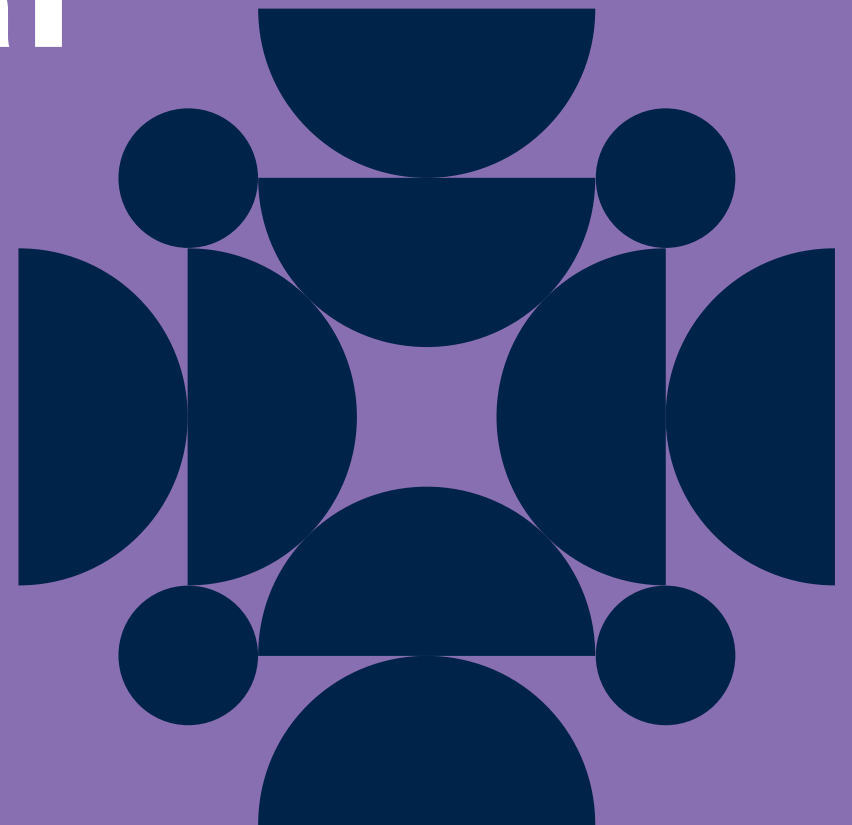



PARRAMATTA SQUARE

2023 ANNUAL REPORT

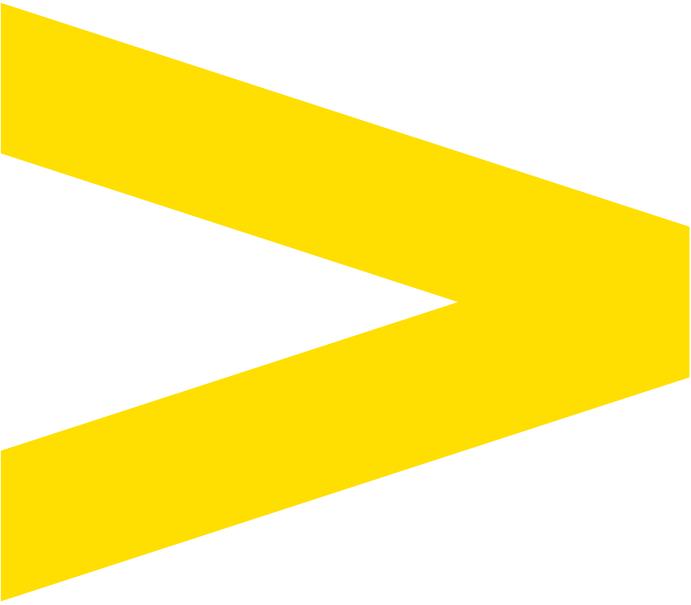


V 2.0  31 May 2024



PARRAMATTA





We respectfully acknowledge the Traditional Owners and custodians of the land and waters of Parramatta, the Dharug peoples.

*Nunanglanungdyu Barramada
gulbanga mawa naa Barramadaḡal
dharug ngurrawa badura Barramada
dharug yura*

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ABOUT PARRAMATTA SQUARE

Parramatta Square is Parramatta's most significant public space. With 6,000sqm of public domain, Parramatta Square is comparable in scale to Sydney CBD's Martin Place. It is situated in the heart of the city centre, adjacent to Parramatta's rail and bus interchange, the Light Rail line and the future Sydney Metro West station. Parramatta Square provides the city with a significant new public plaza that is also the seat of government for the City of Parramatta local government area. It has the capacity to cater for more than 24,000 commercial workers, and is a focal point for Parramatta's social, cultural and economic offerings.

Parramatta Square is framed by heritage buildings, landmark new commercial towers, Western Sydney University's vertical campus, and City of Parramatta's new commercial centre and civic, community and cultural hub, PHIVE, which houses the city's main library and features a Dharug keeping place. Integrated throughout the precinct is a diverse range of food and beverage options geared towards late-night activation and social gathering. Two major public artworks mark the eastern and western edges of the Square and numerous heritage interpretation works are distributed throughout the public domain to illuminate the site's rich history.

Parramatta Square always was, and always will be, a gathering place. A place for inspiration, discovery, and connection – the world's gateway to the fascinating mosaic that is Parramatta.



2023

A YEAR IN REVIEW

2023: THE SQUARE OPENS

2023 was a significant year in the history of Parramatta Square, as it represented the culmination of the 20+ year design and development journey of the precinct to transition to full operation. At the commencement of the year, less than 50% of the public domain was completed, with a high level of construction activity impacting pedestrian flow and user experience throughout the precinct.

In March 2023, many of the final stages of the public domain in front of PHIVE and towards St John's Cathedral opened to the public, providing a vital connection between Parramatta Square and Centenary Square. The second of the two major public artworks was unveiled in July. Fitouts of internal tenancies, particularly in the 55 storey 6 & 8PS were ongoing throughout the year, progressively increasing the precinct workforce throughout the year. The completion and opening of the refurbished historic Parramatta Town Hall in December 2023 represented the final missing piece of the puzzle in the precinct.

Major events held in Parramatta Square during 2023 included Lunar New Year, a Live Site for the FIFA Women's World Cup, Parramatta Lanes and the Christmas Program. The Square also supported the delivery of many community based events of various scales.

MANAGEMENT AND MEASUREMENT

The public domain of Parramatta Square is owned and managed by the City of Parramatta. The City of Parramatta has a formal Alliance with landowners and key tenants of Parramatta Square to facilitate coordination and delivery of initiatives that have shared value and to fulfill our shared mission for the Square. Alliance members include the City of Parramatta, Charter Hall, Walker Corporation, Western Sydney University, Sydney Water, AREF/JLL, National Australia Bank, MAAS and the NSW Department of Industry and Environment on behalf of the NSW Department of Customer Service.

The Parramatta Square Place Plan is the guiding document that aligns all stakeholders and sets the objectives for how the place will be managed and how the partners will work together. (See page 11)

In 2022, the City of Parramatta engaged Place Score to deliver a framework for measuring place performance and directing future investment in the activation and management of Parramatta Square. This commission includes Quarterly Reports as well as this Annual Report. Providing consistent, evidence based reporting and performance analysis, supports robust decision-making and stakeholder alignment. The Parramatta Square performance reporting is aligned with the Principles of the Place Plan, ensuring that we remain focussed on the strategic objectives of the Place Plan. 2023 was the first full year of data collection and therefore comparisons to previous years are not available.

This 2023 Annual Report extracts key findings from the four Quarterly Reports from the 2023 calendar year, and additional insights provided by the City of Parramatta, data partners Place Score, and Place Intelligence. Our primary objective is to provide a thorough review of the year's activity and to:

- Formulate strategic directions for the upcoming year by aligning Council initiatives and reviewing objectives associated with each Place Principle
- Enable the Council to contribute insights on transformative pathways and assess the cost-effectiveness of strategies in relation to their overall impact
- Illustrate quarterly trends, with a focus on tangible outcomes, to inform funding decisions and align recommendations with the Council's financial plan next year

2023: KEY METRICS

PRINCIPLE 1: PARRAMATTA SQUARE IS A PLACE...WHERE EVERYONE FEELS WELCOME: IT IS THE CITY'S OPEN DOOR.

VISITATION

7,594,647

Visits to the Precinct

4,391,490

Visitors to the
Precinct

84,452

Average weekly
visitors to the
Precinct

470,817

Visitors to the
public domain

9,054

Average weekly
visitors to the
public domain

PRINCIPLE 3: PARRAMATTA SQUARE IS A PLACE... WHERE PARRAMATTA'S STORY IS DYNAMICALLY REPRESENTED: OUR PAST, PRESENT AND OUR FUTURE.

EVENT OVERVIEW

484

Event days in the Square

2%

First Nation
Engagement

42%

Youth
Engagement

39%

CALD
Engagement

17%

Alliance Collaboration
Engagement

PRINCIPLE 2: PARRAMATTA SQUARE IS A PLACE... WHERE WE CONNECT, COLLABORATE, AND CELEBRATE: IT IS GLOBAL PARRAMATTA'S GATHERING PLACE AT THE HEART OF GREATER SYDNEY.

AVERAGE PLACE PERFORMANCE

PX81

14% higher than National Benchmark*

+58 HOURS

Retail operating
hours over the 2023
calendar year

NPS +22

With 34%
promoters

PX82

Most satisfied
age group:
Under 25s & 25-44s

PX78

Least satisfied
age group:
45-64s

PRINCIPLE 4: PARRAMATTA SQUARE IS A PLACE... WHERE THE PUBLIC IS PROUD OF THEIR DOMAIN: IT IS IMPECCABLY CLEAN, MAINTAINED AND FUNCTIONAL.

MANAGEMENT

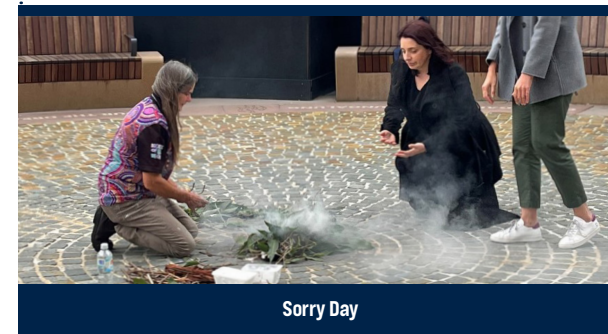
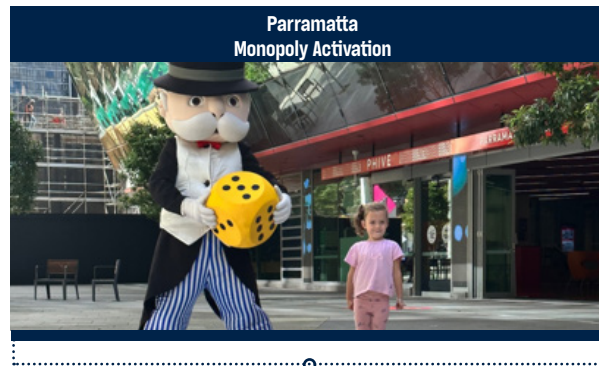
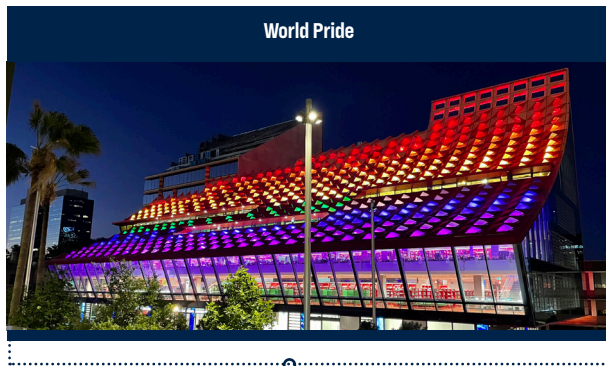
93%

Service requests received
were resolved on time

Notes

The Parramatta Square Precinct refers to the entire Square including all buildings and public space within the Precinct boundary. The Parramatta Square public domain refers to public spaces including all roads, public plazas, footpaths and laneways. All other definitions can be found in the glossary.

EVENT HIGHLIGHTS OF 2023

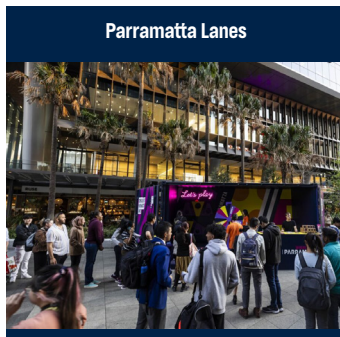




FIFA Women's World Cup Live Site



Sydney Science Festival



Parramatta Lanes



Final Push for Yes Public Assembly



Town Hall Civic Opening



Christmas Program



Fox Cricket / Kayo Sports - Summer of Cricket Launch

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER



Launch of public artwork 'Where Eels Lie Down'



FIFA Women's World Cup Live Site



PHIVE First Birthday Party



Voice to Parliament Learning Circle



Sydney Youth Orchestra Performance



Christmas Program



2023

PERFORMANCE REVIEW

PARRAMATTA SQUARE PLACE PLAN

The Parramatta Square Place Plan summarises historic strategic direction through the design and development of the precinct, and sets a vision, principles and objectives to guide decision making and the ongoing operation of the public domain. It provides a detailed place analysis to summarise what Parramatta Square is now, provides a Place Strategy for what the place needs to become in the future, as well as a Place Management Plan for how to get there. It summarises the key focus and actions of the Management Team in how to operate the public domain.

The Vision for Parramatta Square, as articulated in the Place Plan, is that:

“Parramatta Square always was, and always will be, a gathering place. A place for inspiration, discovery and connection - the world’s gateway to the fascinating mosaic that is Parramatta.”

There are four guiding principles for the operation of Parramatta Square that form the basis for data that is collected on a longitudinal basis to demonstrate whether the vision is being met. These principles are:

1. Parramatta Square is a place... Where everyone feels welcome: it is the City’s open door.
2. Parramatta Square is a place... Where we connect, collaborate, and celebrate: It is Global Parramatta’s Gathering Place at the heart of Greater Sydney.
3. Parramatta Square is a place... Where Parramatta’s story is dynamically represented: our past, our present and our future.
4. Parramatta Square is a place... Where the public is proud of their domain: it is impeccably clean, maintained and functional.

The focus of the Performance Review is these four principles which form the structure of the remainder of report.



PLACE PRINCIPLE 1

PARRAMATTA SQUARE IS A PLACE...

WHERE EVERYONE FEELS WELCOME: IT IS THE CITY'S OPEN DOOR.

This principle reflects the values of what a public space is and why it is important to our community. A public space such as Parramatta Square should be open and accessible to the general public, no matter who they are or where they have come from. Barriers preventing diverse groups from accessing the space should be removed by ensuring there are always things to do that are free of charge and representative of the diverse community of Parramatta.

SUCCESS INDICATORS:

- Parramatta Square attracts a diversity of users in terms of gender, age, ethnicity and social status
- Visitation to Parramatta Square is high across different times of the day and week
- Diverse user groups have a good experience in Parramatta Square and consider it to be a welcoming place

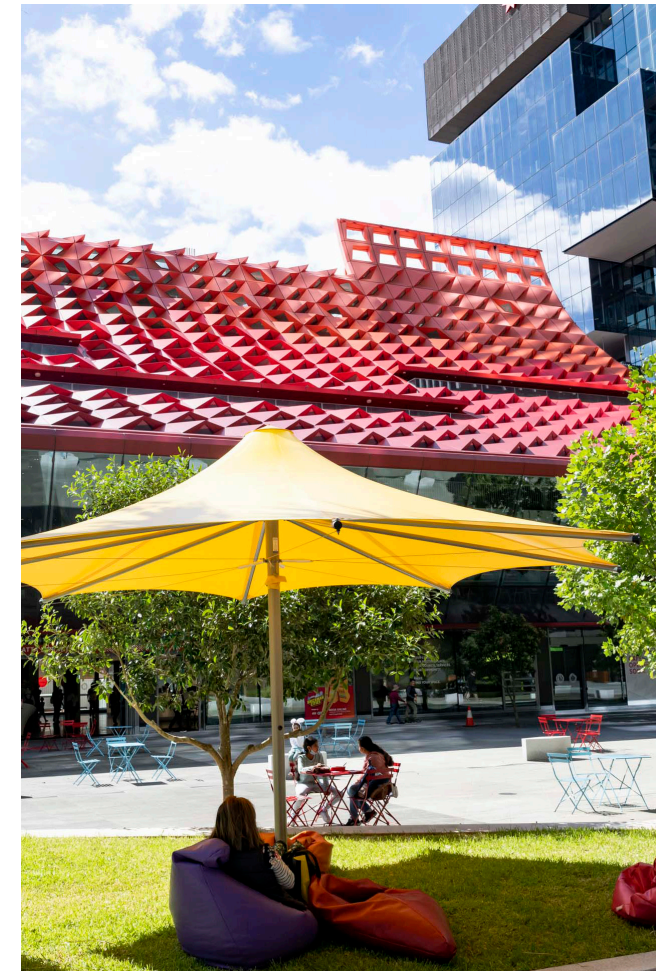
WHAT WE HAVE LEARNT:

In 2023, the data indicated that Parramatta Square was primarily a 'Monday to Friday' precinct that capitalises on the concentration of commercial workers. PHIVE positively contributed to attracting non-commercial workers and families, with many encouraged to stay and play in the public domain through the daily offering of movable chairs, tables and games such as chess and ping pong. Users primarily come from Parramatta Train Station and spill out into the Square, with the lack of cars and pedestrian dominance of the area making it a safe and welcoming place.

THE FOCUS MOVING FORWARD

Challenges relating to this principle include how Council chooses to regulate the space and its use. There may always be some actions of users that make the space less welcoming for others. This can be as diverse as the use of loudspeakers, antisocial behaviour or unregulated promotions such as leaflet distribution or other solicitation.

In 2024 the Management Team will continue to strike a balance between facilitating a safe and welcoming place for all users, from all backgrounds. This will include a consultation process to determine a position on whether the public domain will become a smoke-free area.



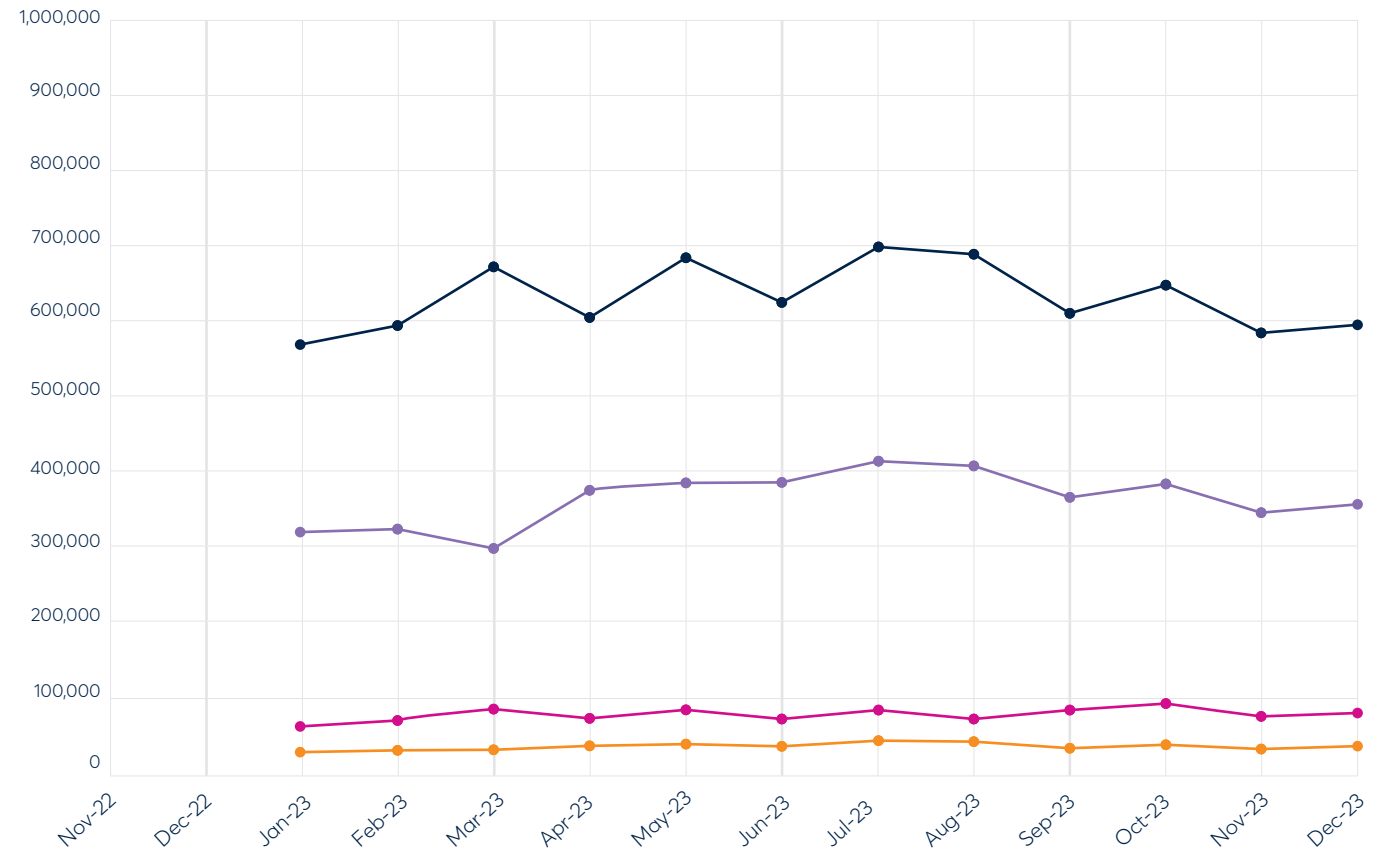
Community Ambiance in front of PHIVE. Image source: City of Parramatta

VISITATION

- In 2023, Parramatta Square had a substantial visitation of 7,594,647, averaging around 365,000 visitors monthly.
- Minor but consistent increases in number of visits and visitors were observed throughout the year in both the Precinct* and the public domain*
- Peak visitation occurred in July and August and mostly on weekdays over the year, aligning with a higher number of event days scheduled for this Quarter (refer to page 17)
- Surprisingly, Quarter 4 (April-June), with the fewest event days, also experienced a minor increase in visitation, highlighting the Square's characteristic of being an ongoing attraction for its visitors

ANNUAL TREND OF VISITS AND VISITORS

This chart captures the number of people in the Precinct (including all buildings and public space) and the public domain (public spaces including all roads, public plazas, footpaths and laneways)



Notes:

Data source - Place Intelligence. All definitions can be found in the glossary.

Legend

- Number of Visits (Precinct)
- Number of Visits (public domain)
- Number of Visitors (Precinct)
- Number of Visitors (public domain)

DWELL TIME

Parramatta Square is a dynamic location supporting both high levels of movement and high levels of dwell times.

The image (left) showcases the places of high movement across the square, including within buildings and in public spaces. This map highlights the areas that people move through by counting the number of users who spend less than 3 minutes in each cell.

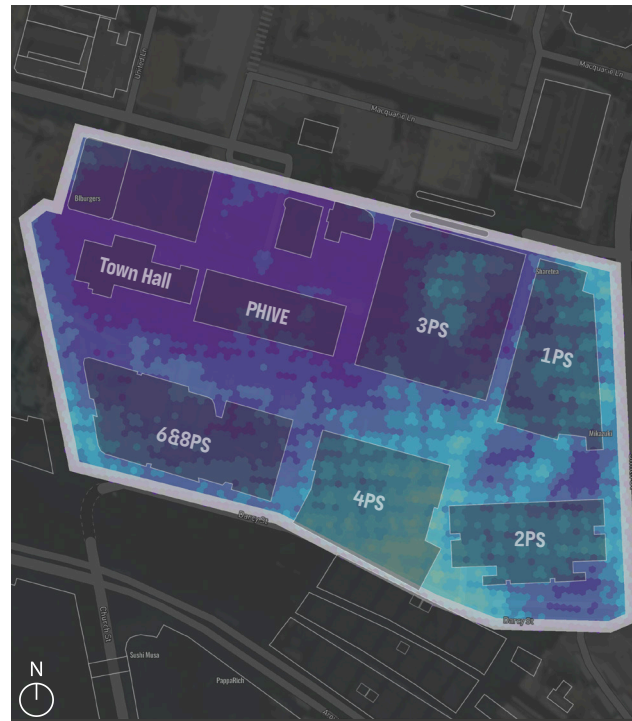
The image (right) shows the places where high dwell times, by counting the cells where the greatest number of people spend 31 minutes or more.

OPPORTUNITIES:

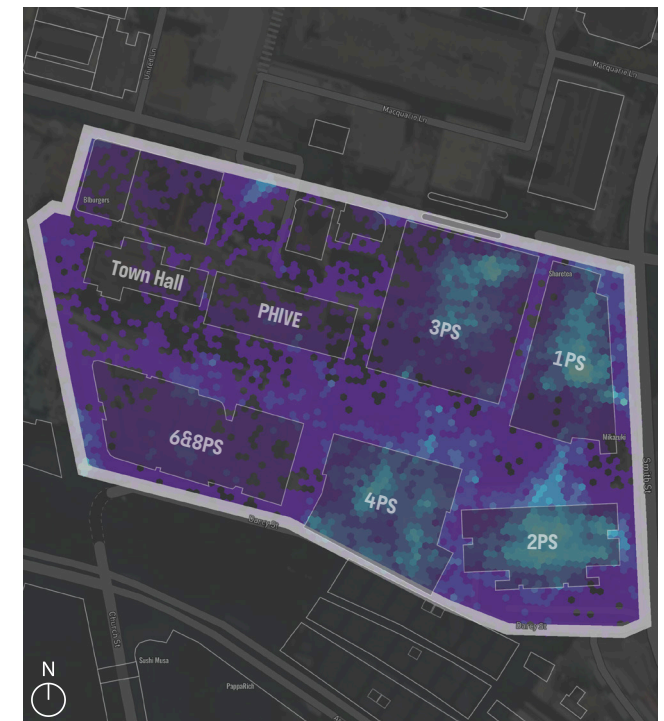
- **Commercial Opportunities:** Areas with high movement and high dwell times are spots that have the highest visibility and potential customer engagement.
- **Safety and Maintenance Priorities:** High traffic and dwell areas may require more frequent maintenance and servicing schedules. They could also be key focus points for safety measures, as higher concentrations of people might present more risks or require additional security measures.
- **Public Amenities:** Considering that some spots have high dwell times, the provision of public amenities like benches, shade, wifi, or information stands in these areas could enhance the experience of visitors.

INDEXING PATTERNS OF DWELL TIMES

Big data are used to reveal the most moved through and most dwell in locations.



Understanding where the greatest number of move based on the 3 minute or less time interval.



Identifying high dwell time areas based where the greatest number of people spend 31 minutes or more during a visit.

Notes: Data source & image source - Place Intelligence

Legend

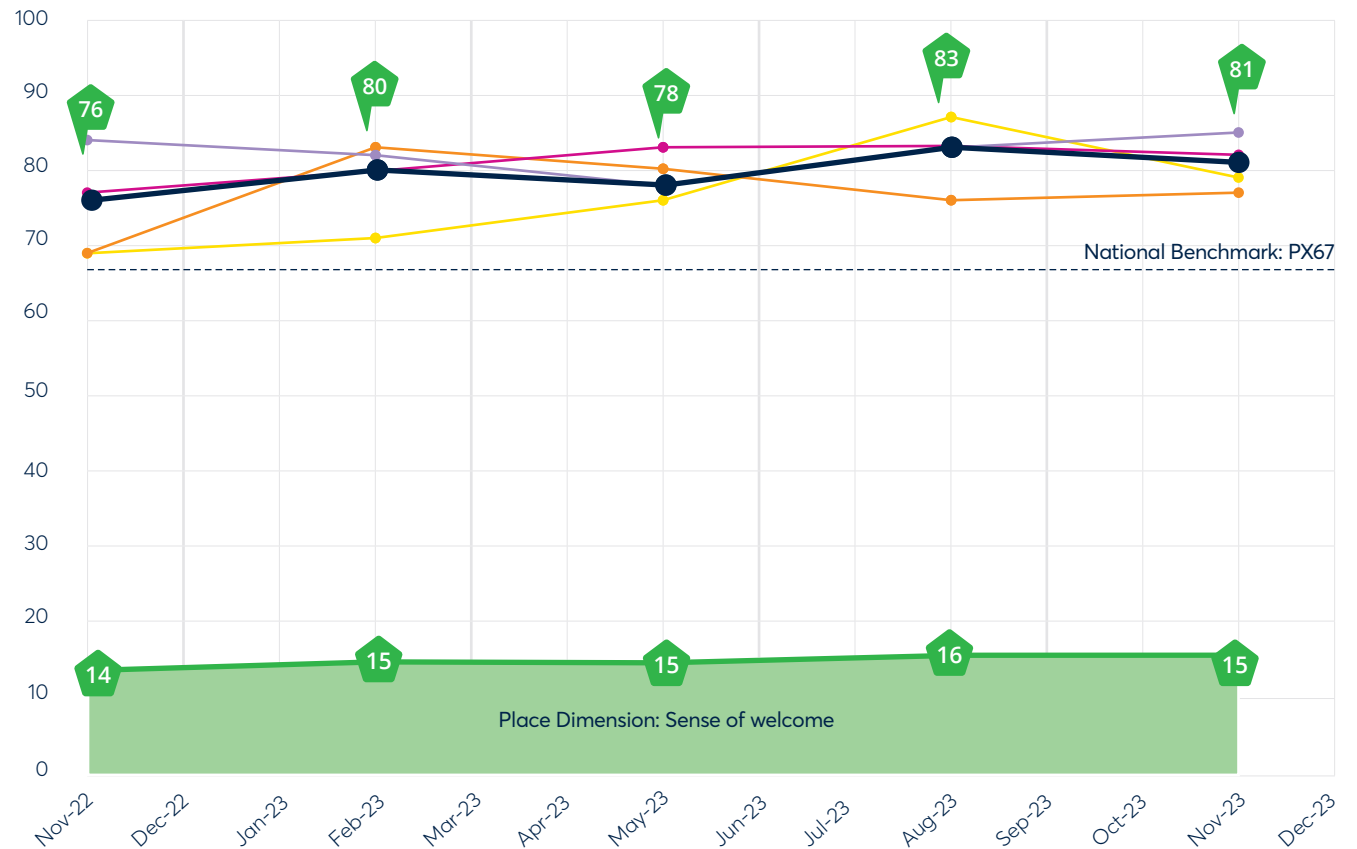


PLACE DIMENSION 'SENSE OF WELCOME'

- The users of the public spaces at Parramatta Square rate the overall experience positively
- The average annual place performance is PX81, 14% higher than the National Benchmark for main streets and plaza environments across the country
- The variations in PX scores across the year (PX76 to PX83) are minimal, reflecting a consistency in the experience offered to visitors
- The 10 place attributes included in the 'Sense of Welcome' Place Dimension are generally performing well and have remained stable throughout the year
- There has been an improvement in place experience for all ages since the beginning of the year

PLACE EXPERIENCE BY AGE & SENSE OF WELCOME

This chart captures the overall PX (place experience) Score for the Square (for all respondents and for all age groups) compared with Place Score's National Benchmark, highlighting scores for the Place Dimension 'Sense of welcome'.



Notes: PX Score is out of 100. Place Dimension score is out of 20. Full data is available in the four Quarterly Reports.

Legend

- Parramatta Square PX score/100
- Under 25s
- 45-64s
- - - National Benchmark score/100
- 25-44s
- Over 64s
- ◆ Place Dimension: Things to do PX score/20

PRINCIPLE 1 OBJECTIVES REVIEW

There is a seamless customer experience across the Precinct.

In 2023, the final stages of Parramatta Square were completed. The area between 1PS and 2PS (i.e. the Amphitheatre) was completed in 2016, Station Square was completed in 2020 and Centenary Square underwent a major refurbishment in 2014. The completed sections of the public domain have been delivered to a standard that enabled the entire Parramatta Square and Centenary Square public domain to feel like one united precinct, with clear connections to other parts of the city including the Church Street dining and hospitality precinct, Riverside Theatres and CommBank Stadium.

The future completion of the Sydney Metro site and Civic Link will enhance this customer experience, however, during construction will continue to be an impediment to connectivity and customer experience for users of Parramatta Square. In 2024, the Parramatta Square Light Rail station will open, creating a new entrance for users to come to Parramatta Square. This will likely affect pedestrian flows and concentrations of human activity and dwelling, including people interchanging between light rail, heavy rail and bus through the middle of Parramatta Square.

Technological improvements such as the provision of digital wayfinding kiosks and wifi connectivity throughout the public domain enhanced the sense of a seamless customer experience across the precinct. The digital wayfinding capability connects users to other key destinations

throughout the wider CBD. During the construction phases, hoardings were used to assist with wayfinding with a consistent and vibrant Council branding maintaining a positive customer experience.

Rough Sleepers are treated in accordance with Council's Homelessness Policy and Homelessness Protocol

Rough sleepers are a common occurrence in any major public domain, and how they are treated speaks to the principle of everyone feeling welcome within Parramatta Square no matter their background. The Parramatta Mission is located within Parramatta Square and attracts many rough sleepers by offering meals, support and accommodation.

Council's Homelessness Policy and Protocol has been prepared to ensure that people experiencing homelessness are treated appropriately by Council staff and are offered relevant support services. The Protocol recognises that all people have a right to be in public places, and that they will not be moved on from public places unless there is a safety threat, or in the case of unlawful behaviour or breach of the peace. A dedicated Place Liaison Officer has been employed for the Parramatta Square precinct whose duties include, among other things, to provide support and connect rough sleepers to available services in accordance with this objective, in partnership with the Public Space Liaison Officer who works across the wider CBD, and with partner organizations including the Department of Communities and Justice and the Parramatta Mission.



Purple Flag accreditation night. Image source: City of Parramatta

Everyone feels safe within the Square at all times of the day and night.

Parramatta Square is a 'Purple Flag' area, that is an accreditation from the NSW Government that the area meets standards of excellence in vibrancy, diversity and safety at night. This includes good access to public transport, street lighting and great food and beverage. The accreditation is frequently supported by high scores in quarterly surveys for attributes relating to physical safety (paths, cars, lighting etc.) and sense of safety (for all ages, genders, day/night etc.).

There have been few reported instances of serious crime within Parramatta Square. Comments on crowd sourced maps relating to female and gender diverse safety (e.g. Your Ground NSW) are favorable for Parramatta Square.

Tenants' personnel and students use the public domain for their work and study.

The public domain is commonly used throughout the day between Monday and Friday for casual meetings by office workers and students. Public wifi is enabled throughout the precinct to support workers and students to utilise the public domain. Power points and USB charging points are available throughout all seating areas of the public domain, including the amphitheatre, tables and along the edges of the bowtie planter boxes to support work and study

In 2023, it was observed that mid afternoon on weekdays is one of the times when Parramatta Square is most activated due to a strong stream of students who enter the public domain to socialise at the end of the school day.

Advertising and/or events are driven by purpose and not profit.

Council policies relating to content of digital kiosks restrict advertising to Council related events and public information campaigns. There are currently no opportunities for commercial advertising in Parramatta Square. Informal advertising, such as commercial posters, stickers or decals affixed to Council assets are promptly removed by Council staff. All events and activations delivered in Parramatta Square in 2023 have been free of charge, with the exception of the purchasing of goods (e.g. food and beverages) at major festivals.

There is always something to do in Parramatta Square that is free of charge

On almost any given day, users can come to Parramatta Square to sit and enjoy some free live music and participate in a free game of chess or ping pong. Passive use of the space to socialize or spend time outside is invited, with many places to sit and spend time with friends or colleagues. Often, there will be a free event on in Parramatta Square that users can come and enjoy.

The data collected throughout the year has demonstrated that users are considering the precinct to be improving in terms of diversity of price points. In the first quarter, this metric scored 6.6/10 before improving to 7/10, 7.7/10 and 7.4/10 over subsequent quarters. This is also highly complemented by the significant range of free programming and opportunities available in PHIVE, including a visit to the new library which was a finalist in the 'Public Library of the Year' as announced by the International Federation of Library Associations and Institutions (IFLA) in August 2023.

PLACE PRINCIPLE 2

PARRAMATTA SQUARE IS A PLACE... WHERE WE CONNECT, COLLABORATE, AND CELEBRATE: IT IS GLOBAL PARRAMATTA'S GATHERING PLACE AT THE HEART OF GREATER SYDNEY.

This principle respects that Parramatta has been used as a gathering space by the Baramadaḡal Clan of the Dharuḡ Nation for tens of thousands of years. It acknowledges the strategic importance of Parramatta Square being in the heart of Parramatta and metropolitan Sydney and the role that it can play in inviting people to come together and interact to promote enhanced social outcomes. It captures that there should always be something on offer in Parramatta Square, whether that be a structured event or activity organised by Council, a retail offering from surrounding businesses, cultural programming within PHIVE, the library, or a community initiated event or activity.

SUCCESS INDICATORS:

- Parramatta Square has a frequent and high quality offering of programs including events and activations that attract people from all across Sydney and beyond
- Parramatta Square is activated over various times of the day or week by structured programming and high retailer operating hours
- Events and programming have a positive influence on the users of Parramatta Square and their experience

WHAT WE HAVE LEARNT:

In 2023, the data indicated that Parramatta Square was highly activated by a diverse program of events and other activities. This was best exemplified by the daily use of games (chess, ping pong etc) in Parramatta Square and the Major Events program that included Lunar New Year, the FIFA Women's World Cup Live Site, Parramatta Lanes and the Christmas Program. New retailers such as Mamak added to the activation of the Precinct, whilst existing retailers extended their operating hours reflecting increased demand.

THE FOCUS MOVING FORWARD

Challenges relating to this principle include the ability to attract users to Parramatta Square at times outside of its core commercial audience.

In 2024 the Management Team will investigate additional opportunities for evening and weekend programming to diversify the offer to more diverse audiences of Parramatta. Parramatta Square should continue to seek opportunities to fund and promote activation across all times of the day and week.



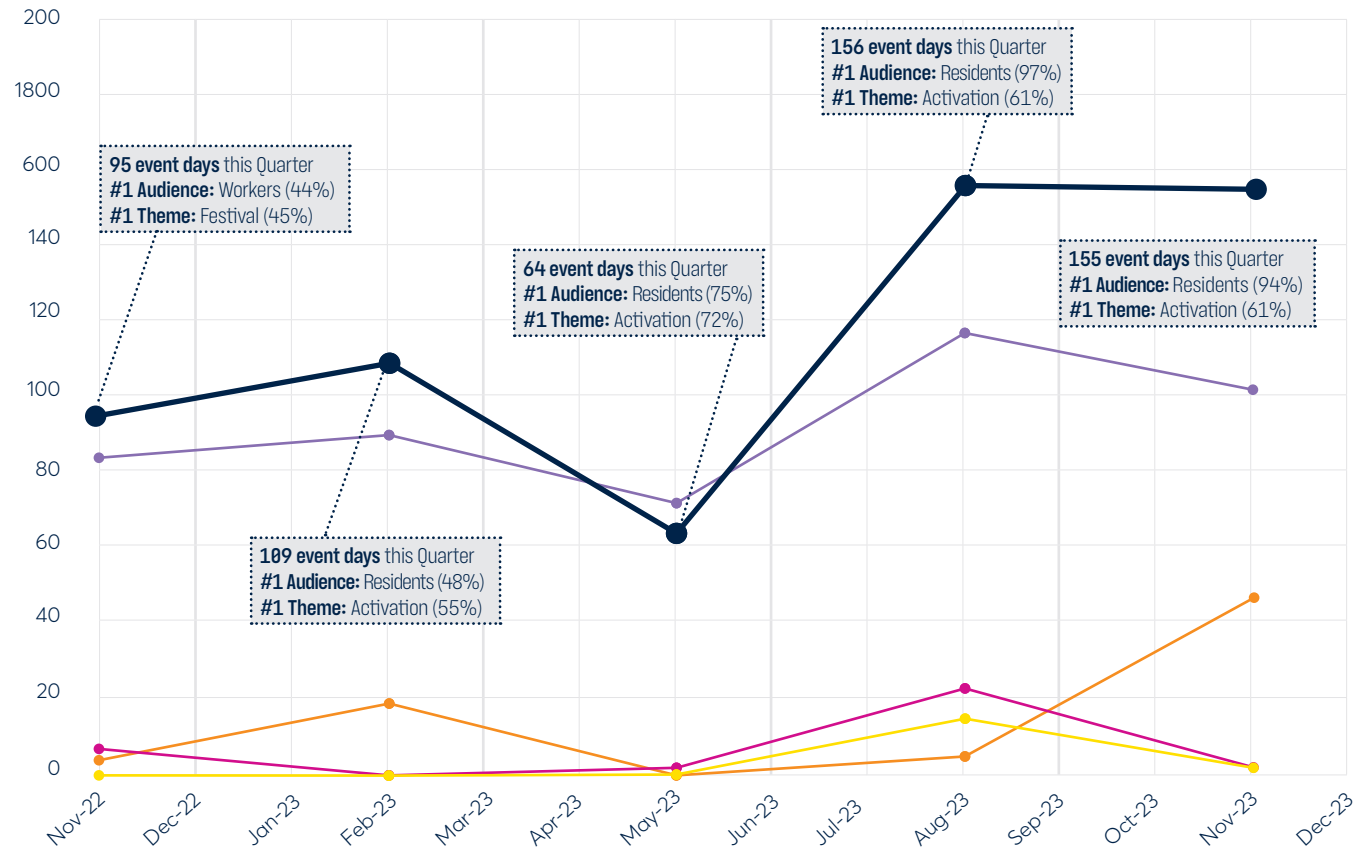
FIFA Women's World Cup 2023. Image source: City of Parramatta

EVENTS

- 484 event days were held in the Square in 2023, noting that multiple events had occurred on given days
- 77% of events were held during daytime on weekdays
- 82% of events were designed for local residents
- The focus of the majority of events was Activation - a type of public engagement with a range of 1-2000 audiences, increasing the number and diversity of visitors in the Square
- The highest place performance (PX scores) was achieved in the quarters with the largest number of events
- The lowest number of event days was 64 in a quarter, and the highest was 156

EVENTS SUMMARY

The number, and timing, of event days are tracked each quarter, as well as the audience focus and purpose of each activity. The number of event days is more than the days in this year because there were multiple programs occurring on certain days of all Quarters.



Notes: Event days held over the year. This was collected by the Council team Quarterly. All definitions can be found in the glossary. Full data is available in the four Quarterly Reports.

Legend

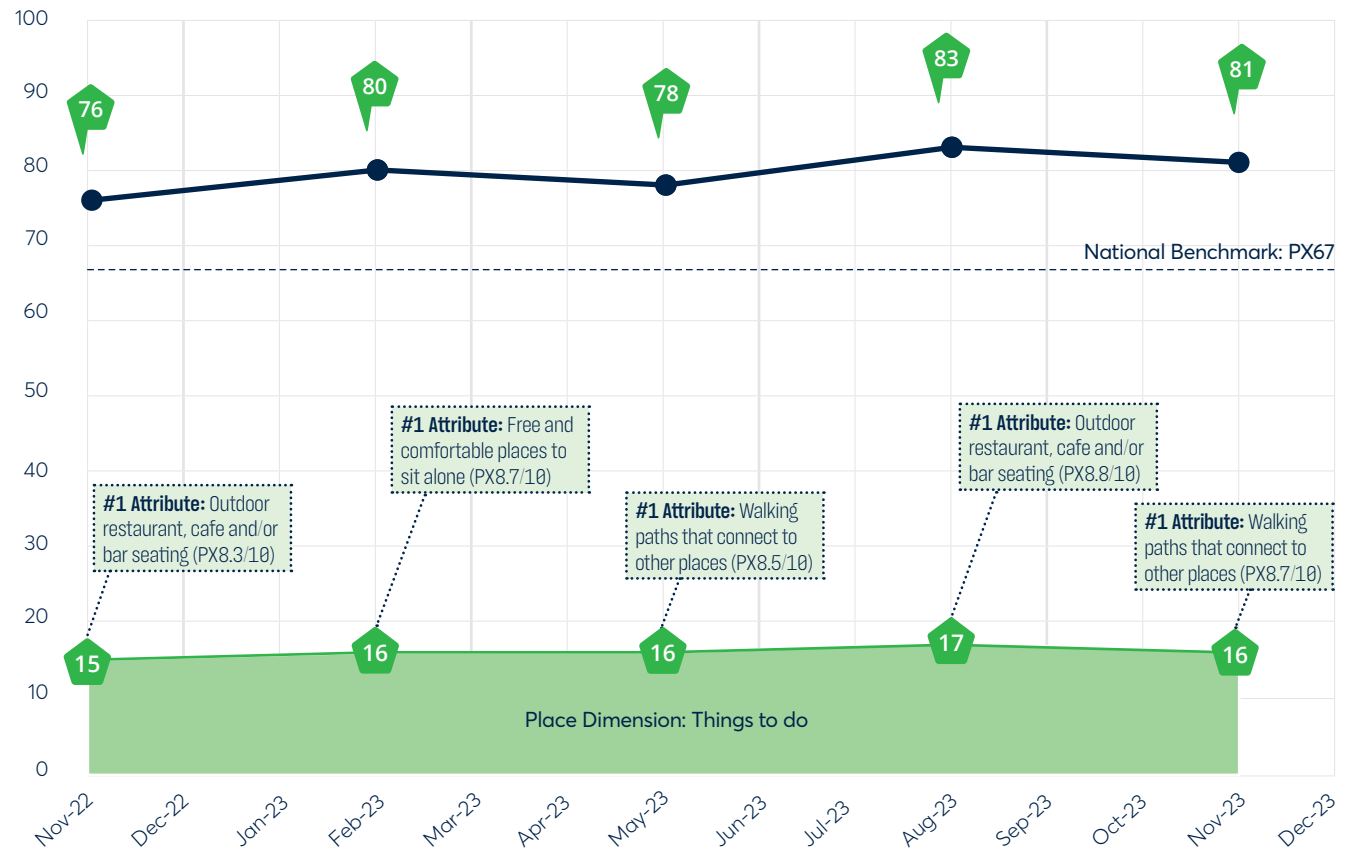
- Total event days
- W/day nighttime
- W/end nighttime
- W/day daytime
- W/end daytime

PLACE DIMENSION 'THINGS TO DO'

- The community's rating of the activity in the Square has been generally positive and stable
- The amount of events programmed does not appear to have made a difference to the community's perception
- The best performing metrics in this Place Dimension are "Walking paths that connect to other places" and "Outdoor restaurant, cafe and/or bar seating"
- The worst performing metric in this Place Dimension is "Evidence of community activity (exercise, gardening, art, fundraising etc.)". However, this metric had a significant improvement, rising from PX6.1 (November 2022) to PX7.4 (2023 average)
- The groups that rate this Place Dimension the lowest are 45-64s and Over 64s (PX16/20), 1 point lower than the other age groups

PLACE DIMENSION SCORE: THINGS TO DO

The 'Things to do' Place Dimension includes 10 metrics that the users of Parramatta Square rate each quarter. This chart captures the results of Place Dimension 'Things to do' compared with Place Score's National Benchmark.



Notes: PX Score is out of 100. Place Dimension score is out of 20. Place Attribute score is out of 10. Full data is available in the four Quarterly Reports.

Legend

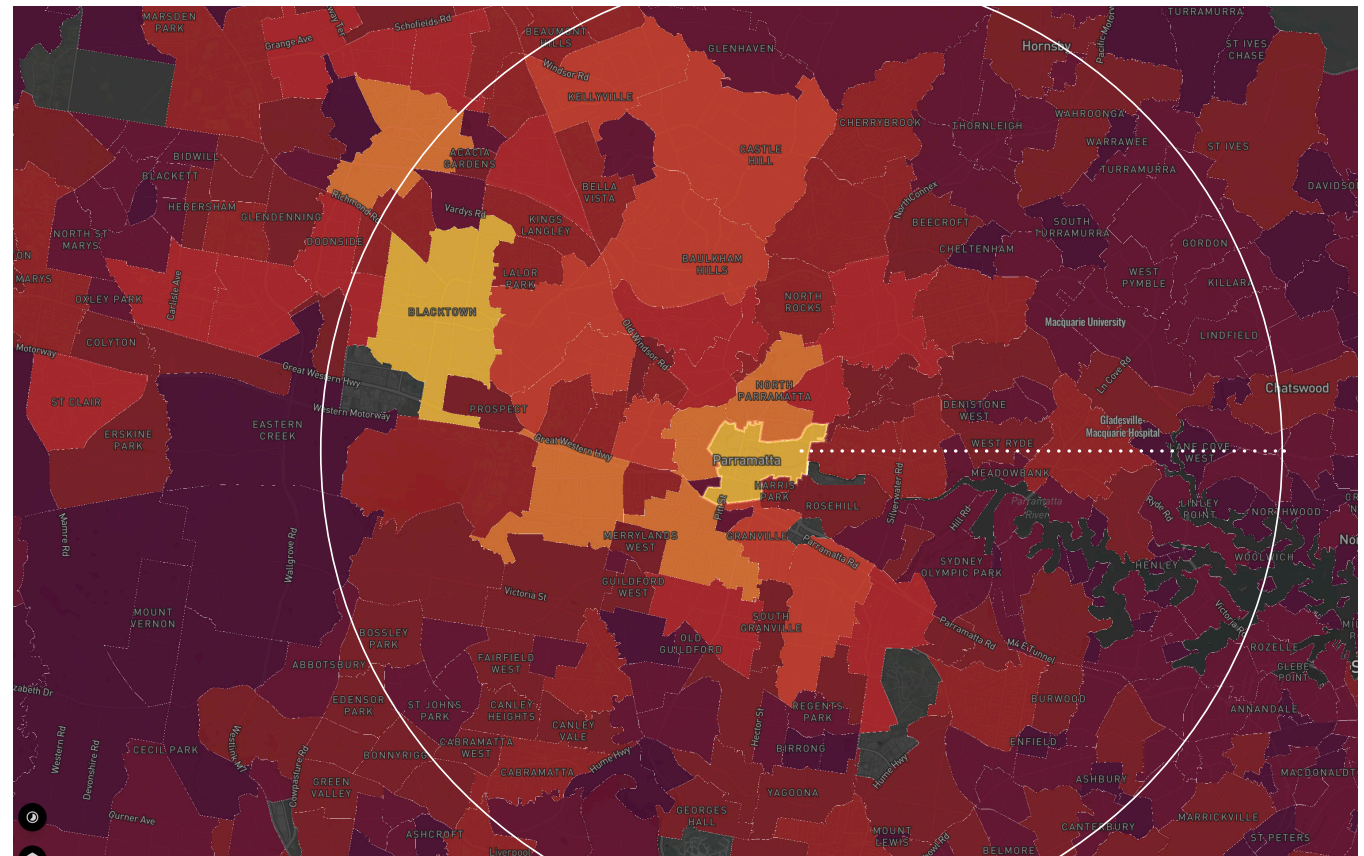
- Parramatta Square PX score/100
- National Benchmark score/100
- ◆ Place Dimension: Things to do PX score/20

VISITOR ORIGINS

- Big data is used to identify the catchment of the area and the user mix present over time, allowing for a granular understanding of how far people travel and when and where they are coming from.
- In general, the user mix of Parramatta Square throughout the year indicates a consistent pattern in the distribution of users from Non-LGA (Local Government Area) and Locals from with the Parramatta LGA. From January to December, a significant majority of the use mix comes from Non-LGA sources, with percentages ranging from 80% to 87%. Specifically, the highest proportion of Non-LGA use occurs in June, 87%.
- This data suggests that while there is a consistent number of external users in Parramatta Square throughout the year, there are slight fluctuations that show increased local engagement during the mid-year months, particularly in July and August.
- Dominance of Close Proximity: The highest proportion of the catchment comes from the closest distance (up to 14.95 km from the study area), with approximately 56.16% of all users. This indicates that a significant majority of interactions or usage comes from those who are closest to the location.

VISITOR ORIGINS BY SUBURB

This User Home Locations maps the catchment and user mix of the precinct.



Notes: Data source - Place Intelligence

Legend



SPATIAL ACTIVITY

- Spatial activity heat maps are used to measure the places that people are seen in over time. These maps provide powerful insights into the level of usage, both in terms of number of users and the cumulative person hours in any location.
- Locations in bright yellow show the most used locations over the 2023 year, whereas dark red and purple zones are lesser used areas.

INSIGHTS:

- **Dynamic Edges:** The site has significant levels of activity along its edges, with high footfall in the south from the train station at Darcy St. Smith St activity running north south and the northern public domain area are among the most used edges.
- **Activity in the East:** Activity in buildings and in the public realm are highest in the east and south east of the site.
- **Footfall in the Plaza:** Public spaces in the precinct account for 40% of all human activity with Parramatta Public Domain accounting for 14% of all person hours over the year.

INDEXING PATTERNS OF USAGE OVER TIME

Big data are used to reveal the most used locations over time.



Overall Spatial Activity Heat Map.



Overall Spatial Activity Heat Map: Public Spaces.

Notes: Data source & image source - Place Intelligence

Legend



The activity heat map right show a temporal patterns of spatial activity over the course of an average day in Parramatta Square.

- **Late Night to Early Morning:** There is minimal activity during these hours, with the least activity observed between 1-2am. However, there is a noticeable increase starting around 4am, which could be associated with early workers or public transport schedules.
- **Morning Rush:** A dramatic increase in activity occurs beginning at 7am, peaking during the morning rush hours. The highest activity is observed between 8-9am, which likely corresponds to the start of the business day.
- **Midday:** The activity remains high but slightly reduces after the morning peak, indicating that people might be settling into their destinations or there is a change in the pattern of movement as people may be at work, school, or dining during lunch hours.
- **Afternoon to Evening:** Another peak is observed during these hours, potentially corresponding to the end of the workday and the evening commute. The activity starts to taper off after 6pm.
- **Night:** There is a substantial decrease in activity as the night progresses, with a notable drop after 9pm, which continues to fall towards midnight. This indicates that the area is less frequented during late-night hours.
- On weekdays, the data from the table shows that the busiest times are during the morning (7-9am) and late afternoon (4-6pm), which align with typical rush hours. There is also a significant amount of activity midday, which might be linked to lunchtime and recreational activities.
- In terms of the day of the week, Friday evenings show a notable increase in activity compared to other weekdays, possibly due to social activities and the start of the weekend.

By understanding these patterns, stakeholders can make informed decisions regarding traffic management, public transportation scheduling, security, and placement of services to cater to the dynamic needs of the area throughout the day.

INDEXING PATTERNS OF USAGE OVER TIME

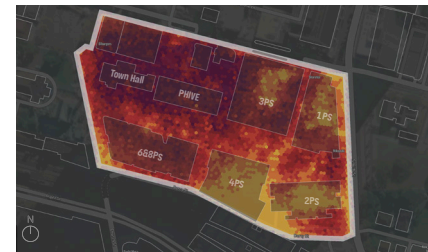
Big data are used to reveal the most used locations over time.



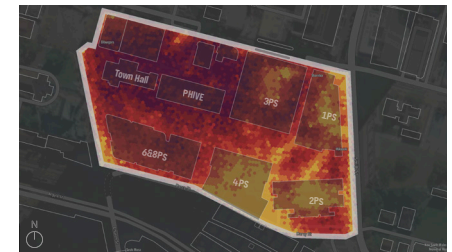
Late Night to Early Morning (12:00am-3:00am)



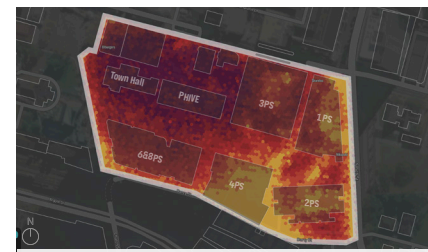
Late Night to Early Morning (3:01am-7:00am)



Morning Rush (7:01am-12:00pm)



Midday (12:01pm-4:00pm)



Afternoon to Evening (4:00pm-8:00pm)



Night (8:00pm-12:00am)

Notes: Data source & image source - Place Intelligence

Legend



Low

High

PRINCIPLE 2 OBJECTIVES REVIEW

Parramatta Square is activated at least 16 hours per day and there is at least one seasonally appropriate temporary activation or activity per quarter.

Visitation data has demonstrated that Parramatta Square is generally activated primarily between 6am and 8pm, representing 14 hours per day of activation. This is primarily Monday to Friday. Further work can be done to encourage stronger activation of the precinct after 8pm and on weekends.

There has been a very regular program of activations and events throughout the entire calendar year. The quietest time for programming was Autumn, whilst Winter was busy due to the FIFA Women's World Cup live site and Summer was very popular with various events taking advantage of the warmer weather. The most attended events have included Parramatta Lanes, the FIFA Women's World Cup live site and the Sydney Science Festival.

Appropriate activation instigated by Precinct partners and community groups is encouraged.

The City of Parramatta engages with the Parramatta Square Alliance in the delivery of activations and events during monthly meetings in the 'Promotions and Activations' Project Control Group. Alliance partners have led 15 days of programming, partnered in 128 days of programming and participated in 2 days of programming.

Precinct partners and community groups can apply to run their own programs under the terms of the City of Parramatta's Street Activity policy. Applications can be made on Council's website.

The Square has a role to play in facilitating respectful dialogue on issues of political or other civic matters. The use of PHIVE as a pre-polling station for the NSW State Election attracted higher visitation and political debate in the public domain.

Surrounding businesses and organisations are engaged in Parramatta Square activities.

Food and beverage retailers adjacent to Parramatta Square have participated in major events such as Parramatta Lanes Festival by providing food stalls featuring a promotional menu to take advantage of increased crowds throughout the precinct.

Surrounding organisations that are parties to the Parramatta Square Alliance are regularly engaged in monthly meetings to plan upcoming activities. Examples of this include:

- Collaboration with Walker Corporation and Western Sydney University for the development of wifi connectivity that encompasses the entire public domain
- Collaboration with Alliance partners to achieve a 5 Star Green Star Communities rating for the precinct.

- Engagement with the monthly Promotions and Activations stream of the Alliance to plan, sponsor (financially and in-kind) and support a regular program of events and activations.

Parramatta Square is the hub of orientation and connection to the rest of the CBD and City.

For many people who come into Parramatta, Parramatta Train Station is the entry point into the CBD and City. A direct pedestrian walkway from the train station and adjacent bus interchange into Parramatta Square results in the public domain being one of the first places in the Parramatta CBD that visitors see and experience. This accessibility will be enhanced by the opening of the Parramatta Square Light Rail station in 2024 and the Parramatta Metro Station later in the decade. All these major transport connections will be linked by a car-free pedestrian promenade, with Parramatta Square at the centre of all of this.

To assist with orientation, the City of Parramatta's first digital wayfinding kiosks have been installed in Parramatta Square. Members of the public can engage with the kiosks to search their destination and get directions. Data obtained from the kiosks has shown that the most popular destinations that are searched for include the Parramatta Library and CommBank Stadium. The role of digital kiosks to assist wayfinding in a consistently evolving city like Parramatta is significant, as many major new landmarks including the Parramatta Aquatic Centre have become

operational in 2023.

The catchment audience for activities and temporary activations is the Greater Sydney Metropolitan Region.

Parramatta is at the geographic centre of Metropolitan Sydney, with existing and proposed transport connections improving connectivity throughout the region. Parramatta considers itself to be the centre of Greater Sydney, and this requires Parramatta Square to attract an audience from across the wider metropolitan region.

Visitation data is demonstrating that people are visiting Parramatta Square from origins throughout the Greater Sydney Metropolitan Region, consistent with this objective. 4 out of 5 visitors to Parramatta Square come from outside of the Parramatta Local Government Area. The majority of visitors coming to Parramatta Square are coming from local government areas including Blacktown, Parramatta, Cumberland, Penrith and the Hills.

Parramatta Square develops a reputation as an exciting and interesting place.

Parramatta Square's centrality and proximity to high density development and major community assets make it a focal point for the city's economic, social and cultural offerings. Whether it be a formalised event or informal casual meetup, there is always something 'on' in Parramatta Square.

This has been reflected in Place Score data collected over

the course of 2023. The score for 'Things to Do' dimension has been retained at 16 or above out of 20 or all four quarters of the year. However, the Net Promoter score (NPS) for Parramatta Square has been quite inconsistent, ranging from +2, +15, -7 and +28 over the four quarters. These inconsistencies were volatile whilst construction activity was still occurring, but has subsequently stabilised. It is also reflected by the significant number of days that the Square has been activated by a range of programming including games, tables, chairs, live music, street activity, programmed activations or events.



Sydney Science Festival 2023. Image source: City of Parramatta

PLACE PRINCIPLE 3

PARRAMATTA SQUARE IS A PLACE... WHERE PARRAMATTA'S STORY IS DYNAMICALLY REPRESENTED: OUR PAST, PRESENT AND OUR FUTURE.

This principle reflects that Parramatta Square is representative of the narrative of Parramatta and the ongoing evolution of its identity. It respects the site-specific history and heritage of the site as is featured in many highly detailed heritage interpretation works and public artworks that illuminate the site's main theme as a gathering place where people have congregated for thousands of years. It acknowledges the diversity of modern day Parramatta and encourages collaboration with a diverse set of user groups such as First Nations people, youth, Culturally and Linguistically Diverse people and formal representation from Parramatta Square Alliance representatives. It is the location for discussion about Parramatta's future, whether that be formally within the Parramatta Council Chambers, or other ways that the community is engaged to participate as part of Parramatta's innovation ecosystem.

SUCCESS INDICATORS:

- Diverse user groups are engaged in leading, partnering or participating in programming in the public domain
- Users recommend Parramatta Square to their friends and family
- Connection to Country is developed and enhanced through programming
- Users consider Parramatta Square to be a unique and authentic place

WHAT WE HAVE LEARNT:

In 2023, the data indicated that the City of Parramatta was engaging with diverse user groups in the programming of the public domain. Further improvement can be delivered to remove barriers to diverse user groups owning the delivery of their own programs within the public domain, particularly for First Nations use of the Dharug Circle.

There are no clear trends relating to Net Promoter Score, representing the extent that users recommend Parramatta Square to friends or family. However, the data has indicated that users consider Parramatta Square to be a unique and authentic place. The CoLAB space that has opened in the foyer of PHIVE has been an innovative example of how to encourage collaboration and discussion about what Parramatta's future could be.

THE FOCUS MOVING FORWARD

Challenges relating to this principle include how Council can continue to make it easier for the community to deliver their own events. Activation Guidelines are being developed that can provide information to event proponents about what parts of the public domain are suitable for specific types of activity depending on available infrastructure (e.g. power, water), capacities and other constraints such as pedestrian flows and emergency vehicle egress. Further engagement with First Nations representatives about the use of the Dharug Circle will be pursued.



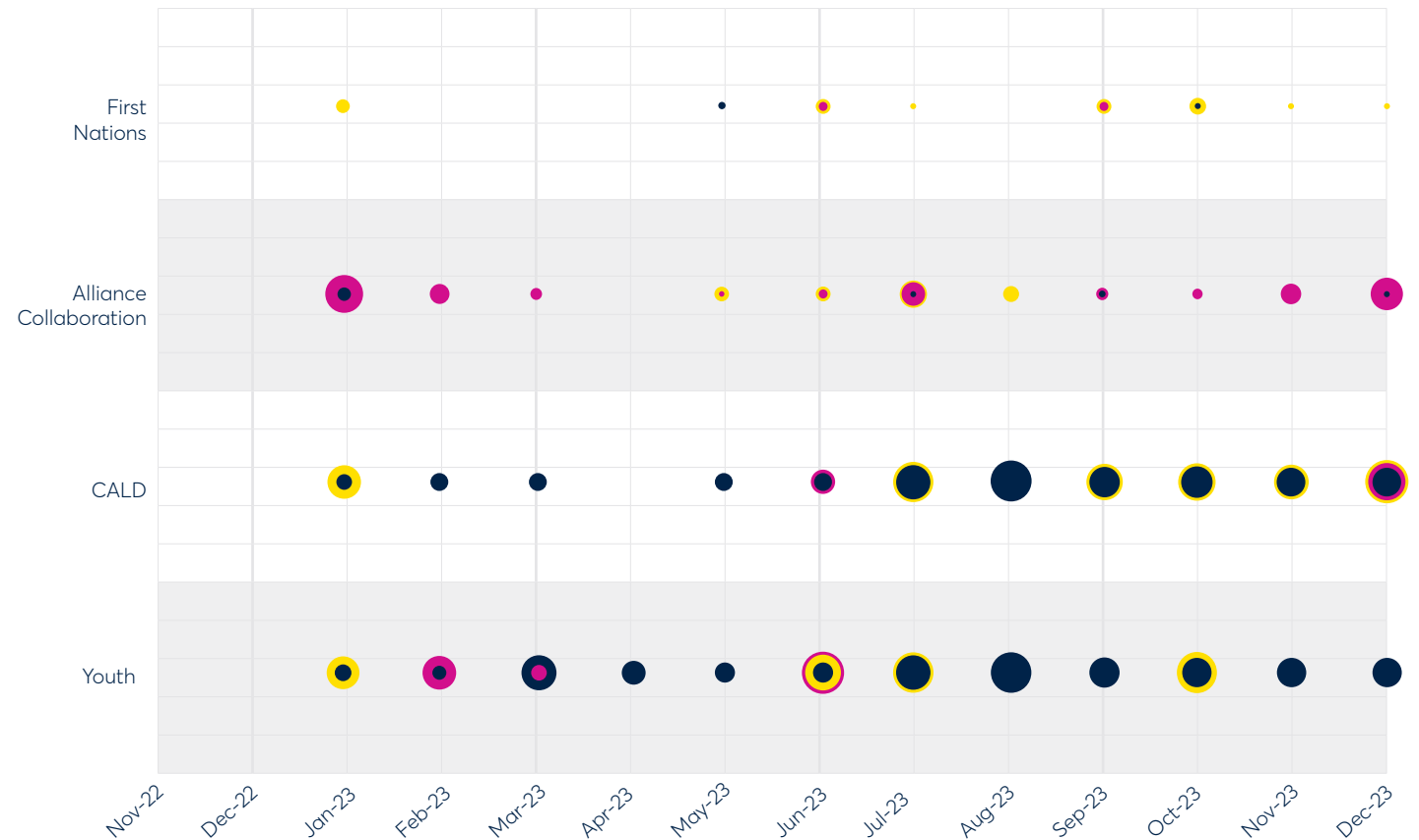
Image source: CoLAB | City of Parramatta (nsw.gov.au)

PROGRAM COLLABORATION

- The most active leader is Youth groups who led 4% of event days
- The most active partner is Alliance Collaboration group which partnered in 26% of event days
- Youth and CALD group actively participated in 65% of event days
- While First Nations had the lowest levels of collaboration in 2023, a consistent level of engagement was maintained throughout the year
- Active participation from diverse stakeholder groups significantly contributed to the Square's positive performance throughout 2023

PROGRAM COLLABORATION OVERVIEW

This chart captures the total number of programs led, partnered and participated by four key groups - First Nations, Alliance Collaboration, CALD and Youth.



Notes: All definitions can be found in the glossary. Full data is available in the four Quarterly Reports.

Legend

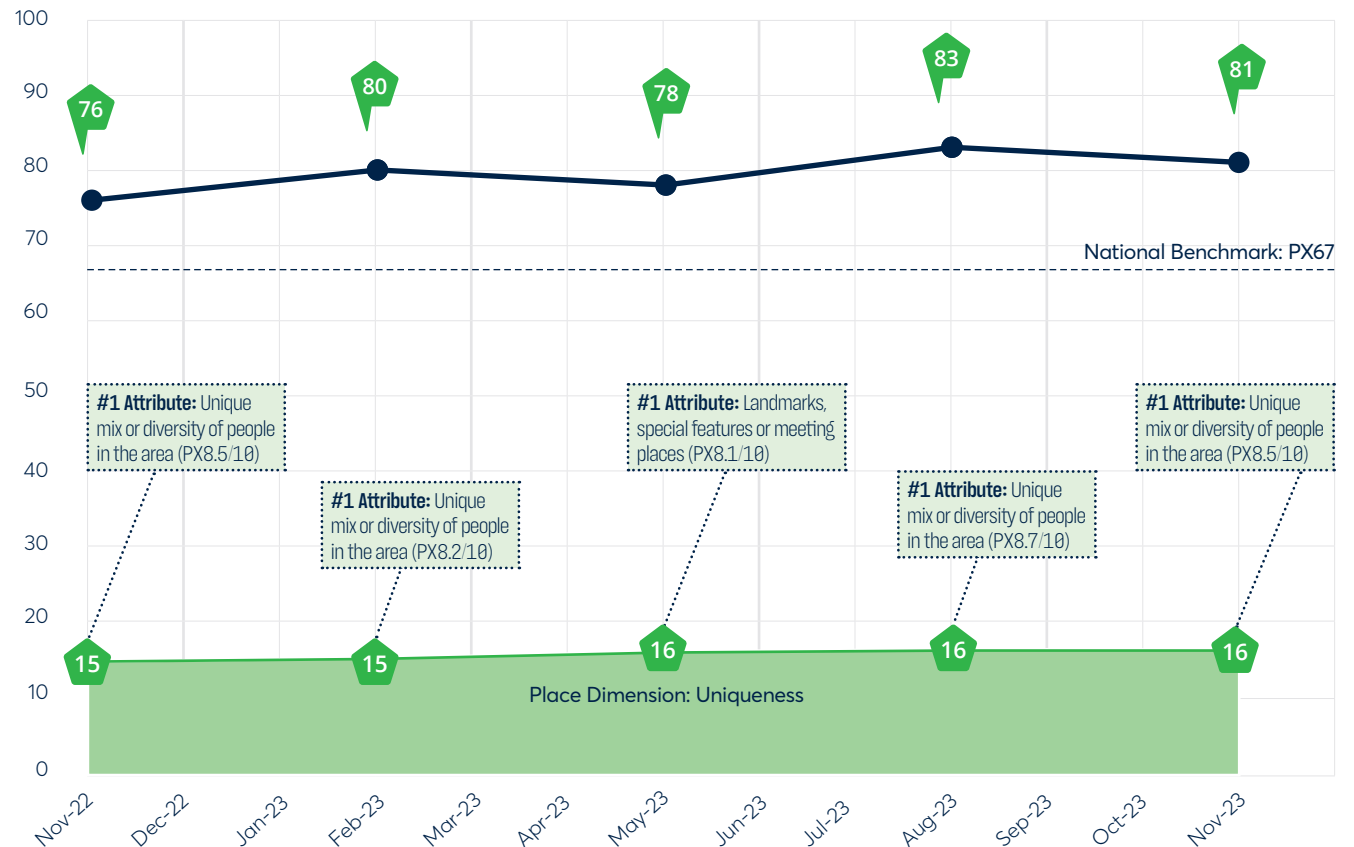
- Number of partner-led event days
- Number of partnered event days
- Number of participated event days

PLACE DIMENSION 'UNIQUENESS'

- The community's rating of the uniqueness of the Square has been generally positive and stable
- A major western public artwork "Where Eels Lie Down" by Reko Rennie (colloquially known as 'The Eels') was unveiled in 2023, to accompany the major eastern public artwork "Place of the Eels" by Claire Healy and Sean Cordeiro (colloquially known as 'The Bus') that was unveiled in 2022. These major artworks may have contributed to high scores relating to 'Landmarks, special features or meeting places' across the year.
- The best performing metric in this Place Dimension is "Unique mix or diversity of people in the area"
- The worst performing metrics in this Place Dimension is "Unusual or unique businesses/shops"
- The group that rate this Place Dimension the lowest is 45-64s

PLACE DIMENSION SCORE: UNIQUENESS

The 'Things to do' Place Dimension includes 10 metrics that the users of Parramatta Square rate each quarter. This chart captures the results of Place Dimension 'Uniqueness' compared with Place Score's National Benchmark.



Notes: PX Score is out of 100. Place Dimension score is out of 20. Place Attribute score is out of 10. Full data is available in the four Quarterly Reports.

Legend

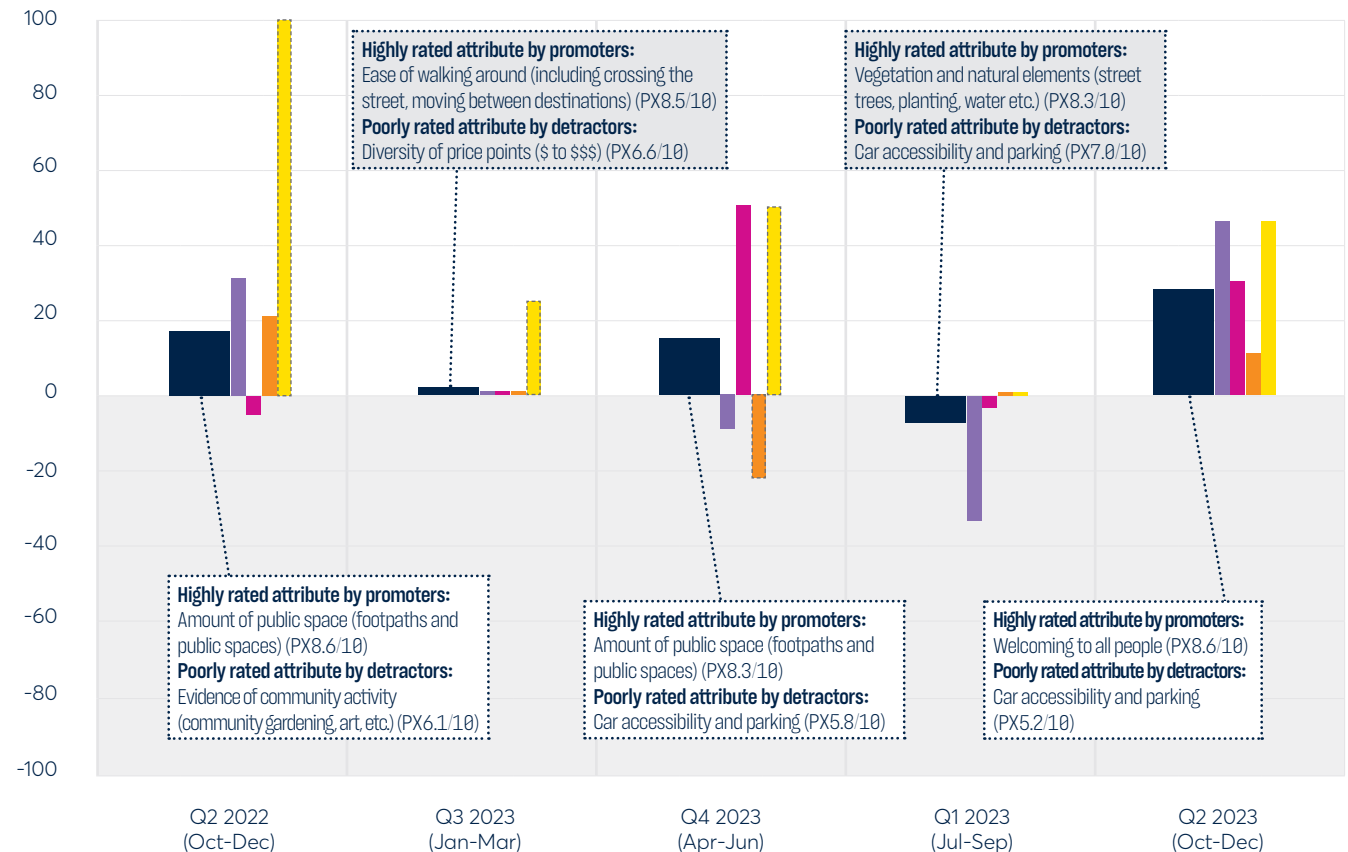
- Parramatta Square PX score/100
- National Benchmark score/100
- ◆ Place Dimension: Uniqueness

NET PROMOTER SCORE (NPS)

- The NPS was generally positive, except for Quarter 1 (Apr-May-Jun 2023)
- Every aged group provided a positive NPS in Quarter 2 (Oct-Nov-Dec 2023)
- The promoters of the Square rated level of welcome, amount of public space and its vegetation and pedestrian connectivity highly across the year
- The detractors rated car access and price diversity poorly. Notably, evidence of community activity was rated poorly at the end of 2022, but it has seen the most increase across 2023
- The results indicate that most users of the Square are likely to recommend it to others as a place to live, work and shop. The diverse NPS scores also reflected the diverse perspectives among user groups

NET PROMOTER SCORE

This chart captures the overall NPS for all respondents and for each age group. It highlights the Square's promoters' most highly rated Place Attribute and detractors' most poorly rated Place Attribute.



Notes: NPS is a standard tool for measuring respondent loyalty to a brand or entity. Respondents are asked to rate "How likely is your community to recommend this place?" 1 = Not at all likely, 10 = Extremely likely. Results for those groups with <10 respondents are indicative only.

Legend

- All
- Under 25s
- 45-64s
- Groups with <10 responses
- 25-44s
- Over 64s

PRINCIPLE 3 OBJECTIVES REVIEW

Parramatta Square will acknowledge uniquely Parramatta stories past, present, future.

For more than 60,000 years, Parramatta, has been home to the Baramadaḡal and Dharuḡ peoples. The name 'Parramatta' is derived from the Dharuḡ word 'Baramada/Burramatta' or 'place where the eels lie down' (breeding location for eels within the Parramatta River). The river's saltwater and freshwater meeting point provided an important food source of fish and shellfish, while canoes for fishing and transport were made from the bark of the local bangalay and stringy bark trees. Archaeological analysis of the site now known as Parramatta Square has used carbon dating to demonstrate that the site contains fire hearths that have been actively used for at least 700 years.

The area of modern Parramatta Square hosted an annual 'Feast Day' between 1814 and 1837 that involved the handing out of food, clothes and other items from respective Governors to local Aboriginal people. The event also involved the taking of children to be placed in Native Institutions, which has led to consideration of Parramatta Square being the site of origin of policies leading to the Stolen Generations in Australia.

There is the opportunity for Parramatta Square to reconcile with its history and contribute to a socially just and inclusive future. The commemorative Dharuḡ Circle in Parramatta Square invites reflection and aims to improve the visibility of First Nations culture and ceremony within the public domain.

It is juxtaposed in symbolism and meaning to the adjacent historic Town Hall and cathedral, whilst directly to the east, modern Parramatta has risen skywards. These uniquely Parramatta stories will continue to be respectfully told in Parramatta Square, whether via the various elements of heritage interpretation embedded throughout the precinct or through ongoing discussions told during formal and informal social gathering, programming and yarning in the Dharuḡ Circle, the Keeping Place within PHIVE, or elsewhere in the Precinct.

The Keeping Place is a significant cultural facility in PHIVE. It was established in consultation with Dharuḡ Traditional Custodians, to enable First Nations cultural material and knowledge to be conserved and celebrated on Country. Importantly, the Keeping Place also provides a safe space for the return of cultural material from museums and other collecting institutions back to Country. The Dharuḡ Traditional Custodians and First Nations community maintain cultural heritage rights over the Keeping Place.

Young people and young professionals are engaged in the curation of the Square.

Parramatta Square benefits from having a university campus on its doorstep. This attracts a young, diverse audience to the eastern end of Parramatta Square. Parramatta Square also benefits from the proximity of nearby schools including the high rise Arthur Phillip High School and Parramatta Public School that bring a steady

stream of students into the Square, particularly in the weekday afternoons.

In 2023, young people and young professionals were engaged in daily activations including table tennis, games, viewing live music at lunch time, informal social activities including skateboarding and group dancing. They participated strongly in major events held in the Square, including for Parramatta Lanes and the FIFA Women's World Cup Live Site in particular.

According to quarterly survey research, young people enjoy a better experience in Parramatta Square than older age groups. Under 25s had ratings (overall Place Score) of PX82/100, PX78/100, PX83/100 and PX85/100 for the respective quarters of 2023. Feedback from these user groups will continue to be obtained in 2024 to guide ongoing curation.

Experimentation, trials and pilot programs are encouraged in the Square if aligned with public domain principles.

Parramatta Square is at the centre of a growing innovation ecosystem. With strong ties to the adjacent State Government led Westmead Innovation District and Western Sydney University on the doorstep of the public domain, the precinct is attracting people with new ideas for how to fix old problems.

In 2023, CoLAB was established, which is an innovative

space for people, ideas and technology to come together within PHIVE. It has delivered a curated program involving artificial intelligence, virtual reality, 3D printing and other emerging technologies that encourage experimentation and trials. The public domain was also the location of the City of Parramatta's only public domain recycling pilot program.

In 2024, a urban heat mitigation trial will be undertaken in the public domain, involving the placement of planter boxes containing a variety of sensors that will measure the impacts of green vegetation in reducing surrounding air temperatures. Whilst trees in the precinct continue to grow before they can provide adequate shade, this is an innovative way of addressing localized environmental issues in the public domain.

Technological assets improve the way we work, study, play and explore.

The Parramatta Square precinct has a significant offering of new and emerging technological assets for the community and visitors to use and access. Many of these assets are available within PHIVE including:

- The brand new City of Parramatta Library, with an extensive book collection, digital resources, dedicated Children's Library, and study areas
- Flexible spaces available for hire by businesses and community, including Active Wellness Studios, Smart Tech Labs, meeting rooms, sound recording studios and

make spaces all featuring the latest in technology

- An exciting program of events and exhibitions, including the CoLAB space for innovation within the PHIVE foyer that invites experimentation through new digital assets including AI and virtual reality.

The public domain also features interactive digital kiosks to offer directions in exploring the city and promoting a range of Council events and initiatives. Public wifi has also been enabled in the Parramatta Square precinct.

Precinct operations meet and showcase best practice sustainability outcomes.

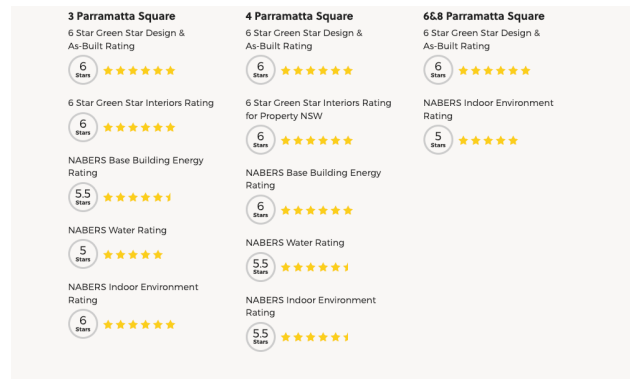


Image source: Sustainability of the Precinct – Parramatta Square (psq.com.au)
 The Sustainability Project Control Group of the Parramatta Square Alliance met frequently throughout 2023. This group took carriage of the application material to the Green Building Council of Australia for a Green Star Communities Rating.

This is in addition to the high sustainability ratings achieved within private buildings, including the following ratings for Walker Corporation's Parramatta Square properties.

This Group's ongoing collaboration can assist with enhancing shared knowledge and pursuing initiatives that contribute to aspire towards best practice sustainability in the built environment. PHIVE is a 21st-century smart building. Its cutting-edge design targets a 6-Star Green Star Design rating from the Green Building Council of Australia. As of February 2024, PHIVE has successfully achieved 6 Star accreditation.

With design principles focussed on environmental performance, the building has a low reliance on traditional heating and cooling methods. Solar collectors on the roof generate power, heating and hot water, while the unique design allows for water harvesting.

The building also offers healthy, safe spaces for visitors thanks to its unique smart mixed-mode ventilation system. Giant louvres respond to weather conditions, such as heat, wind and humidity, and automatically open to fill the building with fresh air and natural light as needed. The system is linked to the Bureau of Meteorology and two local weather sensors to ensure optimal operation. It's a truly smart building, with sustainability credentials allowing it to be net zero carbon from day one.

Activities and experiences are representative of the diversity of Western Sydney, including Dharug and diverse migrant cultures

The City of Parramatta is an incredibly diverse community, with more than half our residents being born overseas. Whilst data collected demonstrates that more than 4 out of every 5 people coming to Parramatta Square are coming from outside of the Parramatta LGA, it is important for Parramatta Square to strive to meet the needs and desires of our local community.

Many activities in Parramatta Square, including live music, table tennis and chess, invite people to engage with the area no matter which language they speak.

Lunar New Year is a significant cultural festival, attracting more than 10,000 people into Parramatta Square in January. Sunday 22 January 2023 marked the first day of the Year of the Water Rabbit 兔年 (tù nián) on the 2023 Lunar New Year. To celebrate, the City of Parramatta offered a night of festivities, lunar lanterns and delicious food including a night noodle market in Parramatta Square and Centenary Square. During World Pride, Parramatta Square turned rainbow with an amphitheatre decal and lighting of PHIVE in a celebration of our LGBTQIA+ community. This was in addition to public artwork displays and queer programming, including from local artist Nadia Odlum.

In 2023, Parramatta Square was included as a Case

Study for the NSW Government’s Connecting to Country framework, demonstrating excellence in the design of Parramatta Square as a place representing positive health and wellbeing of Country at a precinct-scale project. The Dharug Circle and Keeping Place represent key sites that can further represent and make Dharug culture visible .



PLACE PRINCIPLE 4

PARRAMATTA SQUARE IS A PLACE... WHERE THE PUBLIC IS PROUD OF THEIR DOMAIN: IT IS IMPECCABLY CLEAN, MAINTAINED AND FUNCTIONAL.

This principle reflects that Parramatta Square is a premier asset that requires a high level of service to keep it at an operational standard commensurate with community expectation. It indicates that the space needs to be adequately cared for and maintained to ensure public confidence and reputation as a place that the community can be proud of. It captures that Parramatta Square should always be seeking best practice sustainability outcomes, as well as a high level of responsiveness to issues that may be impacting a user's experience.

SUCCESS INDICATORS:

- Matters impacting a user's experience are quickly resolved, or proactively avoided
- Third party sustainability ratings are achieved and maintained
- Users consider the place to be well cared for, clean and maintained

WHAT WE HAVE LEARNT:

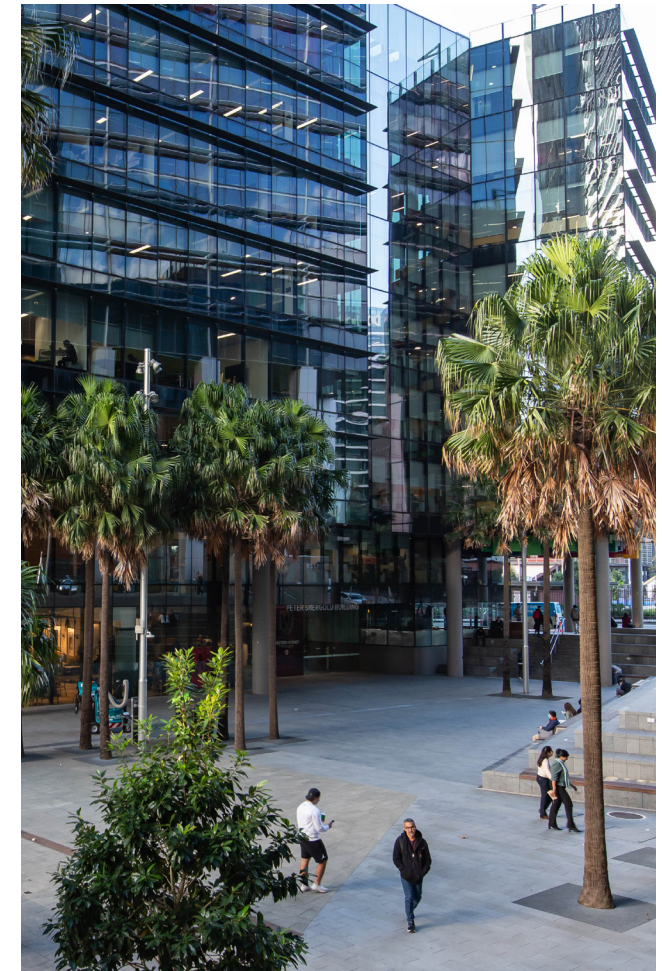
In 2023, Parramatta Square was awarded a 5 Star Green Star Communities Sustainability rating and City of Parramatta became the first Council in Australia to receive a Carbon Neutral public domain at Parramatta Square.

The range of issues encountered ranged from public domain defect rectifications, anti-social behaviour, impacts from high winds and electrical faults impacting the delivery of events. The data demonstrated that the City of Parramatta was highly responsive in resolving issues identified, and that users consider Parramatta Square to be well cared for and at a high standard of cleanliness and maintenance.

THE FOCUS MOVING FORWARD

The challenges relating to this principle include the extent that Council will be able to maintain standards over time as assets age and depreciate. A comprehensive Asset Management Plan is being developed that will assist in developing a financial model based on an assessment of multiple future scenarios to ensure that the Square is maintained at desired long term service levels.

Carbon Neutral certification renewal will be applied for, whilst a revised tool for Green Star certification will be reviewed and a pathway to achieve an improved Green Star communities rating will be examined.



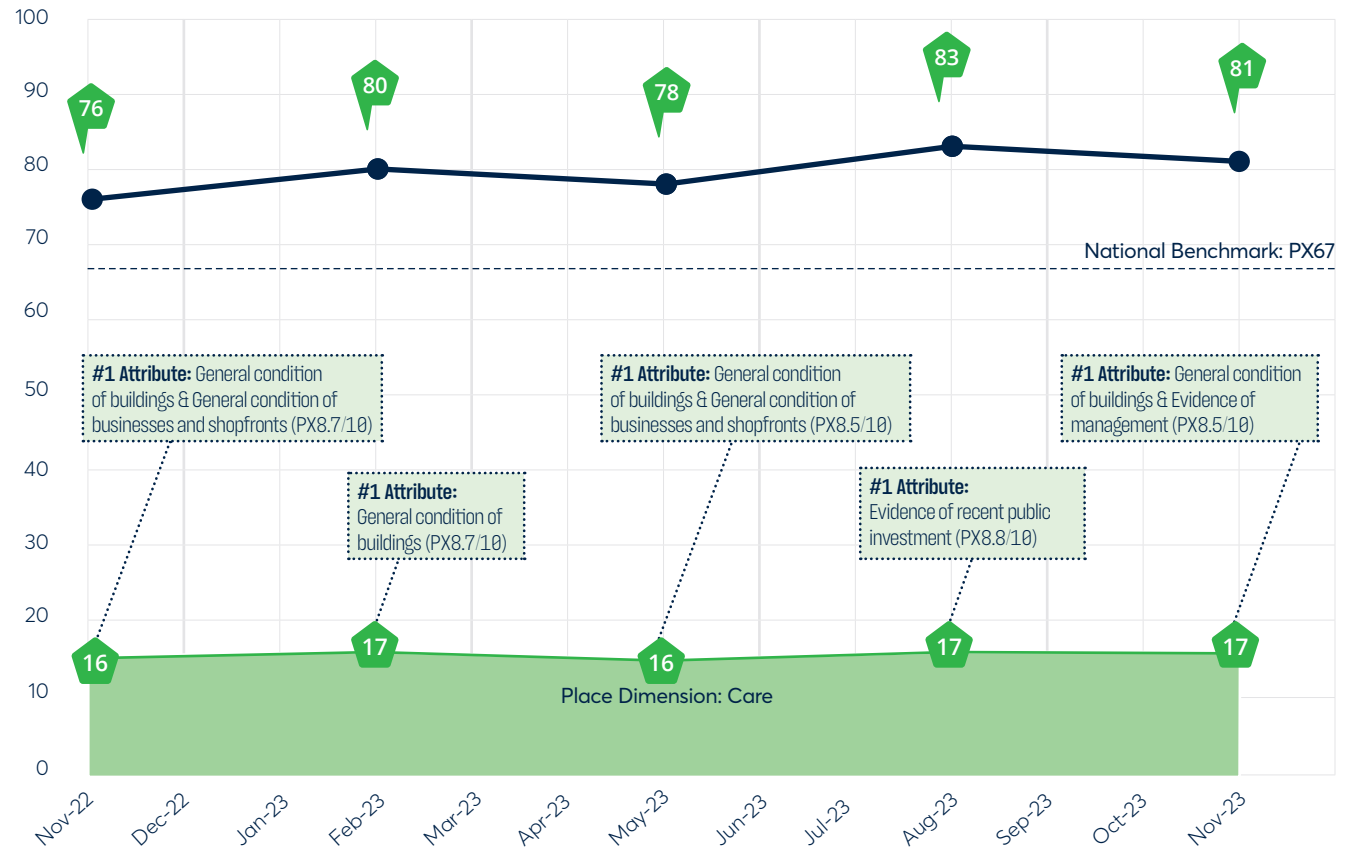
Parramatta Square public domain. Image source: City of Parramatta

PLACE DIMENSION 'CARE'

- The community's rating of how well the Square is cared for, has been generally positive and improving
- The best performing metric in this Place Dimension is General condition of buildings. It should be noted as the Square ages naturally this metric is likely to rate lower
- The worst performing metrics in this Place Dimension are "Shop window dressing (visual merchandising)" and "Interaction with locals/ other people in the area (smiles, customer service etc.)"
- The group that rate this Place Dimension the lowest are Over 64s

PLACE DIMENSION SCORE: CARE

The 'Things to do' Place Dimension includes 10 metrics that the users of Parramatta Square rate each quarter. This chart captures the results of Place Dimension 'Care' compared with Place Score's National Benchmark.



Notes: PX Score is out of 100. Place Dimension score is out of 20. Place Attribute score is out of 10. Full data is available in the four Quarterly Reports.

Legend

- Parramatta Square PX score/100
- Place Dimension: Care

PLACE ATTRIBUTES PERFORMANCE

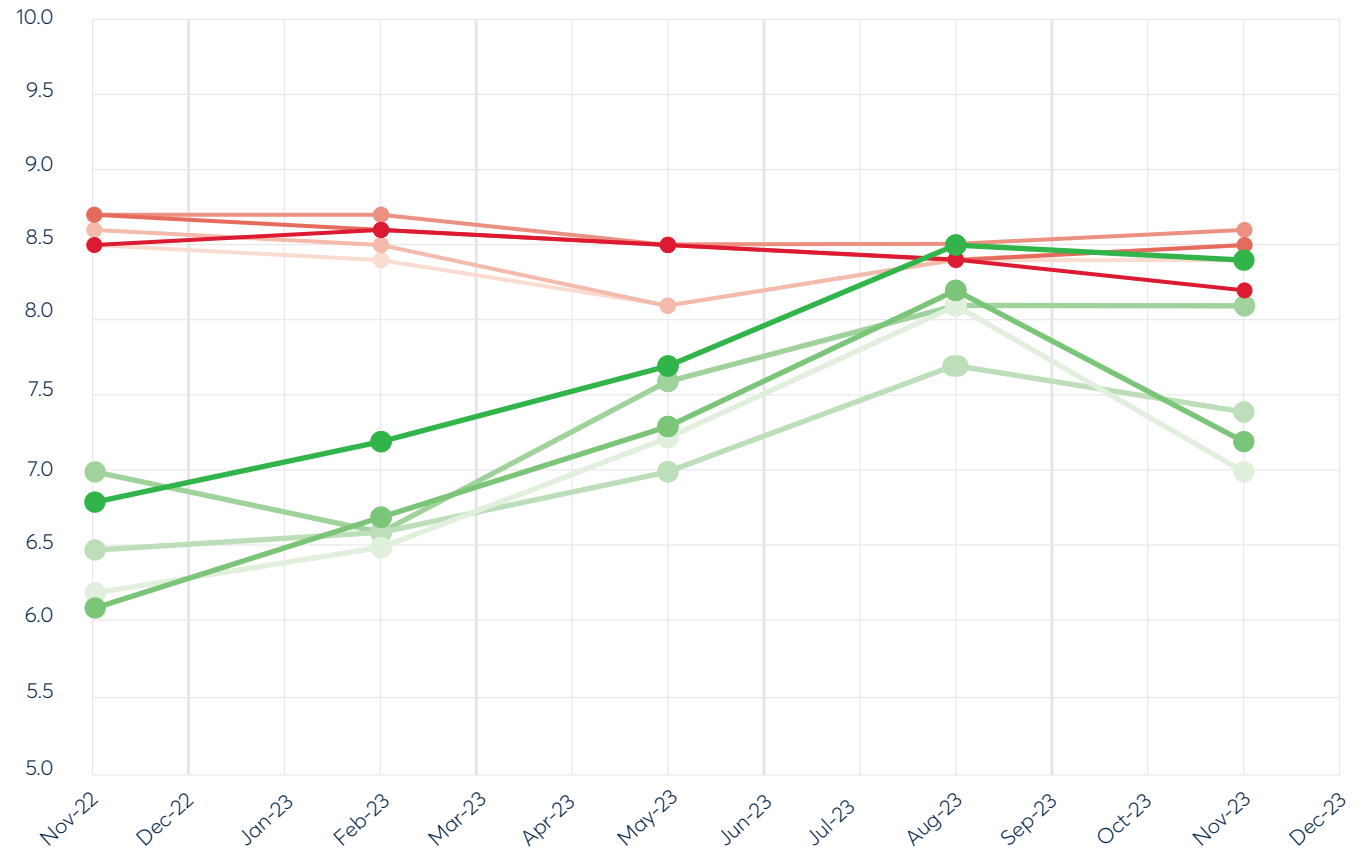
- The community's rating of attributes related to events, programs, shopping options, and amenities had the most increase over the Quarters.
- The community's rating of attributes related to the maintenance of the Square has the most decrease over the Quarters. However, the decrease was minor with only 0.1-0.5 points.
- Given the natural of aging and usage over time, it underscores the importance of maintaining a high level of care for the Square in the years ahead.

Legend

- Evidence of public events happening here (markets, street entertainers etc.)
- Evidence of community activity (exercise, gardening, art, fundraising etc.)
- Grocery and fresh food businesses
- Amenities and facilities (toilets, water bubblers, parents rooms etc.)
- Diversity of price points (\$ to \$\$\$)
- Cleanliness of public space
- General condition of businesses and shopfronts
- General condition of buildings
- Maintenance of public spaces and street furniture
- General condition of vegetation, street trees and other planting

MOST SIGNIFICANT INCREASES AND DECREASES IN PLACE ATTRIBUTES

This chart captures the 5 Place Attributes that have seen the biggest change in performance scores since the first assessment in Q2 2022.



Notes: Place Attribute score is out of 10. Full data is available in the four Quarterly Reports.

PRINCIPLE 4 OBJECTIVES REVIEW

Spills, litter and other issues detracting from a user's place experience are addressed quickly.

Parramatta Square seeks to maintain high standards of responsiveness to issues such as spills and litter. Expectations are that urgent cleansing requests such as those relating to spills, needles, broken glass or other matters that may impact upon a user's safety are addressed within an hour, between 5.30am and 8.00pm, Monday to Friday. There are no dedicated cleansing staff in the precincts on weekends, given there is a lower patronage of the precinct during those times of the week.

User feedback collected throughout 2023 has demonstrated that the community generally considers Parramatta Square to be clean and well maintained, however, this is trending downwards. 'Cleanliness of public space' was rated by users 8.6/10, 8.5/10, 8.4/10, 8.2/10 across the respective quarters of 2023. As a brand new asset, stains and grime will slowly build over time. The management team are factoring this into an Asset Management Plan and maintenance regime that will seek to maintain expected standards of cleanliness and high response times.

Damaged or broken assets are repaired in a timely manner.

Parramatta Square Public Domain is considered to be one of Council's most important assets. Council anticipates that the Parramatta Square public domain will be Council's highest usage, occupancy, community impact, user vulnerability,

service impact, financial impact and cultural/heritage significance asset.

As a brand new asset, there are few damaged or broken assets in the Square. Many of the issues identified throughout 2023 were subject to a defect liability period. This is reflected in the high scores from user feedback relating to 'Maintenance of public spaces and street furniture, that was rated 8.5/10, 8.1/10, 8.4/10 and 8.5/10 over respective quarters. The challenge for the management team will be to retain these standards and scores over time as assets age and depreciate. Further analysis on a strategy for maintaining assets within the public domain will be undertaken in 2024.

A 6 Star Green Star Communities rating is achieved and maintained.

Parramatta Square has been successful in achieving and maintaining a 5 Star Green Star Communities rating. Whilst this was short of the aspiration of the Parramatta Square Alliance 'Sustainability' project stream for a 6 Star rating, this represents the culmination of many initiatives that contribute to the social and environmental sustainability of the precinct. This included:

- Implementation of the local government area's only public place recycling scheme
- Collaboration between Walker and the City of Parramatta to implement a formulated strategy that appropriately

engages on a defined community vision, including the provision of public space and facilities for community use

- Initiatives to reduce waste and pollution, whilst promoting sustainable initiatives relating to active transport and disability access
- High social sustainability supported by community use and facilities in PHIVE and educational opportunities at Western Sydney University

The 5 Star Green Star Communities rating is in addition to the City of Parramatta becoming the first Council in Australia to achieve a Carbon Neutral Public Domain at Parramatta Square, certified by Climate Active.

Best practice environmentally sustainable waste management solutions are used.

Parramatta Square has introduced a trial of the City of Parramatta's only public domain recycling scheme. A public domain recycling trial has been committed by City of Parramatta as part of its certification process to obtain a 5 Star Green Star Communities rating for the Parramatta Square precinct from the Green Building Council of Australia. Proper waste separation and recycling will contribute to reducing landfill waste and promoting a circular economy.

Parramatta Square benefits from access to PHIVE and its management of e-waste collection for residents and visitors, including recycling of household batteries, CDs and mobile phones.

A Parramatta Square Waste Management Subcommittee operated throughout 2023 that featured representatives from Alliance Members, namely the City of Parramatta, Department of Planning and Environment, Walker Corporation and Western Sydney University. This Subcommittee shared information and opportunities for improved waste management throughout the precinct.

Public education campaigns promote positive behaviour and use of the public domain.

In 2023, no public education campaigns were deployed to influence positive behaviour and use of the public domain. As a newly completed precinct, generally the behaviour and use of the public domain has been very positive, with very few significant issues observed by or reported to the City of Parramatta.

Of the very few significant issues reported or observed, these primarily have related to matters involving:

- Smoking regulations
- Safety of pedestrians in relation to speed of bicycles, scooters and skateboarding
- Vehicle management procedures
- Antisocial behaviour including use of loudspeakers, unreasonable spreading of personal belongings or erection of structures
- Unapproved street activity

- Contamination of waste streams

It is possible for the Digital Kiosks to display public education campaigns in the future, if required. This may be preferable to stricter enforcement of regulations in the Precinct.

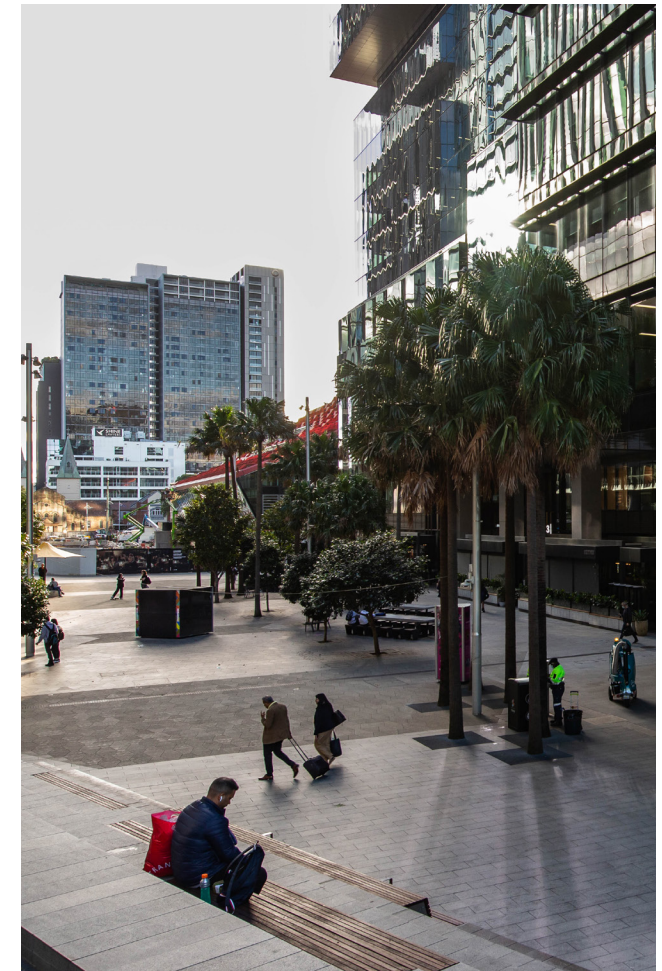
The public have appropriate access to key Parramatta Square amenities, including toilets.

The following public toilets are available in the Parramatta Square precinct:

- Centenary Square public toilets (open 6am-8pm, 7 days per week)
- PHIVE toilets (Open Monday to Thursday: 9am – 8pm, Friday to Sunday: 9am – 5pm)

Outside of the precinct, there are public bathrooms also located at Parramatta Train Station (behind ticket barriers) and Westfield Parramatta.

The Centenary Square toilets are currently installed as a temporary facility on the basis of its approval status and key stakeholder agreements. Any removal of this facility from the precinct will require an equivalent amendment to the supply of public toilets, including whether the PHIVE facility can provide this function, or an alternate location and supply of amenities can be provided, such as future development sites along the Civic Link or elsewhere.



Parramatta Square public domain. Image source: City of Parramatta



APPENDIX

METHODOLOGY

The methodology employed in developing the Quarterly Reports and this Annual Report is consistently anchored by the Parramatta Square Place Measurement Framework. This framework ensures a systematic approach to activity and experience measurement, incorporating eight primary metrics. These metrics include qualitative insights from Place Score's Place Experience (PX) data and quantitative metrics from various sources including City of Parramatta data, and Place Intelligence data.

In the light of changing data sources from Pathzz (Q3-Q4) to Place Intelligence (Q1-Q2), there have been changes in the primary metrics throughout the year. Each Quarter's methodology can be found in its associated Quarterly Report, along with each Quarter's full metrics and data sources. The current selected metrics will be reviewed and reconsidered in this Annual Report to ensure the most valuable data is included in quarterly reporting next year.

PLACE SCORE - USER PLACE EXPERIENCE (PX) DATA

Place Score collects performance data directly from the community consistently across all geographies. Community members were asked to rate how the 50 Place Attributes perform in their suburb of residence in terms of their impact on the respondent personally. PX data provides an overall score for a neighbourhood (out of 100) e.g. PX68. Each individual attribute also has a score (out of 10) e.g. PX4.8. The higher the score the better the place or the Place Attribute is performing for the community.

PLACE INTELLIGENCE'S GEODATA

Primarily collected via anonymised smartphone user data, Place Intelligence's location intelligence models and various data science tools provide valuable insights to the usage of a place, such as user dwell time, user activity heat mapping, number of people who have visited the place and the Precinct, and more. E.g. Parramatta Square Precinct had a 2 minutes increase (5%) in its average dwell time from Q4 to Q1 2023.

CITY OF PARRAMATTA DATA

Council's team is responsible for various data collection over the Quarter, such as event data, ground floor business operating hour data and service request data. E.g. There were 20 days of events held in Parramatta Square in November, 2022.

GLOSSARY

The Parramatta Square Precinct: It refers to the entire Square including all buildings and public space within the Precinct boundary.

The Parramatta Square public domain: It refers to public spaces including all roads, public plazas, footpaths and laneways.

Festival: A large scale City public gathering, typically a series and held annually, and includes music, arts, cultural and food offerings, and stimulates the economy, visitation and destination. Includes Hallmark events. More than 20,000 attendees.

Event: A standalone event, function, ceremony, planned for a specific occasion for the community and enhances Council's reputation and brand. Can be an annual event or ad hoc. Includes major events, civic events, community events, business events, seminars, conferences.

Activation: The level of human activity in and social life of the public domain, including the number and diversity of people present and the time spent in the public domain. This can be influenced by permanent factors (e.g. retail/hospitality opening hours) or temporary installations or activities that may engage an audience of 1 - 2,000 people.

Street Activity: Any activity delivered by a third party as set out in Council's Street Activity Policy including events, festivals, fundraising, charity collection, leaflet distribution, promotions, community outreach, mobile food vending, occasional footpath trading, outdoor dining, outdoor markets, portable advertising, retail trading in public footpaths and spaces, street entertainment and temporary art.

Civic Activity: Activities pertaining to rights and duties of citizens and involving the general public promoting specific needs and understanding in relation to organisations, government and its citizenry including but not limited to protests, vigils, demonstrations and occupations.

Civic Function / Media Opportunity: An official event held for celebratory, ritual or commemorative purposes or filming including but not limited to launches, unveilings or live television broadcasts.

First Nation Led

- First Nations themed event/activation delivered in consultation with First Nations Community; or
- Event/activation applied for by First Nations person or group under the Street Activity Policy.

First Nation Partnered

- Smoking ceremony or other First Nations ritual including Welcome to Country delivered by First Nations representative; or
- Delivery of event/activation includes involvement with First Nations group.

First Nation Participated: Notable representation by First Nations people attending event.

Youth Led

- Youth themed event/activation delivered in consultation with people aged <25; or
- Event/activation applied for by person aged <25 under the Street Activity Policy.

Youth Partnered: Delivery of event/activation includes involvement with people aged <25.

Youth Participated: Notable representation by people aged <25 attending event.

CALD Led

- CALD themed event/activation delivered in consultation with CALD people; or
- Event/activation applied for by CALD person or group under the Street Activity Policy.

CALD Partnered: Delivery of event/activation includes involvement with CALD people.

CALD Participated: Notable representation by CALD people attending event.

Alliance Collaboration Led: Event/activation driven and delivered by an Alliance member.

Alliance Collaboration Partnered: Event/activation driven and delivered by Council, with financial contribution from Alliance member.

Alliance Collaboration Participated: Event/activation driven and delivered by Council, with input and collaboration by Alliance member, without financial contribution.

Net Promoter Score (NPS): Net Promoter Score is an internationally recognised tool for measuring respondent loyalty to a brand or entity. Respondents are asked, "How likely is it that you would recommend this place to a friend or colleague?" On a scale of 0 to 10, where 0 is 'Not at all likely' and 10 is 'Extremely Likely'. The NPS is a number between -100 and +100. It is

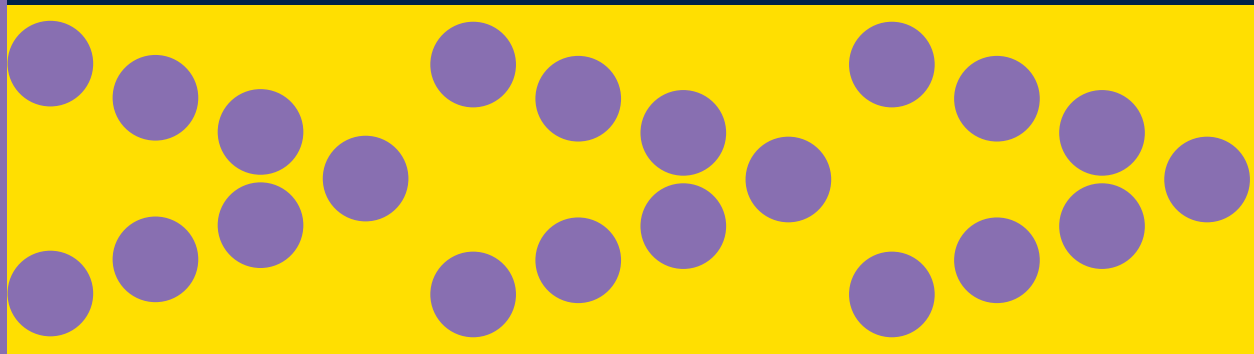
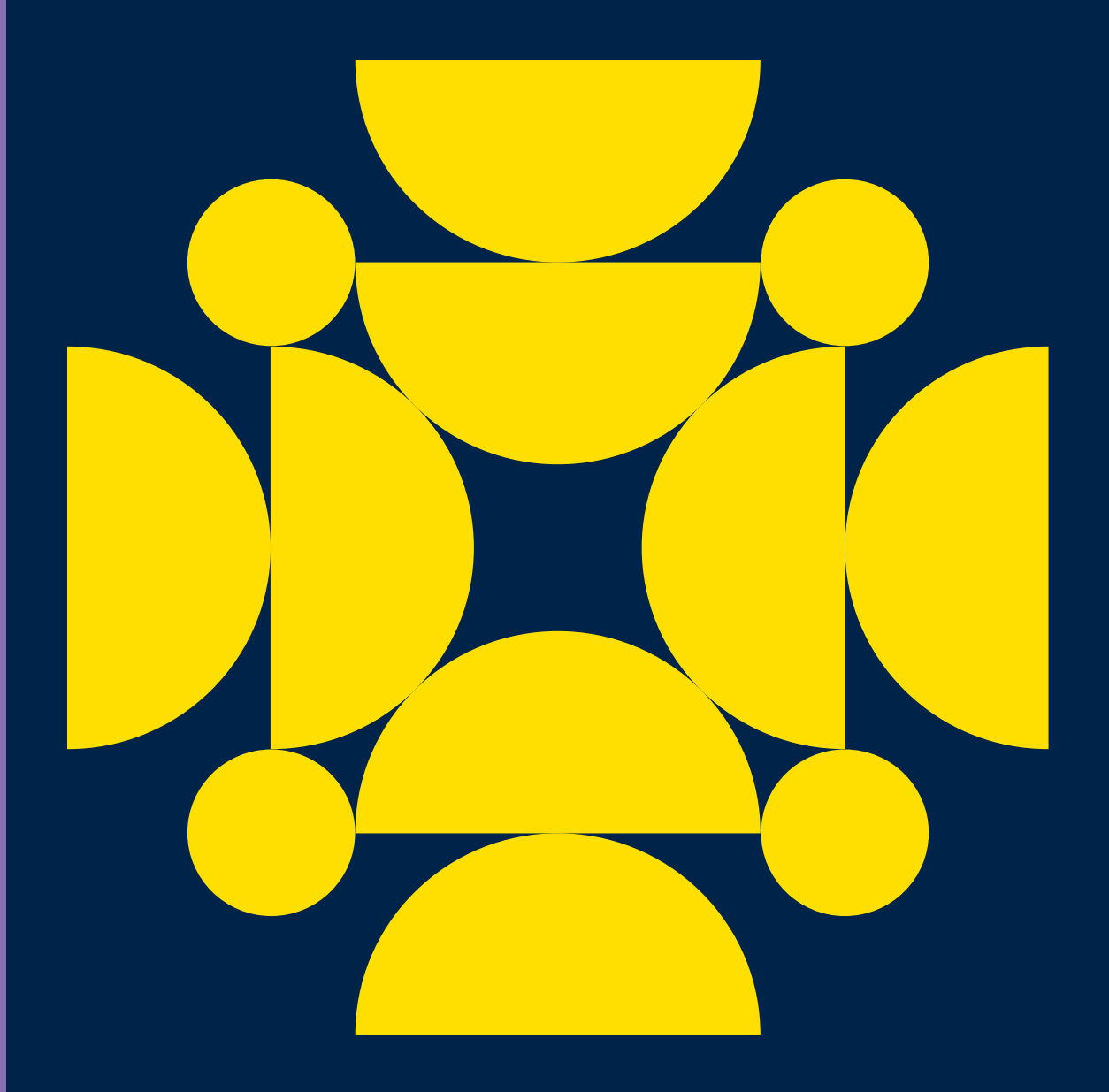
obtained by subtracting the percentage of 'Detractors' (rating 0 to 6 out of 10) from the percentage of 'Promoters' (rating 9 or 10 out of 10).

Place Attribute: Place Score's Place Attributes are the result of an extensive investigation of community, academic and commercial research to identify the 50 factors that are universally valued by Australians. A Place Attribute can be social, economic, cultural or physical. We use 50 attributes in neighbourhood and street environments, and 25 in park environments. Place Attributes are grouped into five Place Dimensions.

Place Attribute Score: Each of the 50 Place Attributes is assigned a score between 0 and 10 reflecting the mean of the ratings from all respondents for that attribute in that place.

Place Dimension: Place Attributes are categorised into five Place Dimensions. Each Place Dimension covers ten related Place Attributes. The five Place Dimensions are 'Look and Function', 'Sense of Welcome', 'Things to Do', 'Uniqueness', and 'Care'. A Place Dimension score is a whole number between 0 and 20 representing the sum of its constituent Place Attribute scores.

Place Experience (PX) Score: Place Score's PX Score gives a mainstreet or a neighbourhood its place rating. The whole number between 0 and 100 is nationally consistent and enables you to track place experience over time and to compare one place with another.



PARRAMATTA