



Attachment 4b to Item 10.2.1

Western Parkland Council
Delivery Program

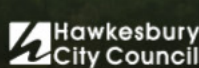
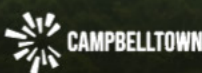
Date of meeting: 28 May 2024
Location: Council Chambers
Time: 6:30pm



WESTERN PARKLAND COUNCILS

DELIVERY PROGRAM
———— 2022-24

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MESSAGE FROM THE MAYORS

This year marks **four years** since the City Deal was signed in March 2018 between the eight Councils of the **Western Parkland City** and the Australian and New South Wales Governments and **three years** since the Councils committed formally to working collaboratively for our region through the formation of the **Western Parkland Councils**.

During that time, many strategic regional priorities have been identified and progressed, opportunities for inter-governmental collaboration have been explored and a clear advocacy agenda has been developed. A strong and healthy relationship between the eight local government partners has been fostered and a mutual respect and understanding continues to be solidly in place.

This past year has continued to see our region confronted by significant challenges. We first had the bushfires, then the floods, and then the impact of COVID 19 with its long and severe lockdowns that led to jobs losses, financial pressures, health insecurities, and sadly, the loss of loved ones. The ongoing impacts of so many ordeals within a relatively short period of time has taken a significant mental toll on many in our communities and challenged us as leaders to support their resilience. Despite this, there is much to be grateful for.

We are proud of how our communities have come together to help each other, support each other and start rebuilding. We are also proud of and grateful to all our amazing staff who have worked hard to minimise disruption of services to the community despite the restrictions and resourcing issues. It is said that when the going gets tough, the tough get going and that is truly what the communities of the **Western Parkland Councils** have done. They have shown they are tough, resilient and willing to work hard and contribute to this region.

As Mayors, we consider it an honour and a privilege to be elected to serve these communities. We have made great progress, with many exciting local projects also on the horizon such as state of the art sporting facilities, town centre improvements and recreational facilities just to name a few.

We are keen to raise the profile of our metropolitan centres and enhance what already makes our region a great place to live. We are committed to seizing the economic opportunities that the new **Western Sydney Airport** and the development of Bradfield will bring, including the creation of more **local jobs** for our residents.

Our aim is also to make the **Western Parkland City** an even better place to live, play and raise a family by increasing the number and quality of parks, gardens and public spaces, continuing to maintain our footpaths and roads and ensuring they are high quality, strengthening our appeal as a tourist destination and protecting our environment.

We will continue to leverage off the **City Deal** and the **tri-level government** partnerships to ensure the **Western Parkland City** receives the infrastructure and services it requires to successfully manage the growth that is occurring while still being able to maintain the unique character of our cities, towns, centres and villages, rural and scenic beauty of our landscapes and a sustainable environment.

This Delivery Program sets out the activities we will pursue as a collective to achieve outcomes for our communities.



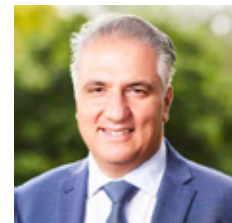
Cr Mark Greenhill OAM
Mayor | Blue Mountains City Council



Cr Therese Fedeli
Mayor | Camden Council



George Greiss
Mayor | Campbelltown City Council



Frank Carbone
Mayor | Fairfield City Council



Patrick Conolly
Mayor | Hawkesbury City Council



Ned Mannoun
Mayor | Liverpool City Council



Tricia Hitchen
Mayor | Penrith City Council



Matt Gould
Mayor | Wollondilly Shire City Council

Acknowledgement

The Western Parkland Councils acknowledge the traditional owners of the lands that include this region: the Darkinjung, Dharawal, Dharug and Gundungurra peoples, and the living culture of the traditional custodians of these lands.

We also respectfully recognise that the traditional owners have occupied and cared for this Country over countless generations, and celebrate their continuing contribution to the life of this region.

OUR VISION

WORKING TOGETHER TO DELIVER BETTER OUTCOMES FOR OUR COMMUNITIES AND THE WESTERN PARKLAND REGION.

The Western Parkland Councils is an alliance of the eight local governments that entered into a partnership with the Australian and New South Wales Governments in 2018 to deliver the 20 year Western Sydney City Deal; namely Blue Mountains, Camden, Campbelltown, Fairfield, Hawkesbury, Liverpool, Penrith and Wollondilly. A Deed of Agreement was then endorsed at the Mayoral Forum in November 2019 in which the Councils reconfirmed their commitment to working collaboratively for the region through the formation of the Western Parkland Councils.



The following values underpin the Western Parkland Councils alliance and our shared vision for how the councils will work together:

UNITED

We are one partnership with many goals. We take individual and collective responsibility for achieving shared objectives

CLEVER

We strive for excellence, embrace change and find clever ways to make sure our region will thrive and flourish in a sustainable and enduring way

COMMUNITY MINDED

We hold conversations, build relationships and act in the best interests of our eight communities—they are at the heart of all we do

FAIR

We work together across all eight Council areas to achieve shared successes that will benefit our communities equitably

RESPECTFUL

We commit to a partnership that acknowledges and respects the opinions, needs and perspectives of each Member Council, regardless of size or status

TRUSTED

We are open, honest and straightforward with each other and our communities and lead by example

The Western Parkland City is one of the fastest growing areas of Australia –
a thriving region of diverse communities, economic opportunity and environmental wonders that links Greater Sydney to the rest of New South Wales.

ABOUT THE REGION

The Western Parkland City is one of the fastest growing areas of Australia – a thriving region of diverse communities, economic opportunity and environmental wonders.

The region's large tracts of bushland, scenic hills, floodplains, gorges, rivers and waterways weave through urban neighbourhoods, farmland, rural towns and villages. The area is framed by enviable World Heritage-listed landscapes and intersected by the Hawkesbury-Nepean and Georges Rivers and South Creek.

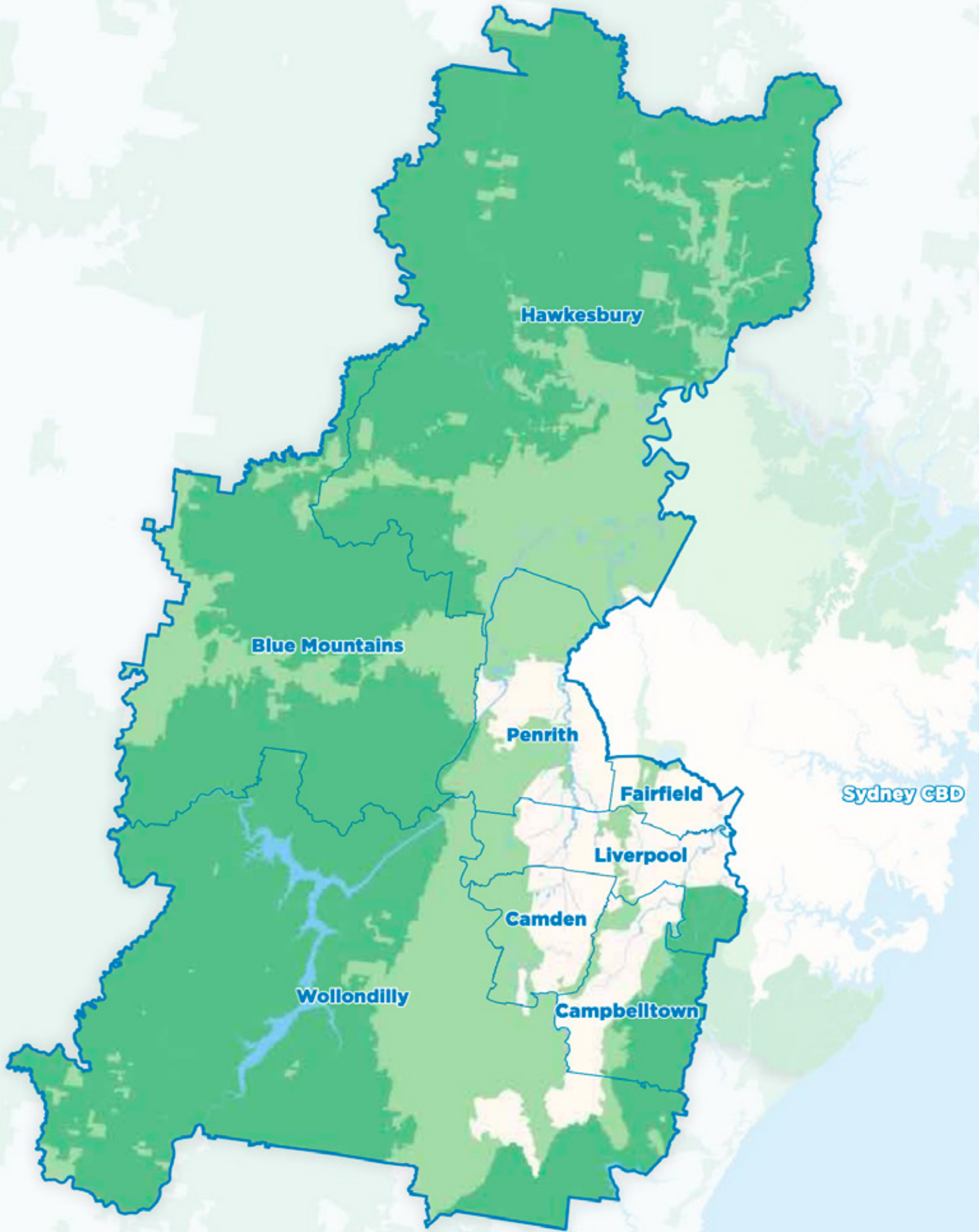
This is a region where town and country meet, from the peri-urban lands that continue to feed Greater Sydney to established, flourishing centres that offer a mix of jobs, educational opportunities and places to socialise. The diverse history and landscape of this area supports a polycentric region with places of unique heritage and character and new suburbs and centres continuing to emerge in response to rapid growth.

People and businesses benefit from a diverse economy powered by health, education and retail sectors, hospitality and industrial activities including advanced manufacturing, trade and logistics, tourism and mineral resources.

Governments at all levels have recognised the importance of the Western Parkland City to the economic future of Australia, with investment in key infrastructure worth more than \$20 billion committed and major transport, health and education projects currently underway.



WESTERN PARKLAND CITY

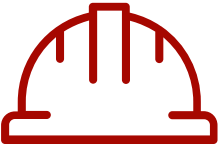







DELIVERY PROGRAM

This Delivery Program has been compiled in consultation with the Lead Officers and General Managers of all eight Western Parkland Councils and is designed to encompass the objectives and overall strategic intents of each. It draws upon the Western Parkland Councils 2020-21 Delivery Program, the Western Parkland Councils Joint Action Plan, the Western Sydney Planning Partnership Strategic Work Plan and Western Sydney Health Alliance Strategic Plan. It also considers the commitments of the Western Sydney City Deal, the Western City District Plan and other important regional initiatives. This Delivery Program outlines the key actions the Western Parkland Councils will work on together between 2022 and 2024 in the realisation of our vision for the region.

The Delivery Program is presented using the four themes identified in the framework for the Western City District Plan.

 Infrastructure & Collaboration	 Liveability	 Productivity	 Sustainability
<p>A city supported by infrastructure Infrastructure supporting new developments</p> <p>A collaborative city Working together to grow a greater Sydney</p>	<p>A city for people Celebrating diversity and putting people at the heart of planning</p> <p>Housing the city Giving people housing choices</p> <p>City of great places Designing places for people</p>	<p>A well connected city Developing a more accessible and walkable city</p> <p>Jobs and skills for the city Creating the conditions for a stronger economy</p>	<p>A city in its andscape Valuing green spaces and landscapes</p> <p>An efficient city Using resources wisely</p> <p>A resilient city Adapting to a changing world</p>

Complimentary to the actions outlined in this Delivery Program, the Western Parkland Councils will continue to support the governance arrangements for the Western Sydney City Deal through the Delivery Office as well as the operations of both the **Western Sydney Planning Partnership** and **Western Sydney Health Alliance**.

MONITORING PERFORMANCE

Given the complexity of the Western Parkland City environment and the various changes in approach necessitated by urban and natural hazards, changing political environments and shifts in economic realities and social trends, regular monitoring and reviews are essential. By so doing, we can ensure this document remains pertinent and our activities logical and appropriately designed to meet our strategic objectives. We will also seek opportunities to augment the proposed actions when additional funding can be secured for innovative sector or industry-specific projects and/or new beneficial partnerships can be established that allow for further regional initiatives, such as with the various Regional Organisations of Councils, Resilient Sydney or community groups.

The Western Parkland Councils will monitor and report annually on the implementation of the activities and projects outlined in this Delivery Program. In addition, we will monitor the performance measures being tracked by the Western Parkland City Authority in its reporting on the Western Sydney City Deal Commitments, which encompass:

- **Realising the 30 minute City by delivering public transport for the Western Parkland City**
- **Creating 200,000 jobs by supercharging the Western Parkland City**
- **Skilling our residents in the region and initiating new education opportunities**
- **Respecting and building on local character, enhancing liveability and improving the quality of the local environment**
- **Innovative approaches to planning and delivery of housing**
- **Getting on with delivering the Western Parkland City through enduring tri-level governance.**

In addition we will monitor the review of the District Plan due for completion by the Greater Cities Commission (formerly Greater Sydney Commission) and the four key measures that they track progress against, namely:

- **Jobs, education and housing**
- **30 minute City**
- **Walkable places**
- **Addressing urban heat**

Lastly the Western Parkland Councils has been integrally involved in the three year review of the Western Sydney City Deal and as such, will oversee the implementation of its recommendations, many of which are designed to 'refresh' the City Deal and make it more effective and applicable to the current environment.



INFRASTRUCTURE & COLLABORATION



Given the pace and volume of growth within the Western Parkland City, ensuring that we build the infrastructure our communities need in the right places at the right time is absolutely critical. This requires not only good planning and due consideration of both current and future needs but comprehensive collaboration between all three levels of government, industry and the community. By identifying place-based infrastructure priorities, we should be able to better align growth with infrastructure and both maximise the use of existing infrastructure while understanding the relative costs and benefits of new developments.

While we understood and supported the Airport and Aerotropolis being the original focus for the PICs and acknowledge the expansion to include the Leppington corridor, there is still so much of the Western Parkland City that requires the same attention. In particular, we believe the next stage of work should be focused on developing the evidence base for coordinated infrastructure and housing planning for the Macarthur region and the southern part of the South-North Rail. It is important to remember that the realisation of the entire South-North rail line, from Schofields to Macarthur (and east to Leppington) was and is the centrepiece of the City Deal and the 'non-negotiable' project put forward by all eight Councils as a group.

One of our core priorities is to enhance the connectivity of our region and improve all key transport links, which includes rapid bus services, road and motorway networks and active transport. This will improve the liveability of the region for residents by providing easy access to jobs, and supporting the growth of local industries so that all our communities can benefit from the developments taking place.

Digital connectivity is also crucial and as the COVID 19 lockdowns showed us, becoming an essential daily tool for work, study, play and health. We will continue to advocate for an inclusive, digitally capable region with fast, reliable and affordable digital connectivity. We remain committed to working in partnership with the relevant NSW State and Federal Government agencies to provide strong leadership and the local government view in representing our communities' needs. We will continue to promote the region's requirements and to advocate for appropriate investment in critical infrastructure, as and when it is required.





● CURRENTLY FULLY RESOURCED

○ NOT CURRENTLY FULLY RESOURCED (ie requires additional funding from partners)

22/23

23/24

PRINCIPLE

ACTIONS

Blueprint/EDR	Work collaboratively with WPCA to finalise the Blueprint and Economic Development Roadmap	●	—
3 Year Review	Work collaboratively with WPCA and the Federal Government to finalise the 3-year review and launch the report publicly.	●	—
	Undertake the implementation of the agreed recommendations	●	●
Planning	Support the review of the City and District Plans with the WSPP & GCC	●	●
	Participate in the design and implementation of 5G infrastructure trials	○	○
	Contribute to the detailed co-design of rapid bus services for WPC communities including routes to and from Campbelltown, Liverpool, Penrith and through Fairfield	○	○
30 Minute City	Push for a commitment to a roads package that supports passenger and freight movement and enables a 30-minute city.	●	●
Smart City	Work closely with the Smart Places team to implement the Digital Action Plan, and identify and implement WPC-wide initiatives that incorporate digital solutions into future infrastructure planning	●	●
	Work with the WSPP on smart infrastructure specifications and (green) street infrastructure strategies	●	●
Vibrant City Centres	Drive initiatives to activate our strategic centres and develop world class metropolitan centres enhanced by Bradfield	●	●
Advocacy	Implement the WPC Advocacy Strategy, including the development and building awareness of Key Messages	●	●
	Continually advocate for the delivery of the Sydney Metro – Western Sydney Airport South-North Rail Link and the South West Rail Link Extension	●	●
	Advocate for a commitment to connect all strategic centres in the Western Parkland City to the airport and metropolitan cities via rail	●	●

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PRINCIPLE

ACTIONS

Advocacy	Advocate for the finalisation of all freight corridors to the new intermodal (rail/road)	●	●
	Advocate for an integrated transport approach, which includes the Outer Sydney Orbital Project, corridor gazettal, Strategic Business Case development and so on	●	●
	Social Media Strategy and Marketing Campaign	●	●
	Distribution of a regular newsletter	●	●
	Run inaugural annual Western Parkland Councils conference	●	●
	Participate in the various Committees and groups related to the development of the Aerotropolis so as to be able to advocate for Councils and ensure that State and Federal Governments are aware of and able to leverage existing strengths and capabilities within the broader Western Parkland City	●	●
Relationship Building	Build relationships with State and Federal Government representatives/ Departments and ongoing commitment to tri-level governance to achieve shared goals. Consider further Relationship Agreements	●	●
	Work with the various ROCs on Circular Economy and Waste strategies	●	●
	Build relationships and alliances with relevant non-government organisations such as universities, business chambers, community organisations and so on	●	●
	Find new ways for three levels of Government to work together and 'fail forward' including exploration of innovative funding models	●	●

LIVEABILITY



Our vision for the Western Parkland City is that it is an appealing and eminently liveable city. One that offers its residents the amenities, built and natural environments, social stability and equity, educational opportunity, diversity of affordable housing, access to good, local jobs and cultural, entertainment and recreation opportunities that allow a high quality of life. To achieve this, we need to ensure we have the infrastructure and services in place to meet people's needs both now and in the future, both creating and renewing great public places, centres and open spaces.

We are already blessed to enjoy World Heritage listed bushland, historic and picturesque towns and villages, a network of beautiful rivers, peaceful rural vistas, and multicultural hubs bursting with diverse cultural experiences and areas rich in Aboriginal history. We can offer it all - suburban and rural lifestyles with city benefits.

However, the needs of our communities are diverse. We know that we can expect significant population growth over the next 20 years and that while couples with children are likely to remain the dominant household type, our populations are aging and the number of single person households is growing. Some of our communities will begin again (as restrictions due to COVID 19 ease) to welcome large numbers of migrants and refugees, placing additional pressure on services.

We also know that we need a greater range of and more affordable housing choices for our residents and we need to tackle the growing challenges of extreme weather events such as floods and bushfires as well as urban heat. We also need to ensure that we consider, plan and provide for the changing needs of our communities as they age and our demographics shift, by providing the schools, playgrounds, sports fields, libraries, community centres, aged care and health care facilities they need.



LIVEABILITY PROGRAM

Jointly funded by the three levels of government, the Western Parkland City Liveability Program has been responsible for providing vital community infrastructure such as parks, sporting facilities, playgrounds, water parks, rejuvenated town centres and art and cultural event spaces. To date, 12 projects have been completed with 16 left to complete this year and next. These projects not only contribute to the liveability of the Western Parkland City through improved facilities, they also have created new jobs and acted to stimulate the local economies.



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PRINCIPLE	ACTIONS		
Housing Diversity/ Affordability	Support Councils to continue to work with the State Government through the Planning Partnership in the development and implementation of a regional affordable housing strategy	●	○
Digital Equity and Inclusion	Establish a Digital Equity and Inclusion Office to research, collate data and develop case studies of the deepest pockets of digital inequity within the Western Parkland City	●	○
Liveability	Work with Councils to pursue capital work projects funded under the Liveability Program	●	●
Active Transport	Identify and deliver active regional transport connections	○	○
Resilience	Document and share best practice case studies regarding responses to drought, bushfires, flooding and the COVID 19 pandemic to inform improved emergency management and business continuity and plans	○	○
	Finalise Increasing Resilience to Climate Change report, and raise awareness and undertake implementation of its recommendations	●	○
Health and Wellbeing	Determine WSHA's future strategic work plan in consultation with Councils and other stakeholders	●	—
	Drive the creation of a world class health and education network throughout the Western Parklands City	○	○
Advocacy	Advocacy Advocate for the health and well-being of the communities of the Western Parkland City	●	●



PRODUCTIVITY



Within the economic powerhouse of a State that is New South Wales, the Western Parkland City is an area experiencing unprecedented growth. Our population is predicted to grow at a rate of 2.4% a year, bringing the population up to 1.7 million people by 2036; representing 25% of NSW's population growth over this period. Major Government investment is being made with a new 24 hour international airport taking shape and a 22nd century city being built from the ground up next door in Bradfield (Aerotropolis).

Across the 3 metropolitan centres of Liverpool, Penrith and Campbelltown, as well as strategic centres throughout the City, we already have a range of businesses as well as significant and diverse industrial precincts, which offer value add opportunities and supply chain connections. We need to build on these while also looking strategically to exploit the opportunities being offered by the airport, such as food export and agribusiness opportunities and freight and logistics links. We also need to be proactive about ensuring we link existing industry strengths into the various precincts being developed within the Aerotropolis such as defense, education and health and advanced manufacturing so that it can be a catalyst for economic growth.

We will continue to focus on how to activate our strategic centres to improve amenity and liveability but also access for our residents to local jobs. We will also work harder to promote the amazing opportunities that exist now as well as those to come in terms of investment.

We plan to identify industry clusters and build on our existing capabilities as well as implementing strategies to foster innovation and build globally competitive capabilities such as our health and education sector.

A key aspect of productivity is having the appropriate tools, systems and equipment in place so we will continue to work closely with key NSW State and Federal Government partners as well as industry and community organisation stakeholders to ensure the Western Parkland City is a Smart City.

While not listed as an action within this section, it should be noted that ensuring the transport connectivity networks are in place to ensure our workers and residents are able to access the airport and Aerotropolis easily is absolutely fundamental, and hence remains a high priority.

30 - MINUTE CITY

As part of our drive towards realising highly liveable strategic centres, we remain focused on implementing a 30 minute city, while daring to dream of a 15 minute one! What does this mean?

It means that when making decisions regarding where transport options, housing, jobs, educational facilities, health care facilities and amenities are located, we do so with the overarching strategy of ensuring it will provide efficient and easy access, within 30 minutes, for our communities. We want people to be able to go to their job or go to school, enjoy an evening out or utilise essential professional services without having to travel further than 30 minutes. COVID19 and the shift to online working models has both heightened this need and helped to bolster support to move in this direction.

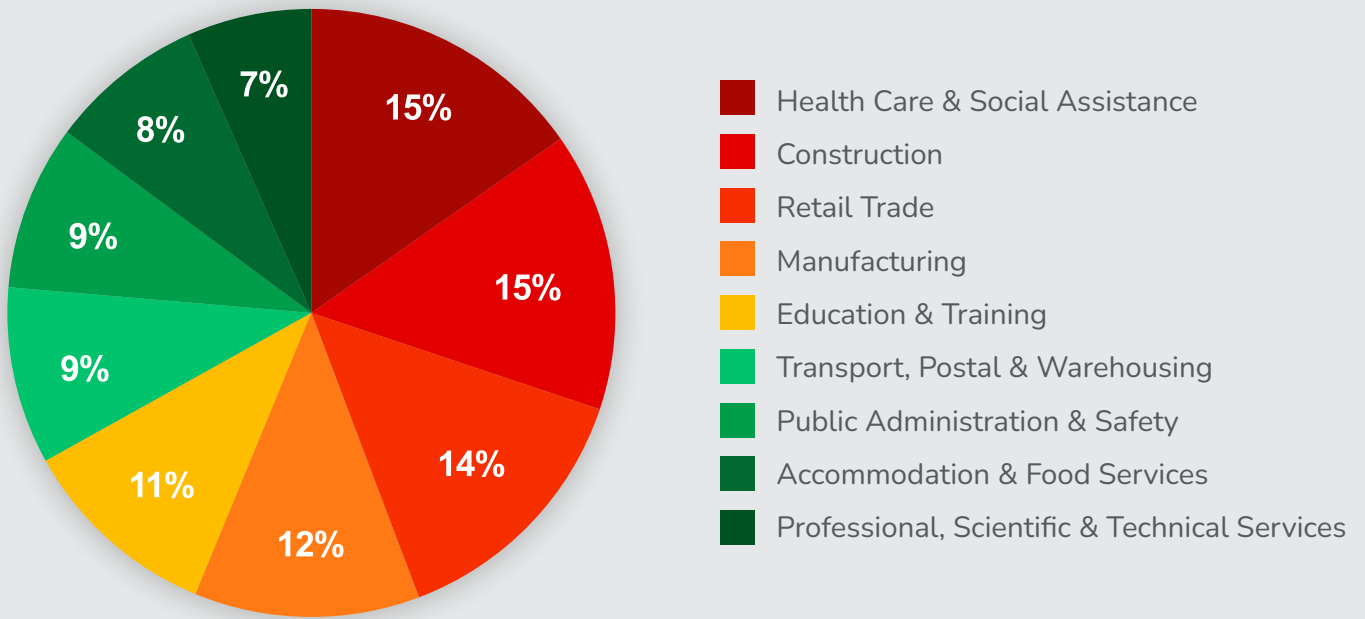


EMERGING INDUSTRY OPPORTUNITIES

1. With the opening of a 24 hour 7 day a week international airport that will sit near major road networks, intermodals and the planned Western Sydney Freight Line, significant opportunities exist for the already large **Freight and Logistics** sector to expand.
2. The easy access to national and international markets this sector will in turn provide to the **Agribusiness** sector will also drive growth in this industry. We are blessed to have in our region leading research institutions such as the Elizabeth Macarthur Agricultural Institute, the Australian Botanic Gardens (and recently opened Herbarium), University of Sydney's Agricultural Institute and Western Sydney University's College of Agricultural, Human and Natural Resource Sciences to provide thought leadership and drive the implementation of innovative agricultural production methods.
3. With a predicted 10 million visitors per year from 2026 when the airport opens, a wonderful opportunity to leverage our existing World Heritage listed eco-tourism assets, adventure facilities, arts and cultural experiences, creative industry events and agri-tourism offerings exists, which should see our **Visitor Economy** grow fast.
4. We are hugely proud of the beauty of our rural and scenic vistas and are determined not to lose them. As a result, we are equally driven to focus on implementing measures and tools that will contribute to a **Circular Economy**, and allow a transition to an industrial ecology.



Industry Sector of Employment



Source: Profile ID: (Western Parkland Councils - Employed Persons 2016)



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22/23

23/24

PRINCIPLE	ACTIONS		
Investment Attraction	Develop and distribute a new Investment Prospectus for the Western Parkland City	●	—
	Collaborate with WSIAO to develop tangible actions to drive industry/business development	●	●
	Provide support to WSIAO and act as a concierge to help progress investment opportunities across the WPC	●	●
Economic Development	Work collaboratively with WPCA to finalise the EDR and conduct 'deep dives' into each targeted industry	●	○
	Collate information on Business Hubs in the region and create a 'landing page' on the Western Parkland Councils website linked to each.	●	—
	Work on opportunities to publicise and simultaneously broadcast business focused workshops across all the Business Hubs to leverage available resources and maximise value/impact	●	●
	Develop and implement a series of workshops designed to appeal to various industry segments so as to collect data on industry composition and identify key opportunities for growth	○	○
	Work with the Department of Enterprise, Investment and Trade to bring key stakeholders together to develop and implement initiatives focused on economic growth	●	○
	Develop a Western Parkland City Destination Management Plan linked to the region's history and iconic environment (blue-green grid) and employment and economic outcomes	○	○
	Proactively engage with the 24 hour Commissioner and other relevant Government agencies to improve conditions and opportunities to grow the night-time economy across the Western Parkland City	●	○
Post COVID 19 SME support	Create a 'one stop shop' of resources, tools, advice and support for SMEs to recover post COVID and build community resilience to plan, prepare and respond to shocks and stresses	○	○

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PRINCIPLE	ACTIONS		
Waste and Circular Economy	Conduct research to identify waste streams and gain a clear picture of waste outputs and inputs in the region	●	○
	Seek grant funding for the implementation of projects that focus on the reduction, reuse and/or recycling of waste streams to drive towards a circular economy	○	○
NETM Skills Development	Continue to work with WPCA on expanding the remit of the NETM to ensure it provides skills training throughout the region and to a variety of industries/businesses (both new and existing) and to various segments of the population	●	●
Local Jobs for Local People	Participate in Local Job Taskforces and share key intelligence so as to increase the number of local jobs	●	●
Smart City	Smart City Work with the Smart Places team in the identification of and implementation of Smart City initiatives to drive the ongoing implementation of the Digital Action Plan	●	●
	Drive the development of the Open Data portal with a focus on enabling economic, social and environmental outcomes	○	○
Surplus Government Land/ Serviced Employment Lands	Continue to drive initiatives to identify and facilitate projects that utilise surplus government land to drive jobs growth	○	○





SUSTAINABILITY



The Western Parkland City is blessed with an abundance of green open spaces and bushland and is criss-crossed by waterways including the Hawkesbury Nepean River, South Creek and the Georges River. In fact, around 63% of the Western Parkland City is protected natural areas including world heritage and nature reserves, drinking water catchments and cultural heritage areas. While we are lucky to have been so endowed by a rich natural environment, it is incumbent on us, as it is on the rest of the world, to adopt more sustainable practices. We must act now to preserve our ‘green and blue grid’ and protect the biodiverse ecosystems it represents by both optimising and protecting existing assets. We must become more efficient and innovative in the generation, use and re-use of energy, water and waste, and investigate ways to manage our water and tree canopies in

environmentally friendly ways that provide naturally cool oases in our urban landscapes.

As recent events such as the bushfires, droughts and floods have shown us, we must become more resilient and less vulnerable to the shocks and stresses of such natural and urban hazards. We can do this by working together to reduce the exposure of our communities to such challenges, drawing upon recent experiences and learning from each other to develop better management practices and increase resilience. We must also play an active role in identifying the steps, and encourage all stakeholders within government, industry and the community in the adoption on circular economy approach so as to achieve a low carbon and more sustainable future.

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PRINCIPLE	ACTIONS				
Circular Economy	Conduct research to identify waste streams and gain a clear picture of waste outputs and inputs in the region	●	○		
	Work with relevant stakeholders to build awareness of and proactively work towards adopting a Circular Economy policy	●	○		
Sustainability	Sustainability Work with relevant stakeholders to create and implement a comprehensive regional biodiversity strategy that protects and preserves our environmental assets and parkland character and biodiversity	○	○		
	Advocate for sustainable building developments	●	●		
Microfactory	Microfactory Pursue funding to set up UNSW’s Microfactory in the Western Parkland City	○	○		
Positive Perceptions of the Western Parkland City	Utilise social media and any available forums and channels to promote positive images of the Western Parkland City that encourage investment and fuel community pride, making it a “City of Choice”	●	●		

CONTACT

WESTERN PARKLAND COUNCILS

contact@wpcouncils.nsw.gov.au

www.wpcouncils.nsw.gov.au

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References

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July 2022