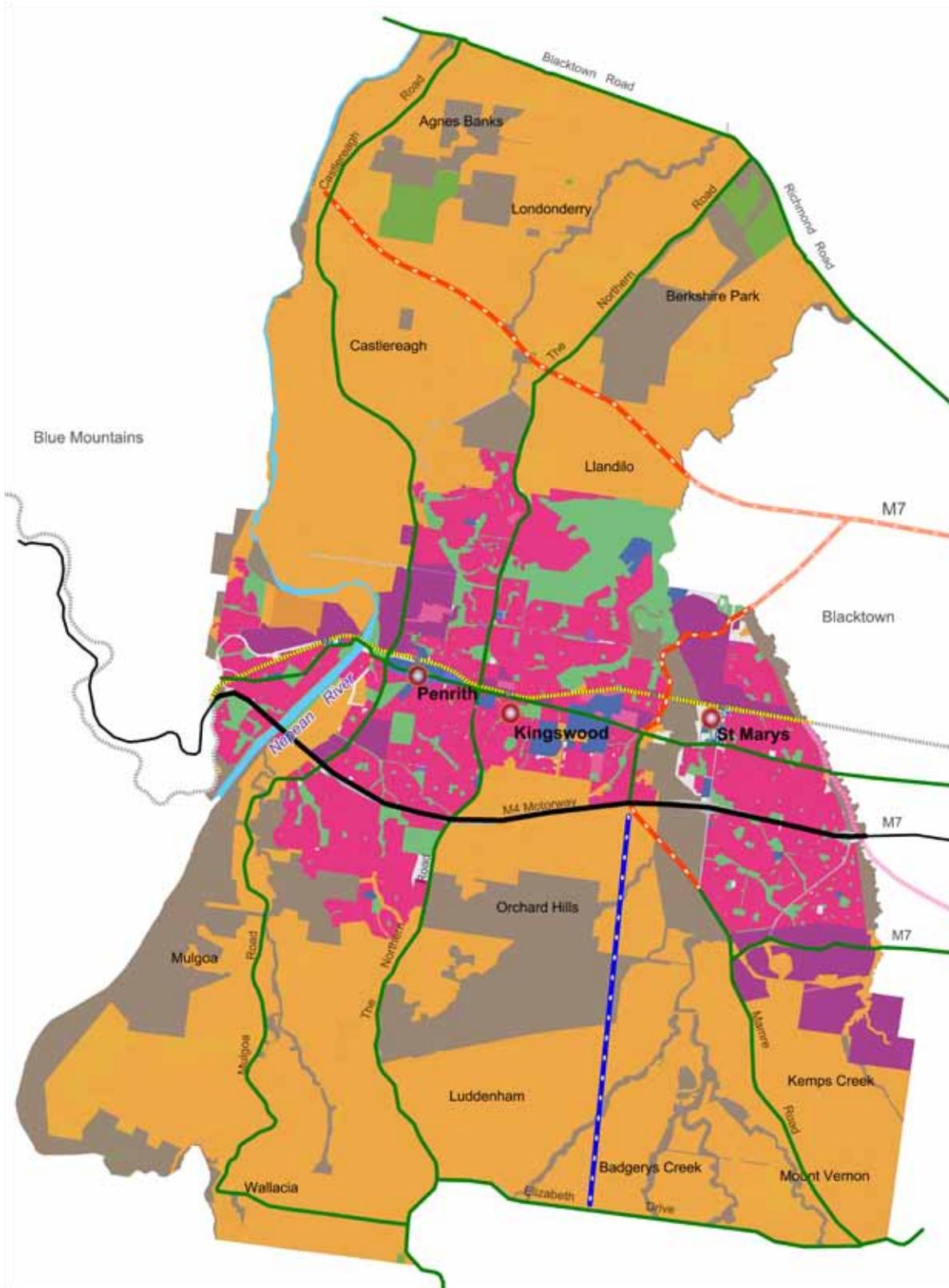
Specialised

Kingswood is emerging as a 'specialised' centre, focusing on health and education

60,000

60,000 people, are in formal education from early childhood to university





CITY STRATEGY

PENRITH
CITY COUNCIL

CITY OF BLACKTOWN





GOVERNANCE

The big picture – local and state government

This *City Strategy* provides directions for the City's future (20+ years). The *City Strategy* informs another document, the *Community Strategic Plan* (the *Community Plan*). The aspirations in the *Community Plan* are identified through our discussions and engagement with our community, and are reviewed every four years.

The *City Strategy* examines the long term issues facing our City and community, and sets out policy responses for each issue. Many of these issues, however, also affect our neighbouring councils, the broader Sydney region, and sometimes the state.

The state government addresses long term issues through *NSW 2021* – a 10 year plan which guides delivery of public services and links project priorities, budgets and performance at the subregional level. It consists of three integrated strategies – the draft *Metropolitan Plan for Sydney to 2031*, the *State Infrastructure Strategy*, and the *NSW Long Term Transport Master Plan*.

The *Metropolitan Plan for Sydney to 2031* (the *Metropolitan Plan*), for example, identifies Penrith as one of Sydney's Regional Cities. This recognises both Penrith's traditional role in catering to a population catchment well beyond our geographic boundaries, and the enormous potential the City has to support the future needs of Sydney's biggest growth corridor.

Council's policy responses in the *City Strategy* are discussed in relation to the targets and activities outlined in the state government's *NSW 2021* plans.

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Penrith's Principles for a Sustainable City

Council has adopted *Penrith's Principles for a Sustainable City*, based on the principles developed during the UN Conference in Melbourne in 2002 and adopted by the Local Government Session of the *World Summit on Sustainable Development* in Johannesburg later that year. The principles provide a guide for Penrith to develop sustainable solutions relevant to all Council's operations. They are outlined below, together with Council's objectives for each.



SUSTAINABLE PENRITH

Penrith's Principles for a Sustainable City	Council's Objectives
<p>1 Provide a long-term vision for cities, based on sustainability; intergenerational, social, economic and political equity; and their individuality. A long-term vision is the starting point for catalysing positive change, leading to sustainability. The vision needs to reflect the distinctive nature and characteristics of each city.</p>	<ul style="list-style-type: none"> • We demonstrate leadership, foster resilience and tenacity, and encourage innovation • We plan responsibly for now and the future
<p>2 Achieve long-term economic and social security.</p>	<ul style="list-style-type: none"> • We have access to what we need
<p>3 Recognise the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.</p>	<ul style="list-style-type: none"> • Our natural habitats are healthy
<p>4 Enable communities to minimise their ecological footprint.</p>	<ul style="list-style-type: none"> • We use our resources wisely, and take responsibility for our levels of consumption
<p>5 Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable cities.</p>	<ul style="list-style-type: none"> • Our physical infrastructure is adaptable, and responds to changing needs • Our public spaces encourage safe and healthy communities
<p>6 Recognise and build on the distinctive characteristics of cities, including their human and cultural values, history and natural systems.</p>	<ul style="list-style-type: none"> • We build on our strengths, value our heritage, celebrate our cultural diversity and foster creativity
<p>7 Empower people and foster participation.</p>	<ul style="list-style-type: none"> • We have a say in our future
<p>8 Expand and enable cooperative networks to work towards a common, sustainable future.</p>	<ul style="list-style-type: none"> • We play an active role in our communities
<p>9 Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.</p>	<ul style="list-style-type: none"> • We encourage sustainable production and technologies
<p>10 Enable continual improvement, based on accountability, transparency and good governance.</p>	<ul style="list-style-type: none"> • We demonstrate accountability, transparency and ethical conduct

Council's role

Penrith City Council operates under the NSW *Local Government Act 1993* and is responsible for providing services and administering assets for the local government area (LGA). The *Local Government Act* includes the Council's Charter, which identifies the matters that councils need to consider when carrying out their responsibilities.

In following this Charter, Council pursues our community's aspirations and ideas, and builds strong partnerships in the region, including the Western Sydney Regional Organisation of Councils (WSROC), and nationally through the National Growth Areas Alliance (NGAA), which represents the 25 fastest growing council areas on the

fringes of capital cities around Australia. Council's role extends beyond the direct provision of services to advocating for an equitable allocation of resources from the state and federal governments as well as demonstrating, as a leader, how to create a more sustainable City.

Penrith City Council has adopted the principles of sustainability to guide its decisions and actions. These are a commitment to ensure a higher quality of life for all, both now and in the future, through economic growth, environmental protection, social equity and civic leadership. We base our decisions on research, analysis and strategic planning. We have a number of key roles in working towards a sustainable City, including:

Leader	Council acts as a role model for others, through our own actions, strategic organisational responses and way of doing things. In dialogue with our communities and stakeholders, Council can act to draw together diverse interests and strive towards attaining greater consensus on sustainable outcomes for the City.
Advocate	Council seeks to improve equity in service delivery, facilities and opportunities for our City and communities by lobbying agencies and other levels of government. In discussions with others, there are opportunities to reinforce Penrith's sense of identity and self reliance, and collaborate on achieving a more sustainable City.
Custodian	Council acts as a guardian for the shared aspirations for Penrith's future, and a shared vision, which will guide our journey towards sustainability. Council's role as custodian includes caring for the City's people and places, both now and into the future.
Facilitator	Council assists interaction among stakeholders, and forms strategic alliances aimed at promoting sustainability initiatives, focussing on elements (including social, economic, environmental, cultural and governance), which demonstrate positive ways of moving forward.
Educator	Council can play a key role in educating our communities and stakeholders in the long term benefits of sustainability. A broad range of opportunities exists for Council to articulate its vision for a sustainable Penrith, and engender knowledge and interest in others.
Regulator	Council has a statutory responsibility to implement legislative provisions such as energy and water reduction measures, waste management, sustainable development controls and environmental management, and other state government requirements, which are aimed at achieving the long-term health of our environment.
Service Provider	Council has a strong commitment to delivering the services needed by our communities, and ensuring that both City and Council resources are responsibly managed. Council's role as service provider aims to assist in building the long-term health of the City.

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Community engagement

Community engagement, or public participation, is defined by the International Association of Public Participation (IAP2) as *any process that involves the public in problem solving, decision making and uses public input to make decisions*. This includes decisions that directly impact upon living, working, playing, studying, using services and doing business in the City. Community engagement is a dynamic process that covers a wide range of activities including consultation, education, communication and relationship building.

Council has always been committed to extensive engagement about our City, and values the diversity of skills, views and expertise in our communities. Engagement is an opportunity to gather different and diverse perspectives to more fully inform Council, and other levels of government, particularly as Council makes decisions about policy directions and service delivery that directly affect our communities.

It is important to note that while Council seeks to engage with its communities, it operates under the *Local Government Act* with a number of regulatory responsibilities and cannot delegate its powers. This means that there is little scope to achieve the highest level of engagement (empower). The table below outlines the five levels of community engagement.

Over the past 10 years, Council has engaged extensively with the City's community, discussing the changing characteristics and predicted future growth of our population, and determining what our communities need now and into the future. Discussions over this period have focused on the recreational and cultural needs of residents, as well as health, ageing, youth, transport, employment growth and economic development opportunities in the City.

There has been detailed consideration of the City's assets and opportunities, how our communities are likely to change over time, and what facilities, infrastructure and services are needed in the next 20-25 years. The table opposite outlines some of the significant community consultations Council has held over that timeframe.

Level	Aim
INFORM	To provide our communities with balanced, objective information to assist them to understand Council issues, alternatives and decisions
CONSULT	To obtain our communities' feedback on issues, analysis, alternatives and decisions being considered by Council
INVOLVE	To work directly with our communities throughout the process to ensure that community aspirations, concerns and issues are consistently understood and considered
COLLABORATE	To partner with our communities in each aspect of the decision including the development of alternatives and the identification of a preferred solution
EMPOWER	To place final decision making in the hands of our communities

Source: IAP2 Public Participation Spectrum

Strategies and studies	Adopted	Inform	Consult	Involve	Collaborate	Empower
Rural Lands Strategy	2003	✓	✓			
Managing Existing and Future Urban Growth in Penrith	2003-2005	✓				
PLANS (People's Lifestyle Aspirations and Needs Study)	2003	✓	✓	✓		
Penrith Biodiversity Strategy	2004	✓	✓			
Recreation and Cultural Facilities Strategy	2004	✓	✓			
Established Areas Infrastructure, Facilities and Services Strategy	2004	✓	✓			
Werrington Enterprise Living and Learning (WELL) Precinct Strategy	2004	✓	✓			
Penrith City Centre Strategy	2006	✓	✓	✓		
St Marys Town Centre Strategy	2006	✓	✓	✓		
Dwelling Opportunities Analysis	2007	✓				
Employment Planning Study & Strategy	2006, 2007	✓	✓			
Open Space Action Plan	2007	✓	✓			
Riverlink Precinct Plan	2008	✓	✓			
Penrith Integrated Transport and Land Use Strategy (PITLUS)	2008	✓	✓	✓		
Penrith Regional City Infrastructure (PRCI)	2008	✓				
Cultural Development Framework and Action Plan	2008	✓	✓	✓	✓	
Transport Summit	2009	✓	✓	✓		
Women's Services Sector Advocacy Strategy	2009	✓	✓	✓	✓	
Penrith Inclusion Plan – People with Disability	2009	✓	✓	✓	✓	
Planning for an Ageing Community Strategy	2010	✓	✓	✓	✓	
Youth Action Plan	2010	✓	✓	✓	✓	
Health Strategy	2010	✓	✓	✓		
Neighbourhood Action Plans	2008, 2009, 2010	✓	✓	✓	✓	
Services for Men Action Plan	2010	✓	✓	✓	✓	
Community Strategic Plan 2031	2010	✓	✓	✓	✓	
Penrith City Centre Car Parking Strategy	2011	✓	✓			
The Future of Penrith - Penrith of the Future	2011	✓	✓	✓		
Child Friendly City Strategy	2012	✓	✓	✓	✓	
Penrith Accessible Trails Hierarchy Strategy (PATHS)	2012	✓	✓			
Review of Community Strategic Plan 2031	2013	✓	✓	✓	✓	

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Role of the City Strategy

This *City Strategy* examines the long term issues facing our City and community, and provides directions for the City's future (20+ years). It integrates a range of Council's adopted planning strategies and action plans. These strategies were developed over the past decade in response to specific issues, so the structure and approach has not been consistent. Most of the strategies, however, specify actions to achieve an identified set of objectives.

The *City Strategy* informs another document, the *Community Strategic Plan* (the *Community Plan*). The aspirations in the *Community Plan* are identified through our discussions and engagement with our community, and are reviewed every four years. The long-term *Community Plan* is supported by a 4-year *Delivery Program*. Council's actions in the *Delivery Program* are informed by the well-researched recommendations in each adopted planning strategy.



The *City Strategy* addresses seven themes – housing, jobs and economy, transport and access, infrastructure delivery, community wellbeing, the environment and places. Each theme outlines the relevant:

- background and influences (*setting the scene*)
- current situation, including challenges and opportunities (*where are we now?*)
- future directions (*what is our future?*)
- Council's policy response and goals
- Council's role.

In each of Council's many services, there are activities that are delivered every year. There are also specific actions that are implemented in a defined and agreed timeframe.

The service activities that are delivered every year, and which implement Council's policy response and goals, are outlined at the end of each theme. As part of the service activities, Council may identify specific actions to be implemented in an identified timeframe. Those actions are listed in Appendix 1. Each activity and action will be included in the relevant Delivery Program (2013-2017, 2017-2021 or 2021-2025) for implementation. The delivery of each activity or action, and its success, will be measured through the *Delivery Program* performance measures.

Some priorities in the *Community Plan*, such as better employment and transport outcomes, are outside the scope of Council's direct control. Council is a strong advocate in these matters, working with a range of City partners to ensure that our community's voice is heard by state and federal governments.





1 HOUSING

Setting the scene

Until the 1820s, Penrith was the western-most limit of European settlement in the colony. The pattern of settlement was a mosaic of farms, until completion of the railway in the early 1860s. The population was small and widely dispersed with the majority of residents on farms. The 1861 census recorded 126 dwellings in Penrith, 72 dwellings in St Marys and 18 dwellings in Emu Plains. With the opening of settlement west of the mountains, Penrith developed into a typical rural centre.

The subdivisions of the 1880s set a model of village development that has altered little to this day. The post war years saw a substantial increase in population, with industrial growth in the 1950s and 1960s encouraging residential development in the area. Since the 1960s the continued release of land for urban development has seen the population grow significantly, from 58,000 in 1971 to nearly 172,000 in 2001. From the 1980s, most of the development occurred in the new suburbs of St Clair, Cranebrook, Claremont Meadows, Erskine Park and Glenmore Park. Beyond the suburbs, the City retains its rural landscapes and activities, with some rural residential living.

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Where are we now?

Penrith's strong rates of growth and development in new housing estates, with a high proportion of young families with mortgages, are anticipated to continue for the next 10-15 years.

The existing housing stock in Penrith is predominantly detached dwellings (85%), with a relatively low number of medium to high density dwellings. With an ageing population, however, and an increase in single person households, there are significant changes emerging in the structure of the City's households.

As the number of people in each household gets smaller, more houses are needed. Apartments, townhouses and smaller dwellings will meet some community needs, including many of our younger residents who are looking for an 'urban' lifestyle. Different types of houses are also required to meet the needs of our older residents, who generally want to 'downsize' but stay in their own neighbourhoods. Analysis of our future growth indicates that to achieve the range of housing types needed in our urban areas, approximately 60% of new housing should be medium to high density development within 800 metres of a centre, and 40% of new housing low to medium density development.

The number of people choosing to live in apartments and townhouses has increased during the past four years, and there has been a decrease in those choosing separate and medium density housing. A greater diversity of housing types is required to better suit changing community needs, and we need to make sure that smaller housing options are available.

It is also important to ensure there is a diversity of housing types in both new and older areas. This will help prevent our communities becoming 'socially polarised', with young families in the new estates, and 'empty nesters' and single person households in the older suburbs.

Housing affordability has been a significant issue in recent years. In 2006, 15.2% of households in Penrith were facing housing stress (compared to only 13.6% in Sydney statistical district). Affordability issues for

both renters and buyers will continue to increase demand for smaller, less expensive homes.

In 2005, a memorandum of understanding was signed with Housing NSW to work in partnership to research and plan for improved housing outcomes in Penrith City. The Centre for Affordable Housing assists Council in identifying strategies and options to develop new affordable housing opportunities for Penrith.

What is our future?

In planning for the future of Sydney's metropolitan area, Penrith City needs to accommodate population growth of an additional 40,000 people and 25,000 more dwellings by 2031. The majority of the City's growth is due to natural increase (our children) and movement within the region.

Council has planned to accommodate the additional 25,000 dwellings, with around 50% of new housing development in centres and established areas, and 50% in planned new housing estates. The planning provides a diverse choice of housing that is close to services and activities, promotes resource efficiency and efficient land use, and builds on the character of our neighbourhoods and communities. The integration of land use and access planning, social planning, and community and cultural development strategies will ensure more sustainable, healthy and inclusive communities in Penrith. In response to Council's strategic approach, the Penrith housing market has diversified in recent years, with stronger growth in multi-unit developments in existing areas.

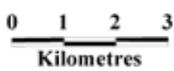
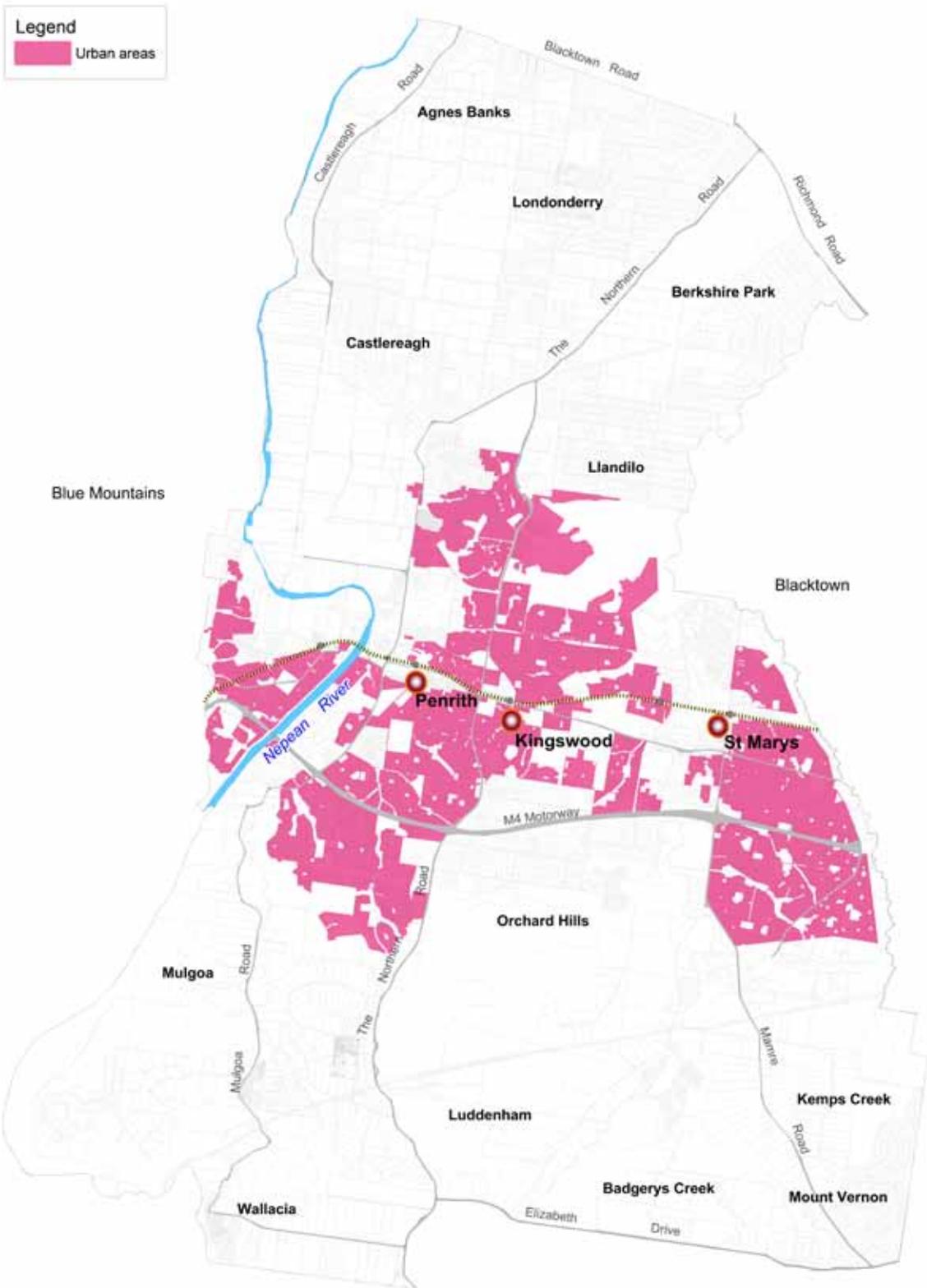
Policy response

Plan for housing that meets community needs with regard to supply, choice, design quality, sustainability and affordability.

Goals

H1	Protection of the City's agreed urban and rural boundaries.
H2	An additional 25,000 dwellings between 2006 and 2031.
H3	A choice of housing that responds to a diverse community and changing household structures.
H4	Housing design is of a high standard and enhances the character of the City.
H5	Design is appropriate for our climate.
H6	Medium and high density residential development located in and adjacent to the City's centres.
H7	Housing that maximises resource efficiency and minimises greenhouse gas emissions.
H8	Housing that is adaptable and accessible and will accommodate people of all ages and abilities, recognising that their needs change over time.
H9	Affordable housing through partnerships and Government initiatives.





HOUSING
CITY STRATEGY



Council's role

Council's roles in the provision of housing in the City are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to improve transport, services, facilities and housing opportunities by lobbying agencies and government
Facilitator	<ul style="list-style-type: none"> encouraging strategic alliances to develop affordable housing
Regulator	<ul style="list-style-type: none"> zoning land for a range of residential and urban land uses, including housing diversity and different housing densities in appropriate locations reinforcing Penrith's sense of identity and character through relevant planning controls requiring housing to be sustainable, accessible and adaptable through planning controls.

The ongoing service activities needed to implement Council's policy response and goals on housing are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans.	City Planning
Plan for and facilitate delivery of release areas and urban renewal in the City.	City Planning
Develop effective responses to the social impacts of growth, redevelopment and change.	Community & Cultural Development
Build on our partnerships and alliances to achieve shared aspirations for the City's future.	Regional Planning & Advocacy
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Facilitate quality development to contribute to a growing regional City.	Development Applications
Manage neighbourhood facilities using adopted management practice.	Neighbourhood Facilities Management
Utilise Council's property portfolio to stimulate growth and development opportunities in the City.	Property Development & Management
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance
Implement a coordinated program of community engagement activities.	Sustainability Planning
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety





2 JOBS AND ECONOMY

Setting the scene

The role of Penrith as a Regional City (proclaimed a City in 1959) and St Marys' position as an industrial centre were planned at the end of the Second World War and outlined in the *County of Cumberland Scheme* of 1950, and then further redefined in the *Sydney Region Outline Plan* of 1968. The draft *Metropolitan Plan for Sydney to 2031* confirms Penrith's Regional City role, and also recognises Kingswood as an emerging 'specialised centre' for health and education.

Historically, Penrith's workforce has enjoyed high employment levels. In 1971 Penrith had a population of 61,000 and around four people per household. There were 86 jobs for every 100 workers. Then decades of 'dormitory suburb' housing developments in the 1980s and 1990s brought in additional residents and workers but few jobs. In the 1990s the population was 150,000, but there were fewer than 40 jobs for every 100 workers in Penrith's workforce.

Where are we now?

To counter this trend, Council introduced a policy requiring the developers of new housing areas to generate permanent jobs equivalent to the estimated number of new residents who would be part of the workforce. This successful initiative means that 10 years on (2006 census), the 'self sufficiency' ratio had increased to 63 jobs for every 100 Penrith residents in the workforce.

As our population has been growing faster than the number of jobs available in the region, residents have to travel longer distances to find work, resulting in increasing travel costs and time away from family. Of Penrith's 83,465 employed local residents, 30,793 work in Penrith and 52,672 travel outside of the City each day to work. Our residents want to work closer to home, reduce their travel time and have opportunities to participate more in their local communities.

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While Penrith has significant manufacturing, agricultural, educational, tourism and recreation sectors, the majority of skilled jobs in the subregion are going to people who live outside Penrith. The City's residents are over-represented in lower and middle skilled occupations, particularly in clerical, service and retail occupations. The local economic landscape is dominated by small and medium sized businesses, which generally employ less than 10 people. Employment in finance, insurance, property, health and wellbeing and business sectors, despite the recent growth in employment in these areas, is significantly under-represented in both Penrith and Greater Western Sydney (compared with metropolitan Sydney).

Providing access to appropriate training and education opportunities can contribute significantly to increasing employment prospects. Although the City has a lower proportion of residents attending university (tertiary level education) compared to the region generally, there has been a slow increase. In 2006 a total of 4,010 Penrith residents attended university, with the number increasing to 5,431 by 2011.

What is our future?

In the future, as a Regional City, Penrith is expected to be a focal point for regional transport, jobs and services. As the principal gateway to Sydney from western NSW, and geographically well-positioned to service both the North West and South West Growth Centres, the City's catchment could extend to more than 900,000 people over the next two decades.

To be a sustainable region, our employment base also needs to diversify so that our current reliance on manufacturing is strengthened by growth in emerging employment sectors. As well as the under-represented finance and business sectors, there are opportunities to encourage and promote growth in industries involved in health and wellbeing, logistics, sustainability, arts/culture and communication, and innovation in manufacturing. The City also has potential as a future agricultural hub,

using new technologies to bring fresh produce to the region, and reinforcing our focus on health and wellbeing.

The City's growing population creates challenges around the generation of employment and economic development opportunities that are relevant to both new residents and to the established community in Penrith. The dispersed nature of employment centres and the distance of employment centres from public transport are critical issues for the City, and the retention of young people with higher level qualifications is another emerging issue.

Council has set a target of an additional 40,000 jobs by 2031. This includes around 18,000 jobs in new housing areas – 11,150 in the Penrith City Centre and St Marys Town Centre, and 8,600 in the Western Sydney Employment Hub. This will bring employment levels back up to 80 jobs for every 100 local resident workers, taking into account the projected population growth over the next 20 years. Council established the Penrith Business Alliance to help achieve its jobs target and is working with government and business.

One of the key strategies to strengthen our economy is to drive innovation across business, education, health, cultural, social and other sectors. Penrith City is one of the first 40 communities across Australia to receive the National Broadband Network (NBN). The increased speeds and capacity of optic fibre technology will change how we work and live.

Council has committed to help grow a digital sector in Penrith's thriving economy. The NBN opportunities will enable our community to explore innovative economic models for new business and diversification models for existing businesses, and will support growth, economic sustainability, social cohesion, new job opportunities and prosperity.

Policy response

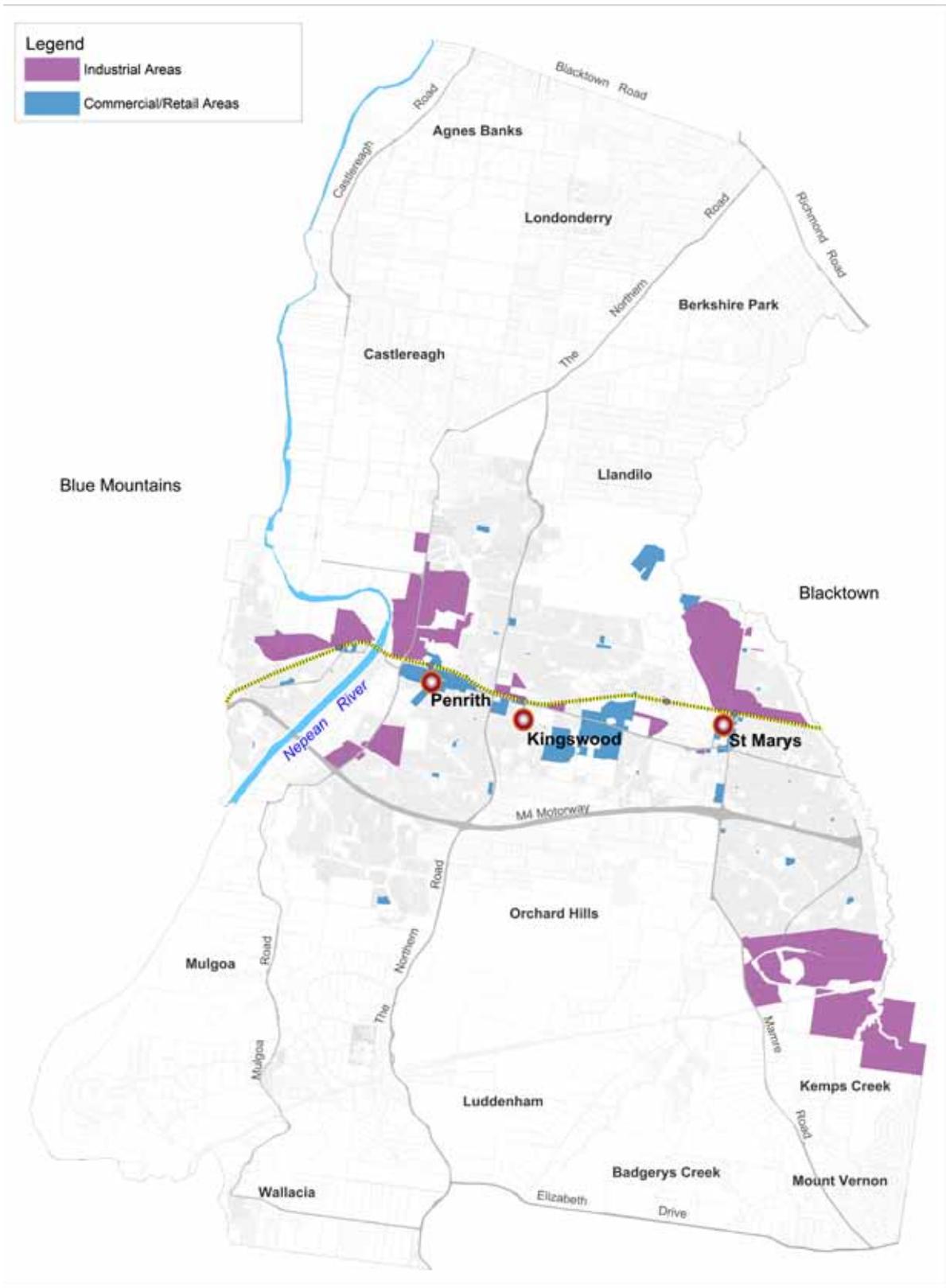
Attract strategic investment, facilitate employment diversity and growth, promote job clusters and encourage local workforce skills and training.

Goals

J1	An additional 40,000 jobs between 2009 and 2031.
J2	Businesses that adapt to emerging needs and opportunities.
J3	A diverse economy that provides a range of employment opportunities.
J4	Infrastructure that improves economic opportunities for existing and new businesses.
J5	Rural and agricultural activities play a key part in the City's economic development.
J6	Growth and investment targets new and emerging employment sectors.
J7	An effective transport network that links the City and the region.
J8	Improved public transport connections to neighbouring growth centres and the Central West, to support Penrith's role as a regional hub servicing these areas.
J9	Employment land uses are planned to integrate with the existing and proposed transport network, and reduce dependence on long-distance road transport.



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JOBS AND ECONOMY
CITY STRATEGY



PENRITH
CITY COUNCIL

Council's role

Council's roles in the provision of jobs and economic growth in the City are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to improve the transport network and employment opportunities by lobbying agencies and government
Facilitator	<ul style="list-style-type: none"> encouraging employment generating opportunities, including niche development, under-represented sectors and home-based businesses
Regulator	<ul style="list-style-type: none"> zoning land for a range of employment, industrial, commercial and retail land uses in appropriate locations requiring industrial, commercial and retail development to be more sustainable through planning controls.

Creating a significant number of new jobs in the City is a major undertaking. To ensure there is a strong focus on this work, Council established and funds the Penrith Business Alliance (PBA) to facilitate growth in the City's jobs. The PBA works closely with other partners, including the University of Western Sydney (UWS), the Western Sydney Institute of TAFE (WSI-TAFE), the Penrith City and District Business Advisory Centre (BEC), the Penrith Valley Chamber of Commerce, and the new Penrith and St Marys management corporations.

The ongoing service activities needed to implement Council's policy response and goals on jobs and economy are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Market the City through campaigns that build on its strengths and identity.	Marketing
Utilise Council's property portfolio to stimulate growth and development opportunities in the City.	Property Development & Management
Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans.	City Planning
Support the revitalisation of Penrith City Centre and St Marys Town Centre, and other key identified places within the City.	Place Management
Build on our partnerships and alliances to achieve shared aspirations for the City's future.	City Partnerships / Regional Planning & Advocacy
Facilitate quality development to contribute to a growing regional City.	Development Applications
Improve levels of public safety and amenity across the City through quality public space maintenance plans.	Public Domain Maintenance
Implement a coordinated program of community engagement activities.	Sustainability Planning
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety

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3 TRANSPORT AND ACCESS

Setting the scene and where are we now?

The most widely used form of transport between Penrith and Sydney has generally been road based, with a single road in the 1800s initially linking Sydney with the central west, across the Blue Mountains.

Roads still support most of the region's journeys. This is primarily because the City is not served by an effective public transport network, with both bus and train services operating at inadequate frequencies. The past three decades of urban development have grown out from the City's main centres, isolated from public transport and therefore reliant on cars. Of Penrith's workforce, 30,000 work in the City and another 36,000 work elsewhere in the region. They rely on cross-City and cross-regional travel to access their jobs, which is not provided by the existing public transport network.

The efficient movement of freight is a significant contributor to a strong economy. Currently, freight and passenger trains compete for existing rail capacity, and both are therefore constrained. Not only is expansion of the current railway network needed, but future rail corridors connecting Penrith to the north and south, must be preserved before the opportunity is lost.

Active transport (walking and cycling) is slowly becoming more popular to get to school or work, and as a leisure activity. The floodplains of the Nepean River and the City's major creek systems (Ropes Creek and South Creek) provide great accessibility for walking and cycling. The significant distances between our rural lands, our suburbs and the City's centres, however, have discouraged a greater level of interest in cycling across the City. Penrith's climate can also be a deterrent, particularly in summer.

Penrith is fortunate to be well-served by GREAT Community Transport, a government funded provider that caters for flexible, special care transport for the frail aged, people with disabilities and their carers, in the Blue Mountains and Penrith areas.

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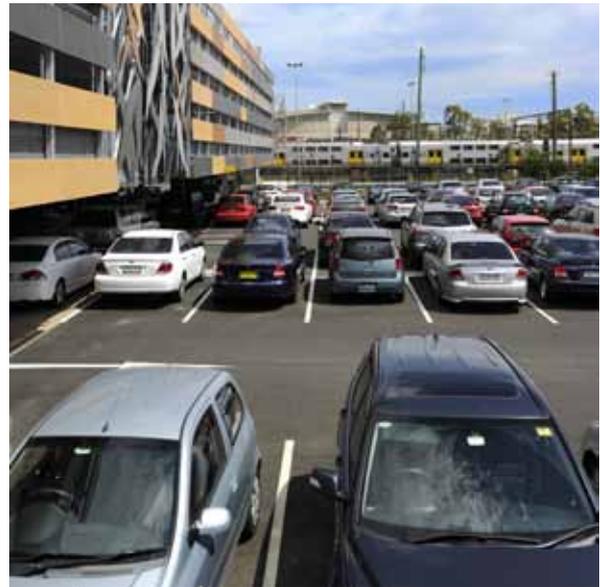
Places

What is our future?

In the future, alternative transport energy options including 'new' technologies such as electric, fuel cell and hydrogen based systems will need to be considered, as the price of petroleum derived fuels increases and availability decreases. Natural gas is relatively clean and abundant in Australia, however ethanol derived from grain may conflict with food production.

A topic of debate for several decades has been a second airport for Sydney. Sydney's future airport and aviation capacity has very significant impacts on Sydney's future transport infrastructure and service requirements. It particularly affects the planning for Penrith and Western Sydney, and needs to be resolved. Similarly, a well-planned future high speed rail system has the potential to deliver synergies and efficiency gains in Sydney's urban rail system. It will stimulate regional economic and population growth. The future role of high speed rail in Sydney and along Australia's east coast needs to be determined, and both issues should be addressed in the state government's Long Term Transport Plan.

3.1 Public transport



Building the western railway was a massive public works exercise, with the line to St Marys completed on 1 May 1862, and Penrith Station opening on 18 January 1863. There were three trains from Sydney to Penrith every day except Sunday, with the journey taking about two hours.

The railway line was upgraded in the 1900s, including construction of the iron-trussed bridge across the Nepean River (built between 1904 and 1907). In 1955, the centenary year of the railways, the first electric train arrived at Penrith station.

Despite the railway, the City's public transport network is not effective, with only 28% of the City's urban areas within 400 metres of a bus stop (in 2007), and poor frequency of both bus and train services. The City's rural and rural-residential areas are even more isolated in terms of public transport options. The public transport needs of our existing residents are based on the inequities of past decades.

Penrith has 32 bus and rail interchange routes. Bus services currently operate for local trips and as feeder services for rail travel, with longer trips generally relying on rail services. The current level of bus service coverage and frequency is not attractive to potential customers and has led to a lack of patronage and a reliance on private cars and taxis. The current capacity of the western rail line services at peak periods also requires improvement.

Additionally, the effectiveness of rail services to Penrith is limited by the current two-track operation. There is a need for better public transport infrastructure to connect the new release areas with the City's centres, where most of the regional amenities and services are located. At a regional level there is a lack of public transport to the north east and south east of Penrith, where many of our residents now work and the growth centres for Sydney are proposed. Generally, the quality of interchanges also needs to be improved to contribute to increased patronage.

As a Regional City, Penrith will be a focal point for regional transport for a catchment that currently exceeds 500,000 people. This role needs to be supported by an effective network of public transport that provides an integration of local and regional bus and rail connections, and shared pathways. The *NSW Long Term Transport Master Plan 2012* proposes more reliable corridor connections from new Growth Centre areas into Penrith. The plan provides for upgrades to the Penrith interchange and makes commitments towards the delivery of the Nepean River Green Bridge. The North West Rail Link, when built, will provide direct benefit to the Western Line by reducing congestion and overcrowding on trains. Corridor protection for the outer Sydney Orbital in the medium to long term will provide for improved public transport linkages.

As public transport services are neither provided nor controlled by local government, Council can advocate to inform and influence the NSW Government's public transport planning for the City. In its own planning for future growth, Council will ensure that additional urban development is located near the existing public transport network.

Council will continue to advocate for fast, frequent and direct services that connect the City, through the increased capacity of train and bus networks. In particular, the state government needs to provide specific solutions for the capacity constraints currently impacting Sydney's heavy rail network, including the capacity limitations across Sydney Harbour. The government's

long term transport planning also needs to recognise the significant shift away from journeys traditionally serviced by a 'Sydney centric' radial heavy rail network, and consider providing cross regional rail and other public transport options.

Policy response

Lobby state and federal government to ensure the City has an effective public transport network.

Goals

T1	An efficient and integrated public transport network that links the City and the region.
T2	An efficient and integrated public transport network within the City that meets community travel needs for access to employment, centres, education and recreational facilities.
T3	Improved public transport connections to neighbouring growth centres and the Central West, to support Penrith's role as a regional hub servicing these areas.
T4	Increased capacity on the Main Western Railway to Penrith, to address capacity issues and reduced conflict between passenger and freight movements.
T5	Land uses that are planned to integrate with the existing and proposed transport network, and reduce dependence on motor vehicles.

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3.2 Active transport



The City's urban growth spread out from the two main centres of Penrith and St Marys. The older suburbs had no planned infrastructure such as parks, community halls or footpaths. In the past 30 years, there has been greater emphasis on ensuring new suburbs and communities are supported by schools, neighbourhood centres and parks. In general, however, the newer suburbs are isolated from public transport and very reliant on cars. The City covers 404 square kilometres, and the rural and rural-residential areas that lie to the north and south of our urban areas, are even more limited in terms of active transport options.

In response to these inequities, over the past two decades Council has focused on constructing new footpaths in the older suburbs, particularly to link the local schools, shopping centres and other community facilities. Maintenance has been the emphasis in newer suburbs, where footpaths were generally provided along the main thoroughfares. The City's footpath network is therefore fragmented and does not provide good connections between residential areas, key facilities and services, or centres.

The cycle network was initially defined along the outer edges of local roads, with painted lines to identify the bike lanes. The network is similarly fragmented, and also limited by the varying road widths

through the City. Connectivity of the bikeway network between residential areas and centres, hospitals, education facilities and rail stations is absent. There is also a lack of facilities, such as bike parking and shower or change rooms, at key centres to support cycling as a viable transport option. While newer suburbs on the edges of the urban area now have local cycleways, they are not connected to the City's main centres or other key facilities.

There are now 70 cycle racks, catering for 152 bikes in the City, with 415 kilometres of footpaths and 5 kilometres of new shared pathways. Council's focus through the adopted *Penrith Accessible Trails Hierarchy Strategy* (PATHS) has been on developing an integrated shared pathway network that is accessible for all people, including our older residents and those with diverse abilities.

Policy response

Improve the City's footpaths and shared pathway network.

Goals

- | | |
|-----|--|
| T6 | An integrated shared pathway network that links the City. |
| T7 | Shared pathways across the City link public transport, schools, sporting facilities, community facilities, local centres and recreational areas. |
| T8 | New suburbs are 'walkable', with easy access to village centres and other local facilities. |
| T9 | Cycling and walking are readily available transport choices. |
| T10 | The City's active transport options are accessible and inclusive. |

3.3 Cars, roads and parking



The Western Road from Sydney to the Blue Mountains and beyond was completed in December 1817. It was a toll road, with turnpikes at Parramatta and Eastern Creek. To improve the river crossing, in 1823 a government punt service was initiated. The first bridges were privately constructed in the mid-1850s, but the first successful bridge crossing was completed in 1867 by the government. Penrith, St Marys and subsequent urban development grew along, and then out from, the Western Road, which was proclaimed a main road in 1924 and renamed the Great Western Highway in 1928. The road network across the City still reflects the location of early land grants and early subdivision patterns.

Penrith residents and workers mostly rely on their cars for transport, as their travel needs are not well-supported by the existing public transport system. Car ownership in Penrith is therefore higher than the Sydney average, which is evidenced by 82% of people using a car to access the City's centres (2006). This then impacts on the amount of parking that is needed to support workers, shoppers and businesses. Commuters also exacerbate parking pressures by arriving early and taking up the untimed spaces in the City's centres. Council's approach to 'travel demand management' will, over time,

introduce options such as safe periphery parking supported by a shuttle service.

The road network is extensive, and provides links that effectively connect the City both east-west and north-south. The existing roads also provide more efficient cross-regional connections, although capacity is becoming a challenge. There are high volumes of traffic on state roads and poor connectivity at intersections, leading to road congestion. The attraction of living or working in the City is compromised by work trips being significantly affected by congestion and delays. While this may encourage some people to use public transport instead, many residents do not have that choice as their places of work or where they live are not serviced by public transport.

Council constructs and then maintains local roads through a program of upgrading and improvements that efficiently manages the road through its life cycle. A properly maintained road can last for up to 70 years before needing to be totally reconstructed. Implementation of maintenance programs is based also on the level of use.

Investment in regional road links to and within Penrith has not kept pace with population growth and urban expansion. In many cases, the identified road improvements have not been supported by committed state government funding. They will not meet the travel demands of future employment areas, expansion of the centres, or the City's new suburbs. Consequently, works to address the existing deficiencies in the regional road network across the City, as well as future upgrades, are required to meet the demands of anticipated growth.

Penrith's role as a Regional City is strengthened by the expanding Western Sydney Employment Area along the City's eastern edge. The City is also strategically located between Sydney's two future residential growth areas (the North West and South West Growth Centres). This highlights the need for a better integrated, well-connected and more sustainable road network to cope with future demands, and

supports the proposal for a north-south M9.

Council's target of 40,000 additional jobs in the City will help provide our communities with local employment opportunities, thereby reducing work trips. However the need for well-maintained local roads, together with effective cross-City and cross-regional connections, will remain. Council will continue to responsibly manage the local roads under its control. Council will also advocate for improvements to existing regional and arterial roads, and the protection of strategic corridors for needed future roads. While acknowledging the importance of establishing a sustainable transport system with a focus on public transport priorities, the critical need for a safe, efficient, connected arterial road network cannot be underestimated nor ignored. Priority needs to be given to road infrastructure projects to meet current and future demands.

Policy response

Provide a safe, efficient local road network and implement effective traffic and parking responses.

Goals

T11	A better integrated, well-connected and more sustainable road network in the City and region.
T12	Improved road network efficiency and safety.
T13	Land uses integrate with the existing and proposed transport network, and reduce dependence on motor vehicles.
T14	An integrated and well-managed local road and parking network in the City's key centres.

3.4 Freight



The Western Sydney Employment Area (WSEA) is located south of Erskine Park in Penrith and crosses Ropes Creek into Blacktown. WSEA plays an increasingly important role for transport and logistics industries, as it is located at the junction of the east-west M4 motorway and the north-south M7 motorway. The M7 links the M2 and M5 motorways to form most of the Sydney Orbital Network.

An accessible rail line, however, would increase the opportunities of the City's older industrial areas such as Dunheved Business Park in North St Marys and this Employment Area, together with its planned expansion to the south.

The Main Western Railway runs east-west to link Sydney with the Blue Mountains and the Central West region. Over many years there have been various proposals to provide a north-south railway link which would greatly assist efficient freight movements. Between 1890 and 1904 a railway link between Liverpool and the Mulgoa Valley was investigated. The South Creek Valley plans in the early 1990s proposed a railway line linking the southern and western railway lines – at the time, primarily for transporting coal.

Currently there are around 82 freight train movements along the Main Western Railway line every day. Western Sydney is now also

the most significant road freight transport destination for Sydney. It is expected that this industry will undergo major transformation over time in response to the increasing costs of fossil fuel.

Western Sydney currently contributes 10% of Australia's gross domestic product (GDP). Across NSW, the freight logistics industry contributes over 11% (around \$50 billion) to the State's economy. As efficient freight movements are vital to growing our economy, a transport system that effectively moves both people and freight is needed.

The NSW Government is responsible for developing and managing freight transport infrastructure. It has recognised the need to work closely with the federal government, local government and industry to support efficient freight movement on rail, road and sea. The state government is developing a 25-year NSW *Freight Strategy*, which will be integrated into the NSW *Transport Master Plan*. Some of the key rail projects that are currently underway include the Port Botany Freight Line, the Northern Sydney Freight Corridor and the Southern Sydney Freight Line.

Policy response

Lobby for an efficient, integrated and sustainable freight network (road and rail) that supports Penrith's growth as a Regional City.

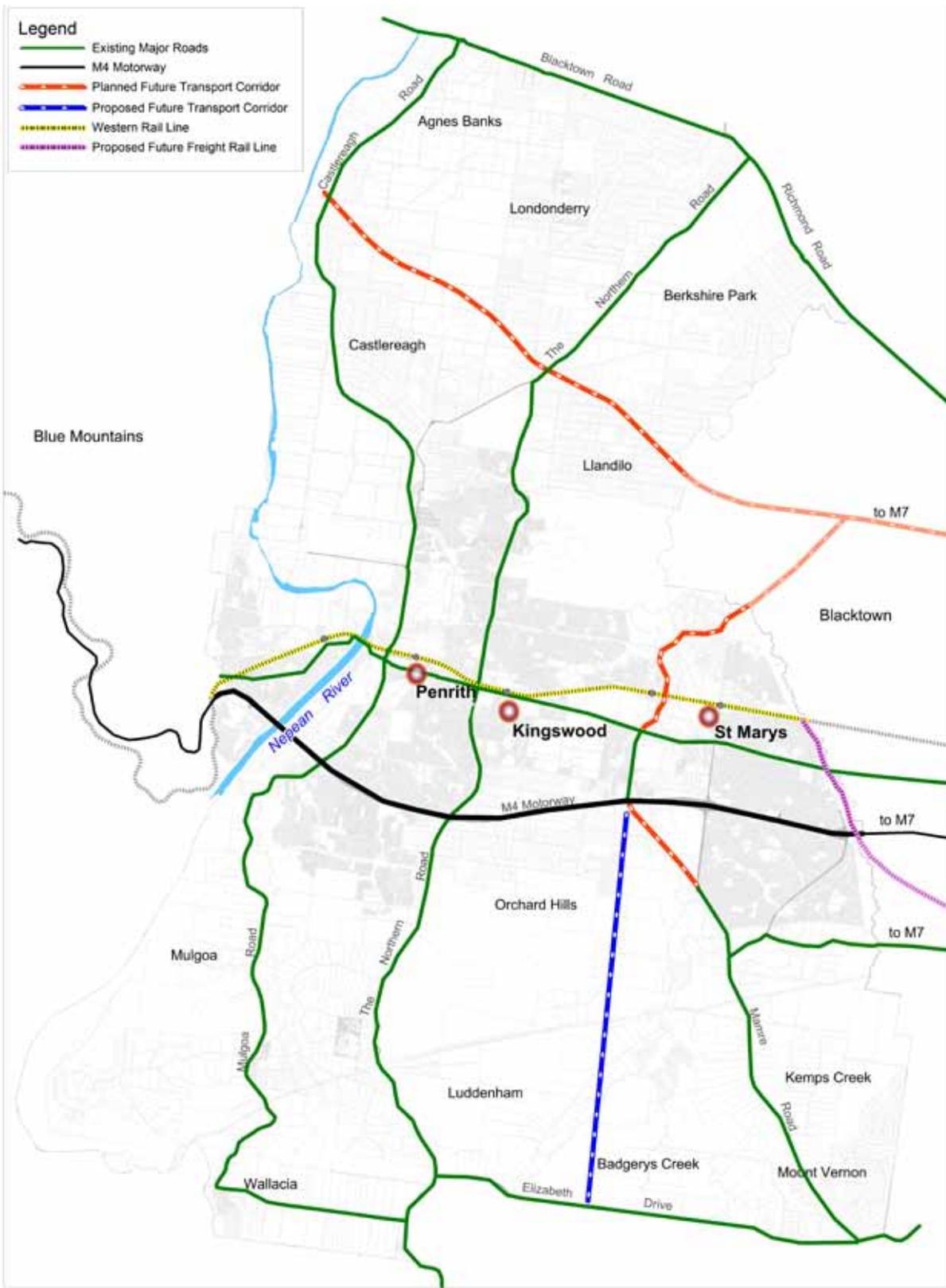
Goals

- T15** Improved road and rail transport connections to the north and south of Penrith, neighbouring growth centres and the Central West, to support Penrith's role as a regional hub servicing these areas.
- T16** Additional freight corridors and capacity to reduce conflict between passenger and freight movement on the Main Western Railway and allow for the provision of express rail services.
- T17** Employment land uses are planned to integrate with the existing and proposed transport network, and reduce dependence on long-distance road transport.



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**TRANSPORT & ACCESS
 CITY STRATEGY**



Council's role

Council's roles in the provision of transport in the City are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to improve passenger and freight transport networks, by lobbying agencies and government
Regulator	<ul style="list-style-type: none"> zoning land for a range of employment, industrial, commercial and retail land uses in appropriate locations
Service Provider	<ul style="list-style-type: none"> constructing and maintaining local roads to improve road network efficiency and safety constructing and maintaining footpaths, cycleways and shared pathways to improve active transport and recreational opportunities

The ongoing service activities needed to implement Council's policy response and goals on transport and access are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Market the City through campaigns that build on its strengths and identity.	Marketing
Utilise Council's property portfolio to stimulate growth and development opportunities in the City.	Property Development & Management
Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans.	City Planning
Support the revitalisation of Penrith City Centre and St Marys Town Centre, and other key identified places within the City.	Place Management
Build on our partnerships and alliances to achieve shared aspirations for the City's future.	Regional Planning & Advocacy
Facilitate quality development to contribute to a growing regional City.	Development Applications
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance
Implement a coordinated program of community engagement activities.	Sustainability Planning
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety
Contribute to the health and wellbeing of the City's community.	Environmental Health
Optimise the efficient use of car parking spaces in the Penrith City Centre.	Regulatory Control
Protect public lands and community facilities, and enforce compliance.	Regulatory Control

In addition, Council's current Advocacy Program focuses on lobbying the state government for the following items:

- **Penrith-Sydney express rail service** – delivery of a new express rail service including additional seating capacity from Penrith to Sydney, and quadruplication of the Main Western Rail line from St Marys to Penrith.
- **Reservation of strategic transport corridors** – commitment and funding to reserve strategic transport corridors to connect the North West and South West Rail links through the Western Sydney Employment Area (WSEA) and the Western Sydney Employment Lands Investigation Area (WSELIA) and also to connect regional centres, the Growth Centres and Penrith to facilitate the future provision of fast mass transit facilities (bus transit ways and light/heavy rail).
- **North South connectivity** - provision for north/south transport services and connectivity within the Penrith regional city area. A growing majority of transport journey demands within our region involve cross regional travel, and not traditional radial based travel centred on Sydney's central business district.
- **Outer Sydney Orbital Road (M9)** – the proposed motorway will provide direct road connection between Sydney's two Growth Centres and Penrith Regional City, and it should be delivered in a timely manner.
- **Werrington Arterial** – delivery of the Werrington Arterial (Stage 1) between the M4 and Great Western Highway; and reservation of the southern strategic transport corridor extension to the Werrington Arterial to connect the WSEA and WSELIA.
- **Penrith Regional City Transport Strategy** – finalise and implement the Penrith Regional City Transport Strategy, with an immediate focus on improved bus services.
- **Reducing car dependency** – as low frequency public transport is purely for the captive market (those without a car) a commitment to deliver frequent public transport is the essential element in reducing car dependency.
- **Real time public transport signage** – introduction of real time signage at all transport interchanges identifying when the next bus (and train) are departing would provide more seamless movements between modes.
- **Metropolitan Parking Policy** – development of a Metropolitan Parking Policy with a focus on providing appropriate commuter parking and associated facilities.
- **Infrastructure improvements of arterial routes** – fund road infrastructure improvements along arterial routes through the City, including the Jane Street extension, Mulgoa Road, The Northern Road, Andrews Road, Dunheved Link Road, and Christie Street.
- **Kingswood Railway Station** – establish Kingswood Station as a primary stop on the Main Western Railway line to support the Nepean Hospital Precinct.
- **Nepean River Green Bridge** - delivery of a new active transport crossing of Nepean River

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4 INFRASTRUCTURE DELIVERY

Setting the scene

The reforms of the early 1840s empowered councils to make orders and by-laws for public works. The Penrith District Council was proclaimed on 24 August 1843, but lasted only for its inaugural meeting. This was due to widespread local resistance to rate levies, a general economic downturn, limited government subsidies and no infrastructure support from the colonial government.

Notwithstanding these early community concerns, there was growing recognition of the role of local councils in providing local infrastructure, and the legislative reforms continued. The *Local Government Act of 1858* vested local councils with powers to rate properties with the primary benefit to the community being the raising of revenue to improve roads and provide some basic services. The *Municipalities Act of 1867* extended the range of services councils were empowered to undertake, and in 1906 allowed for rating the unimproved capital value of land, which increased municipal finances.

St Marys village had a planned public square in the town centre (Victoria Park), together with the church and cemetery reserves of St Mary Magdalene. Penrith, however, grew as a private town without any coordinated planning for reserves for parks, churches and government uses. Despite these constraints Penrith was most dynamic in its provision of services, with the Council chambers completed in 1881, the town centre supplied with a reticulated water supply in 1892, and an electricity supply provided in 1890. In 1895 Penrith Council also founded a volunteer fire brigade, and the Penrith Weir was built in 1909.

Where are we now?

One hundred years later Penrith, together with five other Western Sydney councils, has again absorbed much of Sydney's last 30 years of growth without the support of adequate infrastructure such as public transport and roads, education, hospitals or social services to meet community needs. Years of underinvestment in these essential facilities

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and networks will be further exacerbated by future growth unless there is a concerted focus on delivering the necessary infrastructure now.

Council's analysis indicates that Penrith has an infrastructure backlog of \$1 billion, and will need a further \$3 billion to meet the infrastructure needs of planned future growth. Other challenges include a lack of planning and funding commitment by the state government to infrastructure at the regional level, an over-emphasis on contributions from developers for local infrastructure, limitations established by rate pegging and restrictions on current infrastructure funding options for local government.

What is our future?

Growth councils on the fringes of Australian cities play an integral role in accommodating growth but are significantly disadvantaged in regard to public transport, social infrastructure and services, and employment opportunities. This situation will worsen without significant public funding. Council is a member of the National Growth Areas Alliance (NGAA), a coalition of 24 councils across the nation that

advocates to the Australian Government for needed infrastructure and services.

Research by the NGAA indicates there are significant community benefits from capital investment in the growth areas. Across Australia, the net present value (NPV) of this investment is \$28 billion, commensurate with a benefit cost ratio (BCR) of 1.56 and an internal rate of return (IRR) of 18%. The flow of net benefits is linked with a substantial, upfront investment in infrastructure facilities, with the ongoing benefit streams outweighing the recurrent costs of improved service provision. In this regard, the current political and economic emphasis on continuing surplus budgets and no government debt is inappropriate and economically unsuited to providing inter-generational infrastructure.

In responding to the targets outlined in the *Metropolitan Plan*, Council's priority is to ensure this growth is accompanied by more investment in infrastructure to ensure all the attributes that attract people to Penrith are protected or enhanced, and future growth is supported by good public transport, community facilities and related services.

Policy response

Facilitate the infrastructure necessary to sustain past and planned growth in the City.

Goals

11	Infrastructure is accessible, sustainable and affordable.
12	Well-researched advocacy achieves the delivery of critical regional infrastructure.
13	Social and public infrastructure meets the needs of the community.
14	Infrastructure provision is supported by equitable and sustainable funding options.
15	Timely delivery of needed infrastructure.
16	Critical infrastructure is progressively upgraded to manage effective evacuation in the event of a flood or other natural hazard.
17	Essential resource recovery infrastructure is provided by the state government.

Council's role

Council's roles in the provision of infrastructure in the City are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to redress the infrastructure backlog, and ensure timely delivery of future infrastructure, by lobbying agencies and government
Regulator	<ul style="list-style-type: none"> requiring funding contributions, consistent with state government directions
Service Provider	<ul style="list-style-type: none"> constructing and maintaining community facilities, parks, roads, shared pathways and other Council-provided infrastructure

The ongoing service activities needed to implement Council's policy response and goals on infrastructure are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Provide a strategic framework to manage floodplains and inform land use policy.	Floodplain & Stormwater Management
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans.	City Planning
Maintain a contemporary contributions framework to ensure that all new development is supported by an adequate level of services and facilities.	City Planning
Maintain a Community Safety Plan for the City.	Community Safety
Manage the construction, renewal and maintenance of Council's buildings and facilities.	Building Maintenance & Construction
Manage and maintain Council owned natural areas.	Bushland Management
Manage the development of master plans and designs for Council's assets and public domain.	Design & Project Management
Project manage the delivery of Council's major infrastructure projects.	Design & Project Management
Facilitate quality development to contribute to a growing regional City.	Development Applications
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance
Build on our partnerships and alliances to achieve shared aspirations for the City's future.	Regional Planning & Advocacy
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety

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5 COMMUNITY WELLBEING

Setting the scene

Penrith has a strong cultural heritage which is intertwined with its natural and built heritage. The Cumberland Plain was covered with woodlands that had been used and modified for thousands of years by Aboriginal people. The Plain provided a range of resources for Aboriginal people, with opportunities to occupy sites in close proximity to permanent water and food sources. There are 82 Aboriginal archaeological sites identified in the City. They are generally adjacent to watercourses, and exhibit stone artefact manufacture and/or artefact manufacture, use and repair.

Penrith also has a strong European cultural heritage and is one of the earliest settled areas in Australia. The Penrith region was explored by both river and land and began to be settled by Europeans as early as 1799. The European cultural heritage is entwined with the agricultural heritage of Penrith, with both free settlers and convicts farming the land, as the area was vital to the survival of the early colony of NSW in producing food.

The ethnic background of the European population of the City was initially represented by families whose forebears originated from England, Wales, Scotland and Ireland. Within a generation some 1,699 Europeans were resident in the Nepean region. These people, the first migrants, were predominantly assigned convicts or ex-convicts.

Over the last half of the nineteenth century the resident population increased at a steady pace as land was opened up for farm and town settlement. In 1863 the population was 710 at Penrith, 444 at St Marys, and 107 at Emu Plains. The majority of the population continued to be of Anglo-Irish descent, and as late as 1888 some 42% of the population of NSW had been born in either the United Kingdom or Ireland. This demographic profile persisted up to the end of the Second World War.

Initially post war migration was concerned with refugees and displaced persons

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from war ravaged Europe, but an assisted migration scheme soon followed, with migrants initially settled in camps erected during the wartime emergency. For a short period migrants were housed in the huts of the pyrotechnics section of the munitions factory at St Marys. Assisted migration in some form continued into the 1970s while in the following years Australia also accepted refugees from crises in areas including Cyprus, Vietnam, Lebanon and more recently Sudan, Iraq and Bhutan.

Where are we now?

Penrith City is a Refugee Welcome Zone, which acknowledges the human rights of refugees in our community and demonstrates the compassion of our residents to people who have arrived through an often difficult journey to find a place of safety.

The estimated residential population of Penrith City in 2011 was 184,681 people. Between 2006 and 2011, the population increased by 7,529 people (or 4.2%).

The 2011 census confirms that our population is younger than Sydney generally, with 29% of our population aged under 19 years (compared to Greater Sydney 25.5%). Despite our median age of 34 years being younger than the NSW median of 38 years, consistent with the Australian trend our population is aging. According to the 2011 census 9.6% of our population was aged over 65 (compared to 8.1% in 2006). The largest change in our age structure between 2006 and 2011 was in the age group 60 to 64 which gained 3,015 people.

Penrith has a significant Aboriginal and Torres Strait Islander population which increased considerably between 2006 and 2011 with more than 1,300 additional people recording their Indigenous status at the census. This has brought Penrith's already above average Aboriginal and Torres Strait Islander population to 3% (compared to NSW average of 2.5%). As in other parts of Australia, Aboriginal and Torres Strait Islander people in Penrith generally experience socio-economic disadvantage with poorer outcomes in health, education, employment and housing.

Penrith has a very diverse and multicultural community, with 13% of people in Penrith City coming from countries where English is not the first language. The top five languages other than English spoken at home in Penrith are Arabic, Tagalog, Italian, Maltese and Hindi. The largest non-English speaking country of birth in Penrith City was the Philippines, where 1.7% of the population were born. The top five countries of birth (other than Australia) were the United Kingdom, New Zealand, Philippines, India and Malta. Of these, the largest increases in birthplace countries between 2006 and 2011 were for those born in India (+654 persons) and the Philippines (+468 persons). Overall, about 30% of our population was born overseas (compared to 34% in Greater Sydney).

Penrith City is known as a family oriented area and this is shown in our higher proportion of households made up of couples with children (39% compared with 35% in Greater Sydney). This profile is changing slowly however, with a slight increase in single parent families (+0.3%), couples without children (+0.5%) and lone person households (+0.7%) since the 2006 census.

The attraction of Penrith as an area for families and prospective families is also reflected in the dominance of detached or separate dwellings in our suburbs which make up 80% of our housing stock (compared to 59% in Greater Sydney). The availability of apartments and townhouses in Penrith has been increasing however, with more medium density (+2.8%) and high density (+0.8%) constructed since 2006 and this trend is expected to continue as our new urban areas develop.

Consistent with Penrith as a settled area with a high number of families in separate houses, the 2011 census shows a significant number of residents who own (26%) or are purchasing (42.5%) their own home. 26% of the population were renting (compared to 30.5% in Greater Sydney), a slight increase from 2006.

The average weekly personal income for people aged 15 years and over in Penrith has increased from \$517 in 2006 to \$623

in 2011. The average weekly household income Penrith has increased by \$251 since 2006 to \$1,398 in 2011. Despite these wage increases, when households have to spend more than 30% of their income on mortgage repayments or rent it indicates they are under financial stress. Since the 2006 census, the average weekly rent in Penrith has increased by \$90 to an average of \$300 per week in 2011 and the average monthly mortgage has gone up by \$423 and is now \$1,983 per month. This has resulted in Penrith having about 10% of renters experiencing rental stress, and 13% of home owners experiencing mortgage stress.

The 2011 census shows that 5% of Penrith's labour force was unemployed, which is similar to the rate for Greater Sydney.

The labour force participation rate refers to the proportion of the population over 15 years of age that is employed or actively looking for work. Since 2006, Penrith's labour force participation rate has improved, showing an increase of 4.7% (about 4,100 persons) bringing it up to 66%, which is higher than the Greater Sydney average of 61.7%.

What is our future?

Like most other large local government areas, Penrith is made up of many communities and suburbs. Different groups in our community have unique needs and challenges and our diversity continues to shape our identity and character.

As the population grows there will be an increased demand for a range of social and other support services. With funding for these services from other levels of government contracting, Council will need to continue advocating for a fair share to provide the support required for the residents of Penrith.

5.1 Health



Health is not only a physical condition – it includes a person's mental and social wellbeing which is determined by environmental conditions, social situations and behaviours. Council has a role to play especially concerning the environmental conditions and social situations.

The state and federal governments are responsible for providing health services. Council, however, provides services and facilities that can help improve the physical, social and mental health of our communities, such as parks, footpaths and leisure centres. We advocate for equitable access to health services, and work in partnership with health agencies to promote community health issues and encourage healthy lifestyle choices. Council's facilities and parks are also designed so that they are accessible to everyone, regardless of their health and mobility, in our community.

The health behaviours of Penrith residents differ from the NSW average. People living in Penrith tend to consume less fruit and vegetables than the NSW average, are less likely to spend time exercising and are more likely to smoke. The effects of this are seen in higher rates of lung, kidney and stomach cancer, and high mortality from heart disease. Compared to the NSW average, a greater number of people in Penrith are also overweight or obese and consequently have higher rates of diabetes. A greater number

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are also hospitalised as a result of an injury, or for mental or behavioural issues.

With these behaviours, conditions and diseases in mind there are several challenges that face Penrith communities. Some of these challenges relate to the natural and built environment, and all impact on a person’s wellbeing. Extreme weather events such as higher temperatures, floods, storms and bushfires pose risks ranging from physical injury, poor mental health and death. As the population ages there will also be an increased demand for appropriate housing and local employment, facilities and events that promote recreation, mental wellbeing and connectedness.

Other challenges relate to access to fresh healthy food for all communities. The cost of fresh food is likely to increase as a result of rising fuel prices or drought and other climate events. This is likely to have more impact on those who are at increased risk of poor health outcomes. The location of Penrith on the edge of Sydney means that we have primary producers within our city. The pressures for land as the population increases possibly means a decrease in the number of locally produced fruits and vegetables.

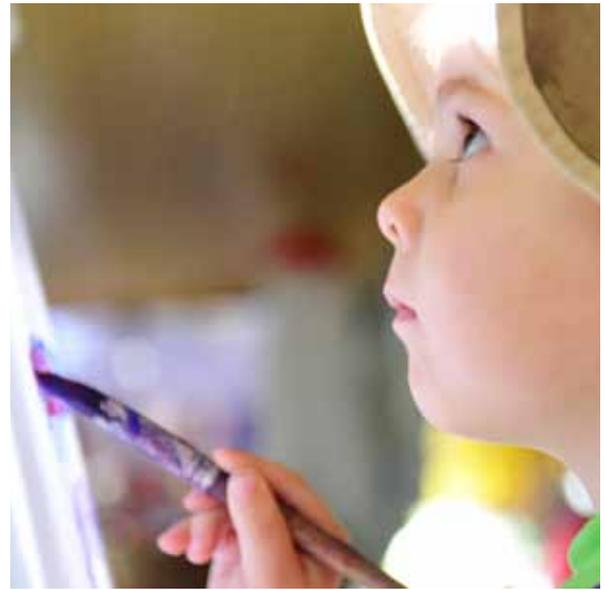
Policy response

Promote and encourage the wellbeing of our communities.

Goals

C1	Active recreation and leisure activities in the City.
C2	Social interaction in the community.
C3	Safe environments.
C4	Access to fresh healthy food.
C5	Shared pathways across the City link public transport, schools, sporting facilities, community facilities, local centres and recreational areas.
C6	Increased community awareness of the impacts of climate change on the region.
C7	Healthy and happy children and families.

5.2 Culture and creativity



Cultural development and creativity are critical to Penrith’s potential as a Regional City by contributing to the City’s economic vitality, social equity and environmental sustainability.

Penrith City’s culture is more than the arts – it is also about the lived experience of the diverse communities of the City including those of different ages and interests. Engagement in cultural activities and programs can focus on what is special about the City and its people and how building on the past and present can contribute to its future.

Creating a successful partnership between the arts, culture and City renewal and growth requires moving beyond a traditional focus. This partnership requires a new focus on how residents experience their City, their sense of place and identity in its diverse and many expressions and how the City speaks to its residents. Place making and public art contributes to a stimulating and active public domain as well as resident connection in local neighbourhoods. This approach to culture and creativity complements the role of the Penrith Performing and Visual Arts Ltd and Council’s major cultural venues – the Joan Sutherland Performing Arts Centre, the Q Theatre, and the Penrith Regional Gallery and The Lewers Bequest.

Policy response

Provide leadership in achieving a vibrant and creative City.

Goals

C8	Our centres are vibrant with a creative edge.
C9	Our neighbourhoods and communities have a sense of place and unique identity.
C10	The St Marys Corner Community and Cultural Precinct is an active and creative community hub.
C11	Our City has iconic places that instil a sense of pride.

5.3 Recreation and leisure



Penrith offers a variety of open space, recreation and cultural facilities. The City provides 328 hectares of parklands, 375 hectares of sporting fields, 199 hectares of community land for drainage and community use, 153 hectares of natural areas and 151 hectares of other land. With these extensive tracts of land and many facilities, however, come responsibility for management and maintenance, and the need for funding to support those services.

Over the years, Penrith's communities have changed their use of recreation and cultural facilities. Some existing facilities are now not used to capacity, and there are demands for new facilities. In reviewing future community needs and the community lands for which Council is responsible, there may be opportunities to rationalise existing under-utilised open space to generate funds for improving existing facilities and the larger parks.

In planning for the next 20 years, Council's research and analysis indicates that demand is increasing for open space that is accessible and meets the needs of the community's different age groups. These inclusive and accessible open space areas are planned in some of the City's District Parks, as larger areas are required for a variety of park facilities including playgrounds, shade, seats, youth facilities, shared pathways, picnic facilities and

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amenities. Council also recently introduced a funded program to gradually replace the City's older playgrounds.

The City's active recreation interests are diverse varying from the traditional sports such as rugby league and netball, rapidly emerging and growing sports such as Oztag, to personal training and the desire for newer concepts such as outdoor fitness equipment and exercise trails. Council's endorsed *Sportsground Management Strategy* identified that there will be a need for Penrith to:

- seek to provide additional capacity, new fields or partnerships with landowners such as schools, or additional space to meet potential participation rates and manage existing demand for sportsgrounds
- provide a hierarchy of sports ground facilities
- respond to newer formats and diversifications of existing sports now reaching the market (eg Oztag and touch football) that are often delivered by private providers or in the alternative season
- plan for team sports provided in a slightly different way than in the past eg small sided games, pay as you play games, shorter matches, competitions based at one location rather than home and away, social sports programs using sports fields
- accommodate other users of grounds eg fitness trainers, schools, casual users and event organisers
- seek major injections of capital to enhance maintenance of playing fields and associated facilities to meet user expectations, maintain facilities to a higher standard to increase carrying capacity, meet increasing infrastructure requirements of sports, comply with increasingly rigorous standards, codes and public expectations, and reach market potential.

The City has two aquatic centres, an indoor sport and recreation facility, and 43 tennis courts. There is a need to invest in the aquatic centres to maintain and upgrade the

facilities, and help reduce Council's subsidy of the venues. Council is implementing Building Code upgrades at St Clair Recreation Centre with opportunities to meet future community needs by introducing additional facilities if funds become available. Council's *Tennis Development and Facility Strategy* was recently endorsed by Council and recommended participation programs need to be developed, a coordinated management structure established, and a suitable site be identified for a Regional Tennis Facility.

The City has sufficient neighbourhood centres, community halls and youth centres, compared to industry benchmarks, to support community and interest groups. There is an opportunity to meet future community needs by introducing additional facilities, such as youth centres, however funding is not yet available. Council is also implementing a funded program to gradually retrofit the City's older neighbourhood centres and community halls, to ensure they meet the needs of our community, together with current accessibility and sustainability requirements. New facilities will be designed to be inclusive, adaptable and sustainable.

Policy response

Provide recreation facilities and programs to support community health and wellbeing.

Goals

- | | |
|------------|---|
| C12 | Sustainably manage recreation facilities and programs. |
| C13 | Advocate community interests regarding sport and recreation venues. |
| C14 | Deliver contemporary infrastructure. |
| C15 | Promote health and wellbeing. |
| C16 | Innovative leisure and recreation provision. |

5.4 Children



Penrith is an area with a comparatively high proportion of children and young people. This is expected to continue over the next 10 years with another wave of new urban areas providing additional housing for families. This trend is already evident from the 2011 census which shows that the number of 0-4 year olds has increased from 12,874 in 2006 to 13,558 in 2011. As a percentage of the total Penrith population the percentage of 0 – 4 year olds has increased from 7.5% to 7.6% over the same period.

Council is a significant provider of early childhood education services and related programs through the Children's Services Cooperative. The Cooperative manages 27 early childhood education centres as well as 15 outside school hours and vacation care services. This section on children focuses on the child friendly city aspects of Council's service responsibilities.

One of the critical trends over the last decades in Penrith has been the increase in one parent families. As of 2011, approximately 21.4% of all children 0-14 years of age live in a one parent household. This figure is significantly higher than the 16.3% for Sydney. Areas with high proportions of single parent families are North St Marys, Werrington, Oxley Park, Kingswood and St Marys.

Diminished access to natural areas for play has been an issue. Increasing restrictions on

access to outdoor environments have the potential to seriously inhibit the development of environmental awareness in children. Many children do not walk to school because of parental concerns about children's safety. More children could be encouraged to ride or actively walk around the City if there safe and connected bike paths. Council's current social planning agenda recognises that access to facilities, services, programs and activities for children and families are important issues to the community, placing emphasis on the geographic distribution of facilities and services and matching local community need. Integrating planning and service delivery responses across the full range of Council functions relating to young people is important.

Council recognises that creating a child friendly City involves a wide range of stakeholders including children and families, community organisations and services, child care providers, schools and all spheres of government – local, state and federal. Council is actively recognising children as change agents for a sustainable Penrith. As much as the movement towards sustainability requires significant behaviour change, engaging children in sustainability related activities and education is an important investment in the long term sustainability of Penrith. Council is also targeting areas for community development activities that have been identified as having greater proportions of children that are developmentally vulnerable, and working with partners to provide low cost or no cost children's activities across the City for children to attend with their families.

Policy response

Our City and neighbourhoods are child friendly.

Goals

C17	Children are engaged in contributing to the strategic directions of the City.
C18	Council's land use, open space and recreation plans provide opportunities for a diversity of children's play.
C19	Children are consulted in the planning of the delivery of infrastructure relevant to their needs.

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5.5 Young people



Penrith has a large youth population with approximately 39,000 young people aged 10-24 years. With an increase of almost 700 in the 0-4 age group between 2006 and 2011, the number of young people living in Penrith is projected to remain steady over the coming years.

Penrith provides a range of services that are aimed at young people, many with a regional focus. There are also a wide range of educational, retail and business outlets that attract young people to Penrith. Therefore while there is a high number of young people living in the City, this number is increased by young people studying and visiting the area.

There is common agreement that youth participation in local government processes and decision making is important in contributing to an inclusive City. Council has made a commitment to involving young people in the planning of the City through tailored engagement and consultation strategies.

Council has a preferred model for consultation with, and the contribution by, young people to the priorities of Council and the future directions of the City. This best practice model was adopted after extensive consultation with young people. This practice guided the development of Council's Youth Action Plan 2010-2013.

Council has consistently been of the view that consultation with and contributions by

young people to decision making processes are most effective on matters of particular and immediate relevance to young people. Thus Council, together with its partners has organised many consultations with young people over the last few years.

After meeting with young people Council identified a number of their key priorities. Feedback was also provided to young people to ensure these priorities were an accurate reflection of the consultation process. These priorities have formed the framework for Council's Youth Action Plan. They are:

- continued consultation with young people on City planning and projects
- expanded cultural experiences and opportunities
- improve communication and promotional strategies on what's on for young people
- improve accessibility of services to young people
- strengthen education, training and employment opportunities
- improve public transport
- address public space issues, and
- improve safety and public amenities.

Council works with local services to best meet the current and future needs of young people living, studying and visiting Penrith City. Council provides a leadership role to assist with the development of partnerships to provide enhanced services for young people.

Council also provides information and referral to the community on youth matters and provides resources relevant to young people and the broader community about the availability of local services.

Policy response

Plan for and contribute to the wellbeing of young people.

Goals

- | | |
|------------|---|
| C20 | Young people participate in and contribute to community life. |
| C21 | Young people are involved in decision making. |
| C22 | Young people have access to the services they need. |

5.6 Older people



While the proportion of older people within the City is currently below the NSW average, by 2021 the number of Penrith residents aged over 65 will nearly double to over 24,000 people. This rapid ageing can be attributed to a number of factors, including the large number of baby boomers who settled in the newer suburbs through the 1970s and 1980s, and the departure of younger people who are establishing new households elsewhere. Declining fertility, along with people living longer are also important factors. Demand for aged care services will rise considerably over the next three decades as numbers of frail aged people increase.

In the short term Penrith does not face an unmanageable challenge in regards to population ageing. Nevertheless, there is a clear requirement for effective long term planning. Challenges for Council will include meeting the diverse expectations of older people, responding to increasing demands for appropriate services and facilities to support older people to remain healthy, active and independent, planning for a greater diversity of housing options to accommodate older people, and updating infrastructure so it is suitable for an ageing population. It is important that Council respond to this emerging challenge by recognising older people as an increasingly diverse group and that being an older

person may also span a period of 30 years or more and involve passing through several different stages of ageing.

Future demand will relate to supporting the delivery of aged care and support services, meeting the needs of people from different cultural backgrounds, supporting carers of older people and establishing new residential aged care facilities. It is preferable that such facilities are well-located in terms of access to public transport, shops and medical services.

Council identifies emerging issues for older people, advocates for the Penrith area and provides leadership and support to service providers and service users throughout Penrith. Council has been supportive of a number of community aged care services through the provision of subsidised office accommodation in its Community Connections building and in other facilities. Council is currently working with the NSW Government to improve the planning and funding of aged care services in Penrith, is supporting and linking state level initiatives for integrated planning and monitoring of services, and has an advocacy role in relation to the funding of enhanced services for older people in Penrith.

Policy response

Plan for and contribute to the wellbeing of older people.

Goals

- C23** Older people participate in and contribute to community life.
- C24** Older people have access to health care, support services and a range of housing options.
- C25** Local communities support active ageing.

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5.7 Women



The female population of Penrith is substantially younger than the NSW average. Approximately one in three women (28% in 2011) living in Penrith is aged 19 years or under. Delivering services to women has been challenging in recent years, with a regionalisation of services resulting in a loss of local access, loss of funding, restricted lobbying and advocacy activities (a condition of some funding agreements), poor coordination between some services and lack of security of tenancy by some services catering to women's needs. Women have also reported a lower sense of engagement with the community and limited case management when accessing more than one service.

The need for affordable and suitable accommodation options for women has been identified as an issue of high importance, given the lack of affordable and suitable housing for women in different life stages and circumstances. Evidence from local refuges indicates a shortage of emergency and medium term accommodation for women and children escaping domestic violence in Penrith.

Since 2001 Penrith City has seen the emergence of new migrant communities from refugee backgrounds, which often require affordable accommodation and additional community support. Often poor access to private transport restricts access to

services and reduces the ability to engage with the community and participate in activities. Advocating for women's rights, helping enable or support the development of affordable and suitable accommodation options for women in crisis, and improving public transport will enhance social inclusion for women and deliver greater equity. Council also recognises that affordability, rather than the provision of services alone, is a critical enabler for women's participation and social inclusion.

Council has identified the need to increase advocacy for women's rights in the community, and address a range of needs affecting women in Penrith. Council's aim is to identify and advocate responses which meet the needs of the diversity of local women consistent with social justice principles. Council is committed to providing women with better opportunities for genuine participation and consultation about decisions affecting their lives, and to promoting fairness in the distribution of resources, particularly for those women most in need. Council will work to enable women to have fairer access to the services required to meet their needs and improve their quality of life.

Policy response

Contribute to and promote the wellbeing of women.

Goals

- C26** A viable and dynamic women's services sector that advocates for women's rights.
- C27** Vulnerable women have access to the services they need.
- C28** Women live free from violence.

5.8 Men



The male population of Penrith City in 2011 comprised just under half (49.4%) of the population. Research shows that men can face barriers to accessing services. These barriers may be a consequence of the way services are delivered, for example, a lack of 'after hours' service or a service environment that men find unwelcoming. Men from particular social groups can also face problems in accessing services due to language, cultural differences, sexuality or economic disadvantage.

Council has identified four major gaps in services to men in Penrith City, including the need for more gathering spaces for men, and the need for accommodation/ housing for men at risk including some Aboriginal men and men following a relationship breakdown. Other needs include preventative health services which are accessible to working men and the need for longer term support services for men at risk, such as ongoing case management.

Affordable counselling has also been identified as a gap, with services being hard to access and some men choosing to avoid services that look like charities or for people in extreme crisis. Men at risk (including homeless men), separated fathers, refugee men and some Aboriginal men need additional services and support. Men with a disability and men of diverse

sexualities would particularly benefit from existing services becoming more men friendly.

Council has a commitment to gender equity in service provision. It recognises that each gender has unique needs and challenges, and that different approaches are required to make services accessible to both men and women. The main opportunities for improving the equity and inclusion of men will relate to addressing known gaps. These include efforts to promote available services more effectively to men, facilitate designated gathering spaces for men, support or enable the development of accommodation/ housing for men at risk and provide preventative health and support services for men at risk.

Policy response

Contribute to and promote the wellbeing of men.

Goals

C29

Services and programs in the community are 'men friendly'.

C30

Men are informed about positive health behaviours and the services and programs that can provide support.

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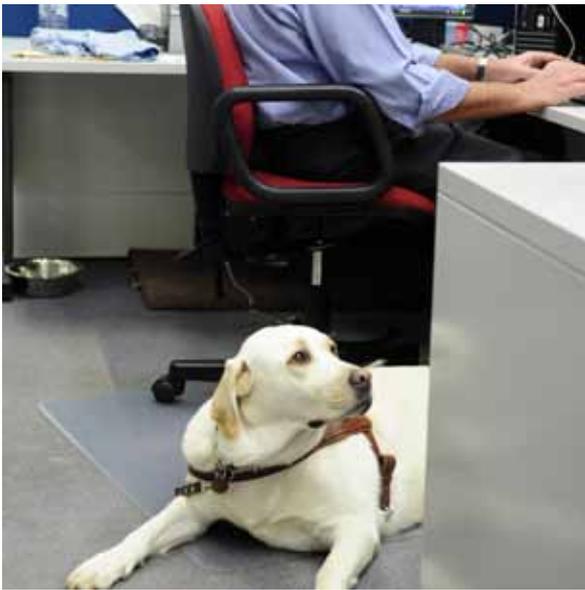
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5.9 People with disability



The proportion of residents living in Penrith with a disability is likely to increase as the population ages. Disability is complex and can affect babies, children, young people as well as older people. Most disabilities are with a person for life. People can be born with a disability or may develop a disability later because of an illness or accident. People with disability have the same rights to access and participation as other people in the community.

In Penrith City the number of residents aged over 65 is forecast to rise from 14,044 in 2006 to 31,170 by 2031. As older people become less mobile and less connected to family and friends, the risk of isolation and exclusion grows. This will confront Penrith with the same challenges as the rest of Australia in providing adequate services for an ageing population, and within that, an increasing proportion of individuals with a disability. Maintaining contact with their local community is a very important part of healthy ageing.

For the younger population the challenge is providing appropriate and adequate education, health, acute and ancillary care services for those with a disability and their carers as well as employment, cultural and recreation opportunities.

People with disability are a significant and often disadvantaged population group

in need of particular services provided by local and other levels of government. Both the 2006 and 2011 census collected information about each respondent's 'need for assistance' with either 'self-care', 'body movement' or 'communication' activities. In 2011, 7,669 people or 4.3% of the population in Penrith City report needing help in their day-to-day lives due to disability.

Current challenges for Council include the impact of limited transport options and the provision of accessible services and facilities for people living with disability. Access to information also needs to be improved, ranging from website access through to standardised and clearer signage.

Council's leadership is critically important in providing and advocating for increased opportunities for participation in community life by people with disability. Together with community partners and other levels of government, Council aims to ensure that the rights of people with disability are recognised, and that they and their carers have access to appropriate services. The introduction of a person-centred approach to service delivery and the proposed *National Disability Insurance Scheme (NDIS)* will result in more tailored and additional services to respond to the needs of people with disability over their life course.

Policy response

Provide leadership in achieving an inclusive and accessible City.

Goals

- | | |
|------------|---|
| C31 | People with disability participate in and contribute to community life. |
| C32 | The City's infrastructure is accessible and inclusive. |
| C33 | People with disability have access to the services and information they need. |

5.10 Aboriginal and Torres Strait Islander people



The Aboriginal and Torres Strait Islander population of Penrith increased considerably between 2006 and 2011 with more than 1,300 additional residents indicating they identified as being an Aboriginal or Torres Strait Islander person. In 2011 there were 5,386 Aboriginal and Torres Strait Islander residents living in Penrith or 3% of the City's total population. This percentage is higher than the NSW average of 2.5%.

In 2011 Penrith City had the third highest number of Aboriginal and Torres Strait Islander residents in NSW – only the Blacktown and Lake Macquarie council areas have a higher number.

The median age for Aboriginal and Torres Strait Islander people in Penrith City is 21 years compared to the median age for all residents of 34 years. This difference is in part explained by the poor health outcomes experienced by Aboriginal and Torres Strait Islander older people, with men having a life expectancy of 67 years which is 11.5 years less compared to all other males, and for women 73 years which is 9.7 years less compared to all other females. In addition Aboriginal families generally have more children. The average household size for Aboriginal and Torres Strait Islander residents is 3.3 persons.

Council adopted its Statement of

Recognition of Aboriginal and Torres Strait Islander Cultural Heritage in 2006 (reconfirmed in 2007). The Statement is provided on the first page of this *City Strategy*. This Statement of Recognition has as its foundation the principle of Aboriginal self-determination. Council's engagement with Aboriginal and Torres Strait Islander people focuses on partnership initiatives that respond to the concerns and needs of Aboriginal and Torres Strait Islander people as well as the aspiration for self-determination, and economic, political and social justice.

Council has many services that provide opportunities for Aboriginal and Torres Strait Islander residents to participate in and contribute to community life. These services include early childhood education programs, youth initiatives and cultural programs. Council has also assisted in removing dumped waste from Deerubbin Local Aboriginal Land Council land. The existing partnerships between Council and Aboriginal community controlled organisations provide a strong platform for engagement with Aboriginal and Torres Strait Islander residents and the delivery of Council and other services, including services delivered by government and community organisations.

Policy response

Liaise with Aboriginal partner organisations and residents to develop initiatives that contribute to community strength.

Goals

- C34** Aboriginal organisations contribute to the City's directions.
- C35** The wellbeing of Aboriginal and Torres Strait Islander residents is improved.

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5.11 Culturally and linguistically diverse people



According to the 2011 census residents born overseas comprise 21% of our total population (compared to Sydney with 34%) with 14.6% of our population speaking a language other than English at home (Sydney 32.5%). The top 10 non-English languages spoken by residents at home in Penrith City are Arabic, Filipino (Tagalog), Italian, Maltese, Hindi, Spanish, Greek, Croatian and Cantonese/Mandarin, and Punjabi. This diversity of culture and language groups needs to be considered when planning service provision in the City.

Communities are strengthened through the availability of accessible, culturally appropriate and inclusive services and opportunities to participate in community life. It is therefore vital that Council provide leadership in enhancing access and equity outcomes that support a cohesive community.

Council has made a commitment to working proactively to develop an inclusive community with opportunities for all residents. In June 2008 Council signed the declaration to be a Refugee Welcome Zone, which acknowledges the human rights of refugees in our community and demonstrates the compassion of our residents to people who have arrived through an often difficult journey to find a place of safety. This declaration

affirms Council's commitment to support the settlement of refugee communities and culturally and linguistically diverse communities (CALD) in Penrith City. Over the last 10 years we have refugees settling in Penrith City from Southern Sudan, Bhutan, Afghanistan, Iraq, Iran and Sri Lanka, although in smaller numbers than in some other Western Sydney councils.

Council recognises that the CALD community have unique strengths, issues and needs within our community and Council works to engage with these residents to support inclusive decision making.

Council undertakes research and develops partnerships with community organisations and other levels of government to assist with planning and developing strategies to meet the needs of the City's culturally and linguistically diverse communities.

Policy response

Promote the strengths of cultural diversity and contribute to the wellbeing of culturally and linguistically people.

Goals

- | | |
|------------|---|
| C36 | The strengths of cultural diversity are recognised. |
| C37 | Culturally and linguistically diverse people have access to the services they need. |
| C38 | Refugees are welcome and supported in our community. |

5.12 Homelessness



Homelessness is a complex social issue that can be caused by a broad range of factors including the affordability of accommodation, domestic violence and mental illness as well as other traumatic life circumstances. The widely accepted cultural definition of homelessness includes people who do not have access to stable and conventional accommodation. People moving between temporary forms of shelter or refuges and people living in accommodation of a poor standard without security of tenure are also considered within this definition of homelessness.

A state of homelessness may be short term and caused by a crisis, or longer term where a person may experience multiple health or other problems that cause that individual to adapt to a life of homelessness. Homelessness can also be ongoing when a person moves through different forms of insecure accommodation and is unable to access secure stable accommodation.

The 2006 census data for NSW on Homeless Persons in *Counting the Homeless 2006*: New South Wales presents a bleak perspective on homelessness in Penrith and the broader Nepean area. According to the above report, there were 925 homeless people within the Penrith and Blue Mountains areas on census night.

Council is committed to addressing regional

homelessness and is a signatory member to the Nepean Blacktown Regional Taskforce on Homelessness. The Nepean Blacktown Regional Taskforce on Homelessness provides a forum for federal, state and local government (Penrith, Blue Mountains, Hawkesbury and Blacktown Councils), the community sector and corporate sector to develop and implement a *Regional Action Plan* with the goal to solve, rather than manage homelessness.

Council's adopted *Protocol for Service Delivery to People Experiencing Homelessness* ensures that Council staff are supported in responding to and working with homeless people through an agreed process for customer service delivery. The Protocol clarifies staff roles, responsibilities and obligations that result in a high quality and responsive service to homeless people and maintains a safe environment for the whole community.

Council recognises that homelessness impacts upon a person's ability to enjoy basic rights and freedoms. The *Protocol* has been developed within a human rights framework to ensure that people who are homeless in public places are treated appropriately and that their rights are respected.

Policy response

Advocate for and contribute to the wellbeing of people who are homeless.

Goals

- C39** People experiencing homelessness have access to the accommodation and services they need.
- C40** People experiencing homelessness are supported and treated with respect in our community.

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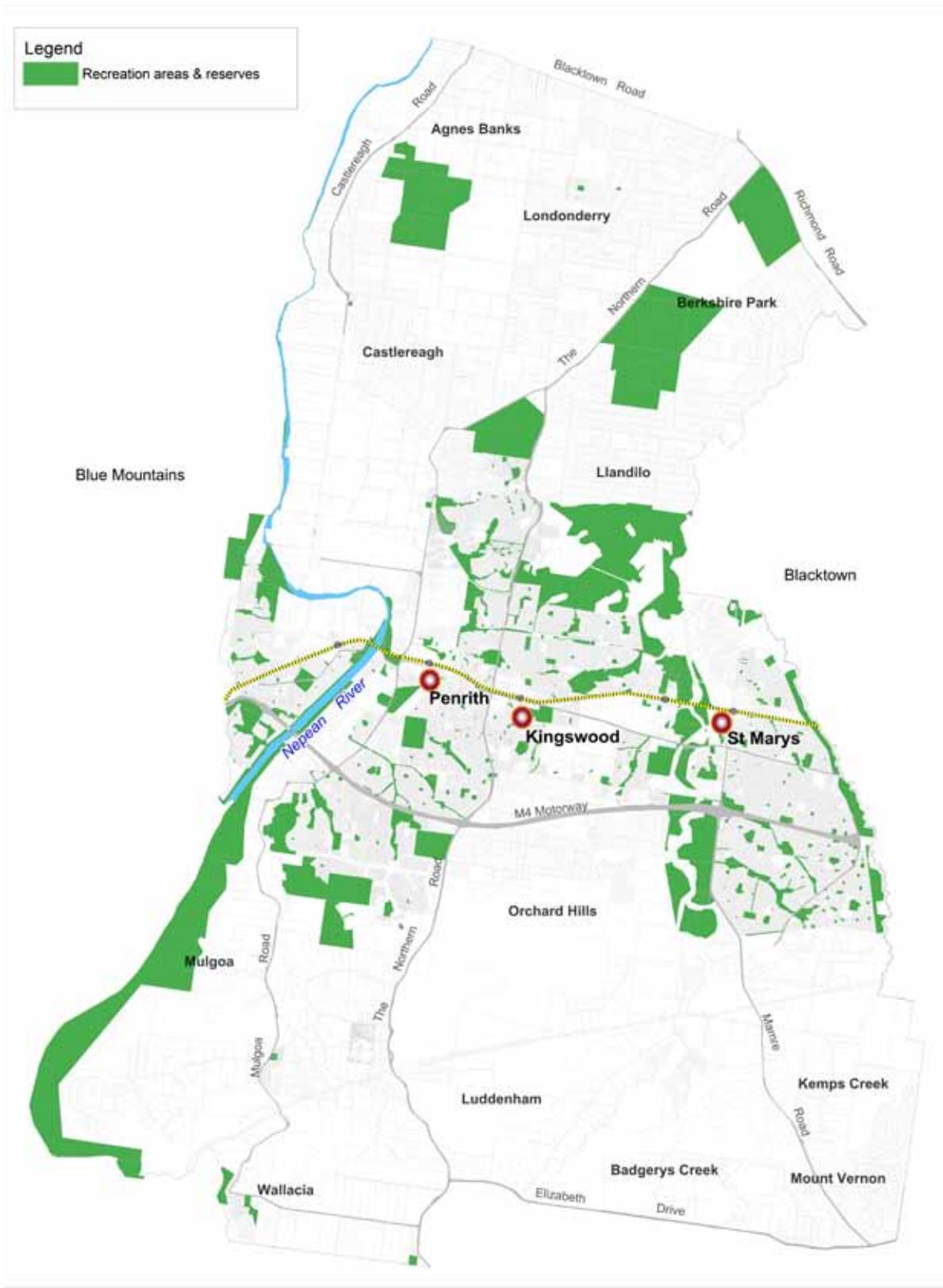
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RECREATION & LEISURE
CITY STRATEGY

 **PENRITH**
CITY COUNCIL

Council's role

Council's roles in community wellbeing in the City are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to improve equity in service delivery by lobbying government
Custodian	<ul style="list-style-type: none"> caring for the City's people and places, and fostering the community's shared aspirations for Penrith's future
Facilitator	<ul style="list-style-type: none"> encouraging strategic alliances to help build community resilience and wellbeing
Service Provider	<ul style="list-style-type: none"> implementing programs that help to build community resilience and wellbeing

The ongoing service activities needed to implement Council's policy response and goals on community wellbeing are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Develop effective responses to the social impacts of growth, redevelopment and change.	Community & Cultural Development
Implement projects and activities to enhance the cultural vitality of the City.	Community & Cultural Development
Engage with a broad range of community partners, including other levels of government, to foster community strengths and build community capacity.	Community & Cultural Development
Facilitate community involvement in bushland management.	Bushland Management
Deliver high quality children's services.	Children's Services
Manage and maintain the City's sports grounds, parks and open space.	City Parks
Engage the community in priority identified established areas of the City.	Place Management
Facilitate and resource community service networks to support social cohesion.	Community & Cultural Development
Maintain a Community Safety Plan for the City.	Community Safety
Provide designs and plans for Council's parks, buildings, roads, and drains.	Design & Project Management
Facilitate quality development to contribute to a growing regional City.	Development Applications
Contribute to the health and wellbeing of the City's community.	Environmental Health
Contribute to the protection and enhancement of the City's natural environment.	Environmental Health
Deliver quality library services that respond to the community's information and leisure needs.	Libraries
Conduct and support a program of events.	Marketing
Manage neighbourhood facilities using adopted management practice.	Neighbourhood Facilities Management
Utilise Council's property portfolio to stimulate growth and development opportunities in the City.	Property Development & Management
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance

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Service Activities	Service
Manage sport and recreation facilities, programs and services. Provide and maintain sport and recreation facilities that meet community needs.	Recreation & Leisure Facilities Management Recreation & Leisure Facilities Management
Build on our partnerships and alliances to achieve shared aspirations for the City's future. Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy Regional Planning & Advocacy
Implement a coordinated program of community engagement activities.	Sustainability Planning
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety





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6 ENVIRONMENT

Setting the scene

Penrith has a rich natural heritage that supports a diversity of natural environments and biodiversity. Penrith's natural heritage is characterised by rural undulating hills at the western edge of the Cumberland Plain at the foot of the eastern escarpment of the Blue Mountains.

The Cumberland Plain stretches between Parramatta and the Nepean River. Although the driest part of Sydney, it was quickly settled by Europeans for agricultural and pastoral pursuits. At the time of settlement, the native vegetation was principally characterised by grassy Cumberland woodland on the Wianamatta shale with stands of grey box, forest red gum and narrow-leaved ironbark. Throughout the following century these woodland colonies were cleared for grazing stock. To the north of Penrith in the area of Castlereagh the woodlands were characterised by ironbarks and scribbly gums, with pockets of Banksia woodland. At least 132 native species of fish, amphibians, reptiles and mammals and over 200 species of birds have been recorded in Penrith.

The semi-rural character of Penrith plays a major part in the natural heritage of the area. A considerable part of Penrith comprises productive rural lands to the north and south, natural reserves, riparian environments and rural villages. The heritage value is strong with Penrith one of the oldest continually farmed regions in Australia and a long rural history since the very early days of European settlement. There are several former grand rural estates that remain in Penrith as well as rural/semi rural villages.

The main geographical feature of the City is the Nepean River, which is part of the Hawkesbury-Nepean River (the name changes at the confluence of the Grose River) system that stretches for 470 km from its source at Goulburn to the outlet at Broken Bay, and drains a catchment of 22,000 square kilometres. In Penrith, the River's major tributaries are South Creek, Mulgoa Creek, Rickabys Creek, Ropes Creek

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and Kemps Creek. Periodic river flooding and inundation of surrounding land over millennia resulted in deep alluvial soils which supported agricultural activities.

The Blue Mountains, which acted as a barrier to the spread of European settlement until 1813, forms a stunning backdrop to the undulating Cumberland Plain. The naturalist George Bennett visited Penrith in 1860, and found what he considered to be the 'limitation' of its one principal street '*with neat villas, gardens and agreeable scenery around more than compensated by the Blue Mountains forming a conspicuous object in the distance*'.

The turbulent formation of the Blue Mountains created deep gorges cut into hard Hawkesbury sandstone and river flats over soft shale. Isolated pockets of igneous rock formations created areas that have since been quarried for road building materials. At Orchard Hills the basaltic soils supported the vineyards. The devastating impact of floods was understood from 1789, when European and British colonists first saw the River. While the level of flooding has been reduced by successive damming of the upper Nepean River during the first half of the twentieth century, the threat of flood in the River and creek systems has since determined the

City's settlement patterns. Another recurring natural event is bushfire, which occurs when there are seasonal high temperatures and high fuel loads. Seasonal bushfires have impacted on life, stock and property, and the now scarcer native flora and fauna in the region.

Where are we now?

The Hawkesbury-Nepean River was a source of fascination for the early European settlers, and remains a special part of Penrith. It is part of the unique natural heritage of the City, together with its bushland and rural landscapes. This is reflected in contemporary visions for the City's future, which aim to ensure that the Nepean River remains an integral part of life in Penrith.

What is our future?

The primary challenge in protecting and enhancing the City's natural heritage is to ensure that development has a minimal impact on the natural environment, and that the City's iconic landscapes and natural features are protected. It is important that the protection of existing biodiversity, remnant Cumberland woodland, and areas of natural significance is managed as the City grows.



6.1 Biodiversity



Penrith has a diverse range of native species and ecological communities many of which are listed for protection under the *NSW Threatened Species Conservation Act 1995* and the *Commonwealth Environment Protection and Biodiversity Conservation Act 1999*. Penrith City contains approximately 17% of the remnant vegetation of the Cumberland Plain. This is the highest proportion within any council area. Penrith is also unique in that significant areas of remnant native vegetation occur on private land outside conservation reserves.

Council is the steward of approximately 1271 ha of open space with an estimated 274 ha of natural areas which have some biodiversity value. There is also an obligation under the relevant environmental and planning legislation to consider the impact of any proposal or activity and to protect and conserve areas with high biodiversity value.

Council has been actively involved in initiatives to meet its strategic and legislative obligations, including lobbying the state government to improve and increase the reserve system, improving property system and mapping data, providing consistent advice and assessment of threatened species for development proposals, securing conservation outcomes during release area planning, supporting bushcare and landcare groups, creating an online biodiversity resource, rehabilitation projects and community education and awareness.

Conservation of the region's biodiversity has been a challenge, given the need to protect and conserve biodiversity on both public and private land. Protecting public reserves alone will not adequately conserve the City's biodiversity. Council recognises that an essential component of biodiversity conservation and protection is engaging the City's rural landowners.

Future priorities include supporting rural landowners to achieve a balance between conservation and agriculture and where possible improve mapping capabilities to monitor the increase or decline in natural assets. Further investigation is needed to determine opportunities to fund the conservation of natural areas by offsets or other incentive schemes. Council will continue to lobby government for the acquisition and ongoing management of Priority Conservation Areas as funding becomes available from the development of North and South West Growth Centres.

Policy response

Protect the native biological diversity of the City.

Goals

E1	Priority conservation areas and flora and fauna corridors are protected and improved.
E2	Accurate mapping of areas rich in biodiversity.
E3	Landowners retain and manage native vegetation.
E4	Community awareness and involvement in biodiversity conservation and protection.

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6.2 Water



Penrith is entirely within the Hawkesbury-Nepean Catchment Area, and its water quality is similar to that of most urban waterways throughout metropolitan Sydney. Approximately 60% of the City drains into the South Creek system, with the remaining 40% draining directly into the Nepean River. The way we manage urban water, particularly urban stormwater, influences almost every aspect of our urban environment and quality of life.

The pursuit of a sustainable urban environment involves development that neither depletes natural resources nor degrades the health and amenity of our land and water environments. Designing for resilience to the impacts of climate change, particularly ensuring secure water supplies and the protection of water environments, is an emerging challenge as Council seeks to minimise the impact on already stressed water resources. Water Sensitive Urban Design (WSUD) reflects a new paradigm in the planning and design of urban environments that is 'sensitive' to the issues of water sustainability and environmental protection.

The Hawkesbury-Nepean River system is an important ecological, hydrological and recreational resource. Encroaching urban and rural development is placing increasing pressure on the River. An obvious effect of urbanisation on the River's catchment

hydrology is the increase in magnitude of stormwater flow events and the consequent impact on flooding, river degradation, and public safety. Natural waterways in urbanised catchments have become increasingly compromised in their ability to convey the increased quantity and rate of stormwater runoff generated from urban areas. Bank erosion and increased frequency of flooding are symptoms of this change. Other challenges facing the River include the discharge of treated effluent from sewage treatment plants, contamination from poorly operated on-site sewage management systems on private properties and the introduction of other pollutants.

Drought conditions in many parts of Australia since the mid to late 1990s have focused all levels of government on the emerging challenge of securing reliable water supplies for urban areas. Stormwater is a large but almost entirely untapped water source and has the potential to be a highly valuable resource. In addition to major initiatives promoting water conservation and water efficiency, stormwater harvesting has been gaining prominence as an alternative water source, supported by increased state and federal government funding for stormwater harvesting schemes. Council recognises the need to ensure access to water through a diverse range of sources and at a diversity of supply scales. Alternative water supplies such as the utilisation of recycled water and urban stormwater harvesting represent opportunities to provide new water sources for the City, while also helping to protect our valuable waterways from excessive pollution and ecosystem degradation. The design of alternative water schemes could also address uncertainties associated with climate variability and change.

Council has developed and continues to implement a number of Stormwater Management Plans, as well as creek restoration projects. Council has also invested in innovative programs such as using recycled water to irrigate a number of sporting ovals. Such projects have many benefits including improved stormwater runoff, a reduction in the reliance on potable water, and reduced extraction from the River.

Another pressure on the Hawkesbury-Nepean River system is the sporadic outbreak of aquatic weeds. Left uncontrolled, these weeds strangle the river system, deplete the water of oxygen, impede river flows and affect water quality. Council continues to work collaboratively with state government and local stakeholders in managing aquatic weeds and providing direct action to improve the quality of the river.

In addition to implementing water conservation goals and water usage reduction targets, Council continues to drive a range of community education and promotion initiatives in water conservation and stormwater pollution control, such as the Stormwater Education Program, Catchment Tours, Sustainable Gardening and Sustainable Living Campaigns, the development of a Water Wise Schools Pack and the South Creek Agricultural Education Project.

Policy response

Protect and conserve the City’s waterways and catchments.

Goals

E5	Water is valued as a finite resource.
E6	Healthy natural catchments, groundwater and waterways.
E7	Development and activities do not adversely impact on waterways and catchments.
E8	Community awareness and involvement in water conservation and protecting water quality.

6.3 Climate and air



Climate is a fundamental environmental condition that influences almost every aspect of human and ecosystem wellbeing. Western Sydney has a distinct microclimate which differs from the rest of the Sydney Metropolitan Region, resulting in the region being hotter and drier in summer, and colder with frosts in winter.

Heat is a particular issue for Western Sydney. Record-breaking hot days have more than doubled across Australia since 1960 and heatwaves in the greater Sydney region, especially the western suburbs, have increased in duration and intensity. The number of hot days is projected to increase as our climate changes. We are also likely to experience more severe weather events, such as storms and bushfires.

Urban centres are hotter than their rural surrounds because dark roofs, car parks, paved areas and bitumen roads absorb and keep heat in the area. Lack of shade, and high density buildings that trap heat, increase the effect. Without the cooling sea breeze from the coast, Western Sydney residents feel the full impact of heatwave conditions.

Western Sydney is also particularly susceptible to poor air quality, and is affected by pollutants generated throughout the metropolitan area and beyond. The patterns of air circulation over Sydney

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often lead to polluted air blowing in from the eastern coastline in the afternoons, becoming trapped against the Blue Mountains escarpment. The region's microclimate often creates a layer of colder air above that then prevents the polluted air from dissipating. This affects local communities which have relatively high levels of asthma and respiratory problems.

Motor vehicles have been identified as a main source of pollution that determines air quality on a day to day basis in Western Sydney. Consistent with Australian households generally, Penrith residents are currently faced with high car usage, long journey to work trips, and less than efficient public transport infrastructure and services. Future population growth will put further pressure on the transport system and exacerbate air pollution in the region.

Local contributions to improving air quality are limited, but can be achieved by minimising car dependency and encouraging walking, bicycle use and public transport opportunities.

Policy response

A City that recognises and responds to its changing climate.

A City with cleaner air.

Goals

E9	Improving air quality.
E10	Reduced greenhouse gas emissions.
E11	Increased walking, bicycle and public transport use.
E12	Increased community awareness of the impacts of climate change.
E13	Design is appropriate for our climate.
E14	Increased green cover, shade and landscaping to 'cool down' Penrith.
E15	Housing that maximises resource efficiency and minimises greenhouse gas emissions.
E16	Development and activities do not adversely impact on air quality.

6.4 Natural hazards



A significant proportion of the City has the potential to be affected by flooding, especially along the Nepean River and South and Ropes Creeks. In the Nepean River the floodwaters are channelled along the Nepean Gorge before being released across the floodplains in Penrith and Emu Plains. This creates hazardous flows of significant depth and velocity, which can bisect low-lying areas and isolate existing development. The standard benchmark for flood-affected areas is generally taken to be the modelled 1:100 year level however the hazardous nature of floods in Penrith means that in some circumstances a higher level (up to 1:200 ARI or more) is used.

Projected increases in the number and intensity of storm events are likely to result in more frequent and severe flooding in Penrith's smaller urban streams, and overflows from sewerage and drainage systems will cause both water quality and quantity problems. Increases in storm severity will also place additional demands on emergency services, and interruptions to power supply in instances where transmission lines are damaged.

Bushfire is another natural hazard that can affect our rural and urban areas. Significant fire seasons occur regularly in the City, generally coinciding with periods of drought. These occurrences are likely to increase with the current trend towards drier conditions, increased temperatures and extreme winds.

Council recognises that the increasing unpredictability of weather in terms of severe storm events and periods of heatwave are likely to particularly affect residents living in rural parts of the City, as well as vulnerable residents such as the elderly, children, and people with disability.

While Australia contributes just over 1% of global greenhouse gases, its per capita emissions are the highest in the world. The National Greenhouse Response Strategy goal is to contribute to effective global action to limit greenhouse gas emissions, to improve knowledge and understanding of the enhanced greenhouse effect and to prepare for future impacts of change.

Council has established reduction targets in greenhouse emissions, and progress toward these reduction goals has been periodically monitored and reviewed.

Policy response

Support our communities in responding to natural hazards.

Protect assets and infrastructure in a changing climate.

Manage flood prone land effectively to minimise risk to people and property.

Goals

E17	Increased community awareness of the impacts of climate change.
E18	Risks to our communities of bushfires, heatwaves, flooding and storm events are minimised.
E19	The impact of flooding in the City is reduced by the implementation of appropriate development and building controls, flood mitigation works and other measures detailed in a Floodplain Risk Management Plan.
E20	Social, economic and ecological factors, as well as flooding, are considered in a merit approach to all building and development decisions.
E21	Risk management principles underpin sustainable strategies for managing human occupation and use of the flood plain.
E22	Flood compatible uses are not unreasonably restricted, as flood prone lands are an important resource for the City.
E23	Critical infrastructure is progressively upgraded to manage effective evacuation in the event of a flood.
E24	The design and maintenance of assets and infrastructure is appropriate for our climate.

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6.5 Resource management



Penrith has an abundance of natural resources that need to be protected and used appropriately. Council is committed to ensuring that resource management focuses on the efficient use of our energy and water resources. Waste is currently our most under-utilised resource.

The City's new urban areas will need to focus on efficient use of resources and reducing greenhouse gas emissions. Urban release areas planned on the principles of sustainability will ensure that our social, economic and environmental systems can function effectively and in an integrated way, and serve present and future generations. This must happen without any one of the systems becoming stressed beyond acceptable limits.

Council has a long standing commitment to sustainability and resource management. We first joined the *Cities for Climate Protection* (CCP) program in February 2000, and *Water Campaign* in 2003. As part of that program, we developed our first energy and greenhouse plan in 2000 and the first Water Plan in 2005. Council continues to lead by example in terms of reducing energy and water use by implementing energy and water savings plans, and installing efficient technology in Council owned properties. We also deliver education and awareness programs to help our communities reduce their energy and water use.

Waste generation in Australia has grown at an average of 4.3% each year over the past 20 years driven by population growth and increasing per capita consumption. The trend has increased over the last 8 years, to 7% each year. At this rate of growth, waste to landfill will double over the next 10 years from 40 million tonnes to 80 million tonnes, by 2020 (EPHC, 2010).

In 2006-07, Australia generated 43,777,000 tonnes of waste across the municipal solid waste (MSW), commercial and industrial (C&I), and construction and demolition (C&D) waste streams. Of that waste, 22,707,000 tonnes (52%) was recycled and 21,069,000 (48%) was sent to landfill. These expanding volumes of waste increase the demand for new recycling and landfill infrastructure, and put pressure on states and councils to adopt more innovative approaches to waste management.

Prior to 2005, Penrith Council maintained the same municipal solid waste (MSW) profile as most other councils in NSW, providing our residents with a weekly rubbish collection (the contents of which was sent directly to landfill) and a fortnightly recycling collection.

In 2005 Council determined that, to reduce waste to landfill and work towards achieving the state government's municipal waste recovery target of 66%, we needed to improve the way we managed kerbside waste collections. Council commissioned preparation of a Domestic Waste Strategy that outlined options for improved domestic waste resource recovery, resulting in the introduction of a full organics collection and processing service. This has delivered high waste diversion rates and minimised waste charges for the benefit of Council and its community.

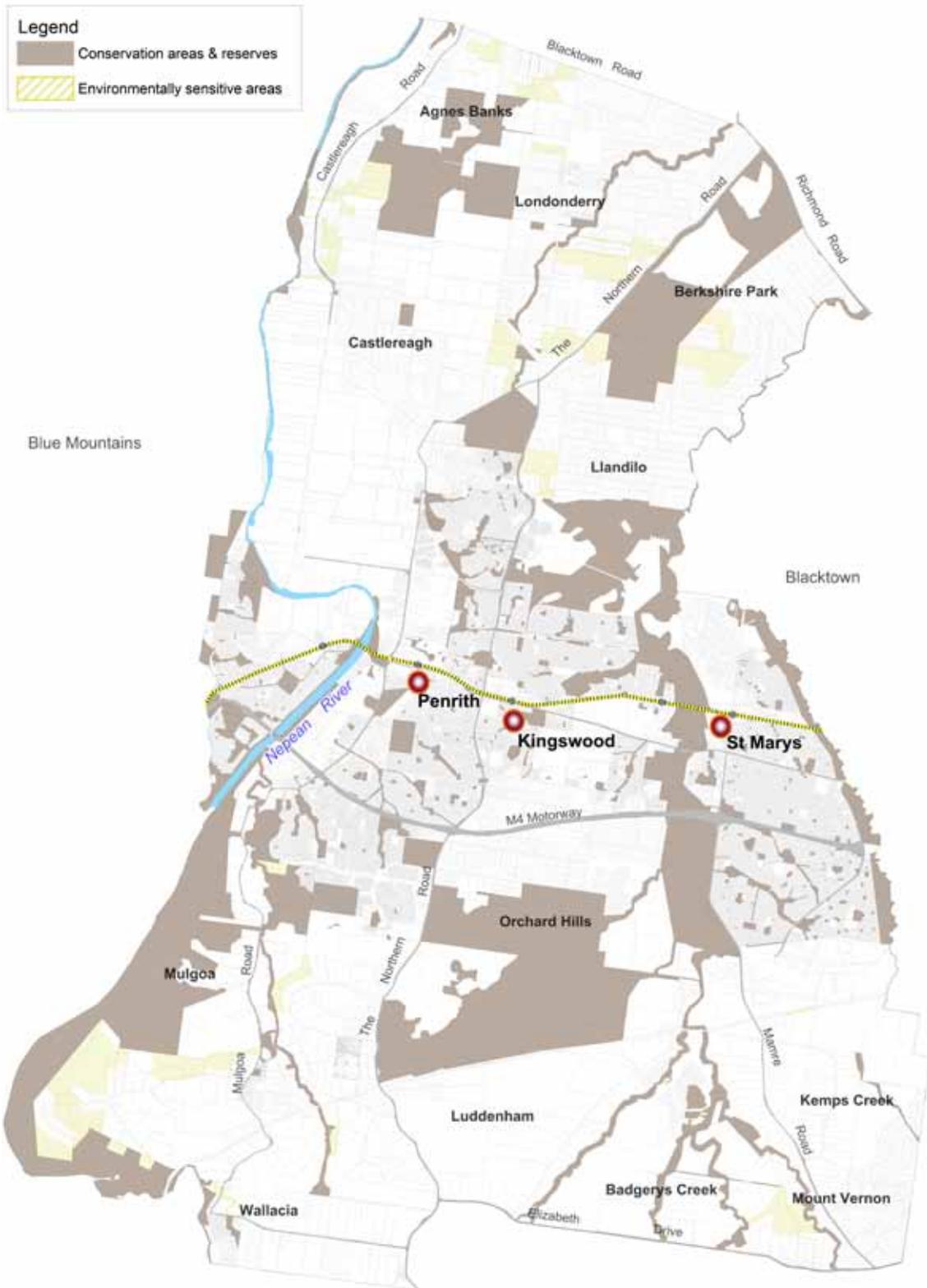
Policy response

Support our communities in the efficient use of materials, energy and water resources.

Maximise the potential of all resources through a hierarchy of avoidance, reduction, reuse and recovery.

Goals

E25	Essential resource recovery infrastructure is provided by the state government.
E26	Over-consumption and waste is reduced.
E27	Resource recovery rates are increased, and markets identified.
E28	Water use is reduced.
E29	Non-renewable energy use is reduced.
E30	The use of renewable energy is increased.
E31	Sustainable shopping is encouraged.
E32	Increased use of sustainable transport options.
E33	Increased understanding of the City's ecological footprint.



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ENVIRONMENT
CITY STRATEGY



Council's role

Council's roles in the City's environment are primarily as:

Leader	<ul style="list-style-type: none"> planning strategically for the City's growth
Advocate	<ul style="list-style-type: none"> seeking to protect and improve the City's environment by lobbying agencies and government
Custodian	<ul style="list-style-type: none"> looking after places in the City that under Council's care and responsibility
Facilitator	<ul style="list-style-type: none"> encouraging strategic alliances to protect areas of high conservation value
Educator	<ul style="list-style-type: none"> providing information on, and encouraging sound environmental management practices
Regulator	<ul style="list-style-type: none"> zoning land to protect areas of high conservation and natural value requiring biodiversity conservation and waterways protection through planning controls
Service Provider	<ul style="list-style-type: none"> constructing and maintaining community facilities, parks, roads, shared pathways and other Council-provided infrastructure

The ongoing service activities needed to implement Council's policy response and goals on the environment are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Provide a strategic framework to manage floodplains and inform land use policy.	Floodplain & Stormwater Management
Ensure contemporary modelling of stormwater systems and provide technical advice on floodplain and stormwater issues.	Floodplain & Stormwater Management
Identify opportunities to respond to a changing climate.	Sustainability Planning
Facilitate community involvement in bushland management.	Bushland Management
Manage and maintain Council owned natural areas.	Bushland Management
Provide designs and plans for Council's parks, buildings, roads, and drains.	Design & Project Management
Facilitate quality development to contribute to a growing regional City.	Development Applications
Contribute to the health and wellbeing of the City's community.	Environmental Health
Contribute to the protection and enhancement of the City's natural environment.	Environmental Health
Market the City through campaigns that build on its strengths and identity.	Marketing
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Implement a coordinated program of community engagement activities.	Sustainability Planning
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety

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7 PLACES

Setting the scene

Penrith continued to develop as a centre for the region as settlements expanded west of the Blue Mountains. The City grew, primarily through a number of haphazard government initiatives – establishing a judicial centre (the courthouse and lock-up) in the 1810s, then a service town for the railway in the 1860s, and proclamation as a City in the 1950s.

Although Penrith is the oldest centre of town settlement in the City, a township was never contemplated. Emu Plains was the centre of activities associated with the River crossing. An account of 1839 noted that Penrith was *'a long village containing a few pretty and many new, raw-looking houses'*.

Where are we now and what is our future?

Penrith's identity and character has been shaped by its location, natural settings, rural landscapes and the Nepean River. Surrounding our urban areas are productive rural lands to the north and south, natural reserves, riparian environments and rural villages. A primary challenge is to ensure that new development respects the scenic and cultural landscapes of Penrith, and that urban growth is managed to retain our identity and sense of place.

Penrith's built heritage extends across the City, with buildings of historic local and state value found in our rural, suburban, commercial and industrial areas. When Council's draft plans are finalised, there will be 253 identified Heritage Items, six Heritage Conservation Areas and 13 Archaeological Sites.

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7.1 Rural places



The rural lands of Penrith are an important feature that distinguishes the City in the Western Sydney context. Our rural lands provide a productive economy including from agricultural activities and mining, scenic rural landscapes, native vegetation, biodiversity corridors and areas for 'countryside' living.

One of the community's most enduring priorities is the protection of the City's rural landscapes and activities. Our residents appreciate being only minutes away from vast open areas, with the Blue Mountains escarpment providing a spectacular backdrop. They also value their access to fresh local food and farm produce.

The City's rural economy, especially in emerging areas such as agricultural hubs, has the potential to contribute to a more diverse regional economic base and to provide local jobs. Contemporary agricultural activities, such as large hydroponic farms, are more labour intensive and provide more employment per hectare than industries such as warehousing and logistics.

To protect the City's rural areas and economy, Council has defined boundaries for the City's future urban growth. The City's 2003 settlement hierarchy defines Agnes Banks, Londonderry, Luddenham, Mulgoa and Wallacia as Villages and Berkshire Park, Castlereagh, Kemps Creek and Llandilo as

Rural Centres. There are limited expansion opportunities planned in specified villages and rural centres, as there is a lack of infrastructure as well as little or no projected demand for additional housing. In some cases physical constraints such as flooding prevent further development of the villages. A significant challenge in our rural areas is also the lack of public transport.

Policy response

Protect the scenic and natural landscape values and the productive capacity of the City's rural lands as well as contribute to the wellbeing of rural communities.

Goals

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|-----------|---|
| P1 | Protection of the City's agreed urban and rural boundaries. |
| P2 | Protection and enhancement of the City's rural landscapes, natural areas and character. |
| P3 | Diverse agricultural opportunities in the City's rural areas are promoted, existing rural activities are supported, and new rural enterprises are encouraged. |
| P4 | Rural and agricultural activities play a key part in the City's economic development. |
| P5 | Rural communities are healthy and aware of available community services. |

7.2 Established areas



The City has grown from 33,000 people in 1961 to over 188,000 people in 2011 and is projected to grow to 218,000 people by 2031. The City will experience increases in housing density, especially in the town centres.

Urban places in Penrith are mostly residential with local and neighbourhood centres. Many older established suburbs and areas in the City are experiencing a significant decrease in population, affecting the viability of local shops, schools and services, and the sense of local community.

In June 2006 Council, with the support of the local community, applied for a special rate initiative to ensure that the City is able to meet the growing demands of the region while balancing delivery of the services needed by our residents. Of particular attention were the needs of residents in older established areas of the City, particularly those developed without the benefit of Section 94 (S94) development contribution funds. Unlike new urban areas that have access to S94 contributions, these areas are dependent on Council intervention and resources. A further special rate initiative including resources for capital works across established areas of the City was successful in 2011.

The *Neighbourhood Renewal Program* has a number of integrated elements including

community engagement, community cultural development and local employment and enterprise. The various elements of this program work together with the community to listen and work with residents to identify local strengths and issues. Community engagement is a key principle, with a broad range of community members, older people, young people, families, people from different cultural backgrounds and people of differing abilities all supported and encouraged to participate in decision making processes. Community engagement occurs through activities which are informal, fun and contribute to a community building process.

Community cultural development programs are a key method of community engagement and have assisted in accessing a range of people who may not participate in traditional Council processes such as public meetings and workshops. Council has identified that access to training and employment opportunities are important in redressing disadvantage within communities. The employment and enterprise program seeks to strengthen employment and training networks for enhanced delivery to residents.

The information received through the multi layered approach to engaging with residents is prioritised by the community to develop a Neighbourhood Action Plan for that particular neighbourhood or locality.

The *Neighbourhood Action Plan* provides the framework to enhance Council's existing service delivery and identify partnership opportunities with community organisations and other levels of government. Council values the role that community and cultural organisations play in local areas and seeks to strengthen their capacity where appropriate.

The *Neighbourhood Renewal Program* brings a coordinated approach and response to social wellbeing, community engagement, enlivening meeting places and improving the overall amenity of places. The approach is coordinated by Council and driven by the community, bringing equity of service provision to residents in older established areas.

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Policy response

Promote equity across the City by working collaboratively with residents in older established neighbourhoods to support enhanced service delivery and cultivate vibrant local centres.

Goals

P6	Residents in identified established neighbourhoods are engaged in Council decision making including service planning, infrastructure development and delivery.
P7	Residents have access to cultural development opportunities and creative placemaking activities.
P8	Residents have access to employment and training opportunities.
P9	Our neighbourhood centres are vibrant with a creative edge.

7.3 Key centres



Council's centres based approach identifies three strategic centres in the City – Penrith as the Regional City Centre, Kingswood as a Specialised Centre and St Marys as a Town Centre. The strategic centres provide the focus of activity in terms of community services, retail, employment, and housing around key transport nodes. Each centre has identified short, medium and long term development potential, which will, in part, depend on the delivery of required infrastructure such as improved public transport or upgraded utilities or services.

Penrith City Centre spreads across nearly 3 square kilometres, and has around 200,000 square metres of retail floor space and almost 100,000 square metres of commercial space. By 2031, Penrith City Centre is expected to accommodate 3,700 dwellings and 11,000 new jobs. There will be significant numbers of additional dwellings in surrounding areas such as North Penrith and the Panthers precinct. The Riverlink Precinct will better connect the City Centre and the River. Nepean Centro and Westfield Penrith Plaza are the main stand alone retail centres. Key challenges for the City Centre include managing traffic congestion and parking, and improving public transport as well as the shared pathway network.

St Marys Town Centre is based on and around Queen Street. The Town Centre has around 44,500 square metres of retail

floor space and around 16,500 square metres of commercial floor space, mostly for professional services. Station Plaza and Village Centre are stand alone retail centres, both of which at present have poor connections to the main street. The centre is well-serviced with rail transport and is expected to accommodate 1,200 dwellings by 2031. There will be additional dwellings in surrounding areas such as the Glossop Street Precinct. Key challenges for the St Marys Town Centre include competition from larger centres such as Blacktown and Mt Druitt; improving internal pedestrian and cycle linkages; diversifying land-uses beyond retailing; encouraging a balance of daytime and nighttime activities, and encouraging increased social connection.

As a specialised centre, Kingswood performs a vital economic and employment role in the City, focused on the Nepean Hospital, University of Western Sydney and the Western Sydney Institute of TAFE. These major regional facilities are brought together through the planned development of the Penrith Health and Education Precinct, which also includes supporting retail and employment uses. Kingswood has good access to public transport and it is expected that there will be an additional 400 – 600 dwellings in the centre itself by 2031.

Additional bus services would assist Kingswood's accessibility, together with improving strategic roads and extending footpaths, cycle ways and shared pathways. Upgrading retail and commercial services and improving the public domain would also benefit the local community in Kingswood.

Council is currently encouraging development in all three strategic centres, and is also planning and implementing public domain improvements. The strategic centres are the hubs of the City, which will create more jobs, provide more services and encourage more social and cultural engagement. Supporting the vitality of these centres brings investment interest in commercial, retail and residential development and sustains the City's economic growth.

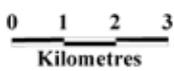
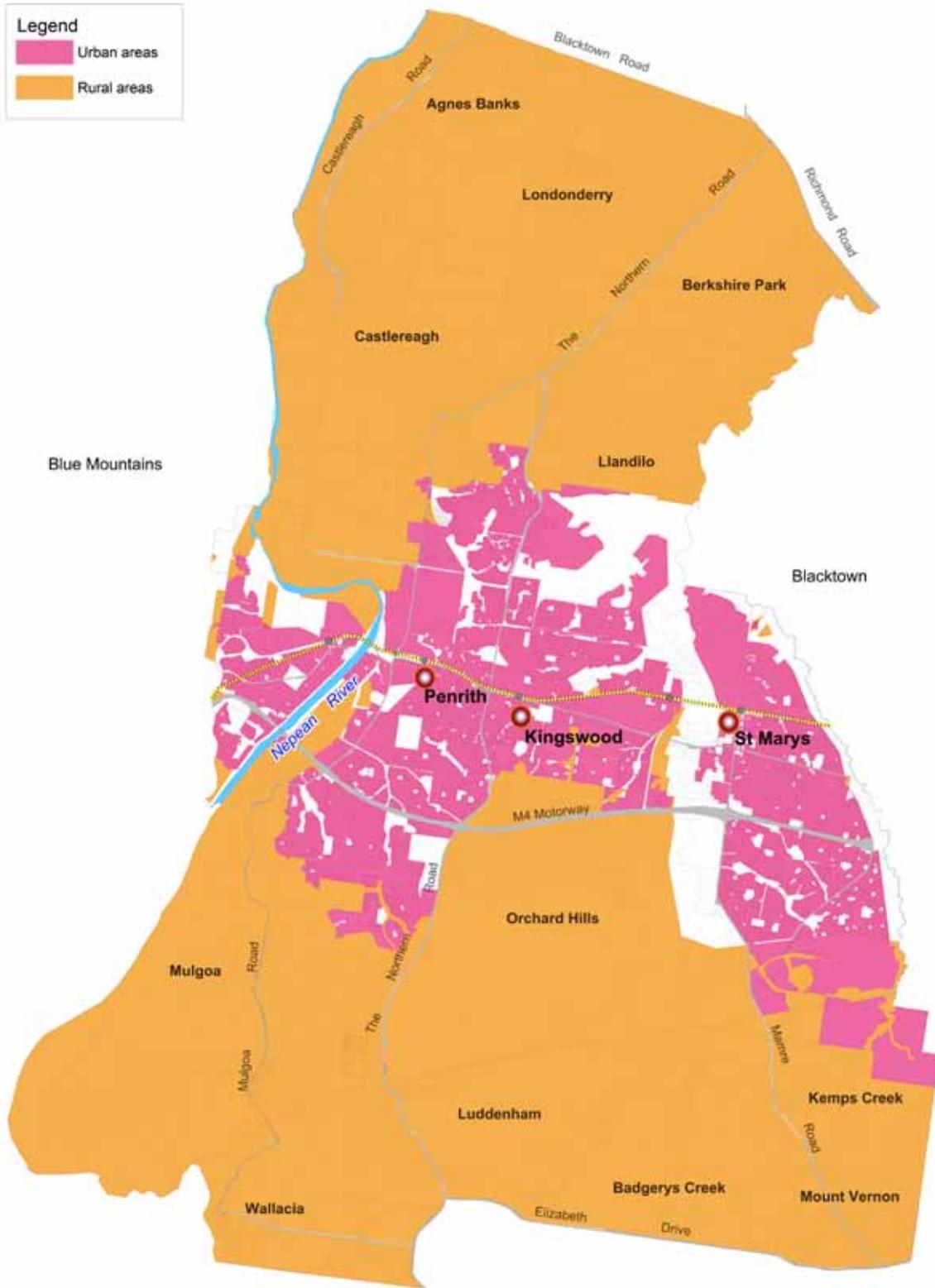
Policy response

Revitalise our major centres to create vibrant places and offer quality living, working and leisure experiences.

Goals

P10	Revitalise our major centres to create vibrant places and offer quality living, working and leisure experiences.
P11	Our centres are vital, vibrant and attractive places with a creative edge.
P12	Our centres focus activities for community services, retail, employment, and housing around key transport nodes.
P13	Our centres are connected and accessible.
P14	Our centres celebrate our unique character and sense of place.

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- Environment



PLACES
CITY STRATEGY



PENRITH
CITY COUNCIL

Council's role

Council's roles in the City's places are primarily as:

Advocate	<ul style="list-style-type: none"> seeking to redress the infrastructure backlog, and ensure timely delivery of future infrastructure, by lobbying agencies and government
Custodian	<ul style="list-style-type: none"> as a guardian for shared aspirations for Penrith's future, and as custodian in caring for the City's people and places
Facilitator	<ul style="list-style-type: none"> encouraging strategic alliances to promote social, economic, environmental and cultural wellbeing
Regulator	<ul style="list-style-type: none"> zoning for relevant land uses, and requiring recognition of the unique elements of our places through planning controls
Service Provider	<ul style="list-style-type: none"> constructing and maintaining community facilities, parks, roads, shared pathways and other Council-provided infrastructure

The ongoing service activities needed to implement Council's policy response and goals on the City's places are outlined below. The detailed actions that will be implemented in specific years are listed in Appendix 1.

Service Activities	Service
Maintain a contemporary framework of land use and contribution policies, strategies and statutory plans.	City Planning
Implement projects and activities to enhance the cultural vitality of the City.	Community & Cultural Development
Develop effective responses to the social impacts of growth, redevelopment and change.	Community & Cultural Development
Engage the community in priority identified established areas of the City.	Place Management
Resource and implement social programs that contribute to community wellbeing.	Community & Cultural Development
Maintain a Community Safety Plan for the City.	Community Safety
Provide designs and plans for Council's parks, buildings, roads, and drains.	Design & Project Management
Facilitate quality development to contribute to a growing regional City.	Development Applications
Contribute to the protection and enhancement of the City's natural environment.	Environmental Health
Deliver quality library services that respond to the community's information and leisure needs.	Libraries
Market the City through campaigns that build on its strengths and identity.	Marketing
Manage neighbourhood facilities using adopted management practice.	Neighbourhood Facilities Management
Support the revitalisation of Penrith City Centre and St Marys Town Centre, and other key identified places within the City.	Place Management
Utilise Council's property portfolio to stimulate growth and development opportunities in the City.	Property Development & Management
Improve levels of public safety and amenity across the City through quality public space maintenance.	Public Domain Maintenance

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Service Activities	Service
Manage sport and recreation facilities, programs and services.	Recreation & Leisure Facilities Management
Provide and maintain sport and recreation facilities that meet community needs.	Recreation & Leisure Facilities Management
Develop and implement a program of advocacy that targets the delivery of key infrastructure and regional employment growth.	Regional Planning & Advocacy
Implement a coordinated program of community engagement activities.	Sustainability Planning
Provide transport planning advice and advocacy on all modes of transport services, parking and facilities.	Traffic Management, Parking & Road Safety
Provide technical advice on traffic issues and plan for the delivery of traffic, shared paths, bicycle and bus shelter facilities.	Traffic Management, Parking & Road Safety
Manage programs and initiatives that improve road safety, efficiency, and the parking network.	Traffic Management, Parking & Road Safety



APPENDIX 1: ACTIONS

Actions	Service	When	Housing	Jobs and Economy	Transport and Access	Infrastructure Delivery	Community Wellbeing	Environment	Places
Digital Economy Strategy									
1. Create a Digital Economy governance model	Information Technology	2013-2017				✓			
2. Introduce video conferencing into the development approval process	Information Technology	2013-2017		✓			✓		
3. Develop a pilot Teleworking Hub	Information Technology	2013-2017		✓			✓		
Integrated Transport and Land Use									
4. Prepare access maps for active transport modes (walking and cycling).	Environmental Health	2013-2017			✓		✓	✓	✓
Kingswood Neighbourhood Action Plan									
5. Investigate an upgrade for Wainwright Park including options for fencing around play equipment and planting additional trees. Investigate the feasibility of installing a shade structure over play equipment and opportunities to fund adult fitness equipment.	City Parks	2013-2017					✓		✓
Oxley Park Neighbourhood Action Plan									
6. Investigate opportunities for funding to enhance the playground in Cutler Avenue.	City Parks	2013-2017					✓		✓
Parking									
7. Investigate and adopt a position on paid parking scheme for the Penrith City Centre and commence implementation at strategic locations.	Traffic Management, Parking & Road Safety	2013-2017		✓	✓	✓		✓	✓
8. Finalise Transport Management Study, prioritise recommendations and commence implementation.	Traffic Management, Parking & Road Safety	2013-2017		✓	✓	✓	✓		✓
9. Investigate and develop a strategic approach to the funding and delivery of decked car park facilities to meet future demand.	Traffic Management, Parking & Road Safety	2017-2021		✓	✓	✓	✓		✓
10. Establish a comprehensive and integrated periphery car park network interconnected by established Shuttle Bus service.	Traffic Management, Parking & Road Safety	2021-2025	✓	✓	✓	✓	✓	✓	✓
11. In consultation with the Chamber and City Centre Association, develop an information/ education package aimed at effectively managing parking within the City Centre.	Traffic Management, Parking & Road Safety	2013-2017		✓	✓		✓	✓	✓
12. Review the DCP to provide on site parking requirements consistent with a sustainable transport system to facilitate the growth of the Penrith City Centre.	City Planning	2021-2025		✓	✓	✓	✓	✓	✓
Penrith City Centre									
13. Identify new links, where needed, to improve accessibility and require that these be accommodated in any development proposals.	City Planning	2017-2021		✓	✓	✓	✓	✓	✓

Actions	Service	When	Housing	Jobs and Economy	Transport and Access	Infrastructure Delivery	Community Wellbeing	Environment	Places
Penrith Neighbourhood Action Plan									
14. Further consult residents on the concept development to upgrade Spence Park (including options for a shade structure over play equipment, picnic tables and more seating, an area for young people to congregate, a BBQ and fencing around play equipment) and implement upgrade.	City Parks	2013-2017					✓		✓
15. Assess request for more seating in the park in Brown Street, and provide appropriate seating if required.	City Parks	2013-2017					✓		✓
Recreation and Cultural Facilities									
16. Develop partnerships with Penrith Rugby League Club regarding the use of Panthers stadium for high-grade soccer and rugby competitions.	Recreation & Leisure Facilities Management	2013-2017		✓			✓		✓
17. Investigate the feasibility of a multi-purpose indoor recreation, sporting and cultural centre, large enough to cater for district and regional activities such as concerts, community events, netball, gymnastics, table tennis, fencing, trampolining and futsal.	Recreation & Leisure Facilities Management	2013-2017		✓		✓	✓		✓
18. Investigate and pursue opportunities for new adventure water based facilities.	Recreation & Leisure Facilities Management	2017-2021		✓		✓	✓		✓
St Marys Neighbourhood Action Plan									
19. Continue to implement the shared pathway between St Marys and Penrith.	Traffic Management, Parking & Road Safety	2013-2017		✓	✓		✓		✓
St Marys Town Centre									
20. Prepare an Accessibility Action Plan (Integrated Transport Management Study) to identify appropriate short, medium and long term actions to improve access to the St Marys Town Centre based on travel demand management principles.	Traffic Management, Parking & Road Safety	2021-2025			✓	✓	✓		✓
Sustainable Penrith Action Plan (draft)									
21. Develop a policy and guidelines for the development of community gardens within the City.	Sustainability Planning	2013-2017					✓	✓	✓
22. Develop a green cover strategy for the City to reduce the impacts of urban heat islands.	Sustainability Planning	2013-2017					✓	✓	✓
23. Develop and implement systems to regularly capture information on the amount and quality of biodiversity in the City to allow improved management and monitoring.	Environmental Health	2013-2017						✓	
24. Develop a program to identify, encourage and support community and business sustainability leaders.	Sustainability Planning	2013-2017		✓			✓	✓	✓
25. Investigate the potential for 'waste to energy' options for the City's domestic waste stream.	Waste Management	2013-2017		✓				✓	



APPENDIX 2: STRATEGIES AND REFERENCES

Strategies	Housing	Jobs and Economy	Transport and Access	Infrastructure Delivery	Community Wellbeing	Environment	Places
Biodiversity Action Plan 2008						✓	✓
Carbon Neutral Greenhouse Gas Reduction Plan 2005	✓	✓	✓			✓	
Child Friendly City Strategy 2012			✓	✓	✓		✓
Digital Economy Strategy 2012		✓		✓	✓		
Domestic Waste Strategy 2005						✓	
Draft Climate Change Adaptation Strategy	✓		✓	✓	✓	✓	
Draft Landscape Character Strategy						✓	✓
Draft Penrith Planning Strategy 2008	✓	✓	✓			✓	✓
Draft Sustainable Penrith Action Plan (updated)	✓		✓	✓	✓	✓	
Draft Penrith Urban Strategy	✓			✓		✓	✓
Employment Planning Discussion Paper 2006		✓					
Employment Planning Strategy 2007		✓					
Established Areas Infrastructure, Facilities and Services Strategy 2004				✓	✓		
Gipps St and South Creek Precinct Plan 2007							✓
Health Strategy 2010					✓		
Jobs Challenge 2031 Penrith City Council 2007		✓					
Neighbourhood Action Plan – Colyton 2012					✓		✓
Neighbourhood Action Plan – Kingswood 2010					✓		✓
Neighbourhood Action Plan – Kingswood Park 2008					✓		✓
Neighbourhood Action Plan – Llandilo 2011					✓		✓
Neighbourhood Action Plan – Londonderry 2009					✓		✓
Neighbourhood Action Plan – Oxley Park 2009					✓		✓
Neighbourhood Action Plan – Penrith 2012					✓		✓
Neighbourhood Action Plan – St Marys 2010					✓		✓
Open Space Action Plan 2007					✓		
Penrith Accessible Trails Hierarchy Strategy (PATHS) 2012			✓	✓	✓		
Penrith Arterial Road Study (PARS) 2005			✓	✓			
Penrith Biodiversity Strategy 2004						✓	
Penrith City Centre Car Parking Strategy 2011			✓	✓			
Penrith City Centre Strategy 2006				✓			✓
Penrith City Centres Hierarchy 2007							✓
Penrith Cultural Framework 2007		✓		✓	✓	✓	✓
Penrith Heritage Study Volume 2 – Thematic History 2006					✓		✓
Penrith Inclusion Plan – People with Disability 2009-2013	✓	✓	✓	✓	✓		✓
Penrith Integrated Transport and Land Use Strategy (PITLUS) 2008			✓				✓
Penrith Regional City Infrastructure (PRCI) 2008			✓	✓			
Planning for an Ageing Community Strategy 2010+	✓	✓	✓	✓	✓		✓
Recreation and Cultural Facilities Strategy 2004			✓	✓	✓		
Riverlink Precinct Plan 2008		✓					✓
Rural Lands Strategy 2003		✓			✓	✓	✓
Services for Men - Penrith Local Government Area 2010					✓		
St Marys Town Centre Strategy 2006				✓			✓

Strategies	Housing	Jobs and Economy	Transport and Access	Infrastructure Delivery	Community Wellbeing	Environment	Places
Sustainability Blueprint for Urban Release Areas 2005	✓					✓	
The Future of Penrith - Penrith of the Future 2011		✓					✓
Water Way - Water Conservation and Water Quality Action Plan 2005						✓	
Werrington Enterprise Living and Learning (WELL) Precinct Strategy 2004							✓
Women's Services Sector Advocacy Strategy 2009					✓		
Youth Action Plan 2010-2013	✓	✓	✓	✓	✓		✓

Other References	Housing	Jobs and Economy	Transport and Access	Infrastructure Delivery	Community Wellbeing	Environment	Places
Access and Equity Service Review September 2007					✓		
Cost Benefit Analysis of Investment in Growth Areas 2009 (prepared for the National Growth Areas Alliance by SGS Economics and Planning)				✓			
Council's Advocacy Program 2012			✓				
Council's submission to the NSW Government Long Term Transport Master Plan Discussion Paper 2012			✓	✓			
Emerging CALD Community Research project 2012					✓		
Memorandum of Understanding for the Strategic Partnership Agreement between NSW Department of Housing and Penrith City Council					✓		
'No Place to Call Home' Indigenous Homelessness in Penrith LGA 2006					✓		
North West and West Central Sydney Employment Strategies 2008		✓	✓				
Penrith City Council: Development Control Plan – Part C3 Water Management 2010						✓	
Southern Sudanese Settlement in Penrith LGA April 2008					✓		
Statement of Recognition of Aboriginal and Torres Strait Islander Cultural Heritage					✓		
Urban Growth in Penrith – A Research Report 2003 (prepared for Penrith City Council by Prof Bill Randolph, Urban Frontiers Program, UWS)	✓						
Urban Growth Management in Penrith Stage 2 – Planning for the Needs of Existing and Future Communities in Penrith 2005 (prepared for Penrith City Council by Prof Bill Randolph, City Futures Research Centre, UNSW)	✓						

INTERPRETING ASSISTANCE

ENGLISH	If you do not understand this, please contact the Telephone Interpreting Service on 131 450 and ask them to contact Penrith City Council on your behalf on (02) 4732 7777. Or come to the Council offices and ask for an interpreter.
ARABIC	إذا لم يكن بإمكانك قراءة النص أعلاه، الرجاء الاتصال بخدمات الترجمة الفورية الهاتفية (TIS) على الرقم 131 450 والطلب منهم الاتصال بدورهم بمجلس مدينة بنريث نيابة عنك على الرقم 4732 7777 (02). أو يمكنك الحضور إلى المجلس وطلب ترتيب مترجم فوري لك.
CHINESE	如果您无法阅读这些文字，请致电 131 450 联系电话传译服务中心，请他们代您拨打 (02) 4732 7777 联系 Penrith 市议会。您也可以亲自到市议会来并要求获得口译服务。
GREEK	Αν δεν μπορείτε να το διαβάσετε αυτό, τηλεφωνήστε στην Τηλεφωνική Υπηρεσία Διερμηνέων στο 131 450 και ζητήστε τους να επικοινωνήσουν με το Δήμο Penrith (Penrith City Council) για λογαριασμό σας στον αριθμό (02) 4732 7777, ή ελάτε στη Δημαρχία και ζητήστε διερμηνέα.
HINDI	यदि आप इसे नहीं पढ़ पाते हैं, तो कृपया 131 450 पर टेलीफोन दुभाषिया सेवा से संपर्क करें और उनसे कहें कि वे आपकी ओर से पेनरथि सटी काउंसिल से (02) 4732 7777 पर संपर्क करें. या आप काउंसिल आएँ और एक दुभाषिया की माँग करें.
ITALIAN	Se non riuscite a leggere questo, contattate il servizio telefonico di interpretariato al numero 131 450 e chiedetegli di contattare da parte vostra il comune di Penrith City al numero (02) 4732 7777 oppure venite in comune e richiedete un interprete.
MALTESE	Jekk ma tistax taqra dan, jekk jogħġbok, ikkuntattja lit-Telephone Interpreting Service fuq 131 450 u itlobhom biex jikkuntattjaw Penrith City Council f'ismek fuq (02) 4732 7777. Jew ejja l-Kunsill u itlob għal interpretu.
PERSIAN	اگر نمی توانید این مطلب را بخوانید، لطفاً به خدمات ترجمه تلفنی به شماره 131 450 زنگ بزنید و از آنان بخواهید با شورای شهر پنریث Penrith City Council به شماره 4732 7777 (02) از جانب شما تماس بگیرند. یا اینکه به شهرداری Council آمده و مترجم بخواهید.
SINGHALESE	ඔබට මෙය කියවීමට නොහැකි නම්, කරුණාකර දුරකථන අංක 131 450 ඔස්සේ දුරකථන පරිවර්තන සේවාව (Telephone Interpreting Service) අමතා ඔබ වෙනුවෙන් දුරකථන අංක (02) 4732 7777 අමතා පෙන්රිත් නගර සභාව (Penrith City Council) හා සම්බන්ධ කර දෙන ලෙස ඉල්ලා සිටින්න. නැතිනම් නගර සභාව වෙත පැමිණ නොපැමිණිව කෙටි දුරකථන ඉල්ලා සිටින්න.
TAMIL	இதை உங்களால் வாசிக்க இயலவில்லை என்றால், 'தொலைபேசி உரைபெயர்ப்பு சேவையை 131 450 எனும் இலக்கத்தில் அழைத்து 'பென்றித் நகரவையுடன் (02) 4732 7777 எனும் இலக்கத்தில் உங்கள் சார்பாக தொடர்பு கொள்ளுமாறு கேளுங்கள். அல்லது நகரவைக்கு விஜயம் செய்து உரைபெயர்ப்பாளர் ஒருவர் வேண்டுமெனக் கேளுங்கள்.
VIETNAMESE	Nếu quý vị không thể đọc được thông tin này, xin liên lạc Dịch Vụ Thông Dịch Qua Điện Thoại ở số 131 450 và yêu cầu họ thay mặt quý vị liên lạc với Hội Đồng Thành Phố Penrith ở số (02) 4732 7777. Hoặc hãy tới Hội Đồng và yêu cầu có thông dịch viên.

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