



ETHOS URBAN

Social Impact Assessment

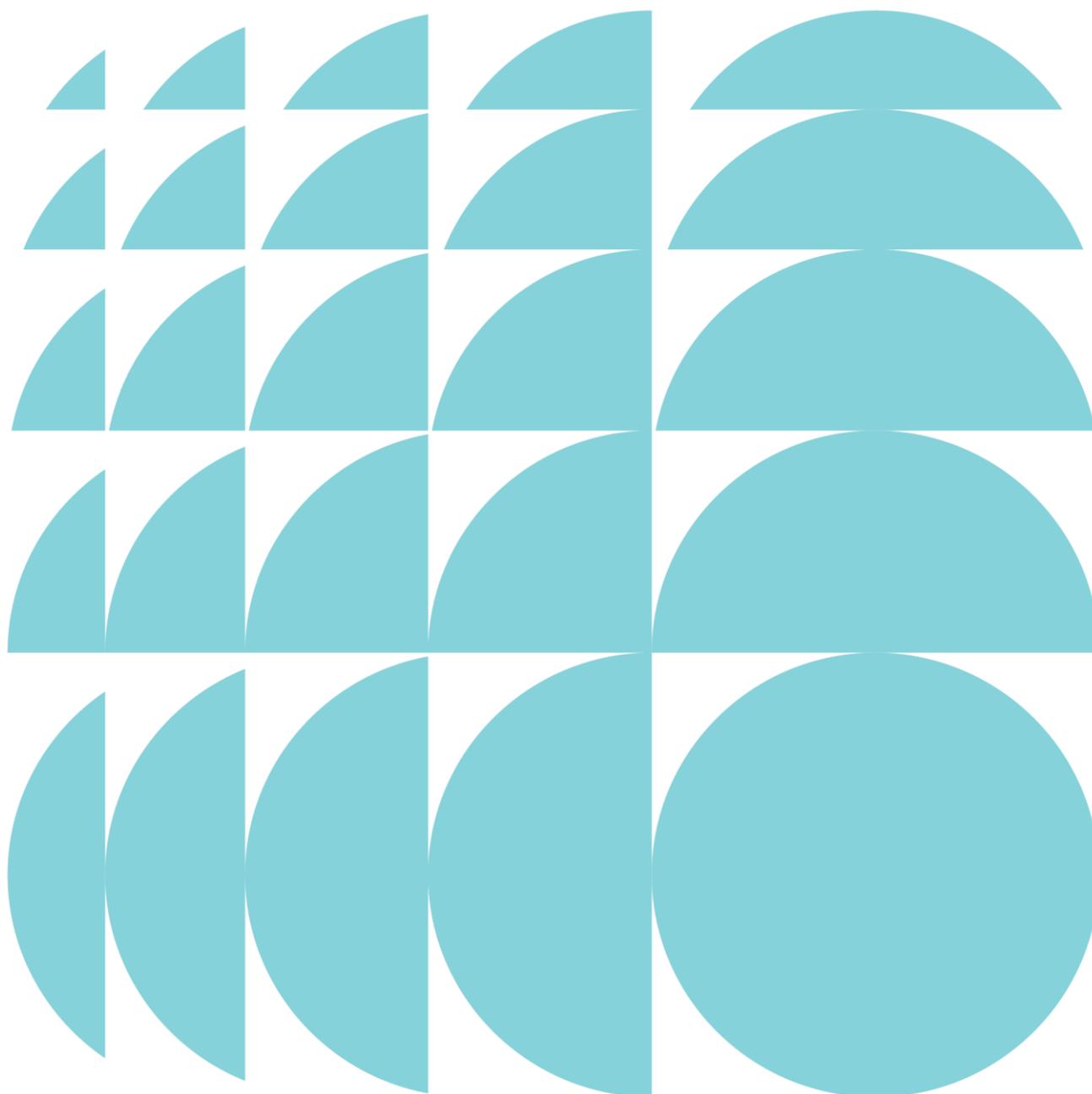
Museums Discovery Centre SSDA

2 Green Road, Castle Hill

Submitted to the Department of Planning, Industry
and Environment

On behalf of Create Infrastructure, NSW DPC

21 September 2020 | 2200469



CONTACT

Allison Heller Director aheller@ethosurban.com

Reproduction of this document or any part thereof is not permitted without prior written permission of Ethos Urban Pty Ltd.

This document has been prepared by:



Jo McClellan, Associate Director
Social Strategy and Engagement

Lucy Fokkema, Principal
Social Strategy and Engagement

This document has been reviewed by:



Allison Heller, Director
Social Strategy and Engagement

Reproduction of this document or any part thereof is not permitted without written permission of Ethos Urban Pty Ltd. Ethos Urban operates under a Quality Management System. This report has been prepared and reviewed in accordance with that system. If the report is not signed, it is a preliminary draft.

VERSION NO.	DATE OF ISSUE	REVISION BY	APPROVED BY
-------------	---------------	-------------	-------------

DRAFT Rev. 4

21 September 2020

LF
Ethos Urban Pty Ltd
ABN 13 615 087 931.
www.ethosurban.com
173 Sussex Street, Sydney
NSW 2000 t 61 2 9956 6952

AH

Contents

Executive Summary	3
1.0 Introduction	7
1.1 Purpose of this report	7
1.2 Assessment scope and specification – SEARs	7
1.3 Structure of this report	7
<hr/>	
2.0 Proposed development: Expansion of the Museums Discovery Centre	8
2.1 Introduction	8
2.2 Site description	8
2.3 Overview of the proposed development	9
<hr/>	
3.0 Purpose, objectives and scope of this assessment	11
3.1 Assessment framework and methodology	11
3.2 Information sources and assumptions	13
<hr/>	
4.0 Site context and character	14
4.1 Overview	14
4.2 Existing development on the site	14
4.3 Locational context	15
4.4 Immediately surrounding development	15
4.5 Broader precinct character	16
<hr/>	
5.0 Strategic policy context	19
5.1 Strategic themes and drivers	19
5.2 Cultural infrastructure trends	21
<hr/>	
6.0 Baseline analysis: social context	23
6.1 Introduction	23
6.2 Community profile: demographic characteristics	23
6.3 Forecast community profile	28
6.4 Local social infrastructure context	32
<hr/>	
7.0 Stakeholder and community perspectives	34
7.1 Engagement to inform the SSDA for the Museums Discovery Centre	34
7.2 Hills Shire Council engagement to identify community priorities	35
<hr/>	
8.0 Social Impact Assessment	36
8.1 Assessment framework and scope	36
8.2 Impact assessment factors and responses	36
8.3 Concluding comments	45
<hr/>	
Appendices	
Appendix A. Strategic Policy Context	47
Appendix B. Demographic summary	60

Contents

Figures

Figure 1	Existing site layout plan and proposed development site	9
Figure 2	Proposed development	10
Figure 3	Social risk matrix	12
Figure 4	Site context	14
Figure 5	Residential development to east of site	15
Figure 6	Retailers to the west of the MDC	15
Figure 7	Residential development to east of site	15
Figure 8	Museums Discovery Centre	15
Figure 9	Site and adjacent land looking north	16
Figure 10	Site and adjacent land looking south	16
Figure 11	Site and adjacent site looking south	16
Figure 12	Area north of site	16
Figure 13	Norwest strategic centre	17
Figure 14	Sydney Metro Northwest route	18
Figure 15	Study areas for the assessment	24
Figure 16	Age Profile	25
Figure 17	Tenure type	26
Figure 18	SEIFA IRSD	27
Figure 19	Forecast age profile, primary study area	30
Figure 20	Social infrastructure context	33

Tables

Table 1	Summary of impact mitigation and enhancement measures	5
Table 2	SEARs specifications and report references	7
Table 3	Policy themes and implications for the development	19
Table 4	Population forecasts – primary study area	29
Table 5	Change in age profile 2016-2036, primary study area	30
Table 6	Dwellings and household projections, 2016 - 2036	31
Table 7	Summary of impact mitigation and enhancement measures	46
Table 8	Central City District Plan	47
Table 9	NSW Premier's Priorities	49
Table 10	NSW 2040 Economic Blueprint	49
Table 11	Create in NSW	50
Table 12	Rebuilding NSW	51
Table 13	NSW Aboriginal Arts and Cultural Plan	52
Table 14	OCHRE Plan	52
Table 15	Greater Sydney Regional Plan	53
Table 16	NSW 2021	54
Table 17	Future Transport 2056	54
Table 18	Better Placed	55
Table 19	Cultural Infrastructure Plan 2025+	56
Table 20	Western Sydney Visitor Economy Strategy	56
Table 21	The Hills Future Community Strategic Plan (2017-2021)	57
Table 22	Hills Future 2036: Local Strategic Planning Statement	58
Table 23	The Hills Shire Productivity and Centres Strategy	58
Table 24	Cultural action plan for the Sydney Hills	58

Executive Summary

Expansion of the Museums Discovery Centre

The Powerhouse is Australia's contemporary museum for excellence and innovation in applied arts and sciences. Initially established in 1879 in the Garden Palace, the museum currently encompasses the Powerhouse in Ultimo, Sydney Observatory in the Rocks, and the Museums Discovery Centre (MDC) in Castle Hill.

The expansion of the Museums Discovery Centre is integral to the Powerhouse Program. The primary objective of the State Significant Development (SSD) Development Application (DA) is to provide expanded facilities to accommodate the Powerhouse collection including spaces for storage, conservation, research and display and spaces to facilitate increased public access to the collection through education, public programs, workshops, talks, exhibitions and events.

The expansion of the existing MDC facility within the site at 2 Green Road Castle Hill will integrate with the existing MDC site located at 172 Showground Road, Castle Hill and its operations on a permanent basis.

Purpose and scope of this Social Impact Assessment

The purpose of this Social Impact Assessment is to analyse the social impacts of the expansion of the MDC, as part of the Environmental Impact Statement (EIS) for the development.

This assessment has been prepared in accordance with the Secretary's Environmental Assessment Requirements (SEARs), issued on 4 July 2020, requiring the preparation of an SIA, which:

- Identifies, analyses, and proposes responses to any likely social impacts, whether positive or negative, that people may experience as a result of the project on their surroundings, health and wellbeing, community, culture or their access to and use of infrastructure, services, and facilities.
- Investigates whether any group in the community may disproportionately benefit or experience negative impacts, and proposes commensurate responses consistent with socially equitable outcomes.
- Considers social impacts for all stages of the project lifecycle, i.e. site preparation and clearing, construction and operation.

The assessment has been prepared to support the State Significant Development (SSD) for the Project. The comprehensive assessment of social impacts provides an assessment and identifies the significance of the potential impacts, both positive and negative, during construction and upon operation of the expanded Museums Discovery Centre.

Mitigation options for the potential social impacts and enhancement measures for the positive social benefits have been discussed, along with the identification of proposed methods for monitoring the social impacts over time.

Project overview

The SSDA seeks approval for the construction and use of a new building to be known as 'Building J' at 2 Green Road, Castle Hill. This will be integrated with the existing Museums Discovery Centre located at 172 Showground Road, Castle Hill.

The proposed development will include a 14.35m high building including 8,800m² of gross floor area accommodating a range of uses including storage for Powerhouse Collection and archives, flexible spaces for education, suites of conservation laboratories and collection work spaces and amenities.

Approval is also sought for the construction of a new vehicle accessway to maintain connectivity between the Museums Discovery Centre and TAFE Sites, construction of a 24-space at-grade carpark and subdivision of the proposed new building to enable one consolidated lot.

Social Impact Assessment methodology

The assessment of social impacts has been based on the NSW DPIE *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development* (2017), which the Department has recommended be adaptively applied for a range of development types. It also draws on guidelines published by the International Association for Impact Assessment (IAIA) *International principles for social impact assessment* (Vanclay 2003), which defines Social Impact Assessment as:

“The process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment.” (2003, p.5)

As outlined in the IAIA Social Impact Assessment Guideline (2015), social impacts vary in their nature and can be positive or negative, tangible or intangible, quantifiable, partly quantifiable or qualitative. Social impacts can also be experienced or perceived differently by different people and groups within a community.

Key steps in undertaking the assessment have included: a baseline analysis of the existing socio-economic environment; scoping of relevant issues; identification and assessment of potential impacts against the specified suite of factors set out in the NSW DPIE SIA Guideline and the SEARs for the project; determination of the significance of the impacts, and identification of measures to manage or mitigate the project’s potential negative impacts and enhance potential benefits.

Study area definition: area of social influence

This report analyses the existing socio-economic characteristics of the community within an identified study area or ‘area of social influence,’ to inform an understanding of the potential impacts of the development on that community.

Given the location of the site, a Primary Study Area has been defined using the Hills Local Government Area (LGA) boundary, to best reflect the local community and population living within proximity to the site and who are likely to access it locally, once the centre is operational.

For the purposes of the analysis, a Secondary Study Area has been established applying the boundary of Greater Sydney; this is defined using the Greater Sydney Capital City Statistical Area (GCCSA). This SSA has been defined with regard to the broader community impacted by – and likely to benefit from – the development, and for comparative purposes in relation to the demographic analysis.

Summary of key social impacts and benefits

The development has been assessed with regard to each impact factor defined within the NSW DPIE SIA Guideline. The assessment has been undertaken with consideration of the issues identified through the baseline analysis, and in terms of the significance of each impact, with an overall risk rating taking into account the likelihood, and consequence of the identified risk.

Overall, the level of impacts of the development have been assessed as ranging from low to moderate, with no major significant negative impacts identified, that cannot be mitigated.

Key challenges identified with the SSSA relate to:

- Temporary impacts to amenity and surroundings during the construction phase of the MDC expansion. Changes to amenity may relate to environmental factors such as noise, traffic and parking, vibration, views and air quality. These impacts will be managed in accordance with legislation and regulation, through a Construction Management Plan.
- Modified access to the site during the construction phase, albeit noting that the site is currently only accessible to the public on weekends for general entry and guided tours, and to school groups during the week.
- Changes to the community’s connection to place associated with redevelopment of the site resulting in the removal of vegetation (trees) on site, which are remnants of an experimental plantation planted by the Museum progressively since the 1940s. This has the potential to alter the community’s connection to the land, places and buildings on the site.

The most significant social benefits of the proposal relate to:

- Improved access to and use of infrastructure in the Central City District, associated with delivery of a new state-of-the-art cultural facility that will allow improved access by the community to research, viewing of the Powerhouse Collection, as well as improved spaces for education and public programs and events.
- Improvements to surrounding local character and landscape of the area, and associated connection to place, through enhancements and improvements that will be made to the site and immediate surrounds. This includes through the development of a contemporary cultural facility, which will provide flexible spaces for education, public programs, workshops, talks and events, along with space for storage, research and public viewing of the Powerhouse Collection. Also, the landscape design that will be delivered alongside the building, which will be developed in collaboration with Indigenous stakeholders, align with Powerhouse Indigenous-led programming, and focus on native planting for practical and educational use.
- Strengthened connection to place for the community, arising from their improved access to a significant cultural infrastructure asset, and through it to one of the State's most significant cultural collections, with associated benefits in terms of community pride and sense of place in the primary study areas.
- Improvements to educational attainment, access to opportunity and socio-economic wellbeing for the community, associated with new cultural infrastructure that will enable innovative education and public programs to be delivered at the site. This includes through expanded education and training partnerships, including with the neighbouring TAFE NSW campus, which brings opportunities for shared programs, educational initiatives and lifelong learning opportunities. These will in turn deliver significant community wellbeing benefits.

Recommended mitigation and enhancement measures

Measures developed to mitigate potential negative social impacts and enhance community benefits have been discussed with Create NSW as well as the Museums Discovery Centre, which is owned and operated by the Museum of Applied Arts and Sciences (MAAS). The outcomes of those discussions are presented in this report.

Impacts are recommended to be monitored and managed through collaboration with key stakeholders, to affectively address them if/or when they arise. Specifically, the measures proposed, and understood to be adopted, are set out in **Table 1** below.

Table 1 Summary of impact mitigation and enhancement measures

Proposed measure	Timing
Prepare a Construction Management Plan, including mitigation measures to reduce the impacts associated with noise, vibration and visual amenity during the construction phase.	Prior to commence of construction
Develop a comprehensive Operational Plan of Management to effectively address: <ul style="list-style-type: none"> • Management of events, programs and activities on the site to minimise amenity impacts on surrounding neighbours • Safety, health and wellbeing of users of the site and communities in the locality • Public and active transport access to the site. 	Prior to occupation of the newly developed Museums Discovery Centre
Develop and implement user experience surveys and monitoring plans to identify the direct and indirect impacts of the Museums Discovery Centre during its operation. The findings of this research may be reported through Annual Reports.	During operation
Undertake ongoing engagement with key stakeholders, including the neighbouring TAFE NSW campus, to identify opportunities for partnerships for education, programming and events.	During construction and operation
Implement the recommendations of the Aboriginal Cultural Heritage Assessment Report to incorporate intangible Aboriginal heritage values (social and cultural), for example through the integration of native plantings and acknowledgement of Dharug culture through the landscaping plan.	Prior to construction
Enhance positive impacts of the delivery of the expanded Museums Discovery Centre through consideration of:	During operation

Proposed measure	Timing
<ul style="list-style-type: none"> • Inclusion and visibility of marginalised and culturally and socially diverse communities in programming and events • Development of programs and access to facilities targeted to local residents: in particular, the opportunity for school students as well as TAFE students to access programs, facilities, research and viewing of collections • Opportunities for partnerships between the Museums Discovery Centre and surrounding businesses, e.g. Hills Super Centre, to enhance sense of connection, in line with stakeholder feedback • Opportunities to improve public transport access to the site, in line with stakeholder feedback, to increase opportunities for visitors without access to a car to visit the MDC • Opportunities to embed community values into the design of the public domain associated with the MDC, including through landscaping, to enhance community connection to the site • Measures to ensure high levels of safety, security and accessibility through the site to ensure a welcoming and safe environment for all • Opportunities for surrounding local community and cultural groups to use the expanded MDC for tailored education, training and meeting purposes. 	
<p>Documentation of the construction phase, and alterations to the site as a result of the redevelopment of the site</p>	<p>During construction</p>

Concluding comment

Overall, it is considered that with a range of mitigation measures to manage any risks as well as enhance the positive benefits, the project is anticipated to bring significant public benefits to the local and broader communities.

1.0 Introduction

1.1 Purpose of this report

The report supports a State Significant Development (SSD) Application for the proposed construction and use of a new building to facilitate the expansion of the Museums Discovery Centre (MDC) site at 2 Green Road, Castle Hill.

The primary objective of the SSD Application is to provide expanded facilities to accommodate the Powerhouse collection including spaces for storage, conservation, research and display and spaces to facilitate increased public access to the collection through education, public programs, workshops, talks, exhibitions and events. The expansion of the existing MDC facility within the site at 2 Green Road Castle Hill will integrate with the existing MDC site located at 172 Showground Road, Castle Hill and its operations on a permanent basis.

The proposal is a type of “*Information and Education Facility*” with a Capital Investment Value (CIV) in excess of \$30 million and is classified as SSD under Schedule 1 Clause 13 of the State Environmental Planning Policy (State and Regional Development) 2011 (State and Regional Development SEPP).

Create Infrastructure NSW is the proponent of this SSD Application.

1.2 Assessment scope and specification – SEARs

The Department of Planning, Industry and Environment have issued Secretary’s Environmental Assessment Requirements (SEARs) to the applicant for the preparation of an Environmental Impact Statement for the proposed development. This report has been prepared having regard to the SEARs as follows:

Table 2 SEARs specifications and report references

SEARs	Where addressed in this report
9. Social Impact Assessment	
The EIS shall include a social impact assessment, which:	
<ul style="list-style-type: none"> identifies, analyses, and proposes responses to any likely social impacts, whether positive or negative, that people may experience as a result of the project on their surroundings, health and wellbeing, community, culture, or their access to and use of infrastructure, services, and facilities; 	Chapter 8.0
<ul style="list-style-type: none"> investigates whether any group in the community may disproportionately benefit or experience negative impacts, and proposes commensurate responses consistent with socially equitable outcomes; 	Chapter 8.0
<ul style="list-style-type: none"> considers social impacts for all stages of the project lifecycle, i.e. site preparation and clearing, construction, and operation. 	Chapter 8.0

1.3 Structure of this report

This report is structured as follows:

- Chapter 1: Introduction
- Chapter 2: Proposed development: Expansion of the Museums Discovery Centre
- Chapter 3: Purpose, objectives and scope of this assessment
- Chapter 4: Site context
- Chapter 5: Strategic policy context
- Chapter 6: Baseline analysis: Current social context
- Chapter 7: Stakeholder and community engagement
- Chapter 8: Social Impact Assessment

2.0 Proposed development: Expansion of the Museums Discovery Centre

2.1 Introduction

The Museums Discovery Centre (MDC) is owned and operated by the Museum of Applied Arts and Sciences (MAAS) and features exhibitions and displays in collaboration with Australian Museum and Sydney Living Museums, who also maintain collection storage and conservation facilities on the site.

The MDC is located at 172 Showground Road, Castle Hill. There are six buildings primarily providing collection storage as well as areas for displays and education and public programs, accessible to visitors (Building E). During 2017-2018 a total of 17,481 persons visited the MDC site.

The MDC Expansion is part of the renewal of the Museum of Applied Arts and Sciences, known as the Powerhouse Program, which includes:

- **Powerhouse Parramatta:** A new benchmark in cultural placemaking for Greater Sydney that will be a symbol of a new approach to creative activity and engagement.
- **Powerhouse Ultimo:** The NSW Government recently announced that the Museum's Ultimo site will be retained, and the Museum will operate over four sites across the Greater Sydney area.
- **Powerhouse Collection Relocation and Digitisation Project:** The relocation of the Powerhouse collection and digitisation of around 338,000 objects, enhancing the collection's accessibility for local, national and international audiences.

The MDC expansion is an integral component of the Powerhouse Program and will provide the opportunity to increase visitation to the site, forming an important and significant cultural institution within The Hills Shire. In addition to the storage component of the proposal, the expansion will increase access to the Powerhouse collection through a range of spaces for visible storage, research and viewing of the collection, as well as flexible spaces for education and public programs, workshops, talks, exhibitions and events.

2.2 Site description

The proposed Building J site is located within the property known as 2 Green Road, Castle Hill, which comprises a single lot legally described as Lot 102 DP 1130271. The site is generally square in shape with a splay corner to the intersection of Green Road and Showground Road and a total area of approximately 3.8ha. The site has a primary frontage of approximately 183m to Green Road and a secondary frontage of approximately 186m to Showground Road. Refer to **Figure 1** over page. The location of the proposed new MDC building (to be known as 'Building J') is located on the western end of the site and is marked on **Figure 1** in a dashed yellow line (referred as the Building J Site). The overall site contains large institutional buildings set within a landscaped setting featuring a high tree canopy.

The overall site is a TAFE campus that caters for approximately 400 enrolled students, and provides courses on business and financial services, hospitality, general education, community services, health, nursing, carpentry, building and retail. The site currently includes TAFE buildings, car parking and vegetated open space areas. A dam is situated in the north eastern part of the site.

The MDC site is located immediately west of the existing TAFE site at 172 Showground Road, Castle Hill. A subdivision application (included within this SSD Application) will consolidate the site of the proposed Building J with the existing MDC site. The main public vehicle access to the MDC site is via Windsor Road. There is also a vehicular access point to the MDC on Showground Road. The MDC and TAFE have a longstanding arrangement, that permits vehicle access to the MDC site from Green Road, allowing vehicles to traverse across the TAFE site to access the MDC site.

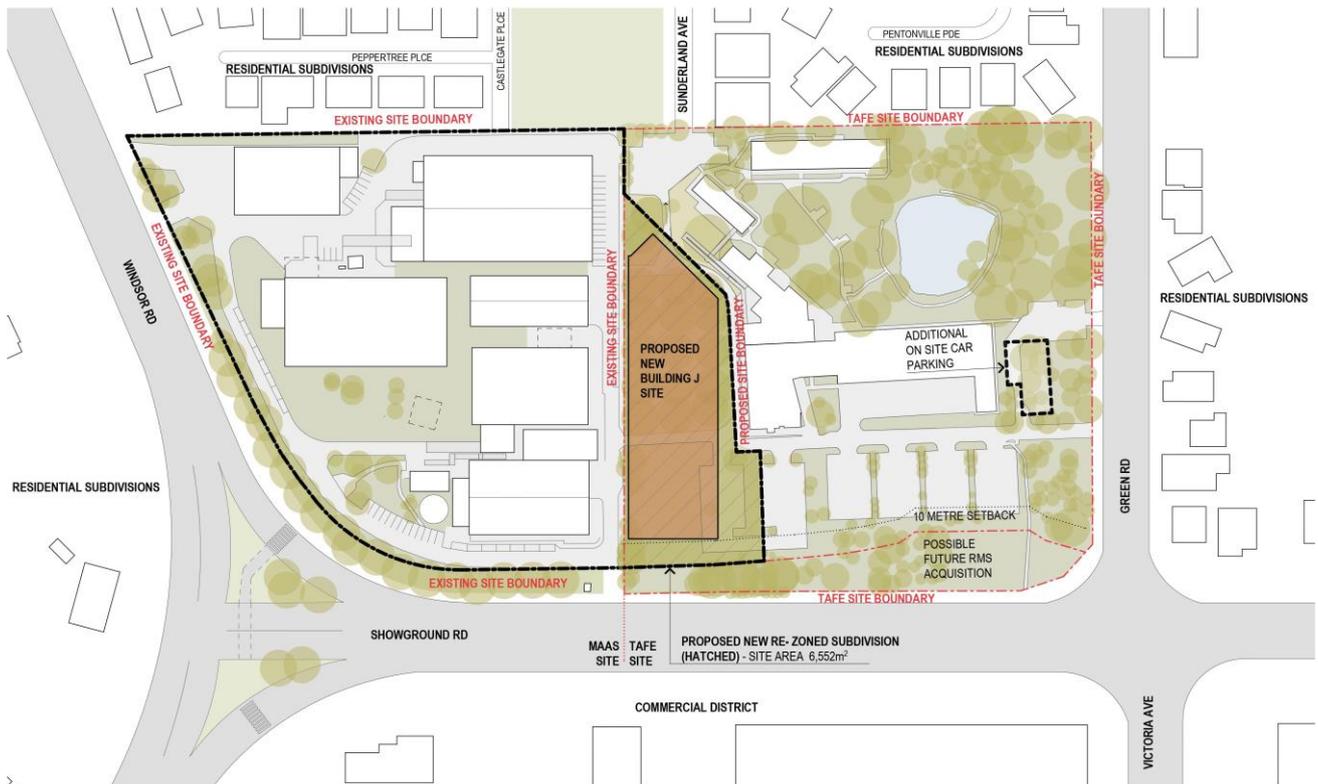


Figure 1 Existing site layout plan and proposed development site

Source: Lahznimmo Architects

Development surrounding the site to the east, and north consists of established residential neighbourhoods generally comprising two storey detached dwellings. Opposite the site to the south east and south west are a mix of warehouses, industrial units, and large format bulky goods retail premises. Views into the TAFE and MDC site from the surrounding roads is obscured by dense trees and vegetation along the perimeter of the sites.

A public park and children’s playground is adjacent to the north of the site that is bound by Sunderland Avenue to the east and Castlegate Place to the west. The dwellings along Sunderland Avenue and the southern side of Pentonville Parade are the nearest residential properties to the proposed Building J site.

2.3 Overview of the proposed development

The successful delivery of this SSD project supports a priority cultural infrastructure project and a NSW Government 2019 election commitment (Powerhouse Precinct at Parramatta). This application will deliver a significant cultural institution for Castle Hill and The Hills Shire.

The proposed Building J will offer many opportunities for public engagement as part of a desire to increase public access to the Powerhouse collection. The renewal of the site offers a range of opportunities to increase public access including visible storage facilities, booked tours, Open Days, public and education programs, workshops, talks and other events. The facilities in Building J will serve the needs of a variety of user groups including staff, volunteers, education groups, researchers, artists, scientists, industry partners and the general public.

An image of the proposed development is shown in **Figure 2** over page.

The SSD Application seeks consent for the delivery of the MDC expansion as a single stage, comprising:

- Site preparation works, including the termination/relocation and installation of site services and infrastructure, tree removal (337 trees in total), earthworks, and the erection of site protection hoardings and fencing.
- Demolition of existing car park and vehicle accessway along the eastern and north eastern parts of the site. A new at-grade car park is proposed to be constructed on the eastern side of the TAFE site and will accommodate 24 car parking spaces removed from the Building J site.
- Construction of the proposed new Building J. The proposed new Building J will cater for the following uses:
 - Storage for the Powerhouse collection and archives (both collected archives and institutional archives)
 - Flexibles spaces for education and public programs, workshops, talks, exhibitions and events
 - Suites of conservation laboratories and collection work spaces
 - Photography, digitisation and collection documentation facilities
 - Work space for staff, researchers, industry partners and other collaborators. This will include amenities, meeting and storage rooms, collection research and study areas as well as other ancillary facilities
 - Components of the image and research library
 - Object and exhibition preparation, packing, quarantine and holding areas
- Construction of new vehicle accessways to maintain connectivity to the MDC and TAFE sites.
- Subdivision of the proposed Building J site from the TAFE site including creation of right-of-carriageway easement to facilitate access over the new realigned accessway by TAFE vehicles and consolidation to form a single lot with the existing MDC site.



Figure 2 Proposed development

Source: Lahznimmo Architects

3.0 Purpose, objectives and scope of this assessment

The purpose of this Social Impact Assessment (SIA) is to assess the impacts of the development, both positive and negative, for all stages of the project lifecycle for the community and stakeholders.

Social Impact Assessment involves the analysis of social changes and impacts on communities that are likely to occur as a result of a particular development, planning scheme, or government policy decision.

3.1 Assessment framework and methodology

Social Impact Assessment

This assessment of social impacts has been based on the NSW DPIE *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development* (2017), which the Department has recommended be adaptively applied for a range of development types. It also draws on guidelines published by the International Association for Impact Assessment (IAIA) *International principles for social impact assessment* (Vanclay 2003), which defines Social Impact Assessment as:

“The process of analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions. Its primary purpose is to bring about a more sustainable and equitable biophysical and human environment.” (2003, p.5)

As outlined in the IAIA Social Impact Assessment Guideline (2015), social impacts vary in their nature and can be positive or negative, tangible or intangible, quantifiable, partly quantifiable or qualitative. Social impacts can also be experienced or perceived differently by different people and groups within a community.

Undertaking an SIA involves a number of steps, including analysis of the existing social environment; scoping of issues; identifying and assessing potential social impacts across a range of factors; determining the significance of these impacts, and identifying measures to manage or mitigate potential negative impacts and enhance potential benefits.

Key steps in undertaking the assessment have included: a baseline analysis of the existing socio-economic environment of a defined study area; scoping of relevant issues; identification and assessment of potential impacts against the specified suite of factors set out in the NSW DPIE SIA Guideline and the SEARs for the project; determination of the significance of the impacts, and identification of measures to manage or mitigate the project’s potential negative impacts and enhance potential benefits.

The methodology employed in preparing this SIA is designed to ensure that the social environment of communities potentially impacted by a project are properly accounted for and recorded, and anticipated impacts are adequately considered and assessed.

The NSW DPIE SIA Guideline has been applied as the basis for this assessment. This classifies social impacts according to the following factors, which are also reflected in the SEARs issued for this SSDA:

- Way of life: how people work, play and interact with one another on a day-to-day basis
- Culture: people’s shared beliefs, customs, values and language or dialect
- Community: its cohesion, stability, character, services and facilities
- Political systems: the extent to which people are able to participate in decisions that affect their lives, and the resources provided for this purpose
- Environment: the quality of the air and water people use, the availability and quality of the food they eat; the level of hazard or risk, dust and noise they are exposed to, the adequacy of sanitation; their physical safety; and their access to and control over resources
- Health and wellbeing: people’s physical, mental, social and spiritual wellbeing

- Personal property rights: particularly when people are economically affected, or experience personal disadvantage which may include a violation of their civil liberties
- Fears and aspirations: their perceptions about their safety, their fears about the future of their community, and their aspirations for their future and the future of their children.

As outlined in the IAIA Social Impact Assessment Guideline (2015), the assessment recognises that social impacts vary in their nature and can be: positive or negative; tangible or intangible (perception based); direct (caused by planned development itself), indirect (occurring as a result of a direct impact) interdependent (affecting each other) and/or cumulative (as a result of the incremental and combined impacts of one or more projects, including the current and foreseeable future projects); experienced differently by different individuals or groups within a community, and experienced differently at the local, regional, state or national level.

Assessment stages

Stages in the preparation of the Social Impact Assessment are as follows:

- Baseline analysis of the existing socio-economic environment, involving:
 - Study area definition, including primary and secondary geographic areas likely to be impacted
 - Review of relevant background studies and technical reports, along with relevant local and state policy frameworks
 - Demographic analysis, including socio-economic characteristics of current and forecast communities.
- Stakeholder and community engagement: A comprehensive engagement program is being undertaken by Create NSW through Ethos Urban involving briefings and meetings with a wide range of stakeholders, community representatives and broader communities. Further detail on stakeholder and community engagement activities and outcomes is provided at Chapter 8.0.
- Scoping of issues: Analysis of potential impacts during and post-construction, with each of the directly affected communities and other stakeholders identified in relation to the way they may be affected. Both positive and negative potential issues are identified.
- Identification of impacts as per DPIE Guideline parameters. The social impact assessment ultimately appraises the significance of each identified impact based on its duration, extent and sensitivity of impact 'receivers'. This results in a social risk rating for impacts, as per the social risk matrix shown in **Figure 1** below.

			Consequence Level				
			1	2	3	4	5
			Minimal	Minor	Moderate	Major	Catastrophic
Likelihood Level	A	Almost certain	A1	A2	A3	A4	A5
	B	Likely	B1	B2	B3	B4	B5
	C	Possible	C1	C2	C3	C4	C5
	D	Unlikely	D1	D2	D3	D4	D5
	E	Rare	E1	E2	E3	E4	E5
Social Risk Rating			Low	Moderate	High	Extreme	

Figure 3 Social risk matrix

Source: NSW Department of Planning and Environment, 2017, Social Impact Assessment Guideline (based on matrix used in Vanclay, F., et al. (2015) p.49)

3.2 Information sources and assumptions

Following are the key data sources and policy documents used to prepare this SIA (ordered by title):

- ABS Census of Population and Housing, Australian Bureau of Statistics, 2016
- Better Placed (Government Architect)
- Central City District Plan (Greater Sydney Commission)
- Create in NSW – NSW Arts and Cultural Policy Framework (NSW Department of Trade & Investment)
- Cultural Action Plan for the Sydney Hills (The Hills Shire Council)
- Cultural Infrastructure Plan 2025+ (Create NSW)
- Greater Sydney Regional Plan – Metropolis of Three Cities (Greater Sydney Commission)
- Greater Sydney Services and Infrastructure Plan – Future Transport 2056 (Transport for NSW)
- Hills Future 2036: Local Strategic Planning Statement (The Hills Shire Council)
- Hills (The) Future Community Strategic Plan 2017-2021 (The Hills Shire Council)
- Hills Shire Productivity and Centres Strategy (The Hills Shire Council), 2019
- NSW Population Projections, NSW Department of Planning, Industry and Environment, 2019
- NSW Premier's Priorities (NSW Government)
- NSW 2040 Economic Blueprint (Department of Treasury)
- NSW Aboriginal Arts and Cultural Plan 2015-2018 (Create NSW)
- NSW 2021: A plan to make NSW number one (NSW Department of Premier and Cabinet)
- OCHRE Plan – NSW Government Aboriginal Affairs Strategy (NSW Aboriginal Affairs)
- Rebuilding NSW – State Infrastructure Strategy (Infrastructure NSW)
- Western Sydney Visitor Economy Strategy (Destination NSW)

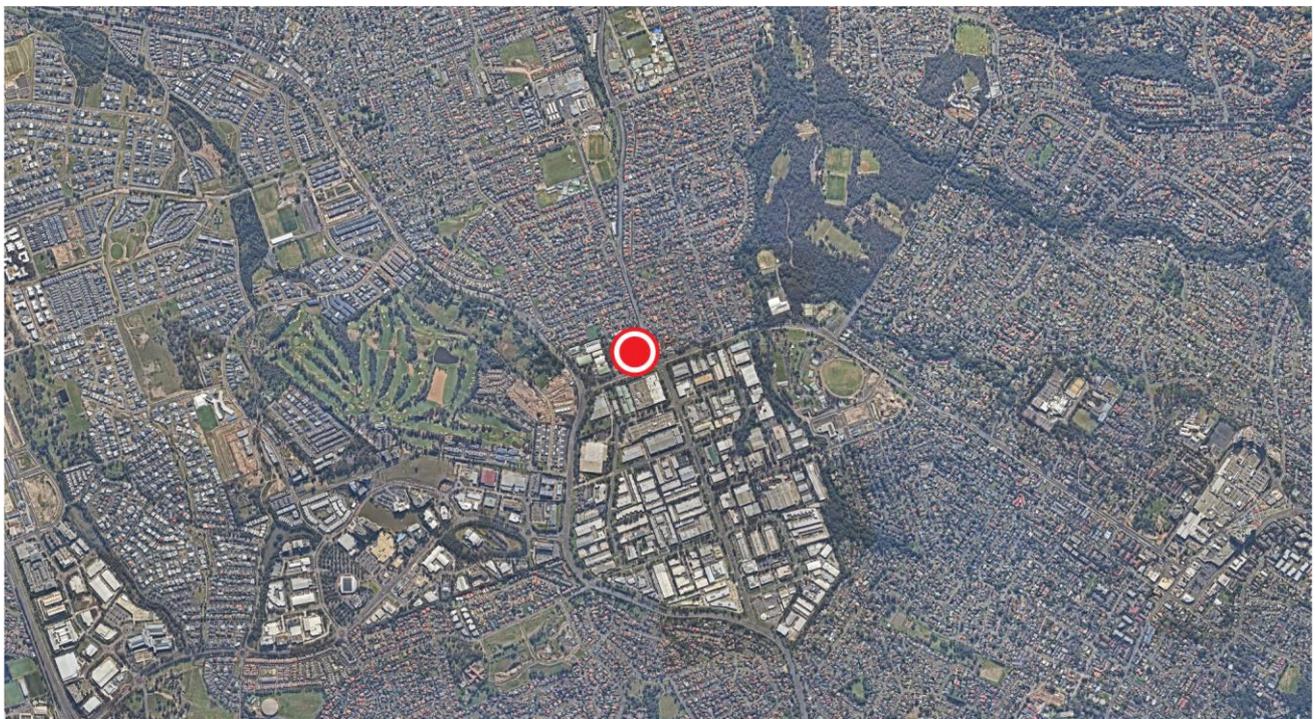
4.0 Site context and character

4.1 Overview

The site is legally known as Lot 102 DP 1130271 and occupies an area of approximately 3.8 hectares with the primary frontage of approximately 183m to Green Road and a secondary frontage of approximately 286m to Showground Road. The site is known as the Hills TAFE College – Castle Hill campus and adjoins the Museum of Applied Arts and Sciences (Museums Discovery Centre) located to the west, at 172 Showground Road, Castle Hill. The site location is shown at **Figure 4** below.

The site currently comprises six (6) large institutional buildings and sits within an existing TAFE campus. A dam is situated in the north eastern part of the site.

The immediate context of the site comprises a range of land uses including established low density residential neighbourhoods, large open space and a mix of warehouses, industrial units and large bulk goods and retail premises.



 The Site

 NOT TO SCALE

Figure 4 Site context

Source: Ethos Urban.

4.2 Existing development on the site

The site currently contains six (6) large TAFE institutional buildings, an existing paved car park and open spaces featuring a high tree canopy. A dam is also located on the north-eastern frontage of the site. Vehicle access points to the site are located on Green Road and Showground Road. A longstanding agreement between TAFE and Museums Discovery Centre permits vehicle access to the MDC from the Green Road access point to the TAFE site.

The existing TAFE campus caters for approximately 400 enrolled students and provides courses on business and financial services hospitality, general education, community services, health, nursing, carpentry, building and retail. The site currently includes TAFE buildings, car parking and vegetated open space areas.

The subject site is owned by the Minister Administering the Technical and Further Education Commission Act 1990, the NSW Government authority responsible for managing TAFE colleges. The Museums Discovery Centre is owned by the Museum of Applied Arts and Sciences (MAAS).

Existing development, and surrounding uses, is shown in **Figure 5** to **Figure 12**.

4.3 Locational context

The existing Museums Discovery Centre and the area proposed for the expansion is located at 2 Green Road, Castle Hill within The Hills Shire LGA.

The site is situated on the northern edge of the Castle Hill Showground Business Park which provides key economic business use and supports employment opportunities for the Hills region. The site occupies an area of approximately 3.8 hectares with the primary frontage of approximately 183m to Green Road and a secondary frontage of approximately 286m to Showground Road.

4.4 Immediately surrounding development

A range of development types and land uses characterise the immediate surrounds of the site. North and east of the site is a range of low-density residential neighbourhoods generally comprising two-storey detached dwellings and West of the site lies large open space of Castle Hill Country Club. The land to the west of the site, fronting Windsor Road, is now being developed for low density residential development. The Castle Hill Showground Business Park containing a mix of warehouses, industrial units and large bulk goods and retail premises to the south.



Figure 5 Residential development to east of site

Source: Ethos Urban



Figure 6 Retailers to the west of the MDC

Source: Ethos Urban



Figure 7 Residential development to east of site

Source: Ethos Urban



Figure 8 Museums Discovery Centre

Source: Ethos Urban



Figure 9 Site and adjacent land looking north

Source: Ethos Urban



Figure 10 Site and adjacent land looking south

Source: Ethos Urban



Figure 11 Site and adjacent site looking south

Source: Ethos Urban



Figure 12 Area north of site

Source: Ethos Urban

4.5 Broader precinct character

4.5.1 Norwest strategic centre

The site is located on the periphery of the strategic centre of Norwest, a business park and shopping district which has been earmarked for higher employment densities, new housing and increased services – catalysed by the delivery of the Sydney Metro Northwest.

The Norwest precinct is currently dominated by a business park, large format retail (including large retailers opposite the Powerhouse Museums Discovery Centre). Increasingly, retail services are also being delivered in this area.

The Greater Sydney Commission’s vision for Norwest is to: “transform the traditional 1990s-style business park model into a transit-oriented, more vibrant and diversified centre with higher employment densities and a mix of residential uses and supporting services.”¹ The number of jobs in the centre is forecast to increase from approximately 32,400 jobs in 2016 to between 49,000 and 53,000 in 2036, through this transformation.

¹ GSC 2018, *Central City District Plan*, p.83 < https://gsc-public-1.s3-ap-southeast-2.amazonaws.com/central-district-plan-0318_0.pdf?NoqRUJ.5dP73wf8wvfPFkNHjJV7oyKmN5 >



Figure 13 Norwest strategic centre

Source: Greater Sydney Commission, *Central City District Plan*, 2018

4.5.2 Public transport investment - Sydney Metro Northwest

The MDC is located approximately 1.7km walking distance from Hills Showground Metro Station and 2.3km walking distance to Norwest Metro Station. These stations are located on the Sydney Metro Northwest line, which currently offers reliable high speed, high frequency train services between Tallawong and Chatswood Stations, and will connect to North Sydney CBD and Sydney CBD when stations in these areas are completed in 2024 (see **Figure 14**).

Currently, in the Hills there are high levels of car ownership and dependence, and Council has stated that “traffic congestion detract[s] from the attractiveness of strategic centres.”² The proximity between Norwest Station and the expanded Powerhouse MDC will offer new opportunities for public transport access to the facility at this location.

Sydney Metro Northwest has also catalysed urban renewal in the Hills Shire, including around Norwest and Hills Showground Stations. Hills Shire Council states:

“Sydney Metro creates opportunities to build on Norwest’s prestigious business and lifestyle reputation. Growing investment in health and education infrastructure and knowledge-intensive jobs will better suit the skills of residents, and strengthen Norwest’s status as a world-class business park. Norwest is second only to Parramatta in the Central City District in terms of targeted job growth.”³

² Hills Shire Council 2019, *Productivity and Centres Strategy*, p.25.

³ Hills Shire Council 2019, *Hills Future 2036: Local Strategic Planning Statement*, p.76.



Figure 14 Sydney Metro Northwest route

Source: Transport for NSW, 2020

5.0 Strategic policy context

The following section identifies the key social drivers for this site, based on a review of the key state and local policies and strategies relevant to the proposed development.

Key policy drivers for the development

- The Hills LGA population is anticipated to increase to 290,900 people by 2036, with significant growth concentrated in major centres, including Norwest. Increased provision of social infrastructure is required to support population growth and liveability, and to improve opportunities for residents, visitors and workers in the LGA to meet each other and connect, and participate in cultural expression.
- There is limited cultural infrastructure across the Central City District, and it is a state and local priority to increase the diversity and amount of cultural and creative infrastructure in this District to support population growth and re-balance investment in cultural infrastructure across Greater Sydney. The Powerhouse Museums Discovery Centre is one of the five key cultural infrastructure facilities in the Hills Shire LGA.
- The project supports the Cultural Infrastructure Plan for NSW, enhancing opportunities for communities to be engaged in interactive education programs and increase knowledge sharing for local and broader populations.
- Museums are key form of social infrastructure and plays a significant role in fostering social cohesion and identity, while also contributing towards social wellbeing in the context of urban renewal.

5.1 Strategic themes and drivers

The following section identifies the key social drivers for this site, based on a review of the key state and local policies and strategies. The comprehensive analysis is provided at **Appendix A**.

Table 3 Policy themes and implications for the development

Policy driver	Key implications for social impact assessment	Relevant documents
Limited cultural and creative infrastructure across Western Sydney	<ul style="list-style-type: none"> • It is a state priority to increase the diversity and amount of cultural infrastructure accessible to residents of the Central City District and Western City Districts, to support population growth and re-balance investment in cultural infrastructure across Greater Sydney. • Although the Central City District has a strong cultural sector, with a range of events, facilities and programs, there is a lack of performance venues, affordable studio and rehearsal space, flexible spaces for multidisciplinary and experimental arts. • There are a range of heritage assets across the Hills Shire, including Bella Vista Farm, which also operates as an outdoor creative venue. • Council is considering an opportunity to deliver a cultural facility that could cater for a variety of uses including conferences and tradeshows, concerts seating up to 3000, elite sports events and indoor show arenas as part of masterplanning for the Hills Showgrounds, in close proximity to the site. 	<ul style="list-style-type: none"> • <i>Create in NSW</i> (Create in NSW 2015) • <i>Cultural Infrastructure Plan</i> (Create NSW 2018) • <i>Central City District Plan</i> (GSC 2018) • <i>Cultural Action Plan</i> (Hills Shire Council 2014)
Improving liveability and social sustainability in the Hills Shire LGA	<ul style="list-style-type: none"> • Future development in the Hills LGA should lead to 'great places', that reflect community needs and aspirations, are responsive to community aspirations and values, and enhance the qualities of the neighbourhoods that make them unique and which communities strongly identify with. • A review of council documents indicate that The Hills Shire define liveability as: <ul style="list-style-type: none"> - Improved infrastructure and access to public transport 	<ul style="list-style-type: none"> • <i>The Hills Future Community Strategic Plan 2017-2021</i> (The Hills Shire Council 2019) • <i>Better Placed</i> (NSW GAO 2016) • <i>Hills Future 2036: Local Strategic Planning Statement</i> (The Hills Shire Council 2020)

Policy driver	Key implications for social impact assessment	Relevant documents
	<ul style="list-style-type: none"> - Improved housing in the right locations - Protection and enhancement of greenspaces - High quality management of natural resources and water supply • It is a Hills Shire Council priority to enhance the diversity of activities available in the area, and to activate a night-time economy within strategic centres – including creative and cultural opportunities close to home. 	<ul style="list-style-type: none"> • <i>The Hills Shire Productivity and Centres Strategy</i> (The Hills Shire Council 2019)
<p>Accommodating population growth and change across the Central City District</p>	<ul style="list-style-type: none"> • This projected population growth within the Central City District shows significant growth estimated for the Hills Shire LGA. It is predicted that the population of the subject site study area will grow to 125,350 in 2036. Integrated and targeted delivery of services and infrastructure is needed to support this growth. • The Hills LGA is undergoing significant change and growth due to increased population and the recent completion of Sydney Metro Northwest, which has catalysed urban renewal in key centres, including Norwest. 	<ul style="list-style-type: none"> • <i>Central City District Plan</i> (GSC 2018) • <i>The Hills Community Strategic Plan</i> (The Hills Shire Council 2019) • <i>Hills Future 2036: Local Strategic Planning Statement</i> (The Hills Shire Council 2020) • <i>The Hills Shire Productivity and Centres Strategy</i> (The Hills Shire Council 2019)
<p>Social and cultural infrastructure required to support population growth</p>	<ul style="list-style-type: none"> • Population growth, high density urban renewal and an increasingly diverse resident and worker community are placing pressure on the existing social and cultural infrastructure across the Hills Shire LGA and broader Central City District. • Increased provision of social infrastructure is needed across the Central City region to service the diverse communities that visit the area, including students, residents and workers from across Western Sydney. • It is a state and local priority to address the lack of accessible cultural and social infrastructure available in the Hills Shire and broader Central City region. • Future social infrastructure planning in the area should adopt a networked approach, be multi-functional, safe and secure and welcoming to all members of the community. 	<ul style="list-style-type: none"> • <i>Central City District Plan</i> (GSC, 2018) • <i>Create in NSW</i> (Create NSW 2015) • <i>The Hills Community Strategic Plan</i> (The Hills Shire Council 2019) • <i>Hills Future 2036: Local Strategic Planning Statement</i> (The Hills Shire Council 2020) • <i>The Hills Shire Productivity and Centres Strategy</i> (The Hills Shire Council 2019) • <i>Cultural Action Plan for the Sydney Hills</i> (The Hills Shire Council 2014)
<p>Norwest Strategic Centre</p>	<ul style="list-style-type: none"> • Norwest has been identified as a “strategic centre” by Hills Shire Council and the Greater Sydney Commission, which means it will be required to support a range of activities including a mix of cultural and arts opportunities, as well as employment, housing and retail opportunities. • The newly constructed North West Metro line will activate the Norwest strategic centre, and enable employment and residential growth in the area. • The centre is envisaged to deliver increased job capacity and accommodate increased housing supply which will catalyse a new residential, worker and visitor community in close proximity to the Museums Discovery Centre. 	<ul style="list-style-type: none"> • <i>Hills Future 2036: Local Strategic Planning Statement</i> (The Hills Shire Council 2020) • <i>The Hills Shire Productivity and Centres Strategy</i> (The Hills Shire Council 2019)

5.2 Cultural infrastructure trends

5.2.1 Lack of cultural infrastructure across Western Sydney

There is a need to diversify and increase provision of cultural and creative infrastructure in the Central City District, where the site is located, and the Western City District. Research completed by Deloitte in 2015 identified:

“Western Sydney⁴ represents 1 in 10 Australians yet attracts only 1% of Commonwealth arts program funding, and 5.5 % of the State’s Cultural Arts, heritage and events funding.”⁵

Western Sydney, which is defined as the Central City District and Western City District, has a significant shortage of cultural venues and events compared to Eastern Sydney. In 2015, there were approximately 35 major competitive cultural arts venues (including performance venues, galleries, museums and heritage attractions) in Western Sydney, compared to more than 140 in Eastern Sydney. There were no major state cultural institutions located in the region.⁶

Despite the lack of facilities and funding, communities in the Central City District and Western City District have developed a broad range of cultural activities for local audiences, which has established a strong local cultural sector.

The 2015 Deloitte report, which focused on developing Western Sydney’s cultural economy,⁷ argued that increased investment in cultural and creative facilities, programs and institutions in the Central City District and Western City District would contribute a range of benefits:

- Attracting workers, students and professionals to these areas;
- Growing successful and resilient local economies and improving urban productivity by agglomerating people, infrastructure, capital and jobs;
- Enhancing sense of place, social cohesion and community wellbeing, and
- Attracting new and visiting populations.

Population growth will continue to drive demand for cultural and creative facilities in the Central City District and Western City District.

5.2.2 Cultural infrastructure – contributing to urban renewal in the Central City District

Cultural infrastructure has an important role in enhancing the liveability of precincts as they grow, and ensuring that there is access to spaces for cultural and creative production and participation as the population of an area grows. There is currently limited access to cultural infrastructure in the Hills Shire and Central City District more broadly, and as the population of these areas grow (including in the Norwest strategic centre), this gap will become more pronounced.

Create NSW’s *Cultural Infrastructure Strategy* also recognises the importance of investment in cultural infrastructure on the attractiveness and liveability of the Central City and Western City Districts as they grow:

“Significant cultural infrastructure investment, aligned with centres, transit hubs and planned transport upgrades, will have a catalytic effect on the emerging Western Parklands City [and Central City]. It will help the area develop to meet the expectations of future generations for a high-amenity, high-experience urban life – a place where people want to live and work, and where employers want to invest in the creation of jobs.”

⁴ Note: Deloitte defines Western Sydney as the following LGAs (as per 2015 boundaries): Auburn, Bankstown, Blacktown, Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Holroyd, Liverpool, Parramatta, Penrith, Hills Shire and Wollondilly. This categorisation generally aligns with the Central City District and Western City District boundaries.

⁵ Deloitte 2015, *Building Western Sydney’s Cultural Arts Economy*, p.9 < <https://www2.deloitte.com/au/en/pages/economics/articles/building-western-sydney-cultural-arts-economy.html> >

⁶ Ibid, p.20.

⁷ Ibid.

5.2.3 Uncertain future: the impact of coronavirus on the cultural sector

The world is currently facing an unprecedented global health crisis. Physical distancing restrictions temporarily necessitated the closure of theatres, galleries, arts centres, concert halls, cinemas and museums, including the Powerhouse Museum in Ultimo and the Museums Discovery Centre in Castle Hill. Many of these facilities have now reopened, albeit with somewhat modified operations.

Australian Bureau of Statistics data released in April 2020 identified that the arts and recreation sector has been severely affected by government lockdown measures, and at least 53% of the sector was not functioning in April 2020.⁸ In June 2020, 78% of arts and recreation businesses reported reduced income due to COVID-19.⁹

Although the Museums Discovery Centre has now reopened, the long-term impact of coronavirus on the sector is unknown.

⁸ AMPAG 2020, "ABS survey confirms arts sector hardest hit," 14 April 2020 <<https://www.ampag.com.au/article/abs-survey-confirms-arts-sector-hardest-hit?A=WebApp&CCID=18128&Page=5&Items=20>>

⁹ ABS 2020, 5676.0.55.003 - Business Indicators, Business Impacts of COVID-19, June 2020, 24 June 2020 <<https://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/5676.0.55.003Main%20Features7June%202020?opendocument&tabname=Summary&prodno=5676.0.55.003&issue=June%202020&num=&view=>>>

6.0 Baseline analysis: social context

6.1 Introduction

This section provides an overview of the site and the existing social context surrounding the site. It analyses the existing socio-economic characteristics of the community within the identified study areas to better understand the potential characteristics and context of the existing community that may be impacted by the proposed development.

The baseline assessment takes into consideration the demographic and economic trends within the relevant areas, with consideration given to the local social infrastructure as well as the trends and issues stemming from relevant policies and views expressed by the community through engagement programs.

Given the location of the site, a Primary Study Area has been defined using The Hills Local Government Area (LGA) boundary, to best reflect the local community and population living within proximity to the site and likely to access the expanded MDC locally.

For the purposes of this analysis, a Secondary Study Area is established using the boundary of Greater Sydney and is defined using the Greater Sydney Capital City Statistical Area (GCCSA). It is considered necessary to assess the Greater Sydney area to help demonstrate the unique population characteristics within the local area and provide for a point of comparison. The range and degree of social impacts from the proposed development on both the local area and Greater Sydney is described in the following sections.

The demographic data has been drawn from the Australian Bureau of Statistics (ABS) 2016 Census of Population and Housing with forecast data extracted the DPIE 2019 projections. A map showing the designated Study Areas for this assessment is provided at **Figure 15** over page.

6.2 Community profile: demographic characteristics

Key current community characteristics

- The Estimated Resident Population of the Primary Study Area was 177,969 as at 2019.
- Residents living within the Primary Study Area are typically families with young children and middle-aged persons.
- The primary study area is an affluent region, evident by household income levels being 31.6% higher than the Greater Sydney median
- The built form across the primary study area is typically low in density, where there is a high proportion of separate houses compared to flats, units and apartments.
- Households in the primary study area are predominately family households at 87.1%, which is higher than the Greater Sydney benchmark.
- The Primary Study area is culturally and linguistically diverse, where 12.0% of residents have Chinese ancestry and 12.2% speak an Eastern Asian language at home, which is higher than the Greater Sydney benchmark.
- The Primary Study Area has greater advantage when compared to other regions within Greater Sydney.
- Residents in the primary study area are mostly employed in white collar occupations, with professionals and managers accounting for the largest occupational groups.
- A small proportion of residents (0.5%) within the Primary Study Area identified as being of Aboriginal and/or Torres Strait Islander descent.
- Residents are highly educated in the primary study area whereby 37.6% have a bachelor's degree. Currently, 28.95 of the total primary study area population are attending an educational facility.

The following sub sections outline more detail commentary regarding the demographic characteristics of the Study Area. A table comparing the areas to Greater Sydney is presented in **Appendix B**.

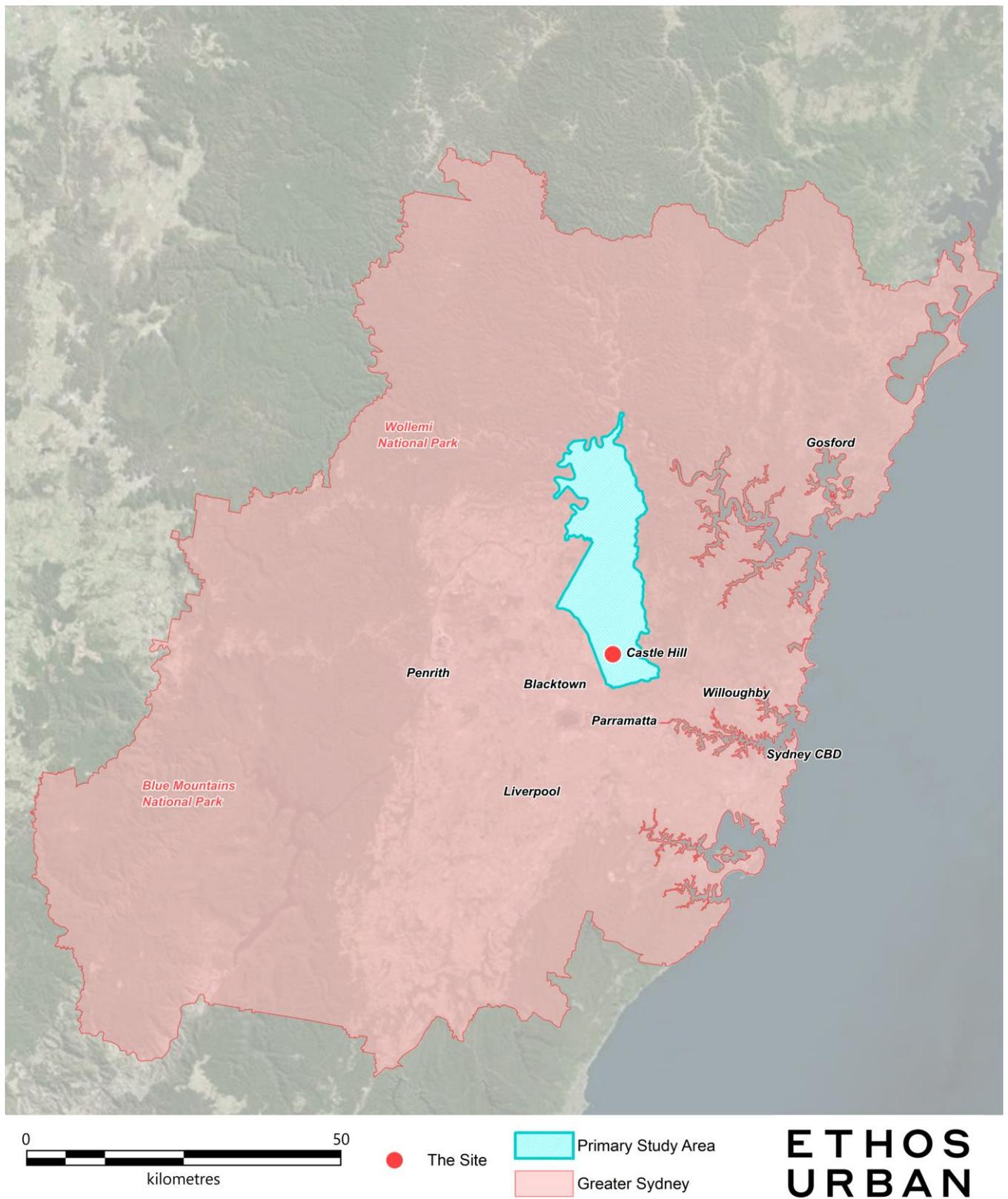


Figure 15 Study areas for the assessment

Source: Ethos Urban.

Population and age structure

The Estimated Resident Population (ERP) of the Hills Shire LGA in 2019 was 177,969, growing at an average annual of 2.4% or a total of 30,190 new residents since 2011. Of these residents, the largest age group is persons aged 35-64 years, which account for some 41.3% of the total population, marginally higher than the Greater Sydney average for this age cohort at 48.3%. Young persons aged 5-19 are also highly represented in the study area at 22.3%, while elderly residents aged 65 and over make up 13.5% of the total Hills Shire population.

Young adults aged 20-34 years have make up a comparatively low proportion of the primary study area resident population when compared to Greater Sydney.

A summary of the age profile within the Primary Study Area compared to Greater Sydney is shown below in **Figure 16**.

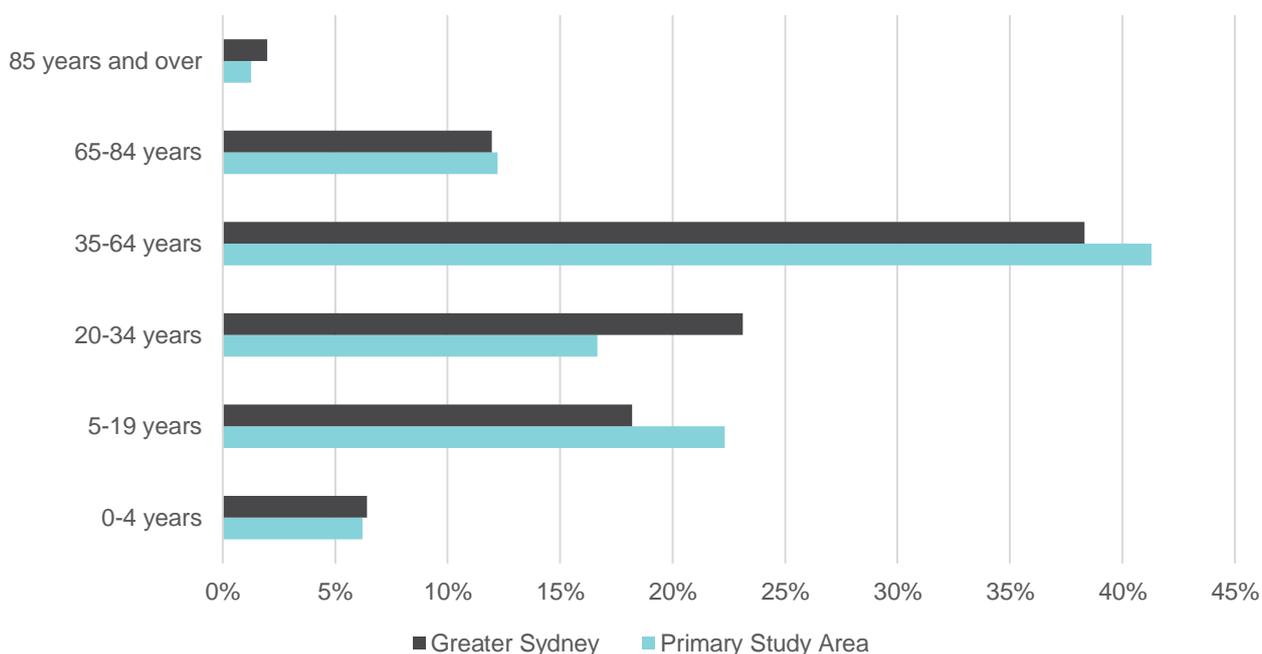


Figure 16 Age Profile

Source: ABS Census 2016

Household and dwelling characteristics

Within the Primary Study Area, family households accounts for the largest proportion of household groups at 87.1%, comparably higher than the Greater Sydney average for family households at 73.7%. Of these family household, 54.5% are couple families with children, while 23.4% are couple families without children. Lone person households represent a marginally smaller proportion of household groups within the study area at 11.3%, significantly lower than the average for lone person households in Greater Sydney at 21.7%.

Of all total occupied private dwellings in the study area, 82.6% are separate houses, and 5.5% are flats, units or apartments. When compared to Greater Sydney, the study area typically has a considerably low density-built form, where across all of Greater Sydney, only 57.2% of dwellings are separate houses while flats, units and apartments account for 28.2% of all dwelling types.

Income, tenure and housing costs

Residents within the primary study area had a median annual household income of \$121,300 in 2016, significantly higher than the Greater Sydney median of \$92,000. This data suggests that the Hills Shire LGA generally has a more affluent population when compared to other regions in Greater Sydney.

A large proportion of homeowners in the study area own their property with a mortgage (46.5%), while 35.1% own their home outright, and 17.4% rent. There is a significantly lower proportion of persons renting their home in the study area in contrast to Greater Sydney (35.1%), and higher proportion of homeowners with a mortgage (34.2% across Greater Sydney).

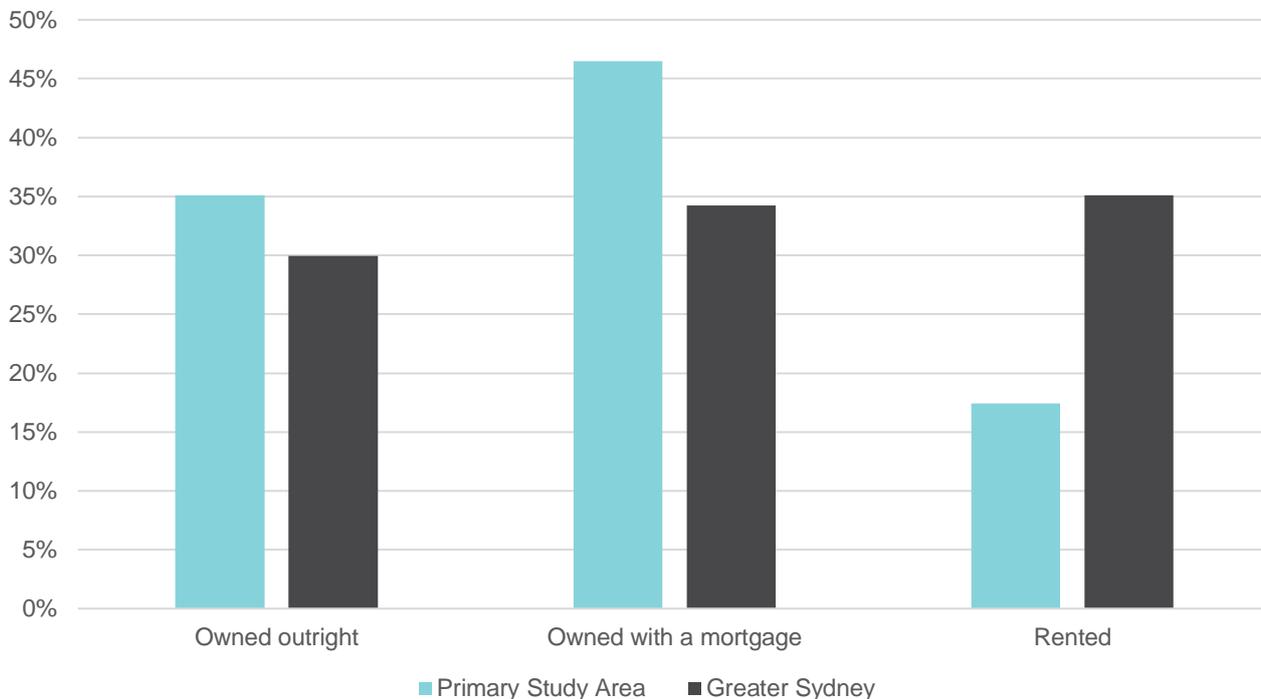


Figure 17 Tenure type

Source: ABS Census 2016.

Rental costs in the primary study area are typically high, where the median weekly rent for residents living in the Hills Shire LGA is an estimated \$570 per week, comparably higher to the Greater Sydney median weekly rental costs of \$450 per week. Median monthly mortgage repayment costs in the study area compare similarly to Greater Sydney, at \$2,270 and \$2,240 respectively.

Relative socio-economic advantage and disadvantage

The Australian Bureau of Statistics Socio-Economic Indexes for Areas (SEIFA) provide an indication of the socio-economic conditions of people living in an area, relative to other areas. The Index of Socio Economic Advantage and Disadvantage is a general socio-economic index created through a summary of information about the economic and social conditions of people and households within an area. Generally, a higher score indicates a relative lack of disadvantage and a greater advantage in general. A higher score can be a result of many households with high incomes or many people in skilled occupations as well as few households living in the area with low incomes, or few people working in unskilled occupations.

The Primary Study Area has high levels of advantage and less disadvantage compared to the broader Greater Sydney region. **Figure 18** over page shows the Primary Study Areas (Hills Shire LGA) IRSD quintile in the Greater Sydney context. This image demonstrates that Sydney’s Northern suburbs including Castle Hill have greater advantage while central and western Sydney LGA’S including Fairfield and Liverpool are the most disadvantaged.

The Primary Study Area had a relatively high index of Education and Occupation, indicating that the area has a large portion of people with higher education and occupation status in contrast to other areas in Greater Sydney.

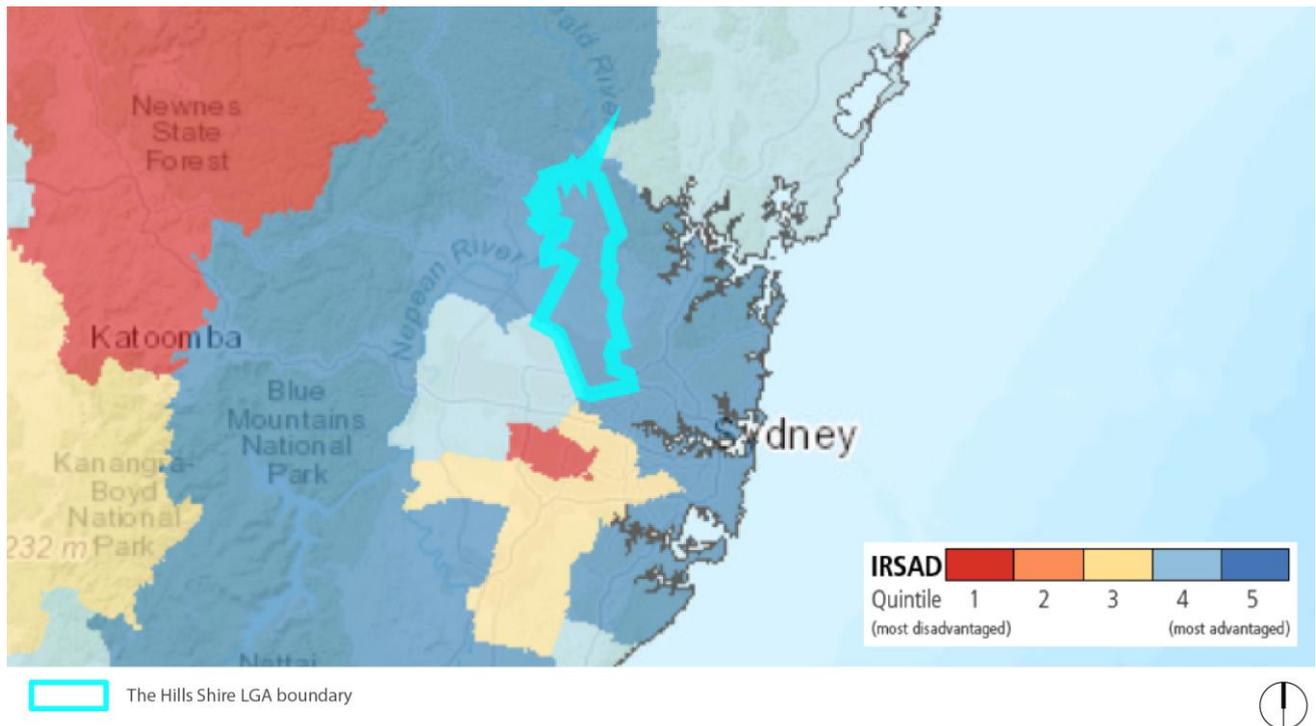


Figure 18 SEIFA IRSD

Source: ABS 2016.

Cultural and linguistic diversity

Residents within the primary study area are culturally and linguistically diverse. The top five recorded ancestry groups identified within the primary study area include:

- English: 26.6%
- Chinese: 12.0%
- Indian: 5.7%
- Irish: 4.3%
- Italian: 3.9%

When compared to Greater Sydney, the primary study area has a marginally higher rate of residents identifying as Chinese heritage, where Greater Sydney records only 10.0% of residents as being of Chinese ancestry. This is also similar for Italian ancestry, where the Greater Sydney average for residents with Italian ancestry is 1.2%.

Languages spoken at home within the primary study area is diverse, where 66.2% of residents recorded northern European language, 12.2% speak Eastern Asian languages, and 7.0% speak Southern Asian language. All other language groups recorded rates below 5% respectively. The rate of Eastern Asian and Southern Asian languages spoken at compares similarly to Greater Sydney at 11.6% and 6.9%.

Aboriginal and Torres Strait Islander residents

Within the primary study area, 0.52% of residents recorded as being of Aboriginal or Torres Strait Islander descent. By comparison, the share of residents in Greater Sydney that area of Aboriginal and/or Torres Strait Islander descent was higher at 1.5%.

Educational attainment

An estimated 28.9% of residents within the primary study area were attending education, with 35.8% and 28.4% being infants/primary and secondary school students. Of those attending education, 20.1% were studying at a tertiary institution.

Of residents having completed their education, 37.6% have a bachelor’s degree, which is comparative to Greater Sydney at 36.4%. Residents having completed post graduate studies represent 14.5% of the total study area population with non-school qualifications, also similar to Greater Sydney where 13.9% of residents have a post graduate degree.

Management and commerce represent the highest non-school qualification attained by residents in the primary study area. This is followed by engineering related technologies at 15.5%, and society and culture at 10.9%.

Workforce status of residents

Employed residents within the primary study are predominately employed in white collar industries. Professionals represent the largest occupational group at 29.0%, followed by managers (17.6%) and clerical and administrative workers (16.2%).

Of these white-collar occupational groups, 11.7% are employed in the health care and social assistance industry, accounting for the largest industry of employment in the study area. Professional, scientific and technical services account for 10.5% of industry groups, while retail trade represents 10.4%. All other employment industries have representation below 10.0% respectively.

This data suggests that the primary study area is an attractive place for white collar workers and professionals to reside.

6.3 Forecast community profile

Key forecast community characteristics

- Forecasts indicate that the Primary Study Area will maintain strong population growth rates until 2036 where the population will grow by an additional 119,120 residents between 2019 and 2036.
- The Primary Study Area will consistently maintain higher average annual growth rates than the Greater Sydney Average, demonstrating that the Hills LGA will be subject to strong and continuous population growth in comparison to other regions of Greater Sydney.
- Age projections estimate that the primary study area has an ageing population, where persons aged 75 and over have the highest annual average growth rate in the LGA. Young persons aged 0-4 are forecast to maintain the lowest average annual change over the projected period, while children aged 5-19 will maintain moderate growth.
- Forecasts indicate that the primary study area will experience substantial dwelling growth between 2016 and 2036, by an estimated 2,390 dwellings per annum.
- The average household size of dwellings across the primary study area is forecast to marginally decrease of the projected 2016-2036 period.

The following section describes the forecast community profile for the area. For the purposes of this analysis, data has been drawn using the DPIE’s 2019 Projections.

6.3.1 Forecast social profile

Population projections

As of 2019, the Primary Study Area had a population of 177,969 and is projected to grow by an average annual 2.7%, from 2019 to 2036, increasing the total population to 297,089 by 2036. Over this period, a large portion of growth is expected to occur over the short to medium term where the population is forecast to grow from 177,969 in

2019 to 236,120 in 2026. The average annual change between 2021 and 2026 within the Primary Study Area is forecast as 1560 persons, increasing to 1836 persons in 2031. Accordingly, the Primary Study Area is forecast to maintain significant population growth between 2019 and 2036, particularly as median to high density living becomes increasingly apparent in the area.

The Primary Study Area is forecast to maintain higher average annual population growth rates than that of Greater Sydney until 2036 (as shown below in **Table 4**). Evidently, this demonstrate that there is significant growth in the Hills Shire LGA, and that there will be an increase in demand for jobs, services, infrastructure and cultural and recreational facilities in these districts.

Table 4 Population forecasts – primary study area

Population Forecast #						
	2016	2019	2021	2026	2031	2036
Primary Study Area	162,980	177,970	197,560	236,120	269,480	297,090
Greater Sydney	7,732,858	8,135,192	8,414,978	9,011,010	9,560,567	10,077,964
Average Annual Growth #						
	2016-19		2019-21		2021-26	
Primary Study Area	5,000		9,800		7,710	
Greater Sydney	134,110		139,890		119,210	
Average Annual Growth %						
	2016-19		2019-21		2021-26	
Primary Study Area	3.0%		5.4%		3.6%	
Greater Sydney	1.7%		1.7%		1.4%	

Source: DPIE, Ethos Urban.

Age projections

Population projections by age cohort between the period 2016 and 2036 show that there is forecast to be a substantial increase in elderly persons aged 75 years and over within the Primary Study Area. Most significantly for the future growth of the study area, persons aged 85 years and over will grow at an average annual rate of 7.6%, increasing from 1,910 persons in 2016 to 8,200 in 2036. The 75-84 years age cohort will grow at an average annual of 5.6%, represented as 570 person per annum.

Currently, the largest age cohort in the primary study area is persons aged 45-54 years (124,650 in 2016), and this trend will continue to 2036 where the population group will grow to 235,480, representing an average annual growth of 5,540 additional persons each year.

Children aged 0-4 are forecast to maintain the lowest average annual growth over the projected 2016-2036 period, growing at 2.3% per annum. Notwithstanding, children aged 5-14 years are forecast to increase each year by 800 persons (2.5%). While the average annual rate is lower in contrast to other groups due to the higher base population figure, the forecast annual change of 800 is comparably high compared to other groups, particularly elderly cohorts.

Change in age profile is shown in **Figure 19** and **Table 5** over page.

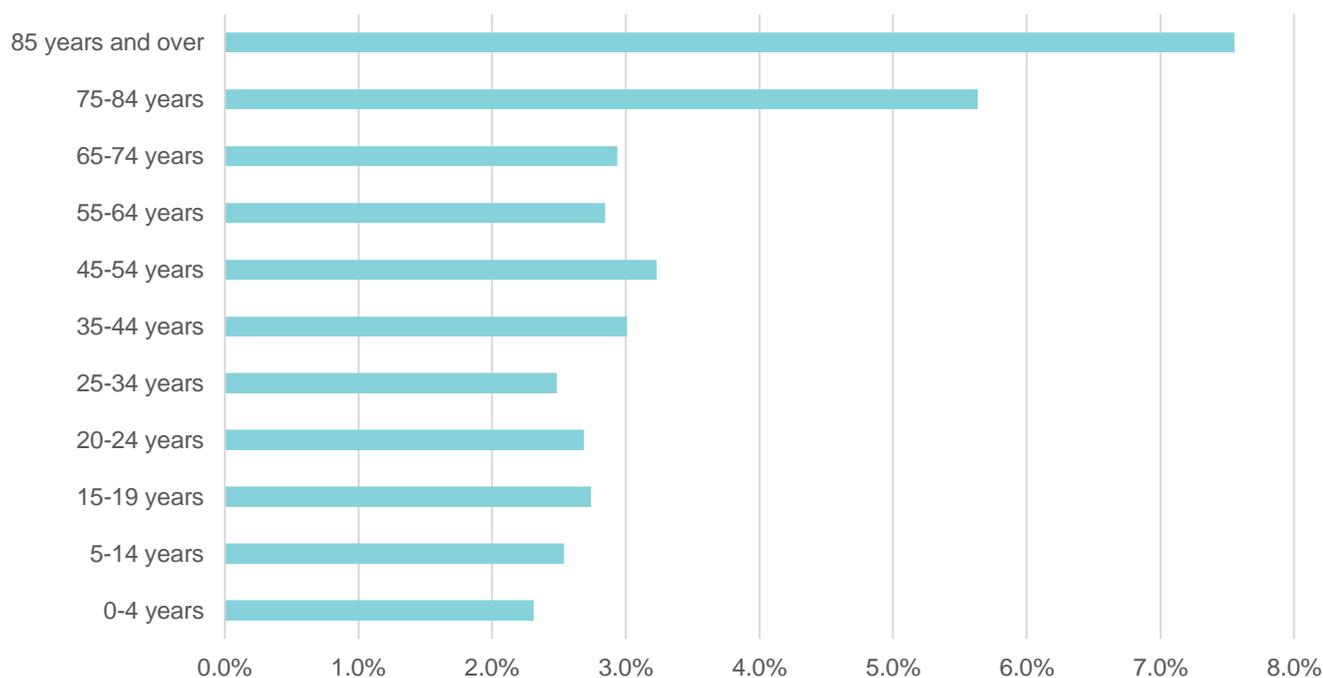


Figure 19 Forecast age profile, primary study area

Source: NSW DPIE, Ethos Urban

Table 5 Change in age profile 2016-2036, primary study area

	2016	2021	2026	2031	2036	Average Annual Growth #	Average Annual Growth %
0-4 years	10,530	11,470	13,830	15,750	16,630	310	2.3%
5-14 years	24,540	29,480	33,470	37,180	40,510	800	2.5%
15-19 years	11,630	13,430	16,530	18,480	19,980	420	2.7%
20-24 years	10,550	12,260	13,980	16,460	17,940	370	2.7%
25-34 years	18,130	23,210	26,870	28,000	29,630	580	2.5%
35-44 years	24,350	30,410	38,230	43,000	44,060	990	3.0%
45-54 years	124,650	151,110	180,910	209,370	235,480	5,540	3.2%
55-64 years	18,900	21,770	25,210	29,220	33,140	710	2.8%
65-74 years	13,720	16,650	19,170	21,900	24,480	540	2.9%
75-84 years	5,700	8,540	12,200	14,890	17,060	570	5.6%
85 years and over	1,910	2,800	4,020	5,830	8,200	310	7.6%

Source: NSW DPIE, Ethos Urban

Household and dwelling projections

Dwellings in the PSA are anticipated to grow from 51,280 in 2016 to 99,080 in 2036, representing an annual average change of 2,390 additional dwellings. Both the Primary Study Area and Greater Sydney area forecast to experience a steady decrease in average annual household size over the projected period.

Projections indicate that there will be very minor changes in household composition within the PSA. Notably, the proportion of couples without children is forecast to decrease by -5%, while couples with children is estimated to grow by 2% per annum over the projected 2016-2036 period. There is forecast to be a small growth of 3% per annum in lone households, likely to be attributed to the growth in elderly persons. Whilst highlighting these minor changes, the data still suggests that the PSA will continue to remain an attractive place for families to reside.

A summary of the forecast dwelling and household projections are shown below in **Table 6**.

Table 6 Dwellings and household projections, 2016 - 2036

Dwellings	2016	2021	2026	2031	2036	Average annual growth (no.) 2016-36
Dwellings						
Primary Study Area	51,280	63,380	76,880	88,720	99,080	2,390
Greater Sydney	1,669,774	1,886,432	2,080,177	2,265,645	2,449,910	38,620
Household size						
	2016	2021	2026	2031	2036	
Primary Study Area	3.16	3.10	3.05	3.01	2.97	
Greater Sydney	2.76	2.73	2.71	2.69	2.66	
Household composition						
	2016	2021	2026	2031	2036	Change 2016-36
Couple families with dependents	23%	24%	24%	25%	25%	2%
Couples without dependents	54%	53%	51%	51%	50%	-5%
Group households	7%	7%	7%	7%	8%	0%
Lone person households	10%	11%	11%	12%	12%	3%
One parent family	1%	1%	1%	1%	1%	0%
Other families	4%	4%	4%	4%	4%	0%
Total households	11%	12%	13%	13%	14%	

Source: NSW DPIE, Ethos Urban

6.4 Local social infrastructure context

The following section provides an overview of social infrastructure in the within walking distance of the site. Walking distance has been set at 400m-800m from the primary subject site. An overview of the local social infrastructure context is provided in order to assess any potential impact on the access and availability of social infrastructure as a result of the proposed development. The following social infrastructure types have been reviewed:

- Cultural and creative facilities
- Community facilities
- Libraries
- Education facilities
- Public open space
- Emergency services
- Sport and recreation facilities
- Aquatic and leisure facilities
- Childcare centres
- Aged care facilities
- Health facilities.

The following section provides a brief overview of the regional and district social infrastructure context for the site. As the site is located on the edge of a business park, there is limited local social infrastructure within walking distance of the site. As the Norwest precinct continues to grow, there may be increased provision of social infrastructure in proximity to the site.

Cultural and creative facilities

Apart from the existing Museums Discovery Centre, there are no cultural and creative facilities within walking distance of the site. The closest major cultural and creative facility will be the new Powerhouse Parramatta.

Community facilities

There is one community facility within walking distance of the site: Wrights Road Community Centre.

Libraries

There are no libraries within walking distance of the site.

Education facilities

The site is located adjacent to TAFE NSW's Castle Hill campus and St Angela's Primary School. Bella Vista Public School, which is slightly outside the walking catchment for the site, was also recently completed by Schools Infrastructure NSW.

Sports and recreation facilities

There are two sports facilities within walking distance of the site: Castle Hill Country Club Golf Course and Hills Basketball Stadium.

Childcare centre, aged care facilities, hospitals and health facilities

There are two childcare centres and one aged care facility within walking distance of the site.

Public open space – local

There are a number of local open spaces within walking distance of the site.

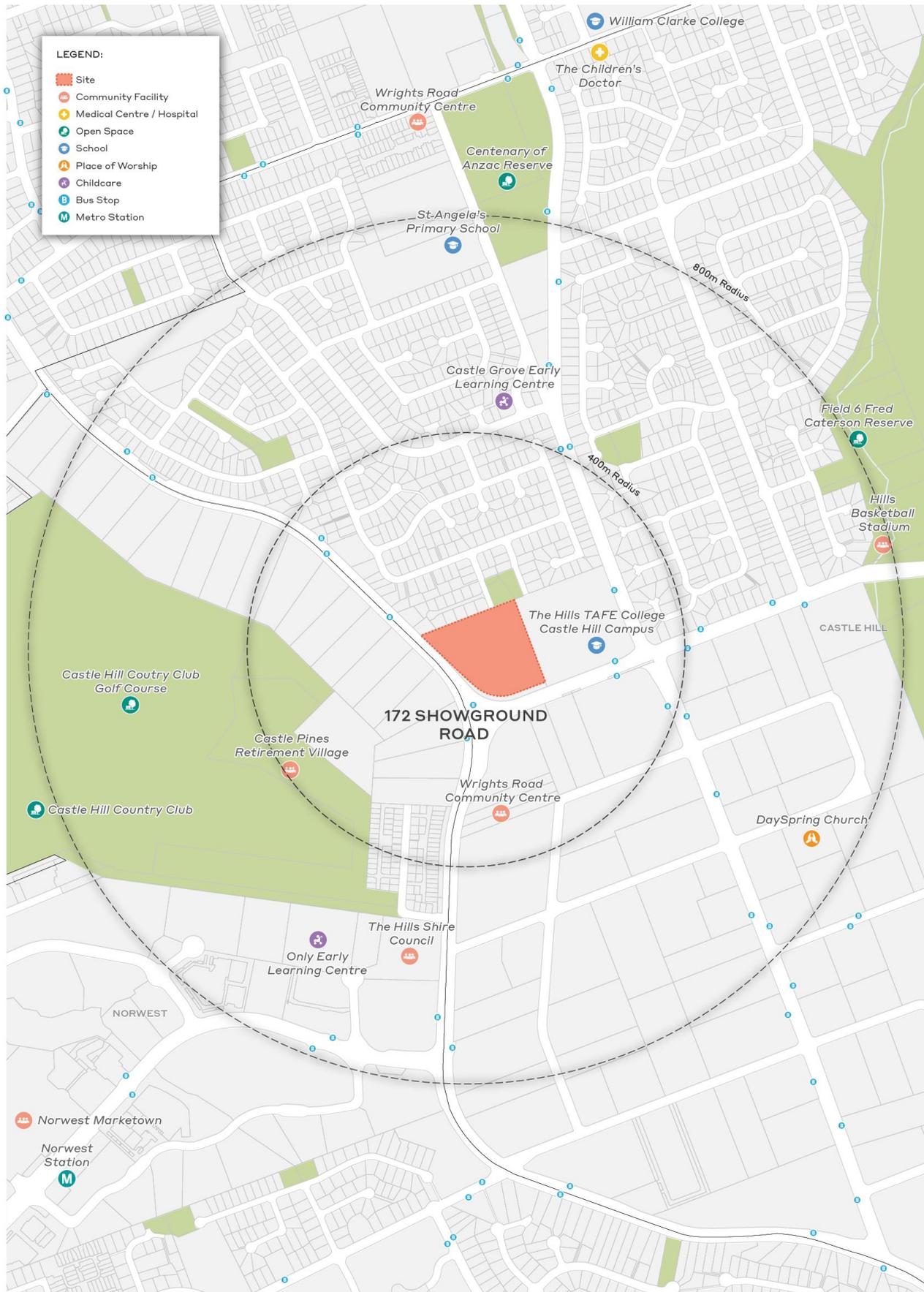


Figure 20 Social infrastructure context

Source: Ethos Urban

7.0 Stakeholder and community perspectives

The following section sets out the perspectives of key stakeholders and communities, which have a bearing on the project. It addresses the approach and outcomes of engagement recently undertaken to inform this SSDA, along with the outcomes of engagement undertaken previously by Hills Shire Council to inform strategic policy directions for the area. The latter provides valuable insights on what issues are important to the community more broadly, and their aspirations for the future.

7.1 Engagement to inform the SSDA for the Museums Discovery Centre

7.1.1 Engagement approach and objectives

On behalf of Create Infrastructure and MAAS, Ethos Urban undertook a proactive and strategic program of community consultation and stakeholder engagement during the preparation of the SSDA. In delivering this approach, the transparent and comprehensive stakeholder engagement process was designed to be:

- Timely – occurred throughout the planning process to provide the community and stakeholders with the opportunity to provide important feedback at key milestones.
- Genuine and constructive – provided transparent and genuine opportunities for people to be involved in the project and participate in open conversations to help build trust in the project.
- Broad – worked with key stakeholders such as councils, government agencies, members of parliament, local community and businesses, local media, business chambers of commerce, key community groups.
- Engaging – motivating participation, particularly when scheduling time can be difficult. Engagement activities included a mix of face to face and online tools which were deployed to maximise participation and reach.

The following objectives were developed in partnership with Create Infrastructure and MAAS:

- That the engagement strategy met all statutory and stakeholder requirements in terms of public information and consultation throughout the planning process.
- The project team collaborated with all stakeholders and agencies.
- Project benefits, impacts and constraints were presented and discussed transparently.
- Participation with key stakeholders and the community was proactively motivated through the development of effective communications.
- Stakeholder communications and relationships in the local area were enhanced through the process.
- The project team had the opportunity to incorporate feedback into the SSDA.

These objectives are considered to have been achieved through the process that was delivered, and which is comprehensively reported on through a separate report as part of the EIS.

7.1.2 Engagement activities

Two community information webinars (with the general community and representatives of surrounding businesses) were held, and meetings with eight (8) stakeholder groups (including TAFE NSW, Hills Shire Council, Government Architect NSW, Transport for NSW, Hills Super Centre, Museums Discovery Centre staff, Australian Museum and Sydney Hills Business Centre).

A variety of communications were used to promote the consultation. These included:

- Letterbox drop to 3,250 local residents
- 12 stakeholder letters
- A project-specific website
- Eventbrite listing
- Social Media advertisements and updates

- Direct emails/EDMs to the Museums Discovery Centre and Powerhouse databases
- Geotargeted advertisements in the Hills Shire Times and News Limited publications
- 1800 number and email address.

7.1.3 Engagement outcomes

The majority of feedback received to date focused on the following issues:

- Support for the provision of greater public access to the Powerhouse Collection, increased access to event and cultural space in the Hills District.
- Support for the overall architectural design;
- Support for partnerships between the MDC and TAFE to deliver education programs and harness technical expertise available at TAFE, and between MDC and surrounding retail and industry.
- Traffic and parking impacts, including a perceived shortage of parking options for staff and visitors.
- Need for improved public transport links between the site and surrounding centres, to support increased visitation.
- Some stakeholders also raised questions regarding the care and security for the collection.

Throughout this process, Create Infrastructure and MAAAS have worked closely with all stakeholders to ensure everyone has been provided with ample opportunity to participate prior to lodgement of the SSDA.

Create Infrastructure and MAAS will continue to engage with all stakeholders and the community during the formal public exhibition period.

7.2 Hills Shire Council engagement to identify community priorities

Hills Shire Council has undertaken significant community engagement to understand community priorities for the LGA, which have informed the development of the Community Strategic Plan (2017) and Local Strategic Planning Statement (2020).

Key community priorities highlighted through engagement include the following:¹⁰

- *A connected and inclusive community with access to a range of services and facilities that contribute to health and wellbeing.*
- *Well informed local and potential companies about the range of employment opportunities, locations and business intelligence about the region.*
- *Sound governance that values and engages our customers and is based on transparency and accountability.*
- *Prudent management of financial resources, assets and people for long term sustainability.*
- *Well planned and liveable neighbourhoods that meets growth targets and maintains amenity.*
- *Safe, convenient and accessible transport options and a variety of recreational activities that support an active lifestyle.*
- *Our community infrastructure is attractive, safe and well maintained.*
- *Infrastructure meets the needs of our growing Shire.*
- *Our natural surroundings are valued, maintained and enhanced and impacts are managed responsibly through education and regulatory action.*
- *Encourage and educate people to live sustainably by facilitating resource recovery and minimising waste.*

These community views provide useful insights to guide the project.

¹⁰ Hills Shire Council 2017, *Hills Future: Community Strategic Plan 2017-2021*

8.0 Social Impact Assessment

8.1 Assessment framework and scope

This SIA has been prepared based on the NSW DPIE SIA Guideline and the suite of social impact assessment factors set out in **Chapter 2.2** of this report.

This assessment considers the potential impact on the community and social environment should the social impacts envisaged occur, compared to the baseline scenario of the existing use of the site and social context.

The purpose of this social impact analysis is to:

- Identify, analyse and assess any likely social impacts, whether positive or negative, that people may experience at any stage of the project lifecycle, as a result of the project on their:
 - Surroundings
 - Health and wellbeing
 - Community
 - Culture
 - Access to and use of infrastructure, services and facilities.
- Investigate whether any group in the community may disproportionately benefit or experience negative impacts, and proposes commensurate responses consistent with socially equitable outcomes.
- Develop social impact mitigation and enhancement options for any identified significant social impacts.

Ultimately there are two main types of social impacts that will arise as a result of the proposed development. First, direct impacts caused by the project and which cause changes to occur within the existing community, as measured using social indicators, such as population, health, and employment. Secondly, indirect impacts that are generally less tangible and more commonly relate to matters such as community values, identity and sense of place.

The focus of this assessment is the Primary Study Area, which is expected to experience social impacts associated with the proposed development most directly. Impacts to the broader locality will likely to be less pronounced or are likely to involve a particular issue that will also be present within the surrounding site context.

8.2 Impact assessment factors and responses

The following section sets out the assessment of social impacts arising from the proposed development and recommended responses, including measures to enhance social benefits and mitigate potentially negative impacts, across the suite of factors set out in the DPIE SIA Guideline, shown at **Chapter 3.1**.

It includes a risk assessment of the degree of significance of risk, including the envisaged duration, extent, and potential to mitigate/enhance and likelihood of each identified impact. The social risk matrix provided within the DPIE *Social Impact Assessment Guidelines (2017)* have been adapted for the purposes of undertaking this social and impact assessment.

Each impact has been assessed and assigned an overall risk that considers both the likelihood of the impact occurring and the consequences should the impact occur. The assessment also sets out recommended mitigation, management and monitoring measures for each identified matter.

8.2.1 Surroundings – amenity

Potential impacts

Amenity impacts in relation to the development of the Museums Discovery Centre relate to factors that affect the ability of a resident or visitor to enjoy their home, daily activities, or use of the site and surrounds. Changes to amenity may relate to environmental factors such as noise, vibration, views and air quality. Changes in amenity may also impact on community values, sense of place and identity.

The project has been designed to suit the local character and surrounding landscape, enhancing the immediate surrounds and providing a state of the art building on site that includes flexible spaces for education, public programs, workshops, talks and events, and spaces for storage, care, research and viewing of the Powerhouse Collection. The operation will require careful consideration in the integration with the immediate surrounds. Collaboration with TAFE NSW is recommended to deliver appropriate research and education-based programs to support an integrated approach to the delivery of storytelling, skill-sharing, education programs, events and partnerships for the access to the Powerhouse Collection for the people of Castle Hill.

The redevelopment of the site would require the removal of 337 trees to provide space for the new buildings. These trees are remnants of an experimental plantation planted by the Museum progressively since the 1940s. An arborist has confirmed the trees are considered to be of low to medium environmental significance, and ecological assessment has determined that they have no local biodiversity significance as the species is not endemic to the area (Cumberland Plain Woodland). For each tree that is removed, Create Infrastructure is committed to planting two trees. Not all tree replacement can be accommodated onsite, so discussions are underway with Hills Shire Council to identify other sites in the surrounding area where the trees can be planted.

Detailed assessments have been provided with the EIS in relation to noise and vibration, air quality, and visual impact.

Visual impacts

- There would be minimal visual impact from Showground Rd as the building will be screened by existing mature trees. Similarly, the building will be screened by existing mature trees looking from Sunderland Avenue. The building has been designed to sit sensitively in its context, including material selections responding to existing buildings MDC buildings, and TAFE.

Noise and dust

- Construction phase – Stringent environmental management controls will be in place to ensure impacts such as noise and dust on surrounding neighbours are minimised. These controls are outlined in the Construction Management Plan.

Traffic and parking

- Construction phase - Construction parking will be entirely contained on MDC site, and vehicle movements will be scheduled to minimise traffic impacts on surrounding residents.
- Operational phase - Current parking facilities (54 spaces) would be maintained, with capacity for up to 100 cars for Open Days. Public transport use would be actively promoted for staff and visitors, including use of Hills Showground Metro, Hillsbus, MetroConnect On Demand.

Identity and cultural value

- The proposed development is not anticipated to have any significant impact in relation to the identity and cultural value of the surroundings. It is noted that the development will result in the clearing of existing vegetation on site however, it is understood that the landscaping design and future planting will be developed in collaboration with Indigenous stakeholders, in alignment with the objectives of Powerhouse Indigenous led programming. Green spaces are to be repurposed for native planting for practical and education use, particularly with the growth of specific plants for Indigenous ceremony.

Responses / mitigation measures

- Mitigation measures set out in the Construction Management Plan will be implemented to reduce the impacts associated with noise and vibration and visual amenity during the construction phase. It is also recommended that effective transport plans are prepared to assist the construction workforce to effectively travel to the site for construction shifts. Secure areas are to be provided for equipment storage as well as personal locker and change room spaces for staff to change after each shift.
- Whilst unlikely to be a significant impact it is recommended that a comprehensive operational management plan be put in place that effectively addresses the management of events, public access to the site, programs and activities - to control for potential activity noise to surrounding neighbours. Communications protocols would form part of this plan, to ensure relevant

Potential impacts	
<p>stakeholders are aware about the measures to be put in place to reduce amenity impacts, as well as ensuring a primary point of contact is made available to stakeholders, particularly nearby occupants, in the event that issues arise.</p> <p>Communications protocols would complement broader operational protocols and procedures that will be put in place.</p>	
Summary: Amenity	
Overall Social Risk Rating and social benefit	<p>Low Social Risk Rating, and positive social benefit anticipated in the development of the site. This will have a flow on effect of improving overall amenity for the local area with increased activation of an area that is connected to a significant education facility.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> • Construction: C2 (possible minor) • Operation: E1 (rare minimal)
Likelihood	Possible impacts
Duration	Short to Medium term, during construction
Consequence	Minor during construction and minimal during operation
Severity/ sensitivity	Minimal to Minor
Extent	Impacts are predicted to be felt by users of local area during construction phase
Potential to mitigate/ enhance	High potential to mitigate any negative social impacts and enhance positive contributions, through Construction Management Plans, Operational Management Plans and Communications Strategies.

8.2.2 Health and wellbeing

Potential impacts	
<p>Greater Sydney faces many cultural challenges. Rising property prices and the expansion of urban redevelopment for new housing has impacted on the space available for cultural production and economic viability of small cultural venues. As identified by the Urban Institute’s Arts and Culture Indicators Project (ACIP) arts and culture provides a significant positive contribution to the liveability of a place, creating a healthy place to live where individuals and communities are provided opportunities to creatively express ideas and activities.¹¹</p> <p>The availability of significant cultural infrastructure and its direct link to health and wellbeing of communities is yet to be clearly defined however, it is recognised that there will be overall positive benefits for individuals and community health outcomes, both physical and mental health through opportunities to collaborate, share knowledge and express cultural identities.</p> <p>It is considered the expansion of the Museums Discovery Centre in Castle Hill may have indirect flow on effects, contributing to positive social health and wellbeing outcomes of the local and broader population. These relate to:</p> <ul style="list-style-type: none"> • The development of a new state-of-the-art building that will allow improved access to research, viewing of the Powerhouse Collection as well as improved spaces for education and public programs and events. • Opportunities for innovative education programs, with potential strengthening of partnerships with the neighbouring TAFE NSW campus, to assist in improvements to life-long education outcomes of individuals and students, supporting long term social and economic wellbeing opportunities for cultural wellbeing. • The development may result in an increased level of activation of the site and surrounds it is important to recognise the importance of incorporating quiet spaces into the design and operation of the site, allowing places for relaxation and respite. Redevelopment should allow for both a place of culture, education, celebration and entertainment as well as spaces for quiet reflection and creative thought. 	

¹¹ The Urban Institute. 2006. *Cultural Vitality in Communities: Interpretation and Indicators*.

Potential impacts

As discussed in the EIS in support of the development application, and outlined in the Crime Prevention Through Environmental Assessment, the development will see flexible spaces for education and public programs, workshops, talks, exhibitions and events. It is important that the programs and activities offered at the site take into consideration safety and security measures, as recommended in the CPTED Assessment.

The proposal is unlikely to impact on nearby community and health services. However, at the time of writing it is noted that the world faces unprecedented global impact in relation to the current COVID-19 pandemic. The challenges facing populations, businesses and governments around the world are extreme and places new emphasis on the consideration of how to manage health issues within our built environments.

It is important that flexibility is considered in the management of spaces and gatherings of people to ensure quick adaptations can be in the management of large groups, events and activities where unexpected circumstances arise.

Responses / mitigation measures

- Consideration of safety issues through the development and implementation of an Operational Plan of Management to ensure the health and wellbeing of users of the Powerhouse (visitors, short term residents, management and staff) is appropriately managed, as well as the safety and wellbeing of communities in in the primary locality.
- User experience surveys and monitoring plans may be used to identify the direct and indirect impacts of the Museums Discovery Centre, to enhance long term health and wellbeing.
- It is recommended that through the continuation of the community engagement and consultation plan the Powerhouse identifies ways in which the Museums Discovery Centre can increase links to diverse population groups within the local study area and the broader catchment, to encourage greater participation in education programs, temporary exhibitions, events, storytelling and research programs.

Summary

Overall Social Risk Rating and social benefit	The overall social risk rating is considered low, with social benefit considered to be high in the contribution to indirect improvements in health and wellbeing of the local and broader community. The social risk rating is considered low with the overall rating of risk is: <ul style="list-style-type: none"> • Construction: D1 (unlikely minimal) • Operation: E1 (rare minimal)
Likelihood	The likelihood level of negative health and wellbeing impact occurring is unlikely during construction and rare during operation.
Consequence	Minimal during construction and operation.
Duration	Limited impact during construction, however, care should be given to ensure that construction impacts do not deteriorate the health and wellbeing of those in the immediate vicinity of the site.
Severity/ sensitivity	Not considered to be of significant consequence or severity.
Extent	Likely to positively contribute to an increased awareness of culture, arts, science and creative industries for the wider community and may contribute to an enhancement in participation for the greater Sydney and NSW communities.
Potential to mitigate/ enhance	Ability to enhance positive benefit is high, through an effective engagement and participation strategy that connects the operation of the Museums Discovery Centre to the neighbouring TAFE NSW campus as well as the local Hills Shire community.

8.2.3 Community, including its composition, cohesion, character

Potential impacts

The proposed development is anticipated to have some social impacts in terms of community composition, cohesion, character in the primary study area (PSA). However, there are rare or unlikely negative impacts anticipated for the broader community.

Construction stage impacts

- Potential changes to sense of place in the PSA during the construction phase associated with:
 - Alterations to the use of the TAFE NSW site, potential alterations to travel patterns to and from and around the site.
 - Increased construction workforce, resulting in unfamiliar visitors to the area. It is anticipated there will be 150 construction workers employed directly on site over the life of the project, anticipated to run for approximately 12 months.
 - Cumulative impacts to be considered, associated with other development occurring in the locality.
 - The removal of vegetation on site may have a negative impact on the local community sense of place. Care should be given to the community attachment to the local landscape.
- Potential changes to how the community functions in the Primary Study Area during the construction phase associated with:
 - Changes to wayfinding, pedestrian and vehicular access within the primary study area due to the erection of any hoarding, and other construction activity associated with the site, which may affect access to other social infrastructure in the area (notably the existing Museums Discovery Centre and TAFE NSW).
- Potential impacts to perceptions of safety associated with the volume of construction workers in the PSA.

Operational impacts

- There is unlikely to be a significant shift in the community as a result of the development and operation of the additions to the Museums Discovery Centre. The operational phase is forecast to generate 50 new jobs on the site.
- The project has the potential to significantly enhance the sense of place and character of the site as a growing attractor within the Hills Shire, providing for significant enhancements to the public domain and connection to education, research, learning and creative cultural projects.
- As the site is located close to a residential community the programming of events at the facility need to be mindful of the existing and future community in which it sits. While the Museums Discovery Centre has operated at this site for many years, and is an established part of the social fabric of the area, it is important that future programs and activities operated at the site support the existing community, in addition to being an attractor to residents of the Greater Sydney catchment.
- Potential changes to community cohesion, character and sense of place following construction and during the operational phase may include:
 - Increased opportunities for community interactions and strengthened community cohesion in association with improved experiences in the creation of a state of the art building on the site for storage, care, research and viewing of the Powerhouse collection.
 - Significant increase in opportunities for cultural participation in the Hills Shire, noting that historically Eastern Sydney is home to all of NSW cultural institutions. The identity of Sydney is likely to positively shift, with the expansion of education, events and programs that will be presented at the renewed site.
 - The opportunity to partner with TAFE NSW and surrounding businesses in Norwest is to be considered, in line with stakeholder feedback. This may strengthen sense of place and community connection between the Museums Discovery Centre and the surrounding community.
 - The expansion of the Museums Discovery Centre will encourage increased participation in arts, science and technology programs, with significant diversification and opportunities for arts, science and education programs.

Responses / mitigation measures

- Engagement with stakeholders to identify opportunities to strengthen links between construction workers and local community in creating and enhancing local relations and connections during the construction phase.
- Seek to harness the benefits of the expanded Museums Discovery Centre through:
 - Inclusion and visibility of marginalised and culturally and socially diverse communities

Potential impacts

- Development of programs and access to facilities is targeted to local residents. In particular, the opportunity for school students as well as TAFE students to access programs, facilities, research and viewing of collections.
- Consider opportunities for partnership between the Museums Discovery Centre and surrounding businesses, e.g. Hills Super Centre, to enhance sense of connection, in line with stakeholder feedback.
- Consider opportunities to improve public transport access to the site, in line with stakeholder feedback, to increase opportunities for visitors without access to a car to visit the Museums Discovery Centre.
- Consider opportunities to embed community values into the design of the public domain associated with the Museums Discovery Centre, to enhance community connection to the site.
- High levels of safety and security to ensure a welcoming and safe environment.

Summary

Overall Social Risk Rating and social benefit	<p>There is overall positive social benefit to the local and broader community, which could be further enhanced through a comprehensive cultural, education and community development strategy. Some construction impact may be experienced.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> • Construction: C1 (possible minimal) • Operation: E1 (rare minimal)
Likelihood	Very likely positive benefit. Possible impact during construction.
Consequence	Minimal for both construction and operation.
Duration	Construction impacts are short term, operational benefits are longer term.
Severity/ sensitivity	Impacts are likely to be experienced differently by different groups and individuals. The existing residential community in the immediate area may feel more acute impacts on their cohesion, sense of place and character with the shift in the landscape and presence of a construction workforce on site and in the surrounds for the length of the construction period.
Extent	The impact during construction is likely to be experienced by the community within the local surrounds, specifically students and staff of the neighbouring TAFE NSW campus, the existing Museums Discovery Centre and adjoining residents. Positive benefit to be experienced upon completion to the local community, with improved access to the education and public programs, talks and events at the expanded Centre.
Potential to mitigate/ enhance	There is a high potential to enhance the positive social impacts of the proposed development through taking account of social issues raised above in its delivery and ongoing operational management.

8.2.4 Culture: shared beliefs, customs, values and stories, and connections to land, places, buildings

Potential impacts

The proposed development may have the following potential social impacts with relation to culture, including shared beliefs, customs, values and stories, and connections to land, places, and buildings (including Aboriginal culture and connection to country):

- Changes to the community’s connection to place and heritage associated with redevelopment of the site, resulting in the removal of vegetation on site. The redevelopment of the site would require the removal of 337 trees to provide space for the new buildings. These trees are remnants of an experimental plantation planted by the Museum progressively since the 1940s. The removal of the trees has the potential to alter the connection to the land, places and buildings on the site – though this impact may be mitigated (see below).
- Changes to this site via the redevelopment may disrupt the community’s connection to the site – perhaps only temporarily. It is noted that the site is currently open on weekends for general entry or guided tours, and to school groups during the week.
- Positive connection to place impacts associated with improved access to significant national social infrastructure due to the development and the ability to host innovative research and viewing programs for the Powerhouse Collection. It is important that the Powerhouse is also flexible in the programs offered, catering for the cultural sensitivities of not only the broader regional population but the local Hills residents as they change and grow.
- Strengthened connection to place associated with improved access to a significant cultural infrastructure asset, that will be improved and expanded, with associated enhancement of community pride and sense of place.

Responses / mitigation measures

- An in-depth project of research and documentation is being undertaken by the Museum to appropriately address the removal of trees, outcomes of which may include photographic documentation and archiving, acquisition of samples into the Powerhouse Collection, design commissions, and productive reuse of the oil and timber. For each tree that is removed, Create NSW is committed to planting two trees. Not all tree replacement can be accommodated onsite, so discussions are underway with Hills Shire Council to identify other sites in the surrounding area where the trees can be planted.
- Changes to sense of place associated with the proposed development could be mitigated via a historical documentation of the construction phase and the alteration to the area as a result of the redevelopment of the site.
- The *Aboriginal Cultural Heritage Assessment Report (ACHAR)*, prepared by Curio Projects, documents the process of investigation, consultation and assessment with regards to Aboriginal cultural heritage and Aboriginal archaeology, as undertaken for the Museums Discovery Centre Expansion, specific to the proposed development works. This includes background research, assessment of evidence and information about material traces of Aboriginal land use in the study area and surrounds, significance assessment of potential Aboriginal sites, places, landscapes and/or other values, as well as an impact assessment and management recommendations to assist Create NSW with their future responsibilities for Aboriginal cultural heritage within the study area. The report was prepared following the requirements for reporting as established in DECCW 2010 Code of Practice for Archaeological Investigation of Aboriginal Objects in New South (Code of Practice); and OEH 2011a Guide to Investigating, assessing and reporting on Aboriginal Cultural Heritage in NSW (Guide to Investigating).
- There is an opportunity to enhance the positive impact of the project on culture by implementing the recommendations of the *Aboriginal Cultural Heritage Assessment Report* to incorporate intangible Aboriginal heritage values (social and cultural), for example through the integration of native plantings and acknowledgement of Dharug culture through the landscaping plan.
- Continuing engagement with Indigenous and non-Indigenous stakeholders will be central to exploring and interpreting the social and cultural heritage and practices of the growing and diverse communities connected to the site and communities more broadly.

Summary

Overall Social Risk Rating and social benefit

It is considered the overall social risk rating of the proposal is minor/possible. With the proposed mitigation measures it is considered the social benefit of the redevelopment of the site can be enhanced.

The social risk rating is considered low – moderate with the overall rating of risk is:

- Construction: C1 (possible minimal) or C2 (possible minor)

Potential impacts	
Likelihood	<ul style="list-style-type: none"> • Operation: D1 (unlikely minimal) <p>The likelihood of social impact occurring is unlikely/possible.</p>
Consequence	Minimal to minor during construction, minimal during operation.
Duration	Short term impacts with the alteration of the site and loss of existing uses of the use during construction phases may impact the shared connection to the site.
Severity/ sensitivity	With appropriate mitigation and enhancement measures this is considered to be of low-level severity.
Extent	Impacts are most likely to be experienced by users from the local area, with a focus on the users of the existing Museums Discovery Centre and TAFE NSW. Albeit, it is noted that the Museums Discovery Centre is currently only open on weekends.
Potential to mitigate/ enhance	There is potential to mitigate the negative impacts and enhance the positive benefits of the proposed development by ensuring measures are employed to maintain cultural connection, values and stories to the site, place and building.

8.2.5 Access to and use of infrastructure, services and facilities

Potential impacts

The proposed development may have the following potential social impacts with relation to access to and use of infrastructure, services and facilities within the surrounding locality.

As identified within the NSW Premier's State Priorities and the Create NSW: *NSW Arts and Culture Policy Framework 2015*, social infrastructure and cultural participation plays an important role in society, encouraging economic revitalisation, education and literacy, social growth and community sustainability through the arts. The expansion of the Museums Discovery Centre will significantly enhance the opportunities for the NSW population to access arts, education and cultural programs through the development of the new state significant social infrastructure facility.

It is anticipated that the expanded Centre will generate additional visitors each year upon opening, with the development noted to improve access to cultural and the creative industries, science and technology innovation in the Hills Shire and Greater Sydney. The project has been developed to address critical gaps in social infrastructure in NSW, helping to contribute the lifting of domestic and international participation in NSW cultural infrastructure.

Engagement undertaken to inform the development of the project identifies there is general support for the expansion of this facility, and increased community access to the site. The provision of a new facility that can cater for a variety of events and programs will align with the increased demand. It is recommended that monitoring and reporting is undertaken to identify how the education and research programs held at the site meet the established benchmarks, reporting on how the programs and education facilities have been used by the local and broader communities in meeting the needs of the Greater Sydney's growing communities.

It is important that the facility is equally accessible with the ability for all communities, and individuals to access education and cultural programs, supporting education and employment opportunities for all. The Museums Discovery Centre should consider accessible programs that cater to a range of population age groups and considers appropriate skills in understanding and utilising spaces.

Physical access to the site and consideration of local development programs is an important consideration in understanding potential impacts to access and opportunities of the development.

Engagement with stakeholders has also raised that improved public transport access to the site from surrounding centres will need to be considered.

Construction stage impacts

- Some negative social impacts may be felt during the construction phase due to reduced access on or around the site, potentially impacting on the connection between the TAFE NSW campus.

Potential impacts

- Daily operations will continue during construction. Any construction impacts will be carefully managed to limit impact on the visitor experience or Museum operations.

Operational impacts

- It is anticipated that the expansion of the Museums Discovery Centre will contribute significant positive public benefits to the local and regional community. Providing enhanced education programs that can be developed through coordination with schools, local businesses, cultural organisations and industry in the local area. It is important that the costs for accessing these programs are not prohibitive for regional NSW students and teachers.

Responses / mitigation measures

- Develop and implement Construction Management Plan to reduce impacts on visitor experience during the construction phase of the project, to minimise disruption to the daily operations of the Museums Discovery Centre.
- Engagement with stakeholders during the construction phase will need to take account of disruption to the surrounding area and connection to adjoining TAFE NSW campus to collaboratively develop solutions to meet the needs of a range of stakeholders.
- During the operation phase, the positive social impacts associated with improved access to regionally significant social infrastructure at this location could be enhanced through:
 - Identifying opportunities for surrounding local community and cultural groups to use the expanded Museums Discovery Centre for tailored education and training purposes. It is important that programs can be developed and tailored to local demographic needs, highlighting education for older persons as well as youth.
 - Seeking to ensure programs become part of lifelong learning experiences: that education and research opportunities are not provided as one-off only events, and follow-up programs are offered.
 - Enhanced public transport connections between the site and surrounding centres may need to be considered to enhance the accessibility of the site.
 - It is recommended that the outcome of enhanced learning opportunities is monitored and managed through a long term social research and evaluation program, identifying the positive impact the learning programs have had in enhancing education, economic and wellbeing of participants. It is recommended that the participation rates and programs offered are reported through Powerhouse Annual Reports.

Summary

Overall Social Risk rating and social benefit	<p>Upon completion of the proposed works the impact is considered to provide significant social benefit with as a result of an upgraded, state of the art cultural facility. It is important to ensure regular communication and engagement with stakeholders to manage impacts during construction.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> • Construction: C2 (possible minor) • Operation: E1 (rare minimal)
Likelihood	Likely minimal short-term impacts with the temporary redevelopment of the site. However, also likely significant positive benefit upon completion.
Consequence	The redevelopment is considered the consequence is minimal with significant social benefit resulting from the new state of the art building in Castle Hill.
Duration	Most potential negative impacts will occur during the construction phase. Most potential positive social benefits will occur during the operational phase.
Severity/ sensitivity	Severity and sensitivity is considered to be moderate in relation to the Project.
Extent	The extent of the impact will be felt by different user groups. Significant positive benefit to be experienced by local and regional users.
Potential to mitigate/ enhance	It is important to ensure regular communication and engagement with stakeholders to manage the community awareness and understanding of the Project during both the construction and operational

Potential impacts	
	phase. It is recommended that regular reporting against a social sustainability framework is undertaken, to allow for enhancements and modifications to any learning and research programs or events that will be provided at the Museums Discovery Centre each year.

8.3 Concluding comments

An assessment of the social impact categories, as defined within the *Social Impact Assessment Guideline (DPIE, 2017)* has been undertaken with consideration to the issues identified through the baseline analysis.

Each category of impact is appraised with a significance of the impact based on the likelihood, consequence and social risk rating. Overall, the level of impacts range from being low to moderate, with no major significant negative impacts identified in relation to the proposal.

Overall, the level of impacts of the development have been assessed as ranging from low to moderate, with no major significant negative impacts identified that cannot be effectively mitigated.

Key challenges identified with the SSDA relate to:

- Temporary impacts to amenity and surroundings during the construction phase of the MDC expansion. Changes to amenity may relate to environmental factors such as noise, traffic and parking, vibration, views and air quality. These impacts will be managed in accordance with legislation and regulation, through a Construction Management Plan.
- Reduced access to the site during the construction phase, albeit noting that the site is currently only accessible to the public on weekends for general entry and guided tours, and to school groups during the week.
- Changes to the community’s connection to place associated with redevelopment of the site resulting in the removal of vegetation (trees) on site, which are remnants of an experimental plantation planted by the Museum progressively since the 1940s. This has the potential to alter the community’s connection to the land, places and buildings on the site.

The most significant social benefits of the proposal relate to:

- Improved access to and use of infrastructure in the Central City District, associated with delivery of a new state-of-the-art cultural facility that will allow improved access by the community to research, viewing of the Powerhouse Collection, as well as improved spaces for education and public programs and events.
- Improvements to surrounding local character and landscape of the area, and associated connection to place, through enhancements and improvements that will be made to the site and immediate surrounds. This includes through the development of a contemporary cultural centre, which will provide flexible spaces for education, public programs, workshops, talks and events, along with space for storage, research and public viewing of the Powerhouse Collection. Also, the landscape design that will be delivered alongside the building, which will be developed in collaboration with Indigenous stakeholders, align with Powerhouse Indigenous-led programming, and focus on native planting for practical and educational use.
- Strengthened connection to place for the community, arising from their improved access to a significant cultural infrastructure asset, with associated benefits in terms of community pride and sense of place in the primary study areas.
- Improvements to educational attainment, access to opportunity and socio-economic wellbeing for the community, associated with new cultural infrastructure that will enable innovative education programs to be delivered at the site. This includes through potential education and training partnerships, arising through the co-location of the MDC with the neighbouring TAFE NSW campus, which brings opportunities for shared programs, educational initiatives and lifelong learning opportunities. These will in turn deliver significant community wellbeing benefits.

Mitigation and enhancement measures

Measures developed to mitigate potential negative social impacts and enhance community benefits have been discussed with Create NSW as well as the Museums Discovery Centre, which is owned and operated by the Museum of Applied Arts and Sciences (MAAS). The outcomes of those discussions are presented in this report.

Impacts are recommended to be monitored and managed through collaboration with key stakeholders, to affectively address them if/or when they arise. Specifically, the measures proposed, and understood to be adopted, are set out in **Table 7** below.

Table 7 Summary of impact mitigation and enhancement measures

Proposed measure	Timing
Prepare a Construction Management Plan, including mitigation measures to reduce the impacts associated with noise, vibration and visual amenity during the construction phase.	Prior to commence of construction
Develop a comprehensive Operational Plan of Management to effectively address: <ul style="list-style-type: none"> • Management of events, programs and activities on the site to minimise amenity impacts on surrounding neighbours • Safety, health and wellbeing of users of the site and communities in the locality • Public and active transport access to the site. 	Prior to occupation of the newly developed Museums Discovery Centre
Develop and implement user experience surveys and monitoring plans to identify the direct and indirect impacts of the Museums Discovery Centre during its operation. The findings of this research may be reported through Annual Reports.	During operation
Undertake ongoing engagement with key stakeholders, including the neighbouring TAFE NSW campus, to identify opportunities for partnerships for education, programming and events.	During construction and operation
Implement the recommendations of the Aboriginal Cultural Heritage Assessment Report to incorporate intangible Aboriginal heritage values (social and cultural), for example through the integration of native plantings and acknowledgement of Dharug culture through the landscaping plan.	Prior to construction
Enhance positive impacts of the delivery of the expanded Museums Discovery Centre through consideration of: <ul style="list-style-type: none"> • Inclusion and visibility of marginalised and culturally and socially diverse communities in programming and events • Development of programs and access to facilities targeted to local residents: in particular, the opportunity for school students as well as TAFE students to access programs, facilities, research and viewing of collections • Opportunities for partnerships between the Museums Discovery Centre and surrounding businesses, e.g. Hills Super Centre, to enhance sense of connection, in line with stakeholder feedback • Opportunities to improve public transport access to the site, in line with stakeholder feedback, to increase opportunities for visitors without access to a car to visit the MDC • Opportunities to embed community values into the design of the public domain associated with the MDC, including through landscaping, to enhance community connection to the site • Measures to ensure high levels of safety, security and accessibility through the site to ensure a welcoming and safe environment for all • Opportunities for surrounding local community and cultural groups to use the expanded MDC for tailored education, training and meeting purposes. 	During operation
Documentation of the construction phase, and alterations to the site as a result of the redevelopment of the site	During construction

Overall, it is considered that with a range of mitigation measures to manage any risks as well as enhance the positive benefits, the project is anticipated to bring significant public benefits to the local and broader communities.

Appendix A. Strategic Policy Context

Table 8 Central City District Plan

Central City District Plan	
<i>Greater Sydney Commission, 2018</i>	
Purpose & vision	<p>The Greater Sydney Commission’s Central City District Plan is a 20-year plan to manage growth in the Parramatta, Cumberland, Blacktown and The Hills LGAs. The Plan represents what should be reflected in local planning documents.</p> <p>The overarching vision for the Central City District, where the site is located, is for a “30 minute city” with “quicker and easier access to a wide range of jobs, housing types and activities...[to] improve the District’s lifestyle and environmental assets.”</p> <p>Key directions to achieve this vision include:</p> <ul style="list-style-type: none"> • <i>Developing the economy with jobs and skills from unprecedented city-scale infrastructure investments (e.g. Sydney Metro Northwest);</i> • <i>Supporting cohesive and socially dynamic communities with new social infrastructure like schools and community services, new cultural and sporting facilities;</i> <p>The site is in close proximity to the strategic centre of Norwest, which is currently undergoing growth linked to investment in high capacity, high frequency public transport (i.e. Sydney Metro Northwest). The Plan states:</p> <p><i>“Norwest Business Park is an established commercial centre. Sydney Metro Northwest and the new station at Norwest will provide the opportunity to transform the traditional 1990s-style business park model into a transit-oriented, more vibrant and diversified centre with higher employment densities and a mix of residential uses and supporting services. Sydney Metro Northwest will also enable faster and more reliable business-to-business connections to other centres such as Macquarie Park.”</i></p> <p>The number of jobs in Norwest is forecast to increase from 32,400 in 2016 to between 49,000 and 53,000 in 2036.</p>
Key actions	<p>The plan contains a number of priorities and actions relevant to the proposed development:</p> <ul style="list-style-type: none"> • Planning Priority C3: Providing services and social infrastructure to meet people’s changing needs <ul style="list-style-type: none"> - Action 8: Deliver social infrastructure that reflects the needs of the community now and in the future - Action 9: Optimise the use of available public land for social infrastructure. • Planning Priority C4: Fostering healthy, creative, culturally rich and socially connected communities <ul style="list-style-type: none"> - Action 10: Deliver healthy, safe, and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities by: <ol style="list-style-type: none"> a) Providing walkable places at a human scale with active street life b) Prioritising opportunities for people to walk, cycle and use public transport c) Co-locating schools, health, aged care, sporting and cultural facilities d) Promoting local access to healthy fresh food, and supporting local fresh food production - Action 11: Incorporate cultural and linguistic diversity in strategic planning and engagement. - Action 12: Consider the local infrastructure implications of areas that accommodate large migrant and refugee populations. - Action 13: Strengthen the economic self-determination of Aboriginal communities by engagement and consultation with Local Aboriginal Land Councils to better understand and support their economic aspirations as they relate to land use planning. - Action 14: Facilitate opportunities for creative and artistic expression and participation, wherever feasible, with a minimum regulatory burden, including: <ol style="list-style-type: none"> a) Arts enterprises and facilities and creative industries

Central City District Plan

- b) Interim and temporary uses
 - c) Appropriate development of the night-time economy
- Action 15: Strengthen social connections within and between communities through better understanding of the nature of social networks and supporting infrastructure in local places
- Planning Priority C6: Creating and renewing great places and local centres, and respecting the District's heritage
 - Action 1: Using a place-based and collaborative approach throughout planning, design, development and management deliver greater places by:
 - a) Prioritising a people friendly public realm and open spaces as a central organising design principal
 - b) Recognising and balancing the dual function of streets as places for people and movement
 - c) Providing fine grain urban form, diverse land use mix, high amenity and walkability in and within a 10-minute walk of centres
 - d) Integrating social infrastructure to support social connections and provide a community hub
 - e) Recognising and celebrating the character of the place and its people
 - Action 1: Identify, conserve and enhance environmental heritage by:
 - a) Engaging with the community early in the planning process to understand heritage values and how they contribute to the significance of the place
 - b) Applying adaptive re-use and interpreting heritage to foster distinctive local places
 - c) Managing and monitoring the cumulative impact on the heritage values and character of places
 - Action 3: use place-based planning to support the role of centres as a focus for connected neighbourhoods
 - Action 4: In Collaboration Areas, Planned Precincts and planning for centres:
 - a) Investigate opportunities for precinct based provision of adaptable car parking and infrastructure in lieu of private provision of car parking
 - b) Ensure parking availability takes into account the level of access by public transport
 - c) Consider the capacity for places to change and evolve, and accommodate diverse activities over time
 - d) Incorporate facilities to encourage the use of car sharing, electric and hybrid vehicles including charging stations.
 - Action 5: Use flexible and innovative approaches to revitalise high streets in decline.
- Planning Priority C17: Delivering high quality urban space
 - Action 71: Maximise the use of existing open space and protect, enhance and expand public open space by:
 - a) providing opportunities to expand a network of diverse, accessible, high quality open spaces that respond to the needs and values of communities as populations grow
 - b) investigating opportunities to provide new open space so that all residential areas are within 400 metres of open space and all high density residential areas (over 60 dwellings per hectare) are within 200 metres of open space
 - c) requiring large urban renewal initiatives to demonstrate how the quality of, or access to, high quality and diverse local open space is maintained or improved
 - d) planning new neighbourhoods with a sufficient quantity and quality of new open space
 - e) delivering shared and co-located sports and recreational facilities including shared school grounds and repurposed golf courses
 - f) delivering or complementing the Greater Sydney Green Grid

Central City District Plan	
	<p>g) providing walking and cycling links for transport as well as leisure and recreational trips.</p> <ul style="list-style-type: none"> - Explore new recreational opportunities at Prospect Reservoir in collaboration with Sydney Water, the Commission and other stakeholders. <p>Planning Priority C10: Growing investment, business opportunities and jobs in strategic centres:</p> <p>Action 45: Strengthen Norwest through approaches that:</p> <ul style="list-style-type: none"> a) Retain and grow commercial capacity to achieve the centre's job targets; b) Encourage complementary retail services around Norwest Lake and the station precinct. <p>Action 46: Work with the NSW Government to identify a potential future corridor for mass transit links to Greater Parramatta.</p>

Table 9 NSW Premier's Priorities

NSW Premier's Priorities	
<i>NSW Government, 2020</i>	
Purpose & Vision	<p>The Premier's Priorities outlines the key policy priorities for the government. The priorities are focused on:</p> <ul style="list-style-type: none"> • A strong economy • Highest quality education • Well-connected communities with quality local environments • Putting customer at the centre of everything we do • Breaking the cycle of disadvantage.

Table 10 NSW 2040 Economic Blueprint

NSW 2040 Economic Blueprint	
<i>NSW Department of Treasury, 2019</i>	
Purpose & Vision	<p>The Economic Blueprint outlines the directions for ensuring NSW continues to be economically successful and increasing the standing as an expanding global economy. The Blueprint identifies the challenges, risks and opportunities for improving and growing the NSW economy.</p> <p>The broad goals for NSW for 2040 include:</p> <ul style="list-style-type: none"> • The nation's first trillion dollar economy • Healthy, productive people • Liveable and connected cities • Productive, vibrant regions • Innovative and world class businesses • A sustainable environment with reliable and affordable energy • Enhanced performance of government <p>In relation to the broader Powerhouse Museum development project (including the expansion of the Museums Discovery Centre) key themes for NSW include:</p> <p>Expanding creative industries: New South Wales is Australia's leading state for creative industries and they are a growing piece of the NSW economy. Many thousands of creative businesses employ around 42 per cent of the sector's workers and have exports worth \$2,963 million – 70 per cent of Australia's total creative services exports.</p> <p>Attractive destination for business: We should be recognised as a standout destination for cultural tourism, major events and creative industries, being a showcase in global content ranging from screen production to major cultural events.</p> <p>World-class centres of arts and technology: Deliberate and strategic co-location of culture and creative practices within the state's emerging centres of technology</p>

NSW 2040 Economic Blueprint	
	<p>and innovation will create vibrant 'live-work-play' environments that attract and retain skilled talent.</p> <p>NSW will increasingly rely on investments and innovations across disciplines, many of them combining creative activity with technology and engineering. Examples of required investments include:</p> <ul style="list-style-type: none"> • User experiences techniques such as data visualisation and gamification in medical technology • Arts and cultural activities to support positive ageing • Visitor and event experience design to improve tourism experiences. <p>By building its profile as a global cultural destination, New South Wales stands to gain jobs, investment and exports, all while growing productive cultural exchange and long-term international relationships in many different industries.</p>

Table 11 Create in NSW

Create in NSW – NSW Arts and Cultural Policy Framework	
<i>Create NSW – Arts, Screen & Culture, 2015</i>	
Purpose & Vision	<p>The NSW Arts and Cultural Policy Framework contributes to the Government's State Priority to increase attendance at cultural venues and events in NSW by 15% by 2019.</p> <p>Arts and culture uniquely position Sydney as a creative global city and the gateway to our regions. <i>Create in NSW</i> outlines the NSW Government's 10-year strategic policy framework. It focuses on increased access for audiences, organisational strength, and artistic and business excellence across NSW, with an emphasis on regional NSW, Western Sydney and metropolitan Sydney. Increasing the attendance at arts and cultural venues and events by 15% will have flow-on benefits for job creation, the visitor economy and education.</p> <p><i>Create in NSW</i> is a platform for our arts and cultural sector, our communities and our business and government partners to collaboratively shape our cultural future. It supports vibrant arts and cultural activity across our State. Built on three mutually reinforcing ambitions – excellence, access and strength – <i>Create in NSW</i> will guide future strategy, investment and partnerships to grow a thriving, globally connected arts and cultural sector with and for the people of NSW.</p>
Key Actions	<p>There are some specific actions for Western Sydney, where the site is located. These include:</p> <p>Innovation:</p> <ul style="list-style-type: none"> • Support contemporary arts practice through the Arts & Cultural Development Program (ACDP) <ul style="list-style-type: none"> - The ACDP reform program will shift investment towards Western Sydney (and Regional NSW) to better reflect NSWs diversity • Encourage Screen Activity in Western Sydney • Map the arts and cultural landscape in Western Sydney and Regional NSW <ul style="list-style-type: none"> - Arts NSW will map the arts and cultural landscape in Western Sydney to inform strategies, investment and infrastructure development actions. \This includes artist development and needs. • Increase strategic investment in Western Sydney <ul style="list-style-type: none"> - Arts NSW will introduce a new strategic investment fund for Western Sydney to further support developing arts practices, partnerships and participation strategies in Western Sydney, including support for local Aboriginal artists. We will also introduce a Western Sydney Artist and Arts Workers' Fellowship. <p>Leadership:</p> <ul style="list-style-type: none"> • Promote diversity in the State Cultural Institutions and arts and cultural organisations

Create in NSW – NSW Arts and Cultural Policy Framework

- The NSW Government will ensure the State Cultural Institutions' governing bodies are both skills-based and reflective of the diversity of NSW, and include representatives from Aboriginal communities, Regional NSW and Western Sydney. The State Cultural Institutions will also work to reflect the diversity of NSW's population in all aspects of their organisations, including more culturally relevant programming. Arts NSW will work with funded organisations to promote a workforce that reflects the diversity of NSW's population.
 - Leadership in Western Sydney
 - We will convene a Western Sydney arts and cultural roundtable with leading arts and cultural practitioners to enable responsive and effective policymaking in Western Sydney. This will be the key platform for developing policy and actions to support arts and cultural growth in Western Sydney.
 - Extended partnerships between the State Cultural Institutions and arts and cultural organisations
 - Our State Cultural Institutions will extend the long-term loan arrangements and programming partnerships with cultural facilities in Western Sydney and Regional NSW. This will help ensure the cultural treasures held by the State Cultural Institutions on behalf of the people of NSW are accessible to all.
 - Develop creative partnerships with Western Sydney
 - We will focus on ways for major performing arts companies, major visual-arts organisations, festivals and service organisations to increase their engagement in Western Sydney, building on the success of C3West.
- Revitalising Infrastructure:**
- Scope cultural infrastructure opportunities in Western Sydney
 - We will scope other cultural infrastructure opportunities in key centres in Western Sydney. This will include repurposing and refurbishing existing facilities, relocating existing facilities and identifying opportunities for new facilities. We will work with local councils to determine how improved public places can create opportunities for arts and cultural life. Additionally, we will encourage screen activity in Western Sydney. This includes providing location assistance for film and television productions, and support for professional development for screen practitioners.
- Networks and partnerships:**
- Work with service organisations
 - We will scope other cultural infrastructure opportunities in key centres in Western Sydney. This will include repurposing and refurbishing existing facilities, relocating existing facilities and identifying opportunities for new facilities. We will work with local councils to determine how improved public places can create opportunities for arts and cultural life. Additionally, we will encourage screen activity in Western Sydney. This includes providing location assistance for film and television productions, and support for professional development for screen practitioners.
 - Promote our living heritage
 - We will work with the NSW Office of Environment and Heritage and the Sydney Living Museums to identify opportunities for intersection with arts and culture to expand awareness, and enable a broader experience of tangible and intangible heritage across the State

Table 12 Rebuilding NSW

Rebuilding NSW – State Infrastructure Strategy

Infrastructure NSW, 2014

Rebuilding NSW – State Infrastructure Strategy	
Purpose & Vision	<p>This is the 2014 update to the 20-year strategy to guide how proceeds from the Rebuilding NSW initiative could be spent. The recommendations from this strategy were accepted by the NSW Government in full.</p> <p>The update included 30 investment recommendations for infrastructure projects valued at a combined total of \$18.9 billion – these priorities target three areas:</p> <ul style="list-style-type: none"> • Global Sydney’s competitiveness • Population and economic growth in Greater Sydney, including Parramatta and Western Sydney • Productive regional industries and connected regional communities

Table 13 NSW Aboriginal Arts and Cultural Plan

NSW Aboriginal Arts and Cultural Plan 2015 – 2018: Connection, Culture, Pathways	
<i>Create NSW, 2015</i>	
Purpose & Vision	<p>NSW has the largest Aboriginal population in Australia with a unique contemporary Aboriginal arts and cultural sector. The sector plays an important role in maintaining, enhancing and transmitting culture as Aboriginal artists seek to develop their own practice and find inspiration through their culture and environment.</p> <p>This is Stage 2 of the Aboriginal Arts and Cultural Strategy, Stage 1 (2010 – 2014) provided the first actions in supporting this goal.</p> <p>The Aboriginal Arts and Cultural Strategy 2015 -2018 has been developed out of the Create in NSW policy framework. The Aboriginal Arts and Cultural Strategy will aim to build employment capability in a strong, contemporary multi-disciplinary Aboriginal arts and cultural sector in NSW.</p>
Key Actions	<ol style="list-style-type: none"> 1. Market development <ul style="list-style-type: none"> - Valuing and promoting Aboriginal artistic intellectual property. - Brokering opportunities for Aboriginal arts practitioners and businesses. - Investing in Aboriginal arts product development and export markets. - Working with regional arts networks, art centres and artists to develop Aboriginal arts and cultures communities of practice. 2. Careers <ul style="list-style-type: none"> - Respecting/supporting Aboriginal practitioners at all levels in the arts and creative industries. - Partnership with registered training organisations and sector to achieve culturally appropriate solutions to sector employment gaps. - Developing cross-disciplinary opportunities for Aboriginal artists and arts workers through mentorships, traineeships and industry placement. - Continuing to invest in community engagement and connectivity in regional and remote NSW. 3. Government and industry partnerships <ul style="list-style-type: none"> - Creating opportunities for Aboriginal arts and cultures in NSW across all tiers of government. - Building Aboriginal creative leadership in the NSW arts and cultural sector through the recruitment and retention of Aboriginal arts workers. - Developing new models of collaboration with the arts and cultural sector.

Table 14 OCHRE Plan

CHRE Plan – NSW Government Aboriginal Affairs Strategy	
<i>Ministerial Task Force on Aboriginal Affairs, 2013</i>	

OCHRE Plan – NSW Government Aboriginal Affairs Strategy	
• Purpose & Vision	<p>The Ministerial Taskforce on Aboriginal Affairs was established in 2011 to inform a new plan OCHRE to improve education and employment outcomes for Aboriginal people in NSW and to enhance service accountability to support these goals.</p> <p>The 2011 Census population estimates show that 208,364 Aboriginal people live in NSW, 31 per cent of the Australian Aboriginal population. With a median age of 21, compared to 38 for the non-Aboriginal population, Aboriginal people make up a higher proportion of Australia’s children and young people and a lower proportion of the elderly. Unlike other parts of Australia, in NSW, 95 per cent of Aboriginal people live in regional areas or major cities, and only five per cent in remote or very remote locations.</p> <p>OCHRE aims to support strong Aboriginal communities in which Aboriginal people actively influence and participate fully in social, economic and cultural life. To achieve this, we need to:</p> <ul style="list-style-type: none"> • Teach more Aboriginal languages and culture to build people’s pride and identity • Support more Aboriginal students to stay at school • Support more Aboriginal young people to get fulfilling and sustainable jobs • Grow local Aboriginal leaders’ and communities’ capacity to drive their own solutions • Focus on creating opportunities for economic empowerment • Make both government and communities more accountable for the money they spend.
Key Actions	<p>Linking education and employment through:</p> <ul style="list-style-type: none"> • Creating a shared vision for school communities • High expectations of success for both staff and students • A learning environment that is responsive to individual needs • A drive for continuous improvement • Involvement of the Aboriginal community in planning and providing education. • Increasing engagement with education through increased access to traditional languages and culture.

Table 15 Greater Sydney Regional Plan

Greater Sydney Regional Plan – Metropolis of Three Cities	
<i>Greater Sydney Commission, 2018</i>	
Purpose & Vision	<p>The Metropolis of Three Cities Plan outlines the vision for three, integrated and connected cities that will rebalance Greater Sydney – placing housing, jobs, infrastructure and services within easier reach of more residents, no matter where they live.</p> <p>The Plan sets targets for new housing, with a range of types, tenures and price points to improve affordability. New jobs will be promoted and the plan values Greater Sydney’s unique landscape, natural resources and green infrastructure.</p> <p>The Plan also provides directions to respond to the following challenges facing Greater Sydney:</p> <ul style="list-style-type: none"> • An imbalance in access to jobs created by the Harbour CBD located on the eastern edge of Greater Sydney – its concentration of 500,000 jobs is reinforced by its radial rail network and by the concentration of economic activity over the past 30 years with office precincts, universities and biotech clusters to the north and south along the Eastern Economic Corridor. • The geography of the Sydney Basin including its waterways, ridges and the ring of national parks that frame the Basin, and limit the spatial extent of Greater Sydney. The ridges and ravines in particular, impede the development of roads and rail and in some areas significantly constrain accessibility. • An historic car-based suburban form, which significantly influenced the pattern of growth in much of the western parts of Greater Sydney.

	<ul style="list-style-type: none"> • Shifting demographics, with a greater proportion of older people in the central and western parts of the region, an increase in the number of children across the region, and a decline in the population of people of working age, leading to greater pressure for access to health and education services. • Significant differences in the landscape, climate and amenity across the region – from the cooler eastern areas to the west which has many more hot days, low rainfall and less tree canopy cover. <p>Parramatta is part of the Central River City. The Plan outlines the development of the Central River City and the need to invest in a wide variety of infrastructure and services and improve amenity.</p>
Key Actions	<p>Key objectives related to Castle Hill and the expansion of the Museum Discover Centre include:</p> <ul style="list-style-type: none"> • Objective 7: Communities are healthy, resilient and socially connected • Objective 8: Greater Sydney’s communities are culturally rich with diverse neighbourhoods • Objective 9: Greater Sydney celebrates the arts and supports creative industries and innovation • Objective 12: Greater places that bring people together • Objective 21: Internationally competitive health, education, research and innovation precincts

Table 16 NSW 2021

NSW 2021: A plan to make NSW number one	
<i>NSW Department of Treasury, 2011</i>	
Purpose & Vision	<p>A 10-year strategic plan released in 2011 that guides NSW, targeting \$650 billion in new business investment and the creation of 475,000 jobs.</p> <p>The strategy contains 32 goals and 180 targets to drive action based around five strategies:</p> <ul style="list-style-type: none"> • Rebuild the Economy - restore economic growth and establish NSW as the first place in Australia to do business • Return Quality Services - provide the best transport, health, education, police, justice and family services, with a focus on customer needs • Renovate Infrastructure - build infrastructure that drives our economy and improves people’s lives • Strengthen our Local Environment and Communities - improve people’s lives by protecting natural environments and building a strong sense of community • Restore Accountability to Government – strengthen trust in public institutions, return planning powers to the community and give people a say on decisions that affect them.
Key Actions	<p>Key actions related to the proposed development include:</p> <ul style="list-style-type: none"> • Goal 20: Build liveable centres • Goal 26: Fostering opportunity and partnership with Aboriginal people • Goal 27: Enhance cultural, creative, sporting and recreation opportunities

Table 17 Future Transport 2056

Greater Sydney Services and Infrastructure Plan – Future Transport 2056	
<i>Transport for NSW, 2016</i>	
Purpose & Vision	<p>A 40-year plan for transport in Sydney. Designed to support the land use vision outlined in the Greater Sydney Commission Metropolis of Three Cities plan.</p> <p>The plan builds on the state-wide transport outcomes identified in the Future Transport Strategy 2056, the Plan establishes the specific outcomes transport</p>

	<p>customers in Greater Sydney can expect and identifies the policy, service and infrastructure initiatives to achieve these. Our focus is enabling people and goods to move safely, efficiently and reliably around Greater Sydney, including having access to their nearest centre within 30 minutes by public transport, seven days a week. The transport system will also support the liveability, productivity and sustainability of places on our transport networks.</p> <p>The plan identifies Parramatta as a key location in Greater Sydney transport network. In the future there will be more movement between the key city regions identified in the plan (Sydney CBD, Parramatta and Western city).</p> <p>30-minute city:</p> <ul style="list-style-type: none"> • Connecting people in each of the three cities to their nearest metropolitan centre. These are the largest employment and service centres in each of the three cities – the Harbour CBD in the Eastern Harbour City, Greater Parramatta in the Central River City and WSA Badgerys Creek Aerotropolis, Greater Penrith, Liverpool and Campbelltown in the Western Parkland City. • Connecting residents in each of the five districts to one of their strategic centres by public and active transport, giving people 30-minute access to local jobs, goods and services. Strategic centres are major centres such as Chatswood, Norwest and Fairfield with jobs and services, supported by a public transport and walking and cycling network. <p>The 30-minute city requires investment in efficient modes of transport and considered development throughout Greater Sydney.</p>
Key Actions	<p>As Sydney transitions to a metropolis of three cities, convenient and reliable access for customers by public transport to their nearest centre is increasingly important for:</p> <ul style="list-style-type: none"> • Productivity – reducing the time people spend travelling particularly for their commute to work, increasing people’s access to jobs and business’ access to workers. • Liveability – improving the quality of life in Greater Sydney by reducing the need for long commutes and helping to manage congestion by better spreading transport demand. • Sustainability – increasing the proportion of trips by public and active transport and reducing average journey lengths, thereby reducing emissions and improving air quality.

Table 18 Better Placed

Better Placed	
<i>Government Architect NSW, 2016</i>	
Purpose & Vision	<p>Better Placed is an integrated design policy for the built environment of NSW. It seeks to capture our collective aspiration and expectations for the places where we work, live and play. It creates a clear approach to ensure we get the good design that will deliver the architecture, public places and environments we want to inhabit now and those we make for the future.</p>
Key Actions	<p>Seven key objectives identified:</p> <ol style="list-style-type: none"> 1. Better fit – contextual, local and of its place 2. Better performance – sustainable, adaptable and durable 3. Better for community – inclusive, connected and diverse 4. Better for people – safe, comfortable and liveable 5. Better for working – functional, efficient and fit for purpose 6. Better value – creating and adding value 7. Better look and feel – engaging, inviting and attractive <p>In achieving these objectives ensure our cities and towns, public realm, buildings and public domain will be healthy, responsive, integrated, equitable and resilient.</p>

Table 19 Cultural Infrastructure Plan 2025+

Cultural Infrastructure Plan 2025 +	
Create NSW, 2019	
Purpose & Vision	<p>The Cultural Infrastructure Plan 2025+ was developed to ensure that all New South Wales benefits from cultural infrastructure. The Plan articulates the strategic priorities for New South Wales to be a place where:</p> <ul style="list-style-type: none"> • Culture is recognised as an integral part of communities and a key element of creating great places for people to live, work, visit, play and do business. Cultural infrastructure planning is integrated with state and local planning processes. • Everyone can access the infrastructure they need to make culture part of their everyday lives. • There is an increased availability of affordable, fit-for-purpose and sustainable space to support growth of the cultural sector and creative industries. • Cultural infrastructure delivery and funding is supported by partnerships across NSW Government, local councils, cultural organisations, philanthropists and business. • Greater Sydney’s three cities become a leading cultural capital in the Asia-Pacific and continue to grow the visitor economy, employment and growth. • Creativity and access to culture thrives across NSW through a strategic and coordinated approach to cultural infrastructure planning. <p>The Plan defines cultural infrastructure as: theatres, galleries, museums, libraries, archives, community halls, cinemas, public art and outdoor events spaces – that provide the critical spaces where we come together to create, share and enjoy arts and culture.</p> <p>Cultural infrastructure plays a role in creating great places that bring people together, great places to live, work, visit and do business.</p> <p>The Plan acknowledges that there is currently an imbalance in the distribution of cultural infrastructure across Sydney, and a need to improve support for the cultural and creative sector in the Central City and Western City districts.</p> <p>The Strategy also recognises the importance of investment in cultural infrastructure in the Central City and Western City Districts as they grow:</p> <p><i>“Significant cultural infrastructure investment, aligned with centres, transit hubs and planned transport upgrades, will have a catalytic effect on the emerging Western Parklands City [and Central City]. It will help the area develop to meet the expectations of future generations for a high-amenity, high-experience urban life – a place where people want to live and work, and where employers want to invest in the creation of jobs.”</i></p>

Table 20 Western Sydney Visitor Economy Strategy

Western Sydney Visitor Economy Strategy	
Destination NSW, 2017	
Purpose & Vision	<p>The Strategy outlines a cohesive approach to the destination management of Western Sydney. Western Sydney is a key contributor to the NSW Visitor Economy. It is a part of the State that has experienced significant population, industry and tourism growth over the past decade. It currently delivers \$4.2 billion in visitor expenditure and has the potential to continue to grow in the future, given a unique combination of social and economic factors.</p> <p>There are, a number of key challenges that need to be overcome in order to grow the Western Sydney visitor economy:</p> <ul style="list-style-type: none"> • Until now, there has not been a cohesive approach to managing and marketing the destination

	<ul style="list-style-type: none"> • Western Sydney has had no single, long-term destination management strategy and plan • The region lacks brand identity, and awareness of what it has to offer visitors is low among consumers and travel trade distributors in both the domestic and international markets • Negative perceptions of Western Sydney as a place to visit and live have prevailed over the years, often fuelled by negative publicity regarding isolated incidents • Western Sydney is predominantly an urban destination which is currently perceived as a “drive through” destination between the Sydney CBD and the Blue Mountains • The region’s tourism attractions are widely dispersed and not packaged or connected in a way that makes it easy for visitors to experience Western Sydney • The region has insufficient quality infrastructure that will be able to accommodate predicted growth • Labour and skills shortages will hamper future growth. <p>The Strategy outlines strategic directions that help overcome these challenges.</p>
Key Actions	<ul style="list-style-type: none"> • Strategic Direction 2: Destination Infrastructure Development <ul style="list-style-type: none"> - Assist the development of business cases that promote investment by Government and the private sector in areas critical to growing the Western Sydney visitor economy. • Strategic Direction 3: Product experience and development <ul style="list-style-type: none"> - Improve Western Sydney’s tourism offering through product and experience development, leveraging existing strengths and building on these to address current gaps and options for future opportunities • Strategic direction 4: Develop destination awareness and improve perception <ul style="list-style-type: none"> - Define/gain stakeholder buy-in to a common definition of Western Sydney. - Improve awareness and perceptions of Western Sydney by developing a consistent brand and marketing plan across the visitor economy. - Focus all resources on the markets offering the best potential for Western Sydney, in line with Destination NSW’s established market prioritisation. • Strategic Direction 7: Develop the educational tour sector <ul style="list-style-type: none"> - Develop and implement a strategy for Western Sydney to maximise the opportunity presented by growing the educational tour sector, including primary, secondary and tertiary students and heritage and cultural tours.

Table 21 The Hills Future Community Strategic Plan (2017-2021)

The Hills Future Community Strategic Plan (2017-2021)	
<i>The Hills Shire Council (2019)</i>	
Purpose & Vision	<p>The Hill’s Community plan expresses the community’s vision and aspirations for the municipality for the next 10 years. The plan identifies proposed strategies and measures to achieve these desired goals and determine the effectiveness of the outcomes. This plan is guided through 5 key strategic directions that were determined through extensive community consultation:</p> <ul style="list-style-type: none"> • Building a vibrant community and prosperous economy • Proactive leadership • Shaping growth • Delivering and maintaining infrastructure • Valuing our surroundings
Key Actions	<p>A connected and inclusive community with a range of services and facilities that contribute to health and wellbeing is a key desired outcome for the community.</p>

	Council identifies the provision of quality cultural and educational opportunities as one of its focus strategies to deliver community benefits.
--	--

Table 22 Hills Future 2036: Local Strategic Planning Statement

Hills Future 2036: Local Strategic Planning Statement	
<i>The Hills Shire Council (2020)</i>	
Purpose and vision	<p>The Hills LSPS establishes a 20-year vision for exceptional living, working and leisure places where expected growth brings vibrancy, diversity, liveability and prosperity. This is supported through five key themes of:</p> <ul style="list-style-type: none"> • A vibrant community and prosperous economy • Shaping growth • Delivering and maintaining infrastructure • Valuing our surroundings • Proactive leadership
Key findings/ actions	<p>The Hills Shire is identified within the top five LGAS's forecasted for the delivery of additional dwellings over the next five years. While Council priorities the need to accommodate increased population and deliver housing supply, they also recognise the importance of social and cultural infrastructure delivery. The Museums Discovery Centre integrated with the existing TAFE is a key cultural infrastructure facility in the Norwest strategic centre. The Sydney Metro rail connection is anticipated to transform the area, through facilitating greater accessibility and travel. Relevant local planning priorities include:</p> <ul style="list-style-type: none"> • Build strategic centres to realise their potential • Renew and create great places • Provide social infrastructure and retail services that meet residents needs

Table 23 The Hills Shire Productivity and Centres Strategy

The Hills Shire Productivity and Centres Strategy	
<i>The Hills Shire Council (2019)</i>	
Purpose and vision	<p>The strategy identifies the basis for the strategic planning of employment lands and centres in the Shire to 2036. It gives effect to the Local Strategic Planning statement and is expressed through the five key themes:</p> <ul style="list-style-type: none"> • Plan for sufficient jobs, targeted to suit the skills of the workforce • Build strategic centres • Provide retail services to meet residents needs • Renew and create grate places • Retain and manage valuable industrial urban service land
Key findings/ actions	<p>The strategy identifies the need to create employment opportunities, particularly knowledge-based jobs. It recognises the importance of social infrastructure and the supporting role centres play in meeting community needs.</p>

Table 24 Cultural action plan for the Sydney Hills

Cultural action plan for the Sydney Hills	
<i>The Hills Shire Council (2019)</i>	
Purpose and vision	<p>The cultural action plan proposes a range of opportunities to support the community to engage in a range of creative and cultural experiences. The plan outlines key culture and creative opportunities through activating outdoor spaces, supporting the performing</p>

Cultural action plan for the Sydney Hills

	arts through dedicating existing venues as performance spaces and enhancing visual and creative arts.
--	---

Appendix B. Demographic summary

Category	Study Area	Greater Sydney
<u>Income</u>		
Median household income (annual)	\$121,300	\$92,200
Variation from median	31.6%	0.0%
% of Households earning \$2,500pw or more	46.5%	31.8%
<u>Age Structure</u>		
Median Age (years)	37.9	36.4
<u>Country of Birth</u>		
Australia	63.7%	61.9%
Other Major English Speaking Countries	8.2%	7.6%
Other Overseas Born	28.1%	30.5%
<u>Household Composition</u>		
Couple family - Total	77.9%	61.3%
Family Households - Total	87.1%	73.7%
Lone person household	11.3%	21.7%
<u>Dwelling Structure (Occupied Private Dwellings)</u>		
Separate house	82.6%	57.2%
Semi-detached, row or terrace house, townhouse etc.	11.7%	14.0%
Flat, unit or apartment	5.5%	28.2%
Other dwelling	0.2%	0.5%
Occupancy rate	94.6%	92.3%
Average household size	3.2	2.8
<u>Tenure Type (Occupied Private Dwellings)</u>		
Owned outright	35.1%	30.0%
Owned with a mortgage	46.5%	34.2%
Rented	17.4%	35.1%
<u>Highest Year of School Completed (% of population aged 15 years and over)</u>		
Year 12 or equivalent	72.8%	67.5%
<u>Monthly Mortgage Repayments (occupied private dwellings being purchased)</u>		
Median monthly mortgage repayment	2,270	2,240
Variation from median	1.3%	0.0%
<u>Weekly Rent</u>		
Median weekly rent	570	450
Variation from median	26.7%	0.0%
<u>Occupation</u>		
Managers	17.6%	13.7%
Professionals	29.0%	26.3%
Technicians and trades workers	10.4%	11.7%
Community and personal service workers	7.8%	9.6%
Clerical and administrative workers	16.2%	14.6%
Sales workers	9.6%	9.0%
Machinery operators and drivers	3.0%	5.6%
Labourers	4.7%	7.6%