

Social and Economic Impact Assessment

State Significant Development Application

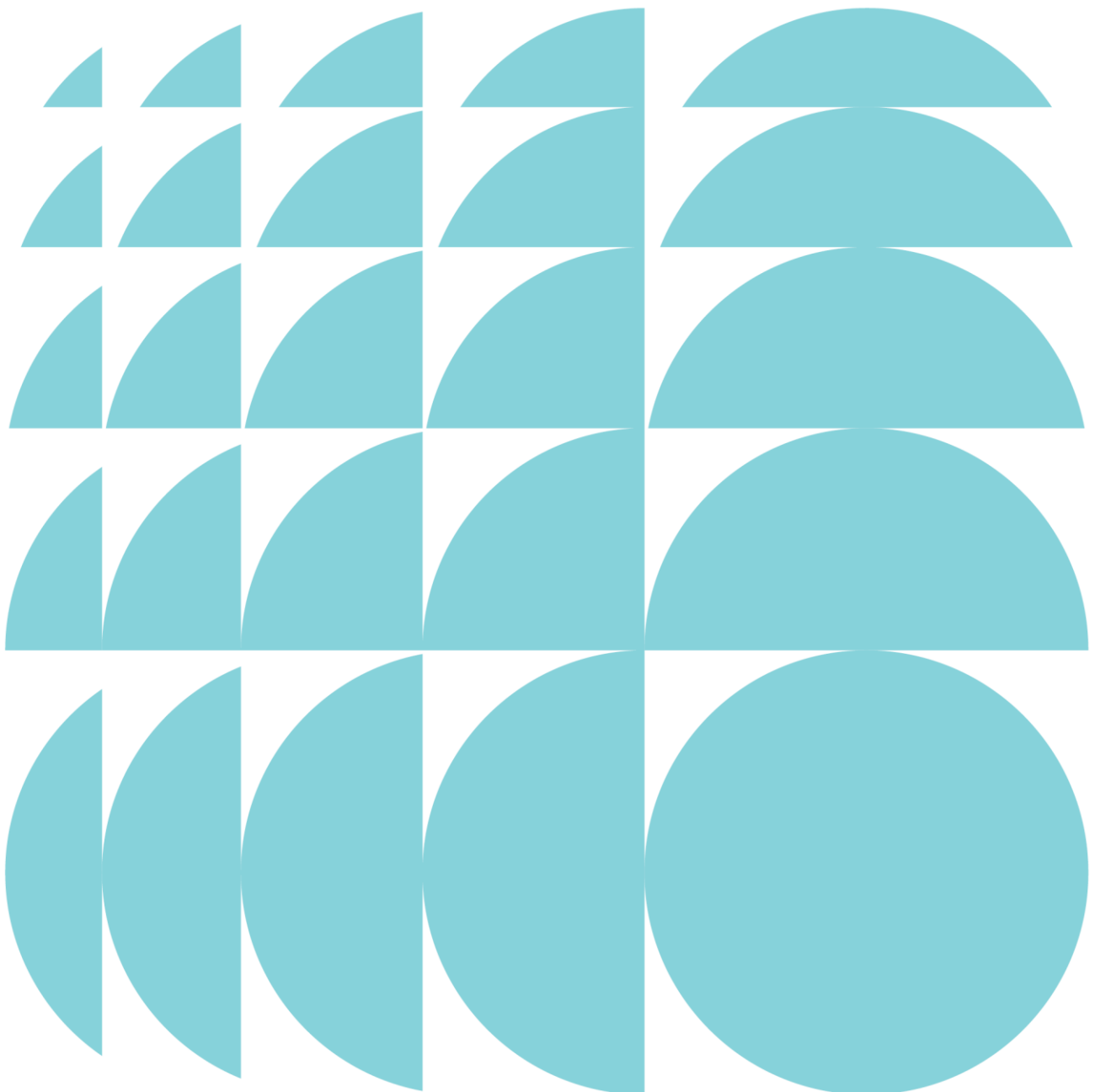
Wilson Park, 4 Newington Road, Silverwater

Cricket NSW Centre of Excellence (SSD 10354)

Submitted to NSW Department of Planning,
Infrastructure & Environment

On behalf of Cricket NSW

2 October 2019 | 2190623



CONTACT

Allison Heller Director aheller@ethosurban.com

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This document has been prepared by:

This document has been reviewed by:



Jo McClellan, Associate Director Social
Strategy and Engagement

2 October 2019

Lee, Cikuts, Associate Director Economics

2 October 2019

Allison Heller, Director Social Strategy and Engagement

2 October 2019

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

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Executive Summary

This Social and Economic Impact Assessment has been prepared to support the Environmental Impact Statement for the Development Application (DA), seeking approval for the detailed design, construction and operation of a new Cricket NSW Centre of Excellence in Sydney Olympic Park.

The assessment considers and identifies the significance of the potential impacts, both positive and negative, during construction and upon operation of the Cricket NSW Centre of Excellence. Matters for consideration have included:

- Way of life
- Culture
- Community
- Political systems
- Environment
- Health and wellbeing
- Personal and property rights
- Fears and aspirations.

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

Cricket NSW (CNSW) is the peak body for cricket in NSW. The organisation manages and promotes talent pathways for junior and senior cricketers and is home to the state representative teams the NSW Blues (men) and NSW Breakers, who are the most successful team in the history of the Women's National Cricket League.

Cricket NSW's main facility has historically been located within the Sydney Cricket and Sports Ground precinct at Moore Park, Sydney. As part of the development of the new Allianz Stadium in the precinct, Cricket NSW's facilities have been demolished. No new facilities for Cricket NSW have been accommodated through the Stadium redevelopment masterplan and as a result, Cricket NSW has identified an opportunity within Sydney Olympic Park, to accommodate future operations.

The new facility in Sydney Olympic Park will comply with ICC standards and be the location of minor first-class cricket matches. It will be the best high-performance cricket facility in Australia, providing practice training, coaching and player preparation facilities for emerging and current professional cricketers. These include the necessary facilities for administration, training, sporting and player preparation and recovery. This is motivated by Cricket NSW's aspiration of perpetuating the trend of half of the Australian Cricket Team's male and female cricketers originating in NSW.

The need for the project is directly linked to the NSW Government's plans for Western Sydney and more specifically, the Greater Parramatta and Olympic Peninsula area. Sydney Olympic Park provides world class sporting and event venues coexisting with residential, commercial and recreational land uses.

The Central Sydney District Plan has identified that over the next 20 years, the Sydney Olympic Park area will develop into a lifestyle precinct, offering the potential to attract anchor tenants specialising in sports, health and physical education. Accordingly, Cricket NSW Centre of Excellence is commensurate with the NSW Government's vision. It will deliver a development that will ensure that the precinct continues to meet the needs and expectations of elite and community cricketers, administrators, and visitors into the future.

Social and Economic Impact Assessment methodology

The assessment of social impacts has been based on the NSW DPE *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development*, September 2017. It also draws on

the guidelines published by the International Association for Impact Assessment (IAIA), *International principles for social impact assessment* (Vanclay 2003), which defines Social Impact 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 the analysis of the existing socio-economic environment, scoping of issues, identifying and assessing potential impacts, determining the significance of the impacts and identifying measures to manage or mitigate the Project's potential negative impacts and enhance the potential benefits.

The methodology for the economic assessment was developed with consideration of the Secretary's Environmental Assessment Requirements (SEARs) and socio-economic assessment practices. The methodology for assessment is anchored by the Business Case 2019 prepared by Cricket NSW and Sydney Olympic Park Authority.

Study area – area of social influence

For the purposes of the study, key areas of relevance with communities likely to be affected by, or have an interest in the project, have been defined as including:

- The Primary Study Area, being that of Homebush Bay – Silverwater (SA2), representing the local community within the immediate area and the people who are currently likely to access the site.
- The Secondary Study Area, being that of the Greater Sydney Capital City Statistical Area (GCCSA).

The baseline analysis of the relevant areas for consideration has identified that:

- The population of the Homebush Bay – Silverwater area has grown significantly over recent years (growing by an additional 9,630 people) over the last 5 years, due to the level of development activity that has occurred in the local area.
- Residents within the Primary Study Area are relatively young compared to the Greater Sydney area, reflective of an area that is attractive to young professionals.
- The area is considered relatively socio-economically advantaged, compared with Greater Sydney;
- Population growth is expected to be high in the next 20 years, driven by development within the Sydney Olympic Park and Wentworth Point area. The majority of growth is expected to be driven by an increase in young professionals.

Stakeholder engagement

Stakeholder engagement found that the community were largely supportive of the proposal, albeit with certain reservations towards traffic and parking concerns as well as the exclusivity of use for cricket as the sole sport and the inability for the wider community to use the facility.

Aspects relating to the proposal to which the community deeply value include the provision of spaces that promote healthy and active lifestyles, and the ability to bring the community closer together. Sydney Olympic Park Authority has been in regular communication with the main user of the existing oval, the Newington Gunners Soccer Club (the Gunners), with short term arrangements made for the club to relocate from the Wilson Park site, for the 2020 winter season.

Summary of key socio-economic benefits and challenges

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. Cumulative issues have been considered, giving the timing and proximity of other major infrastructure projects within Sydney.

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 negative impacts identified in relation to the proposal.

Key challenges identified with the proposal relate to:

- The impacts to surrounding residents and members of the public, with the loss of open space within the local area, which may be used by members of the local community. However, the impact is lessened due to the availability of existing open space and recreation facilities in the locality as well as efforts made to secure an alternate space for the Gunners 202 Winter season.
- Negative perceptions associated with the relocation of Cricket NSW activities from the Sydney CBD, close to the historic Sydney Cricket Ground.
- Ensuring the design and operation of the site considers the neighbouring facilities such as the Silverwater correctional facility.
- Construction impacts, relating to impacts on amenity, the potential for increased traffic congestion and potential reduction of access to recreation facilities and open space.

The most significant social benefits of the proposal relate to:

- Improved amenity and activation associated with the change of use at the site, providing positive social benefit to the way of life of residents and visitors. This is considered to include benefits through the enhanced foreshore space, providing inviting green space centred around the walking and cycling paths.
- Positive social benefits associated with facilities that support a broad range of people to engage in cricket, resulting in enhanced opportunities for increased social cohesion within the NSW cricketing community.
- Positive health and wellbeing benefits associated with potential increased participation in cricket due to the improved quality of facilities. The proposal will enable Cricket NSW to be proactive in ensuring cricket is a sport for all, welcoming and respecting new participants.
- Increased diversified employment opportunities available within the local area and improved access to state-of-the-art cricketing facilities for clubs and cricketers across Sydney, in a location that is more accessible for residents from Western Sydney.

The most significant economic benefits of the proposal relate to:

- Approximately 89 FTE jobs in the construction industry and a further 143 FTE jobs in related (supplier) industries are expected to be generated over the development period. Local businesses, workers and jobseekers are likely to benefit from increased employment and contracts afforded by the construction phase of the project.
- The development has the potential to accommodate between 190 to 210 jobs once development has completed. Additionally, 130 to 150 indirect jobs will be supported in the wider economy.
- Total output at full occupancy is estimated at \$33.8 million p.a. (2018 dollars), which includes significant output contributions from employment in the Arts and Recreation Industry and Education and Training Industry. Value added is estimated at \$12.38 million p.a. (2018 dollars) at full occupancy.

Mitigation and enhancement measures

Measures developed to mitigate potential negative social and economic impacts and enhance benefits are presented in this report. It is recommended that measures are put in place to monitor and manage any issues through collaboration with key stakeholders, to effectively address them if/or when they arise. Overall, it is considered that the project will bring significant public benefits to the local and broader communities.

1.0 Introduction

This Social and Economic Impact Assessment supports a State Significant Development (SSD) Development Application (DA) for the proposed Cricket NSW Centre of Excellence, which is submitted to the Minister for Planning pursuant to Part 4 of the Environmental Planning and Assessment Act 1979 (EP&A) Act.

1.1 Requirements for the study

This Social and Economic Impact Assessment addresses the proposed works to be undertaken as part of the Cricket NSW Renewal Project. It has been prepared by Ethos Urban on behalf of Infrastructure NSW to accompany the Environmental Impact Statement in support of an application for State Significant Development (SSD).

The Social and Economic Impact Assessment has been prepared in accordance with the Secretary's Environmental Assessment Requirements (SEARs), issued on 23 July 2019, requiring:

'A Social Infrastructure Assessment that addresses the social and economic impacts of the development, including, but not limited to:

- *The implications of removing publicly accessible recreation facilities for existing users of the site, including an analysis of the current use of the site;*
- *An analysis of other community facilities in the surrounding area;*
- *Economic implications associated with the provision of alternative facilities, and*
- *Benefits for the local region and community more broadly.'*

1.2 Proposed development

As stated in the Environmental Impact Statement, this SSDA seeks consent for the detailed design, construction and operation of a new Cricket NSW Centre of Excellence in Sydney Olympic Park.

The Concept Proposal includes:

- A two storey cricket centre, including an internal atrium, gymnasium, community facilities, sports science and sports medicine facilities and business offices;
- An International Cricket Council compliant oval 136m long x 144m wide (16,040m²)(Oval 1) and associated seating;
- A second oval (Oval 2) that complies with the Cricket Australia community guidelines for community club cricket (with a minimum diameter of 100m (6365m²);
- Outdoor practice nets, 71 wickets with a minimum of 30m run ups;
- A double height (10.7m) indoor training facility with 15 wickets;
- A single storey shed for machinery and storage;
- Associated car parking, landscaping and public domain works; and
- Extension and augmentation of services and infrastructure as required.

The Cricket NSW Centre of Excellence will comprise a state-of-the-art, dedicated, year-round cricket, training and administration facility that services both regional and metropolitan cricketers, as well as providing facilities for community use to support sport, social, health and educational programs. The overall project timeframe is centred on the delivery of a completed project and the opening of the facility by 2022.

1.3 Cricket NSW: the organisation and its objectives

Cricket NSW (CNSW) is the peak body for cricket in NSW. The organisation manages and promotes talent pathways for junior and senior cricketers and is home to the state representative teams the NSW Blues (men) and NSW Breakers, who are the most successful team in the history of the Women's National Cricket League.

One of Cricket NSW'S core objectives is to ensure that cricket has an impact at all levels of education. A variety of programs have been developed in order to support teachers to help promote a healthy, active lifestyle amongst school-aged children through cricket. Additionally, Cricket NSW aims to help up-skill teachers so that they can carry on development in their schools. Key programs include:

- Junior Blasters Skills Program;
- Cricket Blast Schools Cup;
- School Ambassador Program;
- Partnerships supporting the delivery of programs in the school environment;
- Sporting Schools Program, and
- Cricket Smart.

1.4 Background to the proposed development

In 2018, the NSW Government committed to contributing \$6 million over the next three years to support the growth of cricket participation in NSW. The funding was available for:

- Infrastructure: The fund can be used to upgrade or create new wickets, ovals, amenities or facilities. Grants from \$15,000 to \$250,000 are available and may support up to 50% of the net project costs.
- Programs and resources to grow female participation: The fund can be used to facilitate programs or purchase equipment aligned to growing female participation. Grants from \$5,000 to \$50,000 are available and may support up to 50% of the net project costs.
- Regional events: The fund can be used to assist regional councils to secure and deliver elite cricket tournaments. Grants from \$20,000 to \$100,000 are available and may support up to 50% of the net project costs.

The aim of the funding is to improve the quality and quantity of community facilities and attract world class cricket matches to regional NSW.

Minister for Sport, the Hon. Stuart Ayres MP, has acknowledged NSW Government's role in 'leading the way in its support of women's sport in Australia,' and that the fund will 'improve participation pathways for female cricketers.' Ayres has stated NSW is 'set to host more matches than any other host city for the ICC World T20 in 2020 which will generate more than \$46 million in interstate and international visitor expenditure.'

Relocation from Moore Park

In November of 2018, Cricket NSW came to an agreement with the NSW Government to relocate their training facilities to Sydney Olympic Park, after 159 years of being located in Sydney's east. The deal was borne out of Cricket NSW's Moore Park base being redeveloped as part of the proposed masterplan for Allianz Stadium, which involved the demolition of the training facilities, without any scope for their recovery in its redevelopment.

The State Government deal has provided Cricket NSW with \$30 million in funding for the purposes of developing the new Cricket NSW Centre of Excellence.

1.5 Objectives of the proposed development: Cricket NSW's vision

As the governing body of cricket in the state, Cricket NSW is seeking to accelerate the sport's development and success by providing a state-of-the-art Centre of Excellence, replacing their former, now-demolished facilities that were located in Moore Park.

The facility will comply with ICC standards and be the location of minor first-class cricket matches. It will be the best high-performance cricket facility in Australia, providing best practice training, coaching and player preparation

facilities for emerging and current professional cricketers. These include the necessary facilities for administration, training, sporting and player preparation and recovery. This is motivated by Cricket NSW's aspiration of perpetuating the trend of half of the Australian Cricket Team's male and female cricketers originating in NSW.

The development of a new NSW cricket facility will address the deficiencies in existing infrastructure and improve facilities in line with contemporary Australian sports venue standards. The project will deliver a facility that is a modern, globally competitive venue. The development of the centre will address the following project objectives:

- Enable better utilisation of a strategically located sporting facility;
- Deliver a facility that is flexible and can address both the current and future needs of elite and community cricket players;
- Build a facility that is integrated with its surrounds including Sydney Olympic Park and Parramatta River Foreshore;
- Reaffirm the Sydney Olympic Park Precinct as the Central City's premiere major sporting destinations;
- Provide sufficient infrastructure to accommodate cricket competition franchises at state, national and international levels;
- Demonstrate excellence in environmental sustainability, and
- Maximise the direct and indirect economic, social and cultural benefits to NSW from the project.

1.6 Strategic need for the project

Cricket NSW's main facility has historically been located within the Sydney Cricket and Sports Ground precinct at Moore Park, Sydney. As part of the development of the new Allianz Stadium in the precinct, Cricket NSW's facilities have been demolished, and a new facility has not been accommodated through the Stadium redevelopment masterplan. As a result, Cricket NSW has been required to explore new sites to accommodate their future operations.

Cricket NSW's ambition is to deliver a state-of-the-art facility as a year-round elite training base for NSW's best cricketers as well as a hub for community cricket. A critical factor in relocating such a unique use is the availability of suitable sites that are in proximity to existing and future sport and recreation land uses. Accordingly, the location of the site and the proposal represents a unique opportunity to transfer activity and benefits to one of Australia's leading sporting precincts – the Sydney Olympic Park precinct.

The need for the project is directly linked to the NSW Government's plans for Western Sydney and more specifically, the Greater Parramatta and Olympic Peninsula area. Sydney Olympic Park provides world class sporting and event venues coexisting with residential, commercial and recreational land uses.

The Central Sydney District Plan has identified that over the next 20 years, the Sydney Olympic Park area will develop into a lifestyle precinct, offering the potential to attract anchor tenants specialising in sports, health and physical education. Accordingly, Cricket NSW Centre of Excellence is commensurate with the NSW Government's vision. It will deliver a development that will ensure that the precinct continues to meet the needs and expectations of elite and community cricketers, administrators, and visitors into the future.

2.0 Purpose, objectives and scope

2.1 Social and Economic Impact Assessment

The purpose of this Social and Economic Impact Assessment (SEIA) is to assess the social and economic impacts of the project, including the benefits to develop the centre for Sydney and the local region.

Social Impact Assessment involves the analysis of social changes and impacts on communities that are expected to occur as a result of a particular development, planning scheme, or government policy decision. Economic Impact Assessment is a useful tool in understanding changes to income, employment opportunities and wider effects in purchasing and spending in a region.

Used together, a SEIA can provide a comprehensive, co-ordinated picture of these overlapping issues, providing information on potential economic impacts as well as important social values held by the community which inform likely attitudes and responses to the proposed change.

2.2 Methodology and assessment framework

Key steps in undertaking the SEIA have included the analysis of the existing socio-economic environment – including demographics and social infrastructure provision; scoping of key issues; identifying potential social and economic impacts; assessing the natures, scope and significance of these impacts, and identifying measures to manage or mitigate the project's potential negative impacts and enhance potential benefits.

Social Impact Assessment methodology

The assessment of social impacts has been based on the NSW DPIE's *Social Impact Assessment Guideline for state significant mining, petroleum production and extractive industry development*, September 2017, which the Department advises should be applied as a guide to assessing other types of development. The assessment 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)

The DPIE Guideline classifies social impacts in the following way, which forms the basis for this assessment:

- 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.

Stages in the preparation of the SIA 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, and
 - Demographic analysis, including current and forecast communities
 - Social infrastructure analysis of local provision.
- Stakeholder and community engagement: Findings of the engagement undertaken by Cricket NSW have been considered in forming the assessment of impacts on the local and broader communities.
- 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 1 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)

Economic Impact Assessment methodology

In the absence of formal guidelines available from the NSW DPIE for Economic Impact Analysis (EIA), the methodology for this economic assessment has been developed with consideration of the Secretary's Environmental Assessment Requirements (SEARs) and socio-economic assessment practices. The methodology for assessment is anchored by the Business Case 2019 prepared by Cricket NSW and Sydney Olympic Park Authority.

Key steps in undertaking the economic assessment have included: analysis of the existing locality and the community, including its economic profile; identification and assessment of potential impacts (both direct and indirect) as a result of the proposed development, and recommendations for mitigation or enhancement measures. The baseline profile for current businesses and the economy within the defined Primary Study Area was developed

using published data sources, including the Australian Bureau of Statistics (ABS), with this data supplemented by additional information where available.

To address SEARs requirements, this economic assessment has considered:

- Demand for proposed development as outlined in the Business Case;
- Local and state economic benefits from the proposed development including:
 - Direct and leveraged investment;
 - Construction and ongoing employment generation (direct and multiplier);
 - Increased Gross State Product and Value-Added Output, and
 - Other benefits.

2.3 Information sources and assumptions

- ABS Average Weekly Earnings, Australia Nov 2018
- ABS Census of Population and Housing 2016
- ABS Counts of Australian Business, June 2013 to June 2017
- ABS Australian National Accounts: Input-Output Tables, 2014-15
- ABS Building Approvals, 2018
- ABS Counts of Australian Businesses, including Entries and Exits, 2018
- Business Case for the project, prepared by Cricket NSW and Sydney Olympic Park Authority, 2019
- Department of Employment, Skills, Small and Family Business – Small Area Labour Markets March 2019
- Department of Employment, Skills, Small and Family Business – Regional Projections to May 2023
- Other ABS publications as referenced
- Destination NSW
- Community.id
- Economy.id
- Forecast.id
- NSW Budget Papers 2018/19.

Assumptions applied to complete this SEIA include:

- The Final Business Case Summary is an essential basis for evaluating the impacts of the project;
- Socio-economic data for each study area accurately reflects the community demographic profile;
- The key findings of the background studies and technical reports are accurate;
- Outcomes of the community consultation and engagement undertaken to date accurately reflect community views, and
- All potential social impacts to the local community and special interest groups are identified.

3.0 Site analysis

3.1 Site location and context

The site is located at Wilson Park, in the suburb of Sydney Olympic Park, within the Parramatta Local Government Area (LGA) and is situated at the north western corner of the Sydney Olympic Park (SOP) precinct. It is proximate to a number of regionally significant facilities and amenities including the Olympic Park Railway Station, ANZ Stadium, Qudos Bank Arena and Sydney Showground, which are all approximately 2.5km south east of the site. Further to this, the site is located approximately 2km west of Wentworth Point.

The site's locational context is shown in **Figure 2** below.

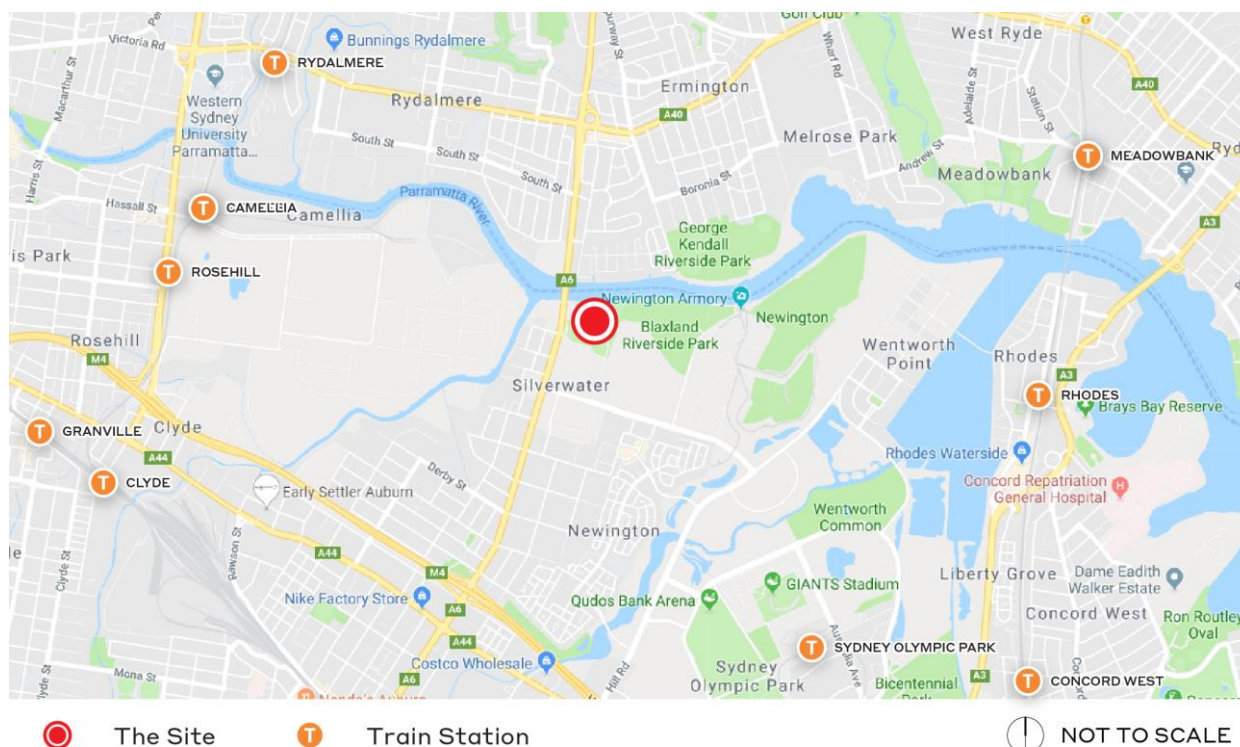


Figure 2 Site location plan

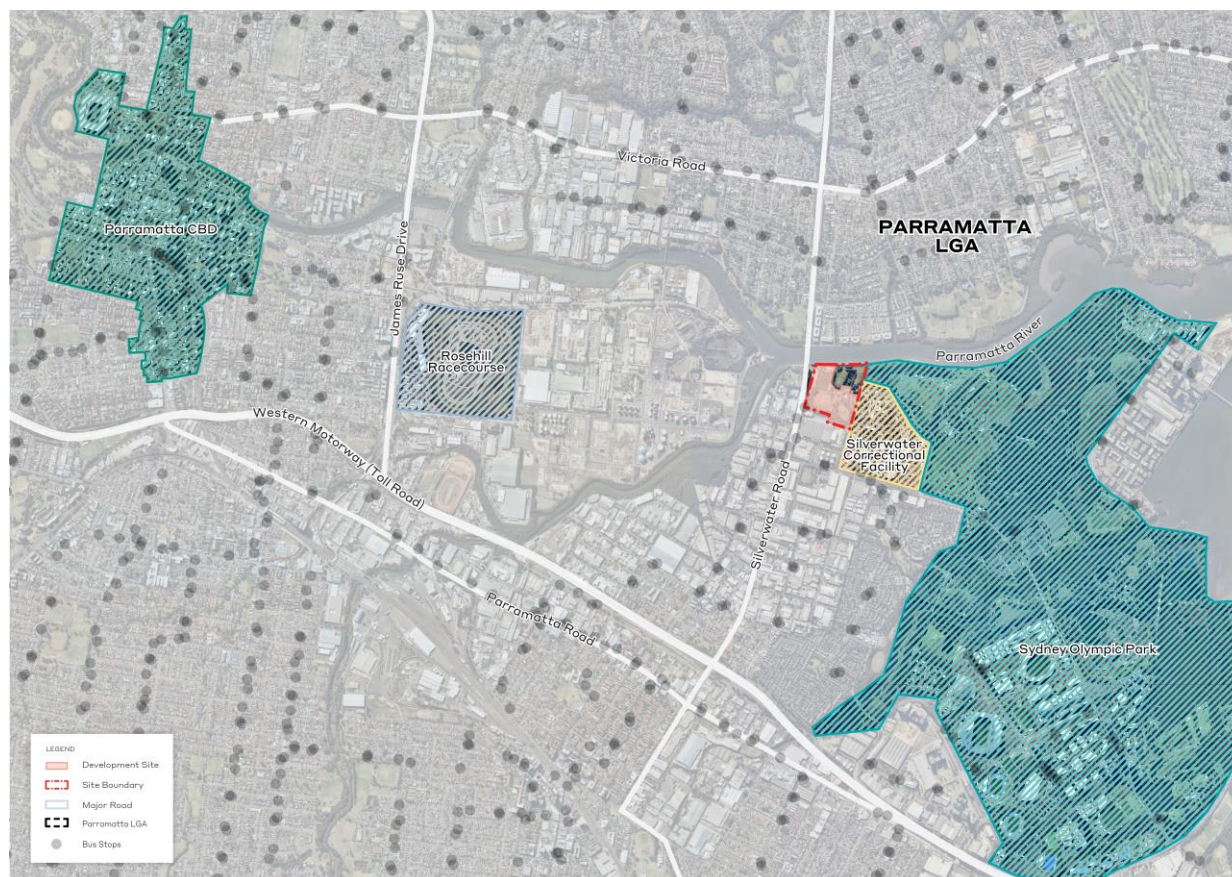
Source: Google Maps & Ethos Urban

3.2 Site description

The site is irregular in shape and comprises a single allotment of land with an approximate area of 52,700m². The site is currently owned by the Sydney Olympic Park Authority (SOPA) and it is legally described as Lot C in DP 421320. It is bounded by the Parramatta River to the north, Silverwater correctional facility to the east, industrial lands to the south and Silverwater Road to the west. Wilson Park is currently described as being a sports ground, suitable for professional athletes and sporting groups, with high performance turf, suitable for a diverse range of ball sports. The ground has a grandstand, stadium lighting, change rooms and parking.¹

A close aerial image of the site is shown in **Figure 3** over page.

¹ Sydney Olympic Park. Wilson Park Stadium Sports Field for hire information. <https://www.sydnevolympicpark.com.au/parks/spaces-to-hire/wilson-park-stadium>



3.3 Site history

Historically, during the 1950's, the Wilson Park site was utilised as a gasworks, accommodating Petroleum and Chemical Corporation Australia Limited for the purposes of converting crude oil to gas. An image of the site in 1961 is provided in **Figure 5**. This resulted in significant contamination of the site, leading to remediation of the site in the 1970's and the creation of a landfill leachate treatment plant at the north-eastern corner of the site. The remainder of the site was converted to playing fields and this is the subject location of the proposed development.



Figure 5 Site aerial from 1961

Source: COX Architectural and Urban Design Report 2019, p.15. AGL Gassworks aerial photograph overlayed on the site.

3.4 Surrounding development and land uses

As described in the Environmental Impact Statement, the site is currently home to Wilson Park, located on the interface of the Parramatta River. To the north and beyond Parramatta River is the residential suburb of Ermington. Other land uses surrounding the site are predominately industrial, comprising of large lot warehousing. Silverwater Correctional Complex is located to the east of which comprises of the following complex houses:

- The Silverwater Women's Correctional Centre – a maximum security institution for women and the major reception centre for female offenders in NSW;
- Metropolitan Remand and Reception Centre (MRRC) a maximum-security correctional facility for men, and
- Dawn de Loas Correctional Centre Area 1 & 2 is a minimum-security correctional centre for men.

4.0 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

- It is a key priority for Cricket NSW to ensure cricket infrastructure creates optimum conditions for all participants and supports improved access to sport for a broad range of people, including junior players and women.
- The Central City District, and City of Parramatta LGA in particular, is experiencing significant growth and there is a need for targeted delivery of services and infrastructure needed to support growth, including access to sportsgrounds, open space and indoor recreation facilities for community use.
- It is a state and local priority to support the transformation of Sydney Olympic Park as a premier destination for cultural, entertainment, recreation, and sporting events.

4.1 Key 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. A summary of the key themes of this review is provided in **Table 1** below. The comprehensive analysis is provided at **Appendix A**. The following documents have been reviewed:

- Central City District Plan (Greater Sydney Commission)
- State Infrastructure Study 2018 (Infrastructure NSW)
- Community Strategic Plan 2018-2038 (City of Parramatta)
- Cricket NSW Strategy 2017 - 2022 (Cricket NSW)
- Cricket Australia Strategy 2017 (Cricket Australia)
- Community Cricket Facility Guidelines (Cricket Australia)
- Greater Parramatta to Olympic Peninsula Vision 2016 (Greater Sydney Commission)
- Draft Social Infrastructure Strategy 2017 (Parramatta City Council)

A comprehensive review of the strategic policy context for the development is available at **Appendix A**.

Table 1 Key policy drivers

Policy theme	Key implications for social impact assessment	Relevant documents
Need to support growth of cricket as a sport through world-class facilities	<ul style="list-style-type: none"> • To support the ongoing importance of cricket as a sport in Australia, it will be essential to provide elite training and playing facilities across Australian Cricket which prioritise player safety and wellbeing. • There is a need to ensure facilities support players at all levels, including elite players. Sport infrastructure needs to create optimum conditions to support participation experiences for those in junior cricket, as well as fans and spectators who feel connected with and passionately support the Big Bash clubs and Australian teams. • There is a need to provide internationally ranked facilities which host matches and engage fans of domestic and international training, matches, series and major events during the Australian cricket season. • NSW has fallen behind other states and global cities in its investment in cultural, sporting and tourism infrastructure and that a backlog of renewal and maintenance exists. To address this there is a need to develop a coordinated approach to sports infrastructure, and to deliver community sports infrastructure programs. • NSW is investing in sports hubs and centres of excellence for elite training purposes and to establish strong community links with 	<ul style="list-style-type: none"> • NSW State Infrastructure Strategy (2018) • Cricket Australia Strategy (Cricket Australia 2017) • Cricket NSW Strategy (2017)

Policy theme	Key implications for social impact assessment	Relevant documents
	<p>sporting codes. There is support for sports hubs to be located in close proximity to each other to optimise their efficiency and create synergies.</p>	
Increasing accessibility and inclusiveness of Cricket as a sport	<ul style="list-style-type: none"> There is growing participation of women and girls in cricket, and improved facilities are needed to support this trend. Cricket Australia has recently adopted guidelines to support a broader range of people to participate in cricket. 	<ul style="list-style-type: none"> Cricket Australia Strategy (2017) Cricket NSW Strategy (2017)
Lack of open space and recreation facilities in Central City District	<ul style="list-style-type: none"> There are opportunities for the Central City District to maximise the use of existing open space and provide revitalised open space areas which are of high quality and provide shared recreational facilities. Social infrastructure planning undertaken by City of Parramatta Council has highlighted a critical lack of sportsgrounds, indoor recreation facilities and active open space across the LGA – particularly for local community use. It is a Council priority to increase the usability and accessibility of open space throughout Parramatta LGA, and Council have stated they aim to “seek no net loss of the current park and outdoor recreation space provision in City of Parramatta”. 	<ul style="list-style-type: none"> Central City District Plan (GSC 2018) Cricket Australia Strategy (Cricket Australia 2017) Draft Social Infrastructure Strategy (2017)
Population growth and pressure on social infrastructure	<ul style="list-style-type: none"> Projected population growth within the Central City District shows significant growth estimated for the Parramatta Local Government Area. Integrated and targeted delivery of services and infrastructure is needed to support this growth. Parramatta LGA is undergoing significant change and growth due to increased population, private and public investment and new, city-shaping infrastructure, such as the Parramatta Light Rail, Sydney Metro, transformation of Sydney Olympic Park and other urban renewal precincts. There are significant urban renewal precincts in close proximity to the site. Carter Street Precinct, located south of the site, is to deliver a mix of housing, employment and retail services with high quality access to public open space, entertainment and recreational facilities. Sydney Olympic Park is also undergoing transformation to a mixed-use precinct. Population growth is placing significant pressure on existing social infrastructure across the LGA. 	<ul style="list-style-type: none"> GPOP Vision (GSC 2016) Community Strategic Plan (CoP 2018)
Sydney Olympic Park transformation	<ul style="list-style-type: none"> Sydney Olympic Park is identified with strategic importance as an economic anchor expected to drive economic growth for Sydney and the local area. It is a state and local priority to ensure Sydney Olympic Park is a premier destination for cultural, entertainment, recreation, and sporting events. This will need to be balanced with the growth of the area as a thriving living urban centre providing employment opportunities, housing and retail. 	<ul style="list-style-type: none"> GPOP Vision (GSC 2016) Community Strategic Plan (CoP 2018) Central City District Plan (GSC 2018)

5.0 Social baseline analysis: current context

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.

Key community characteristics

- The demographic profile of the primary study area (PSA) indicates that the local population surrounding the site has grown rapidly between 2011 and 2016. The area is home to a high proportion of young professionals, with a high proportion of couples without children households. The area is diverse, and residents speak a range of languages other than English at home.
- There is an important active transport link along the edge of the site, aligned with Parramatta River and connecting the site to a cluster of regional and district open space and recreation facilities within Sydney Olympic Park.
- Local social issues and trends impacting the proposed development include the lack of locally accessible open space and recreation facilities within Parramatta LGA, and the pressure being placed on these facilities by population growth. Other relevant trends relate to increasing participation in cricket as a sport, including by women and girls and junior players – leading to increased demand for facilities to meet the needs of these groups.

5.1 Study area definition: area of social and economic influence

For the purposes of the Social and Economic Impact Assessment, the study areas have been chosen taking into consideration the need to factor in both local social and economic impacts and those likely to occur on a broader scale. Social and economic impacts are likely to be greater in short term, relating to the immediate surrounds of the site, for example impacts associated with the construction of the proposed development (i.e. amenity values, access, noise, air quality etc) will be very localised. Longer term impacts such as visual amenity, traffic, connectivity, crime and safety and community sense of place, are also anticipated to occur within the close proximity to the project.

The **Primary Study Area** is the Homebush Bay – Silverwater (SA2), which represents local community within the immediate area and people who are likely to access the site currently.

The **Secondary Study Area** is defined using the boundary of Greater Sydney and is defined using the Greater Sydney Greater Capital City Statistical Area (GCCSA). For the purposes of assessing the local population and wider social impacts of the proposed development, Greater Sydney is also considered to help demonstrate the unique population characteristics within the local area. The range and degree of social impacts Greater Sydney is likely to experience from the project is described in the following sections.

5.2 Community profile

The key findings of the demographic analysis are as follows:

- In 2016, the population of the Primary Study Area was 18,730, up from 9,100 in 2011 (+9,630). Over this period, the Primary Study Area grew at an average annual rate of 15.5%. This high growth rate is in due to the relatively low level of population present in 2011, and the level of development activity that has accommodated the increase in population. The ratio of males to females, was the among the highest out of all precincts with 1.1 males for every female
- Residents within the Primary Study Area were relatively young compared to Greater Sydney. As highlighted in **Figure 6** over page, compared to Greater Sydney, there were a high proportion of residents aged 25 to 44 years old, and a relatively lower share of persons aged 50 years and above. This suggests that the area is an attractive place to live for young professionals

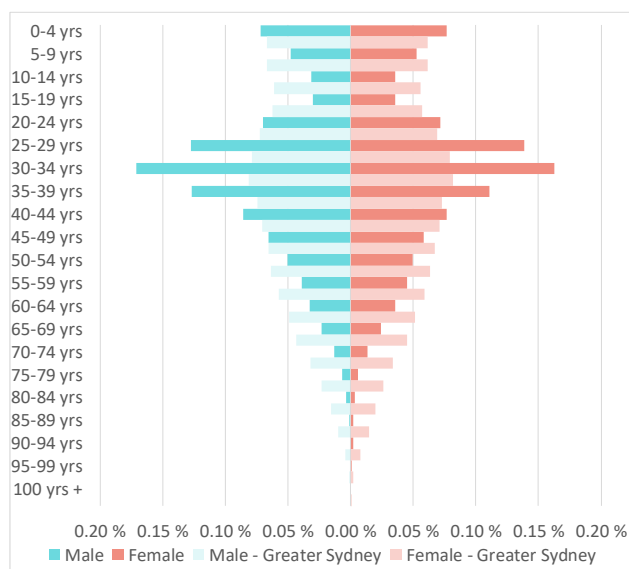


Figure 6 Age structure

Source: ABS, 2016

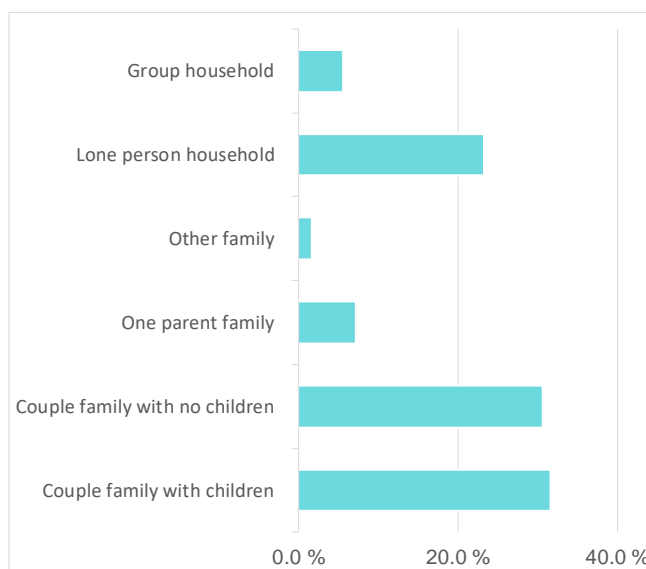


Figure 7 Household types

Source: ABS 2016

- As highlighted in **Figure 7** above, couple households were fairly evenly split between both couple families with no children, and couple families with children. Overall, the Primary Study Area had the highest share of couple households with no children across all precincts. Demographic analysis suggests the precinct is an attractive area for young professionals
- The Primary Study Area had a fairly low overall level of reported proficiency, with around 39.4% of residents, who don't speak English at home, reported speaking English well or very well. While English remained the most common language spoken at home. Residents reported speaking Korean and mandarin at around 11.0%.
- The Study Area has a relatively higher level of socioeconomic advantage, based on the SEIFA index score
- In terms of transport and access, the precinct had a low share (21.3%) of residents using the train to get to work as at the 2016 Census.

5.3 Local social infrastructure context

The following section provides an overview of social infrastructure in the within walking distance of the 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. An audit of the following social infrastructure types has been undertaken:

- Recreation and sport facilities
- Emergency services
- Libraries
- Schools
- Cultural facilities
- Community facilities
- Places of worship
- Aquatic and leisure facilities
- Aged care facilities
- Health facilities.

As the area is predominately industrial, there is limited local social infrastructure within walking distance of the site. There is linear open space along the Parramatta River and within walking distance of the site.

The local social infrastructure context for the site is shown in **Figure 8** over page.

Recreation and sport facilities

The site forms part of the Sydney Olympic Parklands. Wilson Park features three fields, one of which, until recently, has been utilised by the Newington Soccer Club (the Gunners) for practices, games and social events. All activities, social occasions and sport games take place at the park.

There are five public open spaces within 800m walking distance of the site: Blaxland Riverside Park, Newington Reserve, Silverwater Park, Halvorsen Park and Eric Primrose Reserve.

Blaxland Riverside Park forms part of Sydney Olympic Park and is one of the largest parks in the area catering for all ages. The Park features the riverside walking trail, the largest playground in Sydney, bike hire and café. There is opportunity for residents and visitors to explore the historic precinct of Newington Armory.

Silverwater Park is located to the west of the site and features a small playground, toilets as well as barbecue and picnic facilities.

Eric Primrose Reserve is located to the north west of the site and includes an amenity building, play equipment, cycleway and walking paths as well as barbecue and picnic facilities. It is to be noted the reserve is located across Parramatta River, which poses an accessibility barrier.

There is a cluster of additional local and regional sport and recreation facilities close to the site within Sydney Olympic Park catchment. In addition to local parks and ovals in Newington, such as Haslam Field, Buruawang Park and Pierre De Coubertin Dog Park, larger open space and recreation facilities include Bicentennial Park, Wentworth Common, Cathy Freeman Park, Blaxland Riverside Park, and the Newington Armory. Other facilities comprise the stadia, arenas, and athletics centres. These facilities are generally secured when not booked by hirers and instead, cater for major sporting events with large numbers of participants and visitors.



Figure 8 Local social infrastructure context

Source: Ethos Urban

Community facilities

There are no community facilities located within walking distance of the site. Newington Community Centre is located slightly outside the walking catchment for the site.

Child care centres

Future Stars Early Learning Centre is the only childcare centre which falls within the 800-metre walking radius.

Cultural facilities

There is one cultural and creative facility located within walking distance of the site, which is Newington House. Newington House has served a variety of uses since the Blaxland era, including used as boarding school for Newington College, a Benevolent Asylum for Aged Women and former State hospital. Since the late 1960s, it has been the Correctional Complex's administration building and no longer accessible to members of the public.

There are no **education facilities; emergency services; places of worship; aquatic and leisure facilities; aged care facilities or health facilities** within walking distance of this site.

5.4 Regional and district social infrastructure context

The following section provides a brief overview of the regional and district social infrastructure context for the site. **Figure 9** over page identifies regional social infrastructure within 5-10km of the site. As indicated, there is a high concentration of regional sport infrastructure within the immediate catchment of Sydney Olympic Park. The agglomeration of sport industries pinpoint Parramatta as the primary destination for a range of sports including NRL, Hockey, Volleyball, Swimming and Athletics.

Recreation and sports facilities

The site is in close proximity to the core part of Sydney Olympic Park, which features three stadia within 5km of the site including Stadium Australia, Western Sydney Stadium (Parramatta CBD) and Melita Stadium for Parramatta FC. The site is located close to a regional cluster of major regional and district social infrastructure facilities within Sydney Olympic Park, and there are a wide range of district-level recreation and sports facilities throughout the area, including ovals, netball and basketball centres and tennis centres.

District/regional open space

There are three district/ regional open spaces within 5-10km of the site, including:

- Millennium Parklands – large park on a former industrial site. The parklands contain several heritage buildings, landscapes and artefacts associated with Newington Armory, as well as playgrounds, walking and cycling trails. There is also a nature reserve within the parklands that is home to protected wildlife and flora.
- Bicentennial Parklands – 40-hectare park includes wetlands, sculptures, space for birdwatching, a playground and café, walking and cycling trails and a conference venue.
- Parramatta Park – park within the Parramatta CBD that includes walking and cycling paths, playgrounds, heritage assets and landscapes (including Old Government House and the Dairy Cottage, significant historic colonial buildings). Parramatta Park also increasingly hosts major events, including Tropicfest.

Universities

There are a range of education facilities within 5-10km of the site, including Western Sydney University campuses at Parramatta CBD, Bankstown and Parramatta South (Rydalmere) and the University of Sydney's Cumberland campus at Lidcombe. A number of these campuses include courses in sports medicine, sports development, physiotherapy and health sciences that may benefit from stronger links to the proposed development.

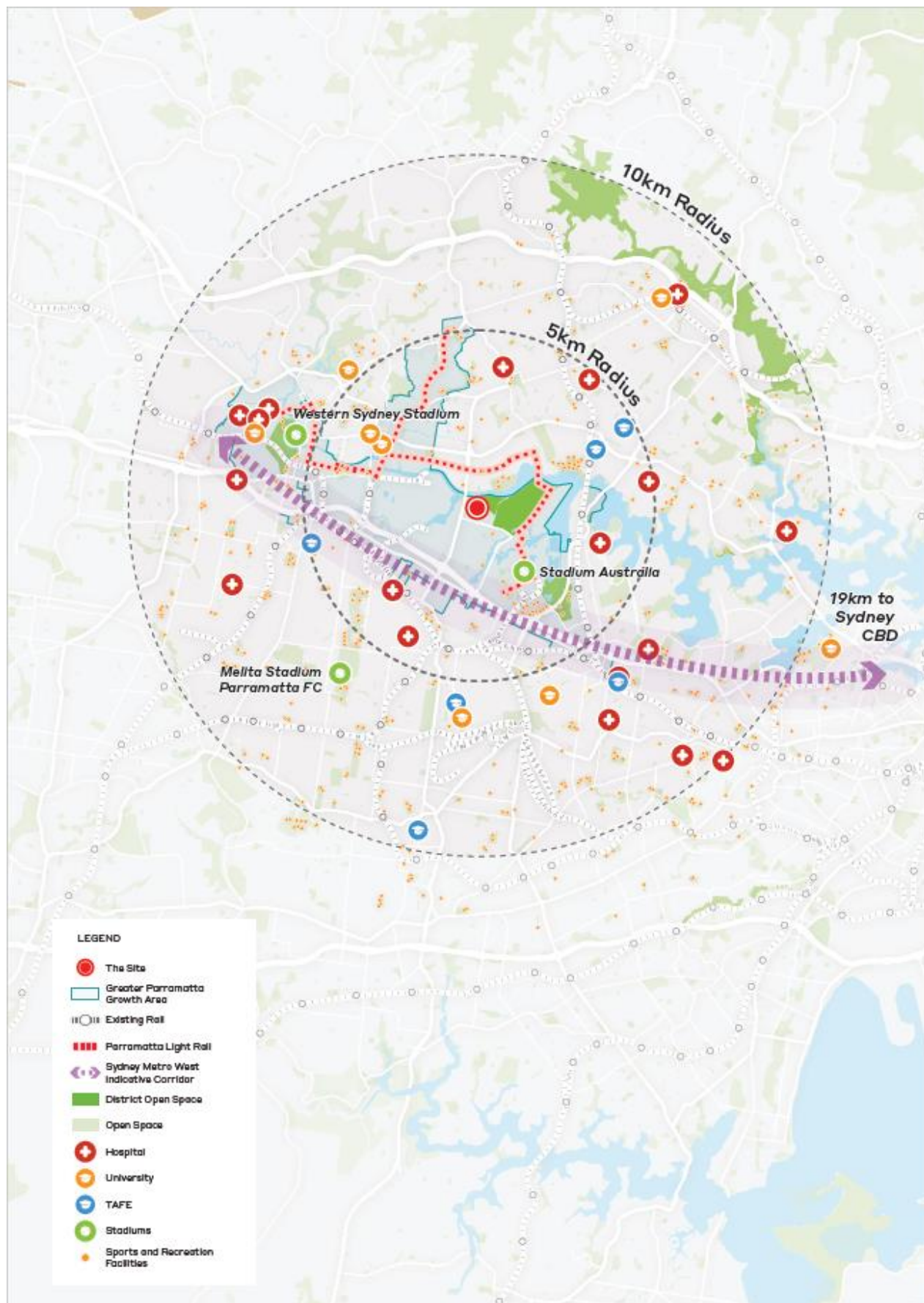


Figure 9 Regional and district social infrastructure context

Source: Ethos Urban

There are also a number of recreation facilities for students at the following campuses:

- University of Sydney, Cumberland campus: oval, outdoor tennis courts, gym and indoor sports facilities. These facilities are accessible to members of the Cumberland Student Guild.
- Western Sydney University, Rydalmere campus: oval and outdoor tennis courts.
- Western Sydney University, Bankstown campus: oval and gym available to students.

TAFEs

There are a number of TAFEs within 5-10km of the site, including at Lidcombe, Granville and Bankstown. According to the TAFE website, none of these locations offer sports or fitness-specific courses.

Hospitals

There are 19 public and private hospitals within 5-10km of the site, including Concord Hospital, Auburn Hospital, Westmead Hospital and Ryde Hospital.

5.5 Transport, access and connectivity

Vehicular access and parking

The site is situated along the eastern edge of Silverwater Road, with primary vehicle access off Clyde Street to the south of Wilson Park, providing access to the car park located at the north western corner of the site. The car park consists of 118 car spaces and 22 boat trailer parking spots, servicing the existing boat ramp.

Pedestrian access and cycleways

The 11km River Heritage cycling circuit begins in the immediate vicinity of the site, traversing, through the naval heritage precinct, Newington Armory and neighbouring woodlands. The foreshore to the north of the site is a shared path and therefore can be utilised as a pedestrian and cycling trail, connecting to the other parks contained within Sydney Olympic Park. However, this trail along the foreshore is only accessible during daylight hours.

Public transport

The site is connected to bus services, with buses running along Silverwater Road to the south west. A bus stop is located 10m south of the western corner of the site on the busway that connects Silverwater Road and Newington Road. This bus stop is serviced by bus 525 and 544 services running to Parramatta and Macquarie Centre, respectively. There are additional bus stops further south west of the site, with the same 525 and 544 services, travelling in the opposite direction to Burwood and Auburn Railway Station, respectively.

The nearest railway station is Olympic Park Railway Station which is 2.5km south east of the site. As such, rail is not a key mode of transport to and from the site.

5.6 Local social issues and trends

The following section provides a brief overview of the key social issues and trends that may impact the scheme.

The national footprint of cricket

Cricket has a long history as one of Australia's most popular sports in terms of viewership and participation. NSW and Victoria record the highest level of cricket participation nationally forming part of the overall strong growth being experienced within the sport.

According to the Australian Cricket Census, in 2018-2019 there was a total of 1,560,030 participants in cricket, including 496,484 female participants. Cricket NSW plays a major role in managing professional teams within NSW and overseeing all grass root development programs. In NSW there are six professional teams:

- NSW Blues
- NSW Breakers
- Sydney Sixers Men's Big Bash League (BBL)

- Sydney Sixers Women's BBL
- Sydney Thunder Men's BBL
- Sydney Thunder Women's BBL.

Since the commencement of the BBL the Sixers and Thunder have continued to increase attendances at home matches. The BBL now has the sixth highest average attendance for domestic sport leagues globally.

Cricket participation in NSW is growing strongly. According to the National Cricket Census 2017/18, participation across the country increased by 9% between the 2016/17 and 2017/18 seasons to nearly 1.6 million people with involvement in NSW/ACT growing by 5.1% reaching a new record of 414,265 cricketers. Six in every 10 new participants in Australia were women or girls with 357 new teams created in NSW/ACT for females.

According to the Census, this national increase is one of the highest year-on-year growth figures recorded. NSW/ACT accounted for 27% of the nation's total participants equal with Victoria as the most in the country.

Much of this growth has been driven by increased participation by women and junior players in cricket. Participation by junior female players in NSW grew by 19% on 2016/17 levels to 11,403 players. Many of these cricketers participated in Sydney Sixers and Thunder girls cricket leagues which increased from 162 to 310 teams last season. The number of participants in Cricket NSW's schools program also increased significantly by 21% to 205,542, which has been supported by development of new junior cricket formats involving a shorter pitch length and boundaries for cricketers under 15, to encourage participation.²

Cricket's importance to Australia's national identity

For over a century, cricket has played an important role in the Australia's sporting landscape. Cricket can be seen as the nation's summer sport, gathering participants, spectators and attracting significant media coverage. For example, the historic Ashes test in 1868 is still celebrated as an important milestone in Australian cultural history, and cricket has produced some of Australia's idols including Sir Donald Bradman and Steve Waugh who have shaped the country's identity. Controversies surrounding the behaviour of Australian cricketers in 2018 gained national media coverage and were widely discussed. Along with AFL, rugby and swimming, cricket is an important part of the nation's psyche and is entrenched in Australian culture.

Increasing inclusivity of cricket as a sport

Cricket Australia forms part of The Coalition of Major Professional and Participation Sports (COMPPS) which have partnered with the Commission and Sport Australia to develop the *Guidelines for the Inclusion of Transgender and Gender Diverse People in Sport*.

The Guidelines provide to provide guidance to sporting organisations on promoting the inclusion and participation of transgender and gender diverse people in sport. Cricket Australia prides itself in their approach to inclusion and ensure initiatives are aimed at ensuring 'every Australian instinctively knows that cricket is for them.' Along with other Australian sports bodies, Cricket Australia is increasingly seeking to provide opportunities for those who historically have not felt included for being themselves.

In NSW, CNSW provides a variety of platforms to encourage females of all ages and skill levels to get involved in Cricket in NSW. Programs include the Junior Blasters, Girls Only Master Blasters Centres, Master Blasters School Cups, Sixers and Thunder Girls Cricket Leagues, Sydney Women's Cricket, Women's Big Bash League and Lendlease Breakers.

There is also increasing participation in cricket by the multicultural communities, Aboriginal people and people living with a disability. According to the 2017/18 National Cricket Census:

- Multicultural participation rose by 4% to 268,596, making up 22% of all participants;
- Indigenous participation increased by 1% to 64,921 to make up 5.2% of all participants,
- Participants with a disability remained constant at 25,846 making up 2.1% of all participants.³

² Cricket NSW 2018, "Cricket participation in NSW/ACT hits record high," 6 September 2018 <<https://www.cricketnsw.com.au/news/cricket-nsw-act-junior-participation-cricket-australia-national-census/2018-09-06>>

³ Cricket Network 2018, "Cricket participation reaches new heights," 6 September 2018 <<https://www.cricket.com.au/news/cricket-australia-national-cricket-census-participation-ceo-james-sutherland/2018-09-06>>

Pressure on open space and sporting facilities in Central City District

The projected intensity of development and population growth in the Central City is placing pressure on the provision of key social infrastructure that is highly valued by the community such as open space, sportsgrounds and indoor recreation facilities.

Maintaining existing levels of open space in Parramatta LGA is a key concern for Council, who are seeking to ensure there is no net loss of open space in the Parramatta LGA. The LGA is hotter and drier than coastal parts of Sydney. Maintaining natural green systems will be critical in cooling the environment and supporting walking, cycling and community access to adaptive and resilient ecosystems. As a result, the Central City District Plan places high priority on delivering high quality open space.

The Parramatta River foreshore is undergoing significant investigation and transformation to improve the water quality to make it more swimmable, and by extension is identified as a key space for recreation and connecting Parramatta Park to Sydney Olympic Park. It is the number one priority Green Grid Link as part of the Sydney Green High Priority Corridor.

The sporting network in Sydney Olympic Park

Sydney Olympic Park is NSW's premier destination for sporting associations and world-class sporting facilities providing opportunity for sporting development at all levels from elite to grassroots sports. It hosts nationally significant sporting events as well as providing space for the management and headquarters of sports organisations and institutions.

The Park plays a key role in encouraging and promoting community sports through its high visitation and strong community engagement with sport. Similarly, it is the venue for a number of key sports education organisations such as the NSW Institute of Sport and NSW Sports Federation providing students with opportunities to develop skills in the sports industry. The overlapping synergies between sporting associations and industry make the Park one of Australia's major sports business centres.

6.0 Economic baseline study: current context

The following section provides a brief overview of the economic profile of the Primary Study Area and broader LGA.

6.1 Building approvals

The Primary Study Area, which is identified in the section above as the Sydney Olympic Park – Silverwater SA2, incorporates the suburbs of Wentworth Point, Sydney Olympic Park and Newington. **Figure 10** below illustrates the historical building approvals for new dwellings in the area over the period FY 2011 – 2018.

Development has essentially been exclusively in flats, units and apartments with an average of 1,200 dwellings approved per year over the period and a peak of 1,839 dwellings in 2016. While approvals have declined over the last two years to 1,624 approvals in 2018, this is still a significant level of development given it represents 61.5% of the 2,641 new dwellings approved in the City of Parramatta in 2018.

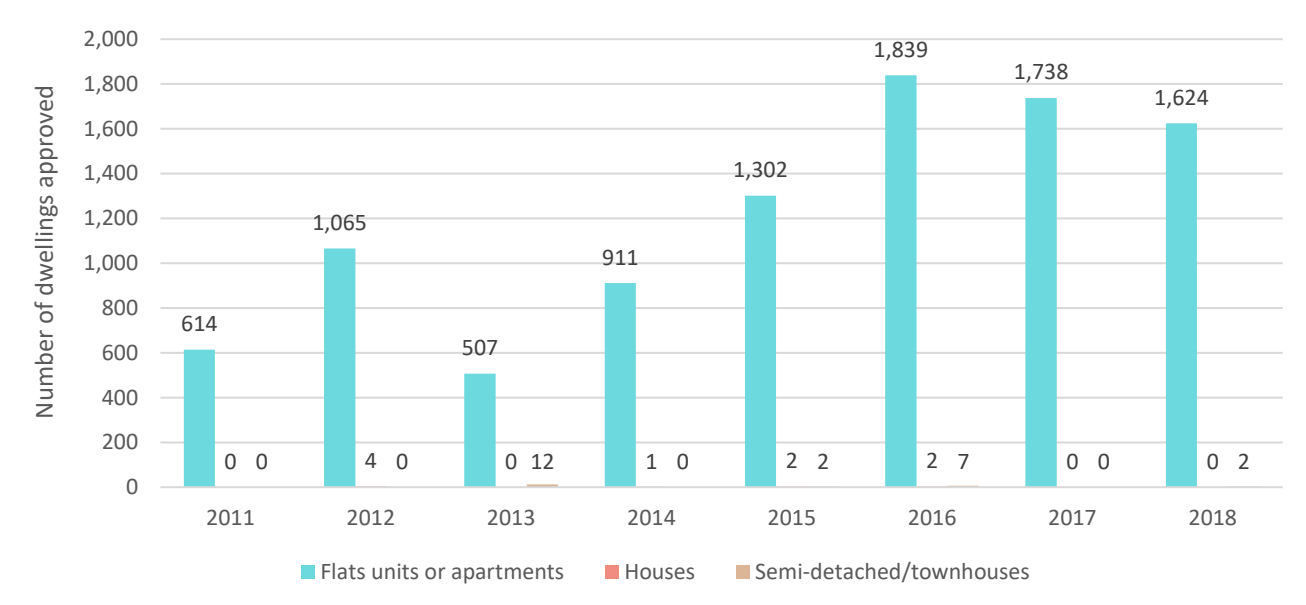


Figure 10 Dwelling Approvals within the Primary Study Area, FY2011 to 2018

Source: Australian Bureau of Statistics – Building Approvals, 2018

Note: Dates refer to financial years

6.2 Industry of employment

Employment in the Primary Study Area is focused on the tertiary sector, which makes up 75.4% of total employment, this includes producer services industries such as financial and insurance services (13.9%), wholesale trade (10.9%) and transport, postal and warehousing (6.2%) and consumer services industries such as arts and recreation services (6.1%) and professional, scientific and technical services (7.8%).

The secondary sector represents 24.1% of employment, including the manufacturing (13.8%) and construction (10.4%) industries. The primary sector represents a minor proportion of employment at 0.5%.

Table 2 details the size of each industry as a proportion of total employment in the Primary Study Area in 2016.

Table 2 Employment by Industry – Primary Study Area, 2016

Industry	No.	% Share
<u>Primary Sector</u>		
Agriculture, Forestry and Fishing	99	0.4%
Mining	<u>26</u>	0.1%
Sub-Total	125	0.5%
<u>Secondary Sector</u>		
Manufacturing	3,296	13.8%
Construction	<u>2,478</u>	10.4%
Sub-Total	5,774	24.1%
<u>Tertiary Sector</u>		
<u>Producer Services</u>		
Electricity, Gas, Water and Waste Services	431	1.8%
Transport, Postal and Warehousing	1,494	6.2%
Information Media and Telecommunications	408	1.7%
Financial and Insurance Services	3,318	13.9%
Rental, Hiring and Real Estate Services	405	1.7%
Wholesale Trade	<u>2,610</u>	10.9%
Sub-Total	8,666	36.2%
<u>Consumer Services</u>		
Retail Trade	1,532	6.4%
Accommodation and Food Services	892	3.7%
Arts and Recreation Services	1,453	6.1%
Administrative and Support Services	656	2.7%
Professional, Scientific and Technical Services	1,869	7.8%
Public Administration and Safety	1,994	8.3%
Education and Training	452	1.9%
Health Care and Social Assistance	<u>523</u>	2.2%
Sub-Total	9,371	39.2%
Sub-Total Tertiary Sector	18,037	75.4%
Total	23,936	100.0%

Source: Australian Bureau of Statistics – Census of Population and Housing 2016

6.3 Occupational structure

Professionals represent 21.2% of employed residents in the Primary Study Area, followed by Clerical and Administrative workers (19.8%) and Managers (17.6%) – as shown in **Table 3**, smaller occupation groups include Technicians and Trades Workers (12.0%), Machinery Operators and Drivers (7.6%), Labourers (7.6%), and Community and Personal Service Workers (6.8%).

Table 3 Occupational structure – Primary Study Area, 2016

Occupation	No.	% Share
Professionals	5,494	21.2%
Clerical and Administrative Workers	5,142	19.8%
Managers	4,570	17.6%
Technicians and Trades Workers	3,098	12.0%
Machinery Operators and Drivers	1,978	7.6%
Labourers	1,965	7.6%
Community and Personal Service Workers	1,911	7.4%
Sales Workers	1,756	6.8%
Total	25,914	100.0%

Source: Australian Bureau of Statistics – Census of Population and Housing 2016

6.4 Business structure

The development sector is strongly represented in the City of Parramatta, with the Construction, and Rental, Hiring and Real Estate Services industries representing 16.3% and 11.6% of all businesses in the City, respectively, as shown in **Table 4**. Professional, Scientific and Technical Services and Transport, Postal and Warehousing businesses are also strongly represented at 14.3% and 11.4% of all businesses respectively (which compares to New South Wales averages of 13.1% and 7.6 % for these sectors respectively).

Industries with below average representation in the City include the education and training industry at 1.6% compared to the state average of 13.1% and manufacturing at 2.9%. The state average for manufacturing is 10.9%.

Table 4 Number of Businesses by Industry – City of Parramatta, 2018

Industry	Businesses (#)	Businesses (%)	NSW (%)
Construction	4,249	16.3%	16.0%
Professional, Scientific and Technical Services	3,714	14.3%	13.1%
Rental, Hiring and Real Estate Services	3,021	11.6%	10.9%
Transport, Postal and Warehousing	2,968	11.4%	7.6%
Financial and Insurance Services	2,107	8.1%	9.1%
Health Care and Social Assistance	1,673	6.4%	5.9%
Retail Trade	1,520	5.8%	5.7%
Administrative and Support Services	1,409	5.4%	4.1%
Wholesale Trade	1,351	5.2%	3.6%
Accommodation and Food Services	1,071	4.1%	4.0%
Other Services	814	3.1%	4.0%
Manufacturing	762	2.9%	3.4%
Education and Training	412	1.6%	1.4%
Information Media and Telecommunications	260	1.0%	1.2%
Industry not classified	220	0.8%	0.9%
Arts and Recreation Services	213	0.8%	1.3%
Public Administration and Safety	121	0.5%	0.4%
Agriculture, Forestry and Fishing	96	0.4%	6.8%
Electricity, Gas, Water and Waste Services	66	0.3%	0.3%
Mining	6	0.0%	0.2%
Total	26,053	100%	100%

Source: Australian Bureau of Statistics – Counts of Australian Businesses, including Entries and Exits, 2018

6.5 Labour force trends

Employment in the City of Parramatta has been growing at an average annual rate of 4.3% over the period 2011 to 2019. This compares to New South Wales which grew at 1.9% per annum over the same period. The unemployment rate, after rising sharply from 3.3% in December 2012 to 5.1% December 2013, fell steadily back to 3.2% by March 2018 and over the 12 months to March 2019 has risen back to 4.0%. This compares with the New South Wales and Greater Sydney unemployment rates of 4.5% and 4.2%, respectively. **Figure 11** illustrates the trends over the period.



Figure 11 City of Parramatta employment and unemployment rate, 2011 - 2019

Source: Department of Employment, Skills, Small and Family Business – Small Area Labour Markets March 2019

Employment projections for the wider Paramatta region, which includes the City of Parramatta, Cumberland and small sections of the City of Fairfield and Canterbury-Bankstown, produced by the Department of Employment, Skills, Small and Family Business expect employment to increase from 221,000 workers in May 2018 to 247,600 workers in May 2023, which represents an average annual growth rate of 2.3% or a total increase in the workforce of 26,600 persons. The Paramatta region's employment growth rate is higher than that projected for Greater Sydney (1.7%).

Figure 12 over page illustrates the anticipated growth in employment by industry over the five years to May 2023. Growth is expected to be driven by the Construction industry which is expected to add 5,200 persons to employment, followed by Professional, Scientific and Technical services (4,800 persons), Education and Training (3,900 persons) and Health Care and Social Assistance (3,500 persons). In line with broader trends in the Australian economy, employment in the Manufacturing industry is expected to fall.

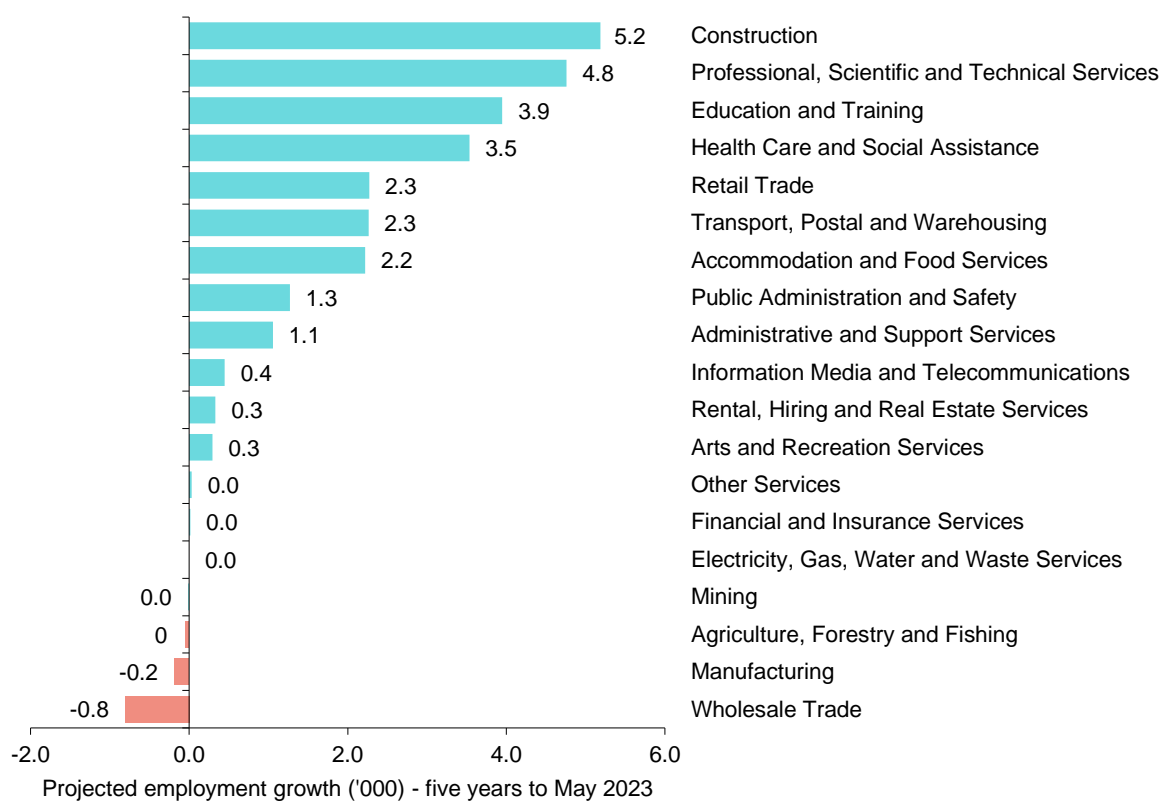


Figure 12 Sydney – Parramatta region employment projections by industry, five years to May 2023

Source: Department of Employment, Skills, Small and Family Business – Regional Projections to May 2023

7.0 Forecast future social and economic context

Key forecast community characteristics

- Strong population growth is expected in the Primary Study Area, with population projected to expand at an average annual rate of 5.5%, increasing from 19,580 persons in 2016 to 57,160 persons in 2036.
- The projections indicate the majority of growth will be driven by the young professionals age cohort (20 to 34 years of age) at a rate of 650 persons p.a. and the middle-aged population (35 to 44 years of age) at a rate of 360 persons p.a.
- Household sizes are expected to fall from 2.42 persons in 2016 to 2.19 persons in 2036, this will be driven by the strong growth in Sydney Olympic Park where household sizes are generally smaller.

The following section describes forecast growth and development in the Primary Study Area. The forecast growth rates are sourced from forecast.id (id. Consulting).

For the purposes of this analysis, the Primary Study Area is defined using the forecast.id areas of Sydney Olympic Park, Wentworth Point, Newington and Silverwater, these areas match the Primary Study Area defined in section 5.1.

7.1 Population projections

The Primary Study Area population is projected to grow by an average annual growth rate of 5.5%, from 19,580 persons in 2016 to 57,160 persons in 2036, driven principally by the Sydney Olympic Park area (14.4% p.a.) and Wentworth Point (5.0% p.a.). The Primary Study Area is expected to see significant growth over the 2021-26 period where the population will almost double in size, growing by 8.6% or 2,970 persons p.a. over this period. These projections are outlined in **Table 5** below.

Table 5 Population Projections – Primary Study Area, 2016 – 2036

	2016	2021	2026	2031	2036
Wentworth Point	7,320	13,470	19,270	19,660	19,430
Sydney Olympic Park	1,840	5,200	13,980	22,770	26,910
Newington	6,070	5,950	5,870	5,840	5,820
Silverwater	4,350	4,560	4,930	4,960	5,010
Primary Study area	19,580	29,190	44,050	53,230	57,160
Average annual growth (#)					
		2016-21	2021-26	2026-31	2031-36
Wentworth		1,230	1,160	80	-50
Sydney Olympic Park		670	1,760	1,760	830
Newington		-20	-20	-10	0
Silverwater		40	70	10	10
Primary Study area		1,920	2,970	1,840	790
Average annual growth (%)					
		2016-21	2021-26	2026-31	2031-36
Wentworth		13.0%	7.4%	0.4%	-0.2%
Sydney Olympic Park		23.1%	21.9%	10.2%	3.4%

	2016	2021	2026	2031	2036
Newington		-0.4%	-0.3%	-0.1%	-0.1%
Silverwater		1.0%	1.5%	0.1%	0.2%
Primary Study area		8.3%	8.6%	3.9%	1.4%

Source: Forecast.id

Note: Figures have been rounded.

Table 6 examines population projections for the Primary Study Area by age cohort over the period 2016 and 2036. The projections indicate the majority of growth will be driven by the young professionals age cohort (20 to 34 years of age) at 650 persons p.a. and the middle-aged population (35 to 44 years of age) at 360 persons p.a.

Table 6 Population Projections by Age Cohort – Primary Study Area, 2016 - 2036

	2016	2021	2026	2031	2036	Average annual growth (no.) 2016-36	Average annual growth (%) 2016-36
0-4 years	1,470	2,060	3,240	4,040	4,260	140	5.5%
5-9 years	960	1,360	1,790	2,310	2,660	80	5.2%
10-14 years	640	940	1,270	1,480	1,750	60	5.2%
15-19 years	650	1,020	1,570	1,840	1,900	60	5.5%
20-24 years	1,470	2,480	3,870	4,360	4,290	140	5.5%
25-29 years	2,700	4,300	6,840	7,730	7,610	250	5.3%
30-34 years	3,260	4,690	7,280	8,420	8,480	260	4.9%
35-39 years	2,270	3,420	4,940	6,040	6,380	210	5.3%
40-44 years	1,560	2,190	3,220	4,000	4,470	150	5.4%
45-49 years	1,190	1,660	2,400	3,040	3,430	110	5.4%
50-54 years	970	1,400	2,050	2,550	2,910	100	5.6%
55-59 years	820	1,170	1,700	2,150	2,460	80	5.6%
60-64 years	650	930	1,360	1,730	2,030	70	5.9%
65-69 years	470	690	1,000	1,320	1,580	60	6.2%
70-74 years	260	440	660	890	1,110	40	7.5%
75-79 years	120	230	410	620	820	40	10.1%
80-84 years	60	120	240	410	580	30	12.0%
85 years and over	50	110	220	330	460	20	11.7%
Primary Study area	19,580	29,190	44,050	53,230	57,160	1,880	5.5%

Source: Forecast.id

7.2 Household and dwelling projections

The number of dwellings in the Primary Study Area is expected to grow from 7,560 dwellings in 2016 to 26,400 dwellings in 2036, representing an average additional 942 dwellings p.a. over the period – as shown in **Table 7** below. Most of these dwellings will be located in the suburb of Sydney Olympic Park (642 p.a.).

Household sizes in the Primary Study Area are forecast to fall from 2.42 in 2016 to 2.19 in 2036. This will be driven by the strong growth in Sydney Olympic Park where household sizes are smaller.

Moderate shifts in the composition of households are expected between 2016 and 2036, with couple families with dependents expected to decrease from 21.7% of households to 18.9%, and lone person households expected to increase from 27.8% to 31.2% of households. Other smaller shifts include one parent families, increasing from 6.6% to 7.4% over the period, and couple families without dependents decreasing from 34.1% to 33.4%.

Table 7 Dwellings and household projections – Primary Study Area, 2016 – 2036

Dwellings	2016	2021	2026	2031	2036	Average annual growth (no.) 2016-36
Wentworth Point	3,690	6,680	9,620	9,890	9,890	310
Sydney Olympic Park	850	2,520	6,890	11,160	13,170	616
Newington	2,100	2,100	2,110	2,110	2,120	1
Silverwater	920	1,020	1,180	1,200	1,220	15
Primary Study area	7,560	12,320	19,800	24,360	26,400	942

Household size					
Wentworth Point	2.08	2.12	2.11	2.10	2.08
Sydney Olympic Park	2.08	2.10	2.10	2.11	2.11
Newington	3.00	2.94	2.89	2.87	2.85
Silverwater	2.79	2.72	2.68	2.66	2.65
Primary Study area	2.42	2.31	2.22	2.20	2.19

Household composition						Change 2016-36
Couple families with dependents	21.7%	20.2%	19.2%	19.0%	18.9%	-2.8%
Couples without dependents	34.1%	34.3%	34.4%	33.9%	33.4%	-0.7%
Group households	7.1%	7.1%	7.0%	6.6%	6.3%	-0.8%
Lone person households	27.8%	29.0%	29.9%	30.6%	31.2%	3.4%
One parent family	6.6%	6.7%	6.7%	7.0%	7.4%	0.8%
Other families	2.8%	2.8%	2.8%	2.8%	2.8%	0.1%
Total households	100.0%	100.0%	100.0%	100.0%	100.0%	

Source: Forecast.id

7.3 Forecast economic impact of the proposed development

The expected economic impact of the proposed development will be in terms of increased jobs at the site. The proposed development will transform the site into an employment centre and provide increased economic output for the region. It will also provide a number of flow-on effects including helping to build the profile of the area and creating an environment for further revitalisation of the area.

The economic impacts of the proposed development are discussed in more detail in **Section 10**. The proposed development is not expected to materially impact population growth or dwelling growth within the Primary Study Area.

8.0 Community and stakeholder engagement

The following section summarises the method and outcomes of community and stakeholder engagement to date, including key issues and aspirations. It is noted that these are drawn from a small number of responses as community interest in the scheme has been relatively limited.

Key consultation findings

- The community were found to be largely supportive of proposed scheme and associated design.
- Concerns were raised in relation to the change of use of the site for exclusive use for cricket and professional players, as well as the exacerbation of existing parking and traffic issues.
- Consideration to be given to the immediate neighbours and users of the site, specifically the connections with the nearby Correctional Centre.
- Green and open spaces are highly valued.
- The provision of spaces that promote health and active lifestyles are of high priority.

8.1 Consultation methods

The following methods have to date, been used to gather information from the relevant interest groups, stakeholders and local residents about their attitudes regarding the proposed development. These methods include:

- A letterbox drop of approximately 1,400 letters to surrounding residents, businesses and landowners, capturing both tenants and landowners across the river.
- One community drop in session was held to ensure the broad awareness of the plans for the site and to provide opportunities for the community to provide feedback on the plans. This drop-in session was held on Saturday 28th September, between 9:00am – 12:00pm.
- Targeted engagement with NSW Police, Crime Prevention Officer of the Auburn Police Area Command, in relation to safety considerations in and around the location.
- Targeted engagement with the Newington Gunners Committee.
- Face to face discussions with representatives of the City of Parramatta Council to discuss the proposed concept and identify any issues for consideration in the design.

8.2 Project consultation outcomes

8.2.1 Letterbox drop

One response was received from Corrective Services NSW, with a request to ensure the proposal does not impact on the operations of the Centre to ensure the Department can maintain security of the correctional complex and its obligation to inmates in custody. Corrective Services welcomes the opportunity to provide more detailed feedback once the plans are further development however initial requests have been proposed to ensure the development:

- Does not have buildings constructed that overlook the prison.
- The hours of evening use of outdoor sporting facilities and other noise/light generating activities are limited on account of the adjacent inmate accommodation.
- All vehicles enter and exit via Silverwater Road rather than Newington Road.

8.2.2 Community drop in session

Key members of the project team were present at the information session including the project architects, town planners and project managers to answer any questions and record community feedback. The feedback received was largely supportive of the proposed development and operations.

The bike path along the northern foreshore was highly valued by attendees reflecting the perceived importance towards the provision of green and open space as well as infrastructure for active lifestyles in the area.

Most conversation between the project team and community were questions and answers, however there were certain issues raised including:

- The exclusivity of use for solely cricket purposes and professional players.
- The exacerbation of parking and traffic issues.
- The need to retain existing users of the park.
- The current lack of public transport options in close proximity to the site.

8.2.3 NSW Police

Correspondence was received from NSW Police in relation to security measures for the redevelopment of the site. A number of recommendations were made to ensure safety and security risks are minimised and that people and property is protected from the threat of criminal exposure and anti-social behaviour.

Key recommendations were made in relation to:

- Park identification;
- Signage and park rules;
- Fencing;
- Lighting;
- Malicious damage;
- Toilets, and;
- Landscaping and public perception.

No issues of concern were raised with the proposal and NSW Police provided recommended strategies to inform the overall design of the development. These strategies have been incorporated into the assessment of Crime Prevention Through Environmental Design, provided within the detailed assessment as part of the EIS.

8.2.4 Newington Gunners Committee

Ongoing discussions have been held between Sydney Olympic Park Authority (SOPA) and the Gunners to determine arrangements for securing future new grounds as a result of the redevelopment of Wilson Park. As a result, arrangements have been made for the Newington Gunners to move from the Wilson Park oval and share Eric Primrose Reserve for the 2020 Winter season.

8.2.5 City of Parramatta Council

Face to face discussions were held with Parramatta Council on the 18 June 2019, to discuss the design concept and proposed project. No issues of concern were identified in these early discussions, in relation to the proposal.

It is noted that the City of Parramatta Council provided comment on the Cricket NSW Centre of Excellence Draft SEARS. These comments have been taken into consideration in the preparation of the EIS.

8.3 Stakeholder Values: City of Parramatta community consultation outcomes – 2016-2018

Since its proclamation as a new Council with changed boundaries in 2016, City of Parramatta has undertaken extensive community and stakeholder engagement to understand community priorities for the area. Given the location of the site a review of community needs and aspirations was considered relevant to the proposal. A desktop review of the outcomes of these community engagement activities has identified key social drivers for the relevant to the project. The following documents were reviewed:

- Consultation report – Community Strategic Plan, Delivery Program and Operation Plan, Asset Management Strategy (City of Parramatta, June 2018)
- Our Vision and Priorities (City of Parramatta, 2016)
- City of Parramatta Community Strategic Plan, Stakeholder Workshop (KJA on behalf of City of Parramatta, November 2017)
- Greater Parramatta and Olympic Peninsula Community Engagement report (Greater Sydney Commission, October 2016).

The key priorities identified through community and stakeholder consultation include:

Ensuring that growth is well supported by timely provision of infrastructure, and that the benefits of growth are shared with all people. There is a perceived tension between growth and liveability and residents are concerned that increased development in the area is not improving quality of life or meeting the needs of the existing community.

Enhancing and protecting green and open spaces, which are deeply valued by the community and should be improved and expanded to support population growth.

Improving the connectivity of the Parramatta LGA to meet the needs of residents, visitors and workers, and ensure they are connected to jobs and the rest of the region was identified as a priority. Improved walking and cycling options and public transport options are required to address traffic congestion, and improved parking and roads are also a priority for residents.

Increasing the number of jobs close to home for Parramatta residents, and improved job diversity, including in Epping.

Creating 'great places,' with vibrant neighbourhoods and precincts, that enhance the local identity of centres across the Parramatta LGA, while driving renewal in key precincts to increase, jobs, housing and transport options.

Building a sense of community that is friendly and welcoming and ensuring Parramatta LGA is inclusive and accessible for all people. Supporting local businesses, investing in jobs growth across the LGA and celebrating Parramatta's cultural diversity are some ways to enhance community cohesion.

Increasing opportunities for recreation and leisure and maintain high quality facilities to promote health and active lifestyles.

9.0 Social Impact Assessment

9.1 SIA 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 Section 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:

- Assess the significance of the identified potential social impacts generated by the proposed development based on the potential frequency and severity of the impact, should it occur.
- Develop social impact mitigation and enhancement options for any identified significant social impacts.
- Advise Infrastructure NSW of potential social impact mitigation and enhancement options to help finalise the EIS.

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 primary 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.

9.2 Impact assessment matters 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 **Section 2.2**.

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 of the proposed development.

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.

Way of life

DP&E's SIA Guideline defines 'way of life' as comprising:

- How people live, for example, how they get around, access to adequate housing;
- How people work, for example, access to adequate employment, working conditions and/or practices;
- How people play, for example, access to recreational activities, and
- How people interact with one another on a daily basis.

Potential impacts

The proposed development is not anticipated to have any direct and immediate impacts on the day-to-day functioning of the local and broader community within the study area. The redevelopment of the site will not impact on the ability for Sydney residents to access adequate housing, or how people interact with each other on a daily basis.

Construction stage impacts

- It is understood that early arrangements have been made, assisting the Gunners to relocate their home ground from Wilson Park. The Club has already relocated from the site, and as a result the construction will have a lesser impact on the loss of connection to the 'home ground' and way of life, relevant to the way people play, work and live. It is also noted that Newington has only existed as a suburb for the last 30 years, and that the proposed development does not represent a significant change of use for the site. Also, the site does not currently have a clubhouse or other buildings associated with the club on site.
- There will be impacts to surrounding residents and public, who currently use the recreation facilities within Wilson Park for informal recreation, e.g. dog walking, informal sports and fitness, who will experience changes to their routines and how they access recreation opportunities. There may be temporary impacts associated with access to the public foreshore of Parramatta River for pedestrians and cyclists. Disruption to the links between Sydney Olympic Park and surrounding neighbourhoods may result in changes to daily routines and inconvenience for users.
- Negative social impacts associated with potential loss of parking spaces and increased congestion during construction activity, resulting in impacts to surrounding businesses and visitors to Silverwater Correctional Centre. This is likely to result in changed routines for visitors and users, and potentially reduced accessibility and increased inconvenience.
- Positive social benefits will arise through increased employment opportunities available, with the construction project likely to see the creation jobs in the local economy under the project scenario. It is estimated that 1.96 FTE direct construction industry job years per \$1 million of expenditure (or 1.0 FTE job year per \$510,000) will be generated by the construction activity, based on research and the type of work expected to be undertaken in the construction phase of the site.

Operational impacts

- The proposed development will provide positive social benefit to the way of life of local residents and visitors with improved amenity and activation associated with changed use at the site.
- There will be a loss of open space within the local area, which may be used by members of the local community, including localised sporting groups for organised activities. However, the impact is lessened due to availability of existing open space and recreation facilities in the locality.
- The site is currently underutilised and poorly lit, and the proposed development will deliver new spaces, improved parking, clear access points, improved recreation facilities that enhance the site. This may have a positive impact on way of life for the following stakeholders:
 - Future users of the Cricket NSW Centre of Excellence, due to improved access to recreation facilities and new opportunities to access the site, resulting in an improved experience of participation in sport. Providing elite training and playing facilities for Cricket NSW High Performance programs will support the ongoing development of local, state and Australian cricket players.
 - Surrounding residents and businesses who are potentially more likely to access the site due to improved perceptions and safety and the enhanced amenity of the site, resulting in positive changes to daily routines and opportunities to undertake recreation. Wilson Park will be redeveloped into an active community cricket

Potential impacts

destination, with facilities and capacity to host a number of community cricket activities, providing grassroots cricket programs. A café will be accessible to the general public, open during business hours.

- Positive social benefits associated with increased and diversified employment opportunities available at the site associated with the operation of the Cricket NSW Centre of Excellence, affecting improved earning opportunities and life outcomes. The new Centre of Excellence is expected to attract participants and visitors to the Primary Study Area, supporting a range of local jobs and businesses through associated visitor spending.
- Improvements to way of life for elite cricket players from a broad section of backgrounds. The existing facilities available for training for Cricket NSW are not meeting the needs of the organisation and its user groups. When the proposed development is completed, younger generations and existing players will have access to a tailored space and improved facilities, which will improve their experience of sport and support Cricket NSW in their aim to retain high quality emerging players.

Responses/ mitigation measures

- To enhance the benefits of the change of use at the site, there is an opportunity to connect this site with the general public and users of the foreshore to enhance visibility and connection between the facility and the public through landscaping and design elements. The proposal is noted to incorporate enhancements to Wilson Park, that will be an active community cricket destination, and its setting, with improved pedestrian access through lighting and way finding strategies that will encourage broader community use.
- To minimise disruption to the Gunners, SOPA have been working with the club to identify options for an alternative available sportsground. It is important that additional users of the existing park are kept well informed of the construction phases and impact to sporting seasons.

Summary

Social risk rating	The social risk rating is low – moderate with the overall rating of risk considered to be: <ul style="list-style-type: none"> • Construction: A2 (Minor – almost certain) • Operation: D1 (Minimal - unlikely) it is noted that the operation phase is considered to provide significant public benefit.
Likelihood Level	There may be rare or unlikely minimal impacts to residents and visitors in the area in relation to their way of life. However, the impact to users of the park, particularly the Gunners will be almost certain.
Consequence	The consequence of change to way of life as a result of construction is minor, especially given alternative sportsground solutions have been found for the Gunners.
Duration	Social impacts are considered to be short term, relating to the construction phase. Long term positive social benefits are expected, associated with the operation of the facility.
Extent	The impact is likely to be experienced differently by individuals and groups. The Gunners have been impacted due to the need to relocate to alternate sporting fields, however these have been managed and alternate solutions found in collaboration with SOPA. The broader community will likely experience positive social benefits associated with improved sporting facilities at the site.
Severity/ Sensitivity	There will be significant positive impacts for the broader community associated with improved amenity of the surrounding site and enhanced specialist facilities at the site.
Potential to mitigate/ enhance	Negative impacts associated with the loss of the sportsground for the Gunners has been mitigated, with alternate sportsgrounds sourced for the Gunners. There is high potential to enhance positive benefits, ensuring the site is accessible, where appropriate, to the local and broader community during the operational phase.

Community, including its composition, cohesion, character, how it functions and sense of place

Potential impacts

Construction stage impacts

- Negative social impacts associated with reduced public access to the site, including to recreation facilities and open space located on the site, resulting in reduced opportunities for community interaction and potential disruption to sense of place associated with Wilson Park for surrounding residents and businesses, and users.
- Potential negative impacts to the local community associated with influx of unfamiliar construction workers to the site, resulting in potential disruptions to perceptions of safety and sense of place.

Operational impacts

- Potential negative impacts to the local community associated with the change of use to a privately managed recreation and sporting facility limiting the use of the site to elite sportspeople, reducing overall access for local residents and the general public. The redevelopment of the site may result in changes to access, wayfinding and perceptions of the space as welcoming to the surrounding community.
- Positive social benefits associated with facilities that support a broad range of people (ages, genders etc.) to engage in cricket – as per Cricket NSW's strategic vision. Participation by a broad range of people in cricket has the potential to result in enhanced opportunities for community interaction, feelings of inclusion and reduced isolation – leading to increased cohesion within the NSW cricketing community.
- Positive social benefits associated with increased activation of the site during operation, resulting in potential improved sense of place and connection to place for local residents, and enhanced sense of place for users of the facility.
- Positive social benefits associated with fostering a new, diverse and vibrant community at the site associated with participation in cricket. This community could include cricket players, workers at the site and visitors to the site. The new use of the site may catalyse a more activated, connected community.

Responses / mitigation measures

- To minimise impacts on the local community, it would be beneficial for Cricket NSW to work collaboratively with SOPA and City of Parramatta Council to ensure public access to the space is maintained, e.g. via low walls, after-hours access to ovals and so on, sightlines to ensure that players can be seen practicing in the nets, encouraging safe and secure access through the site.
- To further enhance the sense of community on the site, there may be opportunities to connect with Silverwater Correctional Centre. For example, it is likely that some inmates are in minimum security and therefore available to work at the facility on day work release programs. Other opportunities may be created to provide sporting programs for inmates through the Cricket NSW.
- To enhance community connection and cohesion surrounding the site, there may be opportunities to explore connections to local cricket clubs, for example, enabling surrounding cricket clubs to access the facility.
- To enhance the sense of place at the site, there may be opportunities to connect the proposed development to the surrounding recreation facilities at Sydney Olympic Park, to establish a sense of the site as part of a broader recreation precinct.
- To reduce unnecessary impact on surrounding residents, it may be possible to undertake a staged approach to the proposed development to ensure that parts of the site will be accessible at all times.

Potential impacts	
Summary	
Social risk rating	<p>The overall social risk rating is low to moderate with positive social benefits to the local and broader community, particularly in operation.</p> <p>The overall risk ratings are identified as:</p> <ul style="list-style-type: none"> • Construction: B1 (Minor – possible) • Operation: B3 (Minimal - rare)
Likelihood Level	Very likely positive benefit. Possible impact during construction.
Consequence	Minimal for both construction and operation.
Duration	Negative construction impacts will be short term, but positive social impacts will be longer term, in association with the operation of the facility.
Extent	The impact is likely to be experienced differently by individuals and groups. There is currently a limited residential community in the immediate vicinity which reduces impacts on residents of the area. The broader community, particularly people participating in cricket, will experience positive social benefits associated with delivery of an improved recreation facility at the site and improved facilities for players.
Severity/ Sensitivity	There will be significant positive impacts for the broader community, particularly people from across Sydney engaged in cricket, associated with improved amenity of the surrounding site and enhanced specialist facilities at the site.
Potential to mitigate/enhance	Moderate potential to enhance the positive impacts of the proposal by ensuring that the site is accessible to the broader community during the operational phase.

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

Potential impacts
<p><u>Construction stage impacts</u></p> <ul style="list-style-type: none"> • Negative social impact due to the relocation of the Gunners from the site, used as a home ground for major events training and other related activities. However, it is understood that the Gunners have already relocated from the site, and as a result has a lesser impact on the loss of connection to the 'home ground' and connection to place. It is also noted that Newington has only existed as a suburb for the last 30 years, and that the proposed development does not represent a significant change of use for the site. Also, the site does not currently have a clubhouse or other buildings associated with the club on site. • Negative social impacts associated with use of the site for a privately-run recreation facility. This may result in disruptions to the perceived connection between Wilson Park and Sydney's Olympic narrative. However, it is noted that Wilson Park is not prioritised for renewal or upgrade as part of Sydney Olympic Park Authority's broader vision for the area. <p><u>Operational impacts</u></p> <ul style="list-style-type: none"> • Potential negative social impacts associated with the perceptions of relocating Cricket NSW activities from the Sydney CBD (a high value location, close to the historic Sydney Cricket Ground) to Silverwater, a low amenity industrial area, adjacent to a correctional complex. • Positive social benefits related to enhancing connections to cricket as part of Australian cultural heritage. The development of new, state-of-the-art cricket facilities will strengthen this narrative by emphasising the importance of cricket to national sporting narratives and the sporting dimensions of state and national identity.

Potential impacts

- Positive social benefits related to relocating Cricket NSW's Centre of Excellence to the broader sporting precinct at Sydney Olympic Park (also known as "Australia's home of sport"), this reinforces cricket's connection to other important sporting codes and reinforces the status of cricket as an important activity.

Responses / mitigation measures

- Opportunities to strengthen the facility's connection to Australian sporting narratives by connecting users of the facility with stories of Cricket, e.g. design of the building that responds to Australian cricketing culture e.g. white picket fence.
- Explore opportunities to connect the proposed development to surrounding elite sporting facilities in Sydney Olympic Park.

Summary

Social risk rating	The social risk rating is low – moderate with the overall rating of risk considered to be: <ul style="list-style-type: none"> • Construction: B2 (Minor – likely) • Operation: B3 (Minimal - possible)
Likelihood	The likelihood of social impact occurring during construction is likely, particularly for existing users of the park. The likelihood of impact during operation is unlikely.
Consequence	Minimal to minor during construction, minimal during operation.
Duration	Negative social impacts will be short term during the construction period. Positive benefits will be longer term, in association with the operation of the facility.
Severity/ Sensitivity	The impact is likely to be experienced differently by individuals and groups. There will be negative impacts to the existing users of the park, due to the change of use. The broader community, particularly people participating in cricket, will experience positive social benefits associated with delivery of an improved recreation facility at the site and improved facilities for players.
Extent	There will be significant positive benefits for the broader community, particularly people from across Sydney engaged in cricket, associated with improved amenity of the surrounding site and enhanced specialist facilities at the site, and the opportunity to connect with the cultural history of cricket through the site.
Potential to mitigate/ enhance	Moderate potential to enhance the positive impacts of the proposal by ensuring that the site incorporates elements that enable users of the site to connect with the history of cricket.

Health and wellbeing**Potential impacts**Construction stage impacts

- With the creation of greater opportunities for people to participate in sporting activities, there will be overall positive benefits for individuals and community health outcomes, both related to physical and mental health. However, as a result of the redevelopment of the site there may be impacts to the existing users, and local community, potentially reducing opportunities for physical activity and social interaction. The construction and development of the area has resulted in impacts on the Gunner's club, resulting in the relocation of games for the 2020 season. Any health and wellbeing impacts associated with uncertainty of the future of the club have been lessened as a result of early engagement.
- Unless appropriately managed there may be potential negative health and wellbeing impacts associated with loss of access to the foreshore during the construction phase, due to reduced amenity and accessibility, which may discourage active transport and physical activity.

Operational impacts

Potential impacts

- Positive health and wellbeing benefits associated with increased opportunities for users to undertake physical activity by playing cricket, as well as wellbeing benefits associated with opportunities for increased social interaction and sense of community associated with the emerging community on the site.
- Positive health and wellbeing benefits associated with potential increased participation in cricket due to the improved quality of facilities and improved accessibility to a broad cross-section of the community.
- Equity benefits associated with the inclusive initiatives led by Cricket NSW and Cricket Australia, making cricket a more accessible sport to a broad range of community members to ensure all people are influenced by the positive benefits of increased physical activity and the associated wellbeing benefits. The proposal will enable CNSW to be proactive on their inclusion approach, ensuring cricket is 'a sport for all' which welcomes, respects and acknowledges new participants. There are also potential wellbeing benefits associated with feelings of inclusion for participants traditionally excluded from elite sports (e.g. women, trans and gender diverse people).
- As discussed in the EIS in support of the development application and outlined in the Crime Prevention Through Environmental Design Assessment, the redevelopment will result in improved experiences for all users of the site, allowing for safe attendance and experience. Consideration should be given to connections with neighbouring precincts and appropriate management measures to reduce risks of anti-social behaviours to nearby users.

Responses / mitigation measures

- The preparation of a Construction Management Plan should include strategies to minimise the negative impacts associated with construction activity, including traffic, noise, dust and any potential risks to pedestrian safety.
- Ensure there is collaboration between City of Parramatta Council and Cricket NSW to promote community access to part of the site. The joint access will lead to shared wellbeing benefits of the cricket facility with the broader community.
- Cricket NSW pride themselves in the role they play in promoting a sport which is inclusive and diverse. It is important CNSW ensure women's games are equally promoted and people of the broader community know they can participate in the range of inclusive educational programs which will be offered.

Summary

Social risk rating	<p>The overall social risk rating is considered low, with social benefit considered to be high in the contribution to 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:</p> <ul style="list-style-type: none"> • Construction: D1 (unlikely minimal) • Operation: B3 (likely moderate)
Likelihood	The likelihood level of social impact occurring is unlikely during construction and rare during 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. The social benefits are realised long term, with improved sporting experience for all and flow on effects to health and wellbeing of participants in cricket.
Severity/ Sensitivity	The impact is likely to be experienced differently by individuals and groups. There are negative impacts to the Gunners, associated with the loss of the home ground site, however, these have been effectively mitigated through collaboration with the City of Parramatta and Cricket NSW, to secure alternate grounds. Health and wellbeing impacts to the broader community are not considered to be of significant consequence or severity.
Extent	Likely to positively contribute to an increased awareness of sport and recreation for the wider community and may contribute to an enhancement in sporting 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 centre of excellence to the local and broader community.

Surroundings – amenity

Potential impacts

Amenity impacts in relation to the Project 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 for commercial or tourism use. 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.

Detailed assessments have been provided with the EIS in relation to noise, air quality, design and visual impact. The reports conclude:

- The redevelopment will be a well-articulated response to the setting, enhancing Wilson Park and providing a well-designed facility that adopts good universal and urban design principles to encourage broad community use. The assessments have considered the impact on the surrounds, including views from Ermington, across the Parramatta River, from the active public edge of the Parramatta river. The design is to be continually refined during the design process with a review of the final design with SOPA Design Review Panel, prior to construction commencement.
- The development will not have any significant noise impacts, provided the recommendations presented in relation to acoustic treatments, are complied with. It is noted that there is to be a complaints register adopted to ensure that any issues arising in relation to noise complaints are appropriately managed.
- The proposed development is not anticipated to alter the air quality of the surrounding area. This also takes into account the ventilation of the wet rehabilitation space, containing two pools.

Construction stage impacts

- The duration of noise and air quality impacts is likely to be through the short to medium term with impacts felt mostly by properties closest to the construction. However, the impact is likely to be low with the incorporation of management measures to be included in the Construction Environmental Management Plan.

Operational impacts

- Positive social benefits associated with integrating the site with neighbouring green spaces, such as Blaxland Riverside Park and Sydney Olympic Park, which feature a riverside walking trail, the largest playground in Sydney, bike hire and café services. This is likely to maximise utilisation and activation of the site.
- Potential social benefits associated with transforming the existing character of the Parramatta River. City of Parramatta Council is committed in improving connections between the river and the centres throughout the Parramatta CBD and creating more recreational opportunities for city residents, workers and visitors. The proposal will potentially activate and revitalise the foreshore by providing inviting green space centred around the walking and cycling paths. As a result, this will provide greater amenity and transform the Silverwater area from a low amenity industrial precinct to a more activated, high quality space.

Responses / mitigation measures

- There are likely to be limited impacts on surrounding locality as majority of the area currently operates as industrial lands, and there is an existing high volume of traffic and congestion, including heavy vehicles, as well as noise, dust and vibration in association with the operation of industrial businesses.
- A CMP is to include strategies to minimise the negative impacts associated with construction activity, including traffic, noise, dust, visual and odour impacts.
- Develop a mechanism for neighbouring residents to provide feedback during construction, such as providing the contact details of site managers.
- Ensure that construction updates are provided to surrounding residents regarding construction activity.

Summary

Social risk rating	Social risk rating is low, however positive social benefit anticipated in the development of the Centre of Excellence, having a flow on effect of improving overall amenity for the local area with increased activation of Wilson Park.
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Potential impacts	
	<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 (minimal rare)
Likelihood	Possible impacts
Duration	Short to medium term negative impacts, during construction.
Consequence	Minor during construction and minimal during operation
Severity/Sensitivity	Minor during construction and minimal during operation.
Extent	Impacts are predicted to be felt by users of Wilson Park during construction phase, however, it is noted that the facility is currently underutilised.
Potential to mitigate/enhance	High potential to mitigate any negative social impacts and enhance positive contributions, through Construction Management Plans.

Personal and property rights

Potential impacts	
<p>Impacts in relation to personal and property rights relate to the economic livelihoods and whether people experience personal disadvantage or have their civil liberties affected as a result of the development. The following has been considered in relation to the impacts on personal and property rights.</p>	
<u>Construction stage impacts</u>	
<ul style="list-style-type: none"> Negative social impacts associated with loss of public access to Wilson Park, currently a publicly available open space. 	
<u>Operational impacts</u>	
<ul style="list-style-type: none"> Negative social impacts associated with loss of public access to Wilson Park, currently a publicly available open space, and its transformation into a privately run facility with limited public access. Potential negative impacts associated with increased intensity of use and changed use at the site from open space to a more active recreation facility and associated offices etc. 	

Responses / mitigation measures	
<ul style="list-style-type: none"> To share the wellbeing benefits of the proposed redevelopment with the broader community, public access to site should be maintained. To ensure that existing businesses are aware of likely changes to use at the site, undertake engagement with surrounding businesses. It is important that the long-term operation and management procedures ensure equity of use, with a variety of participants having the right to access sporting programs and the facility without obstacle. 	

Summary	
Overall social risk rating	<p>The social risk rating is considered low, yet the social benefits high. The overall rating of risk is:</p> <ul style="list-style-type: none"> Construction: E1 (rare minimal) E2 (rare minor) Operation: E1 (rare minimal)
Likelihood	There is a rare likelihood that there would be negative social impacts on the local and broader community.
Duration	Most of the social benefit will arise upon completion of the redevelopment, when the Centre of Excellence is operational.

Potential impacts	
Consequence	Minimal to minor for both construction and operation, dependent upon management and engagement programs.
Severity/Sensitivity	Severity is low in relation to the Project. However, the sensitivity is high as there will be community expectation that the redevelopment meets the needs of the broader NSW community.
Extent	The social benefit of the proposed development is likely to be experienced by the broader NSW population, particularly those who participate in cricket.
Potential to mitigate/enhance	The overall impact is low however, to ensure the public benefits are realised it will be important to ensure a community engagement plan is developed and delivered for the life of the project to ensure stakeholders personal and property rights are considered and enhanced.

Decision-making systems

Potential impacts
<p>The proposed development may have the following potential social impacts with relation to decision-making systems, particularly the extent to which they can have a say in decisions that affect their lives, and have access to complaint, remedy and grievance mechanisms.</p> <ul style="list-style-type: none"> As government-owned infrastructure, there is a responsibility to maintain this asset to be socially and economically viable to members of the state. Equality of access is paramount, with the use of the facility diverse. Consideration should be given to the cultural and sporting associations and trends at the state, national and global level to ensure the design, use and management of the facility is flexible and able to remain up to date with sporting and global event needs. Careful consideration must be given to existing members to ensure that the redevelopment meets the expectation of the members. Early engagement is important to ensure they are informed of project progress updates.

Responses / mitigation measures

To ensure the development of the facility is a success for the people of NSW and the cricket community, it is important that the decision-making process is informed by effective public and stakeholder engagement, throughout the development cycle. It is recommended that key stakeholders are adequately engaged in decision-making processes along the way and their views reflected in final outcomes. This engagement program may cater for a wide range of interested stakeholders including:

- The general public, understanding interest and alignment with the state and local strategic objectives and the longevity of the Sydney Olympic Park as a significant centre of Sydney.
- Regular hirers are to be consulted to ensure effective communication with fans and members regarding the short-term requirements and long-term benefits of the proposal.

Summary	
Social risk rating	<p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> Construction: D1 (unlikely minimal); and Operation: D1 (unlikely minimal). <p>It is important to ensure regular communication and engagement with stakeholders to ensure the overall risk rating impact remains at a low level.</p>
Likelihood	Unlikely, however, possible impacts if no engagement is undertaken. This will remain unlikely if an engagement program is put in place and implemented.
Consequence	Considered minimal for construction and operation.
Duration	Considered minimal for both construction and operation.
Severity/Sensitivity	Severity and sensitivity is considered to be minimal in relation to the Project.

Potential impacts	
Extent	<p>The extent of the impact will be felt by different user groups:</p> <ul style="list-style-type: none"> • Members of the Gunners • Users of the proposed development • Wider general public with interest in the decision-making system.
Potential to mitigate/enhance	High

Access to and use of infrastructure, services and facilities

Potential impacts

Construction stage impacts

- Potential negative social impacts associated with the loss of publicly accessible open space within the local area. Construction is expected to negatively affect those who utilise the open space both formally and informally (e.g. the Gunners as former users of the site and local residents who access the space informally). It is a key Council priority to ensure there is no net loss of open space in Parramatta LGA in the future, due to an existing critical lack of open space and sporting infrastructure.
- Negative social impacts associated with reduced access to the site for the Gunners. This has already had an impact in the displacement of activities central to the operation of the club, affecting games, practises and scheduled activities. However, the impact has been lessened through the effective securement of an alternate home ground site for the 2020 winter season.
- There are potential negative social impacts associated with construction and the impact on pedestrian and cyclist access to the current active transport links which are provided. These paths form a connection with the greater Sydney Olympic Park Precinct and associated surrounding district infrastructure.

Operational impacts

- There are possible negative impacts associated with the changing of the site to being privately managed by CNSW. It is to be noted the facility will target elite cricket players as well as CNSW management and operations teams, and therefore will not be broadly available to the local community. As noted above, is a key Council priority to ensure there is no net loss of open space in Parramatta LGA in the future, and to ensure that sporting infrastructure is accessible to the community, due to an existing critical lack of open space and sporting infrastructure. However, it is noted that CNSW are passionate about inclusivity and diversity and will run educational cricket programs from the new facility to engage a broad cross-section of the community.
- Positive social benefits associated with increased provision of high-quality recreation facilities at the site. The area is predominately industrial with green space along the foreshore of the Parramatta River. Currently there is little provision of local social infrastructure within the immediate walking catchment of the site. The proposal presents an opportunity to enhance the liveability of the area, encouraging greater community cohesion and providing recreational facilities that will improve the quality of training and player development.
- There are positive social benefits associated with improved access to state-of-the-art, significant cricketing facilities for clubs and cricketers across Sydney, in a location that is more accessible for residents from Western Sydney. This is likely to encourage increased participation in cricket, and retention of players, and associated health and wellbeing benefits.

Responses / mitigation measures
<ul style="list-style-type: none"> • To ensure the community feel included as part of the proposal, there is an opportunity to make the facility available to the broader public and enhance the connection with the surrounding community and existing green space. • Consultation to ensure a collaborative approach between CNSW and Council will ensure there are opportunities for shared programming and use of the facilities.

Potential impacts

- Throughout construction, a staged approach could be adopted to reduce the impact on the community. Additionally, appropriate wayfinding for cyclists and pedestrians could be provided.
- The main stakeholders whom are expected to be directly affected by the proposal are the members and families of the Gunners. However, measures have been put in place to secure alternate playing fields ensuring competitions and practices are able to continue.

Summary

Social risk rating	<p>Upon completion of the proposed works the impact is considered to provide significant social benefit as a result of a newly developed, state of the art sporting facility. It is important to ensure regular communication and engagement with stakeholders to manage the potential negative impacts during the construction and operation phase.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> • Construction: B1 (minimal – likely) • Operation: E2 (–minor - rare)
Likelihood	Likely short-term impacts with the closure of the park, change of management and loss of public open space. However, also likely significant positive benefit upon completion associated with delivery of a new, state of the art sporting facility.
Consequence	Upon completion of the development the consequence is minimal with social benefit resulting from the improved services and facilities on site.
Duration	Most potential negative impacts will occur during the construction phase. Most potential positive social benefits will occur during the construction phase.
Severity/Sensitivity	Severity and sensitivity is considered to be moderate in relation to the Project. Impacts to the
Extent	<p>The extent of the impact will be felt by different user groups:</p> <ul style="list-style-type: none"> • The Gunners will lose access to their existing 'home ground' • Users accessing the proposed development will have enhanced access to high quality recreation facilities.
Potential to mitigate/enhance	Ongoing communication, engagement and collaboration with the Gunners has ensured the negative impacts as a result of the development have already been mitigated, with identification and relocation of the club to new fields.

Fears and aspirations

Potential impacts

Construction stage impacts

- Fears and concerns may be raised by the local community in relation to the loss of publicly accessible open space, and perceived issues surrounding "overdevelopment" and impacts of development on open space in City of Parramatta LGA, as highlighted through community consultation undertaken by Council.

Operational impacts

- There may be some fears related to perceptions of safety with the proximity of the site to Silverwater Correctional Centre.
- Negative impacts may be associated with the potential perception that Cricket NSW is being decanted from the Moore Park precinct to a perceived 'low value' area, resulting in a potential loss of prestige and dislocation from historic narratives associated with the facility's current site.

Responses / mitigation measures

Potential impacts

- A comprehensive Crime Prevention Through Environmental Design Assessment has been undertaken to inform the EIS and details the perceived crime risks and safety considerations in relation to the construction and operation of the site. It is noted that the crime risk rating is low, with the proposed design of the site providing an improved outcome for the site.
- Community engagement throughout the design and development stages is recommended, to align the community aspirations in relation to the redevelopment of the site, in the context of Parramatta Council strategic objectives, Sydney Olympic Park Masterplan, and Silverwater Correctional Centre operations.

Summary

Social risk rating	<p>The overall social impact risk is anticipated to be low with the likelihood of fears arising low, particularly if construction management plans, crime prevention plans and social strategies are developed and implemented for both construction and operational phases.</p> <p>The social risk rating is considered low with the overall rating of risk is:</p> <ul style="list-style-type: none"> • Construction: D1 (unlikely minimal) • Operation: D1 (unlikely minimal)
Likelihood	Likelihood level of negative social impacts during construction and operation are rare/unlikely.
Consequence	If operating within appropriate construction management plans, crime prevention plans and social strategies, the consequence is minimal.
Duration	Duration of potential impacts are anticipated to be felt during construction phases. The positive aspirations are likely to be felt following completion of the works, when the facility is complete.
Severity/Sensitivity	Severity is anticipated to be low with sensitivity also low, dependent upon effective construction management plans and operational plans.
Extent	The extent of the impact is potentially experienced by local residents and occupants of the immediate vicinity and local study area, with aspirational social benefits more likely experienced by the broader Greater Sydney community.
Potential to mitigate/enhance	<p>Any potential negative social impacts and social benefits can be enhanced through the development and implementation of:</p> <ul style="list-style-type: none"> • Cultural and community development social strategy • Construction management and safety management plan

10.0 Economic impact assessment

10.1 Introduction

This section provides an assessment of potential economic impacts associated with the proposed redevelopment. The preparation of an Economic Impact Assessment (EIA) has been specified through the Secretary's Environmental Assessment Requirements (SEARs) for the project, to accompany the State Significant Development Application for the scheme.

To address SEARs requirements, this economic assessment considers:

- Demand for the proposed development as outlined in the Business Case;
- Local and state economic benefits from the proposed development including:
 - Direct and leveraged investment;
 - Construction and ongoing employment generation (direct and multiplier);
 - Increased Gross State Product and Value-Added Output, and
 - Other benefits.

10.2 Demand for the development

Business case demonstrates the demand drivers and needs for the development of a new cricket centre. The primary factor driving the need for the development is the compulsory demolition of current facilities at Moore Park. The business case also highlights the following demand drivers and needs:

- Cricket NSW's has increased its partnership with professional teams from one to six;
- Increased training demands and introduction of new programs and capacity to accommodate future growth;
- Increased cricket participation at all levels, and
- Increase interest and demand for women's cricket.

10.3 Employment benefits

Construction employment

Direct employment in the *construction industry* is expressed as FTE job years. A 'job year' is a full-time job for one year.

Indirect or flow-on employment will also be supported in other industries, for example, suppliers of materials and financial and legal services. Employment estimates in the wider economy are derived from ABS national accounts input-output analysis, specifically, employment multipliers.

Direct employment in the construction industry depends on the nature of the building, in particular, the capital intensity of the project. It is estimated 1.96 FTE direct construction industry job years per \$1 million of expenditure (or 1.0 FTE job year per \$510,000) will be generated by the construction activity, based on research and the type of work expected to be undertaken in the construction phase of the site.

In addition, these direct construction industry jobs lead to demand for employment in supplier industries in the wider economy. The ABS construction multiplier is 2.6 - that is, for every single FTE job in the construction industry a further 1.6 FTE jobs are supported elsewhere in the economy.

Direct construction costs are estimated to be \$45.5 million.

Total construction costs of \$45.5 million would support 89 FTE jobs *in the construction industry* and support a further 143 FTE jobs *in related (supplier) industries* over the development period.

Scaling by the duration of construction phase (approximately 1.3 years), the project would support 66.4 direct FTE and 106.3 indirect FTE jobs for each year of the development phase.

Local businesses, workers and jobseekers are likely to benefit from increased employment and contracts afforded by the construction phase of the project. This opportunity is highlighted by the following:

- Approximately 7,040 working residents living in the Study Area are occupied in construction-related activities (technicians and trades workers, machinery operators and drivers, labourers), representing 27.2% of all occupations (Table 2).
- Approximately 4,250 construction businesses are located in the City of Parramatta LGA, representing 16.3% of all businesses (Table 3).
- Some 4,770 resident jobseekers living in the City of Parramatta are currently unemployed (*Department of Jobs and Small Business – Small Area Labour Markets, September Quarter 2018*), with the project potentially providing new employment opportunities for these jobseekers (subject to suitable skills match).

Ongoing employment

Based on information provided by Waypoint Pty Ltd and Cricket NSW, the development has the potential to accommodate between 190 to 210 jobs once development has completed.

It is noted there is potential for the initial employment levels to increase by 20 to 30 jobs over a ten-year horizon (plus additional jobs supported indirectly through the employment multiplier effect).

A range of jobs will be accommodated at the site. Waypoint and Cricket NSW have provided details on the employment breakdown across categories, these are highlighted below:

- Team staff and associated support staff: including general manager, marketing and membership and event officers, performance managers, and coaching staff; staff would be assisting Sydney Sixers and Sydney Thunder.
- Business advisory services
- Commercial operations
- Communications and marketing
- Administrative and business support
- Medical staff
- Maintenance, including maintenance and grounds staff.

Most of the jobs will be provided on a full-time basis, with a limited number of jobs provided on a casual, part-time and seasonal basis.

Additionally, 130 to 150 indirect jobs will be supported in the wider economy (Based on an ABS multiplier of 1.7 for the services sector) through the operations of the facility, including a share of jobs supported in the Study Area

10.4 Other benefits

Economic Output: Gross Regional Product (GRP)

Gross Regional Product (GRP) is a measure of size or net wealth generated by the regional economy.

The activities and employment supported in the new facility will generate significant regional economic output. As **Table 8** over page shows, total output (GRP) at full occupancy is estimated at \$33.8 million p.a. (2018 dollars), which includes significant output contributions from employment in the Arts and Recreation Industry and Education and Training Industry

Economic Output: Value Added

Value added by industry is an indicator of business productivity. It shows how productive each industry sector is at increasing the value of its inputs. It is a more refined measure of the productivity of an industry sector than output (total gross revenue), as some industries have high levels of output but require large amounts of input expenditure to achieve that. Value added is estimated at \$12.38 million p.a. (2018 dollars) at full occupancy of the building (refer to **Table 8**).

Table 8 Cricket NSW Centre of Excellence – estimated economic output at full occupancy

Activity:	Arts and Recreation Services	Education and Training	Total
<i>Industry Subdivision</i>	<i>Sports and Recreation Activities</i>	<i>Adult, Community and Other Education</i>	
Employment (jobs)	130	70	200
GRP per job	\$230,130	\$55,000	-
Value added per job	\$75,500	\$36,700	-
GRP Total	\$29,920,000	\$3,840,000	\$33,800,000
Value added total	\$9,810,000	\$2,570,000	\$12,380,000

Source: *Economy.id; Ethos Urban*

The above analysis has been sourced from economy.id (based on modelling by the National Institute of Economic and Industry Research) for the City of Parramatta, with 'best fit' industry sectors applied to likely economic activities at the new facility.

These industries have been selected as they contain industry subdivisions that best approximate the type of employment that will occur on the site. The industry of Sports and Recreation Activities is used to represent employment related to the operational of facilities and the provision of services and recreational activities. This industry is a subdivision of the Arts and Recreation services. While the industry subdivision of Adult, Community and other Education, which is a subdivision under the Education and Training industry, is used to representing employment related to training, education and performance management.

The results of the analysis assume no substitution effects from outside the regional economy, rather, rather the activities undertaken at the new facility represent net demand associated with population, labour force and industry growth.

Value generated by cricket volunteering

In addition to the value add from the workers, there will also be additional economic value generated by cricket volunteers. The business case estimates that the additional benefit from volunteering is \$549,346 pa. This figure is a benefit to the Sydney region as a whole.

Increased expenditure arising from an increase in visitation

The business case identifies increased expenditure arising from an increase in international and interstate visitation. The total annual spend by international and interstate visitors is estimated to be \$1,031,976, with an annual gross value added due to the expenditure of \$454,070.

Improved facilities for Cricket in NSW

As a sport, cricket occupies an important place within the national identity. NSW has strong cricket representation at a local, regional, state and international level. Currently the facilities available for cricket in NSW are inadequate and limit the ability to support and train cricketers and develop younger talent.

The development of new cricket facilities at the site will greatly benefit cricket in NSW. These benefits as outlined in the business case and include:

- Providing necessary training and skills development activities and programs for crickets in metropolitan and regional areas;

- Improving the reach of cricket within NSW;
- Providing training and coaching at an elite level to elite teams and cricketers;
- Hosting significant national and regional cricket training clinics and camps;
- Providing year-round cricket training, coaching and administrative facilities;
- Providing dedicated training facilities for female cricketers;
- Providing capacity to cater for increases in cricket participation;
- Responding to the future needs of Cricket in NSW;
- Generating additional memberships from Cricket community through greater exposure and community participation, and
- Enhancing the state's ability to host cricket events, which would attract participants and visitors to the Primary Study Area, supporting local jobs and businesses through visitor spending.

Productive and more efficient use land

The proposed development will provide a more productive and efficient use of land at the site. Currently the site is undeveloped relative to the surrounding area. Compared to the current uses of the site, the proposed development will allow for more intensive use of the site, including two ovals and cricket training, administrative and support facilities. It will transform the site into an employment centre with the potential to accommodate between 190 to 210 jobs once development has completed. It is expected that there will be increased level visitation from international and interstate visitors and there will be a general level of increased activities on the site with the potential for matches to be hosted.

Catalyst for further local revitalisation

It is expected that the development of the site will be a catalyst for future investment and revitalisation of the area. The area surrounding the site is primarily industrial and appears dated and aged. The proposed development will signal to the market that the area has the potential for greater development and a wider range of uses, such as greater sport facilities and related sporting paraphernalia, recreation and retail activities.

The proposed development will provide a catalyst for revitalisation through the following channels:

- Improving the amenity of the surrounding area;
- Replacement and redevelopment of underutilised site;
- Increasing demand for local goods and services through increased visitation and increased spending within the local area, and
- Other flow-on benefits including supporting cricket related businesses such as cricket paraphernalia.

Other implications

- Provide a cricket centre closer to the geographic centre of Sydney: The location of the site is closer to Sydney's geographic heartland than the site at Moore Park. This will provide greater accessibility to residents within western Sydney providing a greater opportunity for these residents to participate in cricket.
- Increased female participation: Purpose-built facilities and change rooms for female crickets will create an inviting and safer place for female cricketers. It is expected that this will provide greater incentive for female participation in cricket. In turn this will provide more opportunities for females to play at an elite level, and assist in creating a strong female cricket culture, which will in turn promote greater female participation at all levels of cricket.
- Greater opportunities for younger residents: The proposed development will provide more opportunities for younger residents of NSW to participate in cricket.
- Increased health and wellbeing benefits: The proposed development will promote greater cricket participation and increased physical activity, delivering community wellbeing benefits.

11.0 Appendix A. Strategic Policy Context

Central City District Plan	
Greater Sydney Commission (2018)	
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 should be reflected in local planning documents.</p> <p>The Plan highlights the importance of sports infrastructure and the role of joint and shared use facilities. In particular, creating opportunities for increased shared use and more flexible use of under-utilised facilities which can support the needs of the local demographic groups.</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"> • <i>Planning Priority C3: Providing services and social infrastructure to meet people's changing needs;</i> <ul style="list-style-type: none"> - <i>Action 8 Deliver social infrastructure that reflects the needs of the community now and in the future; and</i> - <i>Action 9: Optimise the use of available public land for social infrastructure.</i> • <i>Planning Priority C4: Fostering healthy, creative, culturally rich and socially connected communities;</i> <ul style="list-style-type: none"> - <i>Action 10: Deliver healthy, safe and inclusive places for people of all ages and abilities that support active, resilient and socially connected communities by;</i> <ul style="list-style-type: none"> - <i>A. providing walkable spaces at a human scale with active street life;</i> - <i>B. prioritising opportunities for people to walk, cycle and use public transport;</i> - <i>C. co-locating schools, health, aged care, sporting and cultural facilities; and</i> - <i>D. promoting local access to healthy fresh food, and supporting local fresh food production.</i> - <i>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.</i> - <i>Action 14: Facilitate opportunities for creative and artistic expression and participation, wherever feasible, with a minimum regulatory burden, including;</i> <ul style="list-style-type: none"> - <i>A. arts enterprises and facilities and creative industries;</i> - <i>B. interim and temporary uses; and</i> - <i>C. appropriate development of the night time economy.</i> - <i>Action 15: Strengthen social connections within and between communities through better understanding of the nature of social networks and supporting infrastructure in local places.</i> • <i>Planning Priority C8: Delivering a more connected and competitive GPOP Economic Corridor;</i> <ul style="list-style-type: none"> - <i>Action 31: Co-locate health, education, social and community facilities in strategic centres along the GPOP Economic Corridor.</i> • <i>Planning Priority C17: Delivering high quality open space;</i> <ul style="list-style-type: none"> - <i>Action 71: Maximise the use of existing open space and protect, enhance and expand public open space by;</i> <ul style="list-style-type: none"> - <i>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;</i> - <i>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;</i> - <i>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;</i> - <i>D. planning new neighbourhoods with sufficient quantity and quality of new open space;</i> - <i>E. delivering shared and co-located sports and recreational facilities including shared school grounds and repurposed golf courses;</i> - <i>F. delivering or complementing the Greater Sydney Green Grid; and</i> - <i>G. providing walking and cycling links for transport as well as leisure and recreational trips.</i>

Community Strategic Plan 2018 - 2038	
City of Parramatta (2018)	
Purpose & vision	<p>City of Parramatta's most recent community strategic plan identifies a twenty-year vision for the future of the LGA, based on extensive community consultation. The following vision for the LGA has been identified: "Sydney's central city, sustainable, liveable and productive – inspired by our communities." (p.27)</p> <p>Public consultation undertaken to develop the CSP indicates that Parramatta LGA residents view "balanced growth" as a priority and seek to ensure that development improves liveability across the LGA:</p> <p><i>"Now is the time to take significant strides to shape the future and harness change to deliver positive outcomes for our community."</i></p> <p><i>Over the next 20 years, the intensity of growth and investment has the potential to create many opportunities. For Council, a growing population and more investment means a stronger rates base. This allows an increased capacity to improve the lives of our community through a more powerful voice in advocacy with other levels of government, and more resources to upgrade and expand essential facilities.</i></p> <p><i>Council is committed to ensuring that our City benefits from this period of growth, and that our community emerges more sustainable, liveable and productive than before.</i></p> <p><i>We will use our increased capacity as a Council to advocate for the needs of our community, so that all people can share in the benefits of growth, without compromising what makes our community strong." (p.24)</i></p> <p>Based on a review of City of Parramatta's CSP, Council defines improved liveability as:</p> <ul style="list-style-type: none"> • Improved infrastructure and public transport; • Improved access to high quality jobs; • Protecting and improving green spaces; • Protecting and celebrating heritage assets; • Managing congestion; and • Preventing overdevelopment. <p>The Strategy describes a vision of Sydney Olympic Park such that:</p> <p><i>"The Master Plan for this precinct seeks to promote the Park's role as a premier destination for cultural, entertainment, recreation and sporting events, and protect and enhance the public domain and parklands. Sydney Olympic Park will be transformed into a thriving urban centre providing employment opportunities, housing and retail."</i></p>
Key actions	<p>To achieve this vision, the following long-term goals and strategies have been identified, including the following strategies relevant to the proposed development:</p> <ul style="list-style-type: none"> • Goal 1: Far – We can all benefit from the opportunities our City offers; <ul style="list-style-type: none"> – 1.1 Invest in services and facilities for our growing community; – 1.2 Advocate for affordable and diverse housing choices; – 1.3 Support people to live active and healthy lives; – 1.4 Ensure everyone has access to education and learning opportunities; – 1.5 Empower communities to be strong and resilient by building individual and community capability; – 1.6 Engage and consult the community in decision making; and – 1.7 Deliver effective, responsible and ethical leadership and decision making, reflective of community needs and aspirations. • Goal 2: Accessible – We can all get to where we need to go;

Community Strategic Plan 2018 - 2038

- 2.1 Design our City so that it is usable by people of all ages and abilities;
- 2.2 Improve public transport to and from Parramatta CBD, our local centres, neighbourhoods and the Greater Sydney region; and
- 2.3 Make our City more enjoyable and safe for walking and cycling.
- Goal 4: Welcoming – We celebrate culture and diversity – past, present and future;
 - 4.1 Acknowledge the Darug peoples as the traditional custodians of this land and make Parramatta a leading City of Reconciliation;
 - 4.2 Promote the growth of arts and culture and champion the role that culture plays in city-building;
 - 4.3 Respect, protect and celebrate our shared living histories of Parramatta and embrace our heritage; and
 - 4.4 Recognise that Parramatta has always been a gathering place and our diversity is our strength.
- Goal 5: Thriving – We benefit from having a thriving CBD and local centres;
 - 5.1 Accelerate local jobs growth and support people in finding employment;
 - 5.2 Attract public and private investment to our City and support the growth and prosperity of local business;
 - 5.3 Plan and deliver a vibrant, safe and attractive CBD and local centres; and
 - 5.4 Ensure major centres have a thriving day and night-time economy.
- Goal 6: Innovative – We collaborate and champion new ideas to create a better future;
 - 6.1 Engage in strategic planning and implement innovative solutions to manage the growth of our City;
 - 6.2 Support collaboration and partnerships to deliver key outcomes for our City;
 - 6.3 Embrace technology, creativity and innovation to solve complex problems and improve our City;
 - 6.4 Attract leading research, education and training facilities to Parramatta; and
 - 6.5 Manage the City's assets and financial resources in a responsible manner and provide the best possible resources to the community.

Cricket NSW Strategy

Cricket NSW

Purpose & vision

Purpose: *To inspire everyone to love cricket.*
 Vision: *Australia's favourite sport, a sport for all Australians.*

Key actions

The following goals as outlined by Cricket NSW are:

- *We will be the leading sport for women and girls. This is CNSW's DNA and will continue;*
- *We will promote cricket to inspire love for the game. We must communicate to win;*
- *We will use technology to deliver great experiences for fans, participants and volunteers; and*
- *We will maximise long-term sustainable revenue to drive investment in the game.*

The following will support the above-mentioned goals:

- *Delivering the facilities needed at all levels;*
- *Leading, serving and uniting the NSW cricket community;*
- *Attracting and development great people;*
- *Using the World T20 in 2020 as a springboard for cricket before, during and after the event; and*
- *Living the SE's Excellence, Ethics, Energy, Engagement and Enjoyment.*

Cricket Australia Strategy	
Cricket Australia	
Purpose & vision	<p>Cricket Australia's vision:</p> <p><i>To be Australia's favourite sport, a sport for all Australian. Our purpose is to inspire everyone to love cricket.</i></p> <p>Cricket Australia's five-year strategy (2017-2022) provides direction for the sport around the country. The strategy applies to Cricket Australia and all eight state and territory cricket associations.</p>
Key actions	<p>The Strategy outlines the following goals relevant to the proposal:</p> <ul style="list-style-type: none"> • <i>Create the best participation experiences to grow junior cricket;</i> <ul style="list-style-type: none"> - <i>Play fun formats in quality facilities that excite and delight children at all levels;</i> - <i>Make every club a fun and safe place for children;</i> - <i>Grow the number of Australians who feel connected with and passionately support the Big Bash clubs and Australian teams;</i> • <i>Deliver the best high-performance systems for players;</i> <ul style="list-style-type: none"> - <i>Prepare adaptable, resilient and competitive male and female elite players and teams;</i> - <i>Transform into the best high-performance model in Australian sport, with ground breaking use of technology;</i> - <i>Entice and retain talented athletes at every level;</i> - <i>Innovatively develop and maximise the use of elite training and playing facilities across Australian Cricket, and prioritise player safety and wellbeing; and</i> • <i>Be the leading sport for women and girls.</i>

Community Cricket Facility Guidelines	
Cricket Australia	
Purpose & vision	<p>The purpose of the Community Cricket Facility Guidelines is to detail Cricket Australia's recommendations and preferred requirements and resources for the provision, improvement and enhancement of community cricket environments across Australia.</p> <p>The document aims to align national cricket facility and infrastructure planning and development objectives with our government, community and industry partners. Additionally, the document aims to ensure an agreed, adopted and consistent approach to facility planning, design, development and management is achieved.</p>
Key actions	<p>The following project planning stages and recommended planning tasks are outlined below:</p> <ul style="list-style-type: none"> • <i>Stage 1 – Project Scoping</i> • <i>Stage 2 – Planning Feasibility</i> • <i>Stage 3 – Design and Budget</i> • <i>Stage 4 – Construction</i> • <i>Stage 5 – Management</i> <p>The proposed facility would provide an opportunity for an internationally ranked facility which would serve the following functions:</p> <ul style="list-style-type: none"> • <i>Facility Purpose - Host matches and engage fans of domestic and international training, matches, series and major events during the Australian cricket season and deliver a world class experience for cricketers, staff and fans;</i> • <i>Core Cricket Use – International, Domestic and State level fixtures, events and high-performance training; and</i> • <i>Other Compatible Uses – Squad and international training and camps, State/Territory Administration Headquarters.</i>

Greater Parramatta to Olympic Peninsula Vision	
Greater Sydney Commission (2016)	
Purpose & vision	<p>The Greater Sydney Commission's (GSC) vision for the Greater Parramatta and Olympic Peninsula area (a 4,000 Ha area stretching east-west from Strathfield to Westmead and north-south from Carlingford to Lidcombe) is to leverage the area's existing assets to realise the following 2036 vision:</p> <p><i>"GPOP will be Greater Sydney's true centre – the connected, unifying heart."</i> (p.6)</p> <p>The GPOP envisages four distinct quarters within GPOP (p.6):</p> <ul style="list-style-type: none"> • <i>Parramatta CBD and Westmead Health and Education Super Precinct;</i> • <i>Next Generation Living from Camellia to Carlingford;</i> • <i>Essential Urban Services, Advanced Technology and Knowledge Sectors in Camellia, Rydalmere, Silverwater and Auburn; and</i> • <i>Olympic Park Lifestyle Super Precinct.</i>
Key actions	<p>The Vision identifies the following key actions relevant to the proposed development:</p> <ul style="list-style-type: none"> • <i>Action 1: Sustain strong investment momentum in the principal economic anchors of Parramatta CBD- Westmead and Olympic Park;</i> • <i>Action 3: Cultivate a world-class education, research and enterprise eco-system across Parramatta CBD, Westmead, Rydalmere and Olympic Park;</i> • <i>Action 4: Activate world-class sports, entertainment, cultural and arts destinations across Parramatta CBD, Rosehill and Olympic Park;</i> • <i>Action 6: Continue to evolve Olympic Park and surrounds into an inclusive place for active and green living, health and wellness; and</i> • <i>Action 11: Make Parramatta River a great living waterway and connector, where people enjoy walking, cycling and safe swimming.</i>
Draft Social Infrastructure Strategy	
Parramatta City Council 2017	
Purpose & vision	<p>The draft Social Infrastructure Strategy outlines the City of Parramatta Council's long-term direction for social infrastructure provision. The Strategy identifies and assesses existing social infrastructure provision in City of Parramatta Local Government Area (LGA). It identifies contemporary challenges for the quality of social infrastructure and the opportunities in the Parramatta LGA's 13 high growth areas.</p>
Key actions	<p>Indoor Recreation Facilities</p> <ul style="list-style-type: none"> • <i>Work with strategic partners and the community to realise a large indoor recreation facility containing a minimum three to four multi-use courts within the Parramatta CBD;</i> • <i>Opportunities for co-location with a new aquatics offering should be investigated;</i> • <i>Continue to support neighbourhood level indoor recreation facility provision through the YMCA Epping;</i> • <i>Seek to deliver new neighbourhood indoor recreation facilities within high growth urban renewal areas;</i> • <i>Seek opportunities to advocate for and facilitate the delivery of new indoor recreation facility options for the community using non-traditional sites (e.g. within corporate or residential buildings, within or on car parks); and</i> • <i>Seek opportunities to extend access to indoor recreation facilities for community use through shared use of assets at schools, universities, churches and community organisations throughout City of Parramatta. (p. 135).</i> <p>Sports Fields</p> <ul style="list-style-type: none"> • <i>Increase the utilisation and hours of use of Council's existing sports fields through a review of options; and</i> • <i>Increase sports field provision for community use. (p.162).</i>

Draft Social Infrastructure Strategy	
	<p>Parks and Outdoor Recreation</p> <ul style="list-style-type: none"> • Seek no net loss of the current park and outdoor recreation space provision in City of Parramatta; • Increase the utilisation and hours of use of Council's existing parks and outdoor recreation facilities; • Increase usability and accessibility of natural areas through City of Parramatta for outdoor recreation whilst maintaining their natural values; and • Seek to increase provision of open space for parks and outdoor recreation facilities. (p. 179-180).

The Value of Community Sport Infrastructure Study	
Australian Sports Commission and KPMG 2018	
Purpose & vision	<p>The report is an investigation into the value of community sport infrastructure to Australia, including the value of economic, social and health benefits associated with such facilities. The study represents the shift in focus by exploring the value of community sport infrastructure.</p> <p>Overarching message and purpose of sport:</p> <p><i>Sport is synonymous with the Australian culture and psyche. As a nation we intuitively understand its benefits, whether that be in relation to the health and wellbeing benefits of participating in sport or the national pride from major sporting triumphs on the world stage.</i></p> <p>Community sport infrastructure is estimated to generate an annual value of more than \$16.2 billion to Australia, with \$6.3 billion worth of economic benefit, \$4.9 billion worth of health benefit and \$5.1 billion worth of social benefit. Specifically, the study has outlined, the \$5.1 billion worth of social benefit includes the increased human capital resulting from the social interactions that are facilitated by community sport infrastructure and the broader community benefits of providing green space.</p> <p>It has been acknowledged that the interrelationship between programming and infrastructure is critical in delivering social, health and economic benefits.</p>
Key actions	<p>The following opportunities have been identified for both the sector and the policy makers:</p> <ul style="list-style-type: none"> • For the sector, in a competitive funding environment, proponents of community sport infrastructure must be able to demonstrate that proposals will deliver to their communities more broadly than only to direct interest groups (whether that be sports clubs, state sporting organisations or other community groups); and • For policy makers, the contributions of governments in the provision of community sport infrastructure provides a wide range of benefits, bringing opportunity for further collaboration across governments and government departments to deliver value to their communities.

State Infrastructure Study	
Infrastructure NSW 2018	
Purpose & vision	<p>Over the next 40 years, significant structural changes in the state's population will create challenges and opportunities, with significant implications for the planning, delivery and operation of infrastructure.</p> <p>The Strategy sets out six overarching strategic directions to instil best practice approaches across NSW's infrastructure sectors. Additionally, the Strategy sets out the infrastructure needs and priorities for each of NSW's major geographic regions.</p> <p>Infrastructure NSW have formed 122 recommendations which identify investment and policy priorities that are achievable, affordable and which deliver the highest economic, employment and liveability benefits.</p> <p>The vision:</p> <p><i>The right infrastructure, in the right places, that is well managed and put to good use, boosting productivity, global competitiveness and improving the quality of people's lives.</i></p>

State Infrastructure Study

Key actions

The following recommendations have been made in relation to sport:

- *Recommendation 117: Infrastructure NSW recommends that by mid2018, the Office of Sport complete a Sport Infrastructure Strategy, a whole-of-sector, evidence-based investment framework and management plan. (Policy: 0-5 years);*
- *Recommendation 118: Infrastructure NSW recommends that the Office of Sport;*
 - *deliver, with local government, sports and other private partners, regional and metropolitan district sports infrastructure programs. (Planning: 0-5 years; Investment: 0-10 years).*

Economic Development Plan 2017 - 2021

City of Parramatta 2017

Purpose & vision

The purpose of City of Parramatta's *Economic Development Plan* is to increase the number of jobs in the Parramatta LGA. The Plan aims to address the challenges and leverage the opportunities for economic development in Parramatta to achieve the area's economic ambitions. The Plan also includes a range of guiding principles, including:

- Employment growth is key;
- Creating great places;
- Inclusive growth for all;
- Working in partnership; and
- Evidence-led and outcomes focused programs. (p.25)

The key components of the Plans vision are four major opportunities:

- Parramatta CBD and Westmead Health and Education Super Precinct;
- Next Generation Living from Camellia to Carlingford;
- Essential urban services, advanced technology and knowledge sectors in Camellia, Rydalmere, Silverwater and Auburn; and
- Olympic Park Lifestyle Super Precinct.