

# Miller Social Infrastructure Masterplan

Prepared for Liverpool City Council | 2 September 2020

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# This Social Infrastructure Masterplan for Miller has been prepared for the Liverpool City Council.

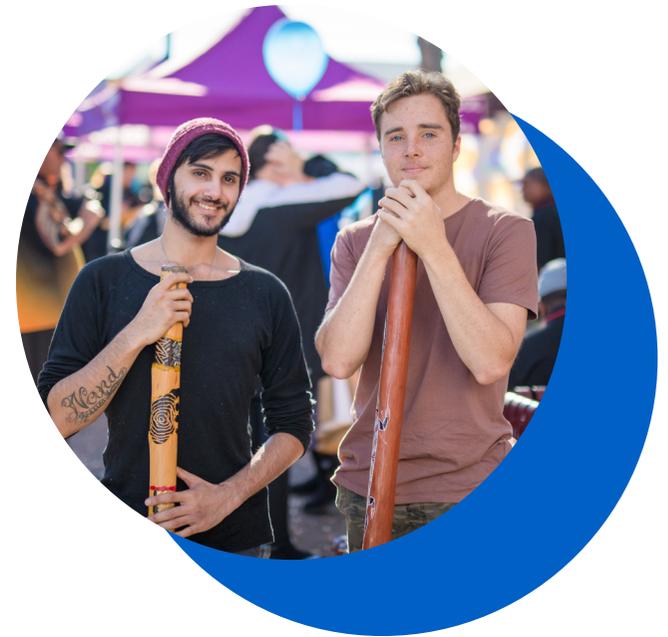
The Plan provides an overview of the needs of the community, investment priorities and the way forward for the provision of social infrastructure for the Miller community.

The Masterplan is a collaborative project, prepared by a multi-disciplinary team of experts that understand the complexities of social infrastructure planning in a local government context. Ethos Urban has led the delivery of the project, in partnership with Otium Planning Group, UTS Institute for Public Policy and Governance and Clouston Associates, providing recommendations to Liverpool City

Council as to the social infrastructure changes that are required to support the current and future community of Miller. Delivering an evidence based vision to guide the renewal and redevelopment of Council-owned assets within the suburb of Miller, the Masterplan aim to bring intergenerational social benefits, enhancing community wellbeing and resilience.

## Acknowledgments

We would like to acknowledge the Cabrogal Clan of the Darug Nation who are the traditional custodians of the land that now resides within Liverpool City Council's boundaries. We acknowledge that this land was also accessed by peoples of the Dhurawal and Darug Nations.



# 01

## Introduction

The Liverpool Local Government Area is one of the fastest growing areas in Australia. To support this growth Liverpool City Council plays a critical role in ensuring the community is effectively supported by an environment that encourages liveability, good quality of life and wellbeing for all.

Australian community expectations of social infrastructure have changed, with more and more people looking for greater flexibility and diversity of social infrastructure within their local area. As social infrastructure assets and networks have aged with some buildings and spaces no longer fit for purpose, councils across Australia are adapting, providing upgraded facilities and services to local communities in non-traditional ways.

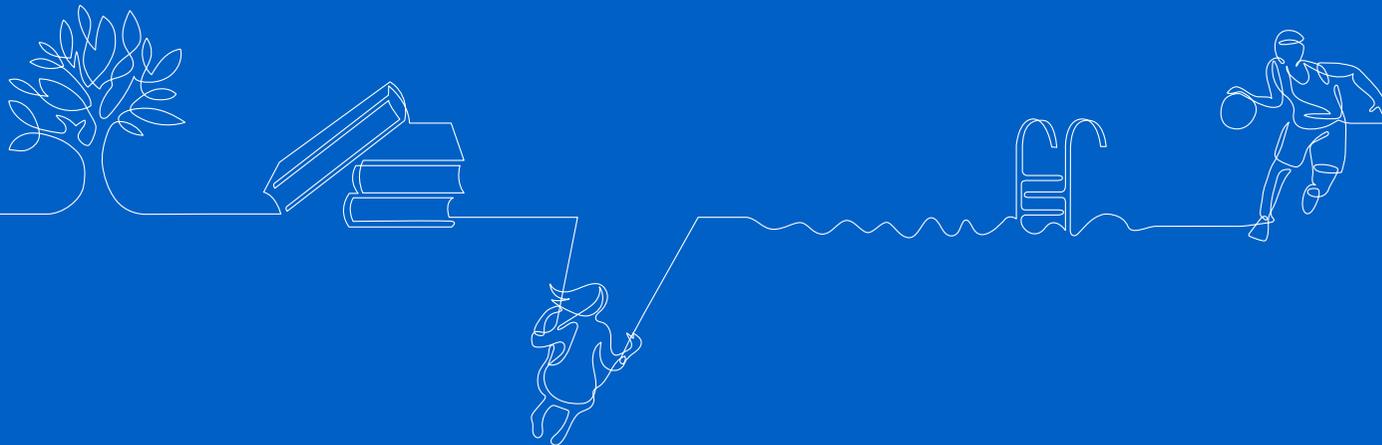
This Masterplan provides guidance to Liverpool City Council on the transformation of the social infrastructure within the suburb of Miller. The vision and directions proposed identify the key role social infrastructure will play for future growth and development of the Miller community. Liverpool City Council is committed to putting the community first, and this ground breaking project puts social infrastructure at the core of future development of the Miller Town Centre.

Through the provision of renewed social infrastructure in Miller, Liverpool City Council will contribute to the enhancement of liveability, resilience and sustainability of Miller and the surrounding 2168 community.

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# What is Social Infrastructure?

For the purposes of this Masterplan, social infrastructure takes into account both hard and soft infrastructure, including the facilities, buildings and spaces as well as the programs, services and networks that operate within these facilities. The network of social infrastructure noted to contribute to the social identity and quality of life of the people within Miller. In developing the Masterplan a review was undertaken of the existing supply of social infrastructure in Miller, articulating the supply and demand, with regards to usage patterns, accepted benchmarks and best practice trends.



# Role of social infrastructure and why it is so important

Social infrastructure provision is essential for the development of sustainable, liveable, resilient and socially cohesive communities. “*Quality social infrastructure are the building blocks for the enhancement of human and social capital.*”<sup>1</sup> Also working to attract investment, growth and economic development to local communities.

There is also growing evidence that failing to provide adequate social infrastructure results in significant costs to governments and communities<sup>2</sup>.

Further, deficiencies in social infrastructure provision can create long-term, complex social problems that require costly remedial measures, particularly in socio-economically disadvantaged areas<sup>3</sup>.

Conversely, there is a substantial body of evidence that the benefits of social infrastructure far exceed the economic costs of provision<sup>4</sup>.

Sustainable  
Liveable  
Resilient  
Socially Cohesive



Importantly, a significant proportion of identified benefits of social infrastructure fall under the responsibility of local governments, with the provision of social infrastructure including:

- **public libraries** – providing an array of social and economic benefits, beyond the simply housing collections of books. Modern public libraries provide communities with a variety of education, cultural, social and support services.
- **community facilities and services** – providing accessible public places for communities to interact and participate in a range of activities that help to increase community wellbeing, develop social capital, encourage civic engagement. As agents of social inclusion the facilities help to reduce social isolation and help to provide positive socio-economic outcomes for residents.
- **cultural activities, events and festivals** – local governments play a key role in facilitating cultural activities, events and festivals, with benefits to direct employment opportunities as well as flow-on effects of increased visitation and expenditure.
- **open space, sport and recreation facilities** – to support the health and wellbeing of residents. The provision of quality parks, sport and recreation facilities supports and sustain communities through physical and mental health benefits, social benefits, environmental and economic benefits. Recent experience has shown that public spaces, parks and pathways are vital to supporting local communities, creating spaces to allow a wide variety of outdoor activities and exercise.

Given the overwhelming evidence for its value in creating liveable and sustainable communities, it is imperative that councils invest in social infrastructure to ensure they meet the changing needs and expectations of their communities.

The delivery of social infrastructure within the Liverpool LGA is informed by the broader Western City District Plan, to deliver social infrastructure that reflects the needs of the community now and into the future, as well as optimising the use of available public land for social infrastructure.

# 02 Context

Liverpool City Council is working to deliver vibrant places that support individual and community wellbeing. Renewing and enhancing the existing community facilities across the LGA is an important priority with Council looking to renew existing social infrastructure stock that is older in style and has limited capacity to support a changing community.

This Social Infrastructure Masterplan aligns with the strategic planning priorities of Liverpool City Council. Those being: connectivity, productivity, liveability and sustainability.

The Masterplan also aligns with the directions of the Liverpool Community Strategic Plan to:

- create connection
- strengthen and protect the environment
- generate opportunity
- lead through collaboration.

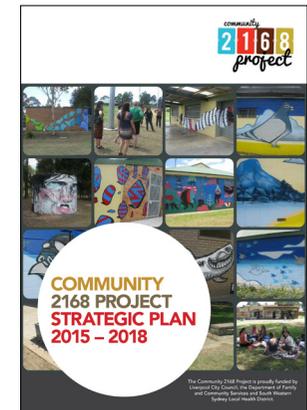
Building on the objectives of the Miller Town Centre Masterplan, this work provides a detailed social infrastructure review, identifying key principles to guide future development in Miller. Consideration has also been given to aligning the recommendations with the place-led infrastructure approach of the Fifteenth Avenue Smart Transit Corridor Design Framework.

Carrying forward the work undertaken to deliver the Community 2168 Project the Social Infrastructure Masterplan responds to the socio-economic challenges of the 2168 area, and will allow for ongoing commitment from Liverpool City Council to support the local community and service providers through the delivery of state of the art social infrastructure facilities, places and spaces that foster ownership and pride.

Understanding that Miller is the heart of service provision for the 2168 catchment, this future vision of Miller will ensure access to facilities is improved, public amenities are maintained and good quality of life outcomes for the community are achieved.



Connectivity  
Productivity  
Liveability  
Sustainability



# Vision

By 2040 Miller will be the heart of the 2168 community. A place centred around social wellbeing, the Social Infrastructure Masterplan will ensure a sustainable, liveable, resilient and socially cohesive community well into the future.

Designed to accommodate a diverse and growing community, the revitalised social infrastructure of Miller will attract investment, growth and economic development. Revitalised high quality social infrastructure in Miller will provide the building blocks to support the community as it grows into the future.

# 03 People of Miller

The suburb of Miller is rich in history, with the community having a strong connection to place and people. Miller plays an important role in the provision of social infrastructure for the broader 2168 community.

Provision of social infrastructure services and facilities in the suburb of Miller will help to increase health and wellbeing outcomes for people within the broader 2168 catchment.

Significant population growth is forecast for the Western City District. Pressures on existing facilities will be felt as the population grows and community needs change. There is an opportunity to ensure the development of Miller is managed in a socially sustainable way, delivered around a social infrastructure hub.

## Forecasts for Miller

# 74.7%

population growth by 2036

# 5,682

people will reside in Miller by 2036

# 85 and over

will feature the greatest growth of all age groups

# 30%

of households in Miller are lone person households



Miller and the 2168 catchment are considered relatively **more disadvantaged** than the Liverpool LGA on the SEIFA Index of Relative Socio-Economic Disadvantage.



Miller and the 2168 catchment has a lower proportion of residents aged 15 and over who had **completed Year 12** (30.5% and 46.0% respectively) compared with Liverpool LGA (52.1%).



The 2168 catchment has a much higher proportion of households living in **social housing** (17.7%) compared with Liverpool LGA (7.2%).



Residents of the 2168 catchment are slightly more likely to speak a **language other than English** at home (57.7%) compared with Liverpool LGA as a whole (51.9%). 44.2% of residents speak a language other than English at home.



**Significantly lower** median weekly household income in Miller (\$744) compared to the Liverpool LGA (\$1,548). The 2168 catchment has a lower median weekly household income (\$1,255).

## Family size – count of all children

Families in Miller and the broader 2168 catchment tend to have more children than the average family in Liverpool LGA and Greater Sydney.

- Families with four or more children make up 13.5% of all families with children in Miller and 11.3% of families with children in the broader 2168 catchment. These proportions are higher than those of Liverpool LGA (8.2%) and Greater Sydney (5.1%).
- Families with three or more children make up 33.3% of all families with children in Miller and 30% of families with children in the broader 2168 catchment. These proportions are higher than those of Liverpool LGA (25.7%) and Greater Sydney (19.4%).

## Aboriginal and Torres Strait Islander population

The proportion of Aboriginal and/or Torres Strait Islander residents in Miller is more than double the average for Liverpool LGA and Greater Sydney.

- Aboriginal and/or Torres Strait Islander people comprise higher proportions of residents in Miller (3.9%) and the 2168 catchment (2.5%) than in Liverpool LGA (1.5%) and Greater Sydney (1.5%).

## Lone person households

Lone person households in Miller are slightly more likely to be male (52%) than female (48%).

- A slight majority of lone person households in Miller are male (52%). In the 2168 catchment and Liverpool LGA, males and females each comprise 50% of lone person households. This differs from Greater Sydney, where males only comprise 44% of lone person households.
- Single male households are more common among 25 – 59 year olds.
- Single female households are more common among those aged 60+ years.

Both male and female lone person households are much more concentrated in Miller than in the broader 2168 catchment, Liverpool LGA or Greater Sydney.

- Male lone person households make up 15.8% of all households in Miller, 8.2% in 2168, 7.3% in Liverpool LGA and 9.0% in Greater Sydney.. 10% of households in Miller are comprised of males aged 35 to 59 living alone. This is a substantial concentration when compared with Liverpool LGA (3.6% of households) and Greater Sydney (3.9%).
- Female lone person households make up 14.7% of all households in Miller, 8.1% in 2168, 7.4% in Liverpool LGA and 11.4% in Greater Sydney.



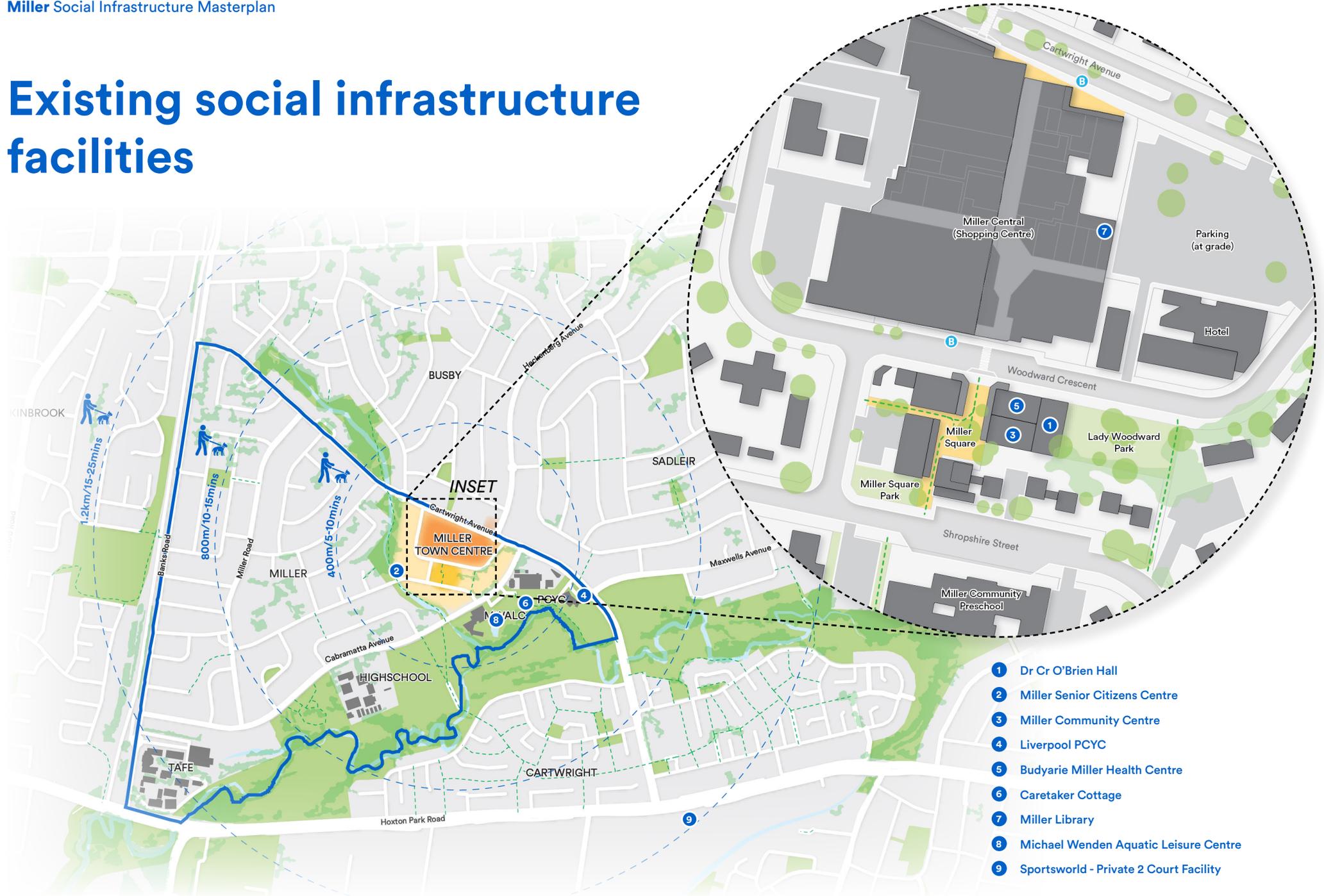
Adaptable, high quality and accessible social infrastructure is critical in supporting the demographic needs of the community. With many users of social infrastructure coming from both the Miller suburb and the wider 2168 postcode catchment, the following findings are useful to the consideration of social infrastructure needs.

Key considerations for the provision of social infrastructure in Miller are:

- The high proportion of lone person households indicates the possibilities of social isolation and loneliness. Future social infrastructure will play a vital role in supporting social sustainability and connecting people with services, groups and activities to foster social connectedness and social capital.
- Balancing the needs of older residents with the younger population is important to ensure multi-generational infrastructure provision, supporting equity of access.
- Affordable community services, accessible by all is a high priority to meet the needs of the population.
- The provision of jobs that social infrastructure can offer may support opportunities for education and increased skills, as well as reducing unemployment rates.

**An assessment of the current supply of community facilities, open space and recreational facilities within Miller has been undertaken to inform the Masterplan recommendations. Consideration has been given to the location, distribution, accessibility and connectivity, usage and utilisation. Informed by a review of strategic policies, population analysis, and benchmarks for social infrastructure planning the review takes into account the suite of current facilities and services in and around Miller, reviewing the condition, quality and utilisation by service providers and the community. Broad and targeted stakeholder and community engagement has deepened the understanding, helping to shape the recommendations.**

# Existing social infrastructure facilities



# 04

## Social infrastructure assessment

An assessment of the current supply of community facilities, open space and recreational facilities within Miller has been undertaken, with consideration of location and distribution, accessibility and connectivity, usage and utilisation. A detailed analysis of individual facilities has been undertaken and documented within the Miller Social Infrastructure Masterplan Analysis Report. Drawing on views expressed through consultation with stakeholders the strengths and opportunities of existing facilities has been considered.

The review of existing provision of community facilities in Miller has taken into account benchmarking guidelines, quantitative and qualitative assessment, to determine strategic and best practice principles in the assessment of facilities.

While benchmarks have been considered, relevant to this project is the unique character of the Miller population. The review takes into consideration community needs that may differ from the standard benchmarking tools, considered against quality and utilisation of facilities, population density and distribution of residents across geographic areas, as well as levels of disadvantage and unique community needs.



**The central location of community facilities in Miller is a strength however, there is strong desire to reconsider the design and delivery of facilities and services. Technological enhancements will improve utilisation of facilities and spaces. Safety and security is a key issue with the standalone facilities and costs can be prohibitive in ensuring equal access for the community. There is a strong desire from the community to enhance the provision of library services in the area.**

## Key findings



### Location and distribution

Community facilities in Miller are clustered in a relatively small area, within walking distance of each other and the Miller Town Centre.

The central, visible location of community facilities is a strength. The accessible location is necessary for the Miller community with proximity to footpaths, bike paths and bus stops an important priority.

Whilst accessible, the high number of standalone facilities is to be reconsidered. The clustering of facilities in a single area can help to catalyse connections and collaboration between service providers.

### Accessibility and connectivity

Community facilities in Miller have varying levels of accessibility. Whilst generally provided in central locations, close to bus stops, the connections between standalone facilities are poorly lit, in need of maintenance upgrades, and lacking in shade. Some standalone facilities are isolated due to limited visual prominence.

Future facilities are to be walkable, within an environment that is well-lit and secure.

Facilities are to be redesigned to incorporate smart technology.

Designs of the future must ensure spaces cater for all physical accessibility needs as well as ensure participation in programs are not prohibitive in relation to costs for programs and use of spaces.

### Usage and utilisation

Community facilities are currently used for a wide variety of activities, sports, gatherings, classes and events. In addition to the variety of playgroups exercise, dance and drama groups and language classes run from the facilities, spaces are also leased to community service providers as office and programming space.

Utilisation and usage varies significantly, with most facilities exclusively leased to community service providers for the provision of programs and office space. As a result spaces are not accessible to the broader community for casual bookings.

Some spaces are highly utilised while others are not, often due to the different approaches from the leaseholders of particular facilities.

The size and design of some spaces, in particular the Miller Library, limits the utilisation as they may not be appropriate for hosting a wide variety of activities.

### Quantitative assessment

The quantitative assessment of community facilities identifies the following required to support forecast population growth within the 2168 catchment.

- One integrated multi-purpose community facility of at least 2,000sqm.
- Expansion of the existing library services to meet community needs. Recommended the library is relocated to integrate with other community facilities.
- To meet benchmarks for local community facilities in the catchment, upgrades and expansion of some facilities is required.

# 05

## Review of open space and recreation

The assessment identified **32 sites totalling approximately 70ha of public open space**. However, the analysis found that of the **approximately 50% of the public open space is land with compromised public open space outcomes**. A majority (**81%**) of public open space sites only have fair or poor passive surveillance with limited street frontage.

Public open spaces need to provide a diversity of activities and settings that are well integrated, with activated street frontages to ensure positive and long-term outcomes. Importantly, access needs to be safe and appealing for all members of the community.

Activating street frontage to public open space means protecting and enhancing pedestrian and shared pathway networks to ensure visual access as well as physical access. It also means enhancing use with increased shade and expanding permeability into public open space along with more crossings and linkage across corridors such as Cabramatta Creek.



**An assessment of existing public open space and recreation facilities has been undertaken based on a 1,200m catchment from the Miller Town Centre. This catchment area extends beyond Miller and into surrounding suburbs.**

## Key findings



### Distribution and access

Equitable distribution ensures that open space is provided within a reasonable travel time from all residents. *‘The ability of residents to gain access to public open space within an easy walk from home, workplaces, and schools is an important factor for quality of life. The geographic distribution of open space is a key access and equity issue for the community’*

In the case of Miller Town Centre, while there is no major public open space integrated into the retail and services zone, there are a number of open space sites on the periphery with the closest being Lady Woodward Park at a walking distance of 80m.

Most residents within the 1,200m catchment area within walking access to public open space. However, the safety of some connections is a concern due to the small width and long nature of the laneways as well as a lack of surveillance.



### Quality and surveillance

There was a mixed range of quality across the public open space network. Many open space sites contained good stands of mature natural vegetation and were well maintained. However, park infrastructure lacks consistency and has many ageing elements that require renewal.

Passive surveillance is one of the most important contributors to safety within public spaces. Perceptions of safety influence the nature and extent that people use spaces and places.

A majority (81%) of public open space sites have fair or poor passive surveillance with limited street frontage.



### Diversity

Public open spaces need to provide a diversity of activities and settings that are integrated with activated street frontages to ensure positive and long-term outcomes.

Many public open space sites within and around Miller provide similar recreation offerings. The majority of playgrounds are similar in scale and type, and are poorly integrated with the surrounding landscape.



### Redevelopment - Michael Wenden Aquatic Leisure Centre

Michael Wenden Aquatic Leisure Centre is a highly valued community facility. It services a broader catchment than Miller, with many users travelling up to 15 minutes to access the various facilities and services offered.

Many components of Michael Wenden Aquatic Leisure Centre are not meeting market needs and are coming to the end of their useable life. As such, it is recommended that a staged redevelopment be progressed to ensure long-term community health and wellbeing outcomes are achieved.

**“Providing adequate quantities of open space based on demand should be understood in relation to the quality of the spaces provided. Quality is a key driver of both appreciation and use of public open space. The quality of design and ongoing maintenance and management is critical to attracting use and activating the open space network”.<sup>2</sup>**

1 GANSW Greener Places Design Guide Pg 17

2 GANSW Greener Places Design Guide Pg 19

# 06 Community engagement approach

Engagement with the community has helped to shape the development of this draft Masterplan. Engagement activities and communication tools were designed to be practical and collect meaningful feedback from community service providers and community members.

Engagement commenced in February 2020, and was soon impacted by COVID-19 social and physical distancing rules which limited our ability to meet and connect. To respond to COVID-19 an adapted engagement process was developed, and the engagement period was extended through to the end of May 2020.

## **55 people provided feedback.**

Conversations were rich and deep, and reflected the diverse range of community needs, perceptions and aspirations.

### **Engagement included:**



**25 participants** in face to face meetings with Council Officers and the 2168 Community Forum (pre-COVID-19)



**13 telephone interviews** with community service providers



**17 responses** to the online survey



**211 unique visitors** to the Liverpool Listens online forum



**8,781 people reached** on social media, and 111 reactions, likes and shares



**69 emails sent** to 2168 Forum to share with their networks.



**A media release, council e-newsletter and posters** to raise awareness

### **Who we heard from?**

Conversations with stakeholders were rich and deep, reflecting the diverse range of community needs, perceptions and aspirations, providing valuable insights. In depth discussions were held with:

- Liverpool City Council officers
- 2168 Community Forum
- Centre for Health Equity Training Research and Evaluation
- CORE Community Services
- Exodus Foundation
- Evolve Housing
- Gooboola Aboriginal Men's Group (NSW Health, SWLHD)
- Hume Community Housing
- Liverpool PCYC
- Michael Wenden Aquatic Leisure Centre
- Miller Library
- New Horizons
- NSW Department of Communities and Justice
- TAFE Services, Miller and Liverpool
- Wesley Mission

# What we heard...

**The Miller community is strong and resilient, with pride in the history and diversity of the area.**

**Community members value and respect Miller as a local centre**, its location and the multiple services available. The majority of existing users are from Miller or the 2168 area.

**Local community organisations and service providers are highly valued and respected in the community**, and play a critical role in creating a sense of community belonging.

**Michael Wenden Aquatic Centre, Miller Library and Miller Community Centre** are the most commonly used facilities, each being used for communities to connect, exercise, study or 'hang out'.

**The majority of people would like to see upgrades and improvements to current community facilities in Miller.** Facilities are considered to be aging, limited in space and size.

## Stakeholders and the community aspire for social infrastructure that is:



**Connected**, the concept of a community hub or multi-purpose facility is well supported.



**Inclusive**, recognising space is required for the diverse community, whilst acknowledging certain groups have specific needs.



**Varied**, people like formal and informal spaces to connect, recreate and 'hang out'. The concept of having formal community meeting spaces and an informal 'community lounge' is supported.



**Accessible**, people want spaces to remain open longer and sought improved access for people with specific needs.



**Affordable**, free or cheap access to services, programs, facilities and space is important for the Miller community, and is seen as a barrier to existing use.



**Activated**, some community members referenced travelling outside of Miller to access services that are bigger and more activated. Safety is a concern for vulnerable community members.



**Tech-savvy**, includes access to Wi-Fi, computers, printers, copiers etc. Many Miller residents do not have access to these at home. Local organisations would like to see better integration of systems and supported shared resources.



**Green**, local parks were identified as important spaces for community and family connection. People want to see well-lit open space with seating, trees and play/exercise equipment.

# 07

## The Masterplan

### Masterplan Principles

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#### Active streets & spaces

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Provide a range of multi-functional and adaptable streets and spaces, allowing open and active place based experiences that respond to the character of Miller. Sharing of spaces for all user groups and service providers, creating active and efficient use of resources.

The co-location of community buildings, services and open space can provide improved accessibility, improved activation and use.



#### Community living room

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Putting people first, the transformation of public spaces in Miller will be guided by a unique and unified design theme in the delivery of social infrastructure.

A suite of public domain furniture and objects will reflect the community aspirations of Miller. The community living room will provide a safe and integrated, technologically smart and aesthetically pleasing series of spaces for the community to gather and connect.



#### Connected & inclusive

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A great strength of Miller is the local community network including dedicated service providers.

Social infrastructure is to be designed for everyone and be accessible to all, regardless of age, ability, socio-economic status or ethnicity.

Revitalised spaces and places will enable effective, high quality service delivery, building existing strengths and supporting the inclusive community.



#### Health & wellbeing for all

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Population growth is supported by accessible, affordable and responsive social infrastructure.

Safety and security will be enhanced through a coordinated approach.

Convenient facilities, with enhanced connections will encourage play and exercise. Equitable access through distribution, design and management will encourage pride and enhanced community identity for Miller.

# Strategic Opportunities

It is very important on a local scale to have connections to key destinations in the wider context. By using the existing pedestrian and cycle network and introducing new extended links to make the continuous connections possible. With the focus on safety by using clear visual landscape tree connections and in most cases adjoining the tree canopies to have an increased contribution to ecological value.

One of the key principles is to decrease the urban heat island effect by increasing tree canopy cover not only in Miller Square but also on the proposed wider connections.

Connecting to and from Miller Square into the wider cycle and pedestrian network will enhance social interaction between a wider age profile in the area. By creating recreational nodes along the pedestrian and cycle network that lives out towards the creek will create improved safety through passive surveillance.

Permeability into Miller Square is very important as well as the immediate connections to the shopping center creating a safer environment.



## Legend

- - - Site Location
- Public Open Green Space
- Schools
- Miller Central Shopping Mall
- - - Existing Cycle/ Pedestrian Link
- - - Proposed Cycle/ Pedestrian Link
- Miller suburb area
- ↔ Local Proposed Connections
- ↔ Green streets linking to key destinations
- ↔ Key Corridor Connections
- Potential recreational activation along open space corridor

A place base 'landscape first' approach to all open space



Lizard Log, Western Sydney Parklands

Fit for purpose aquatic and leisure facilities



Leisure Centre, Macquarie Fields

Enhance access, useability and permeability of Cabramatta Creek



Bridge, The Ponds

# Constraints



## Inwardly facing typologies and spaces leading to poor passive surveillance and safety concerns

Existing layout, buildings and spaces discourages feelings of safety and security, with little activation of public space and inward facing typologies. Pockets within Miller feel unsafe contributed by forgotten and neglected interfaces.



## Community facilities are scattered in separate buildings and locations

Dispersed buildings and spaces are not well integrated, nor easily identifiable, impacting accessibility and use.



## Miller Square has fragmented ownership

The fragmented land ownership along side the diverse range of service providers operating within Miller creates difficulties in providing a coordinated approach to provision of social infrastructure.



## Pedestrian and vehicular conflicts

The town centre has been planned to optimise car usage. At grade car parking dominates, creating pedestrian and vehicular conflicts.



## Legibility of public domain and open space

Undefined and low quality space between buildings. Narrow pathways and poorly defined linkages lack legibility in a wider network of spaces. Some spaces are uninviting to informal recreation and social use.

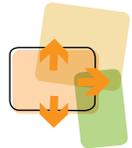


## MWALC is not meeting its full potential

The age, condition, size and configuration of facility components is limiting the Centre's capacity to meet community aquatic and recreation needs.



# Opportunities



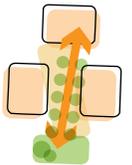
## Active edges and spaces

Increased active frontages will enhance visible access, activity, and passive surveillance.



## Consolidate multiple facilities into a unified community centre

Working with all land owners, develop a shared vision for Miller Square around an improved public domain and a purpose built community hub, enhancing the role and function of Miller Square.



## Improved connections between places, spaces and facilities

Apply a 'people first' approach and effectively integrate open space and facilities in Miller to improve safety, visual amenity, permeability and accessibility.



## Use of residual land

Provide local embellishments and enhanced community garden opportunities, which establish local spaces with visual connections. Working with landowners, ensure future redevelopment of social housing is design led, resulting in optimal placemaking outcomes.



## Series of well defined/programed spaces

A 'landscape first' approach to connect key community and recreation facilities is supported. Diversification of free outdoor opportunities is explored through the introduction of low maintenance park infrastructure.



## Relocation of Lady Woodward Park

There is the opportunity to relocate Lady Woodward Park while retaining existing trees along the southern boundary. This will allow for greater activation in the heart of Miller.



## Staged redevelopment of MWALC

There is an opportunity for a staged redevelopment to ensure long-term community health and wellbeing outcomes are achieved. The staged approach will seek to retain infrastructure that has been deemed to be in good or reasonable condition whilst providing new, well-integrated facilities that meet community demands and industry trends.



# Precinct Masterplan

## Legend

- 1 Envisioned Miller Shopping Centre with open and active edges
- 2 New proposed Miller Square
- 3 Creating recreational spaces that connect into the green corridor catering for all age groups
- 4 Proposed increase of urban tree canopy on precinct scale that connects and identifies key connection corridors
- 5a Additional 2 indoor courts and new timber sprung floor to existing courts as part of stage 2 redevelopment of MWALC
- 5b Future waterplay area / splash park and redevelopment of 50m pool under stage 2 works
- 6 Opportunity to create larger sport facility precinct. Investigate amenities and lighting upgrades in line with assess management plans.
- 7 Multiuse area for community events
- 8 Screening planting of backyard fencing to limit graffiti at the north of Cartwright Ave and south of Shropshire St
- 9 Consolidate signage and upgrade playspace in line with assess management programs at the south of Cartwright Ave
- 10 Using a landscape first approach to create series of well defined spaces that are connected to key community and recreational facilities
- 11 Use residual land to provide local embellishments and enhanced community garden opportunities, and establishing local spaces for community to connect
- 12 Youth-focused spaced at McGirr Park. Opportunities for adventure play and obstacle play space under stage 2 works.
- 13 Demolish cottage and relocate service to Miller Square
- 14 Health and fitness Centre under stage 1 works. Opportunities for multipurpose rooms with carpark under.
- 15 Improve pathways as a linear park with increased activation that assist a sense of safety and encourage community use
- 16 Proposed Carpark
- 17 Proposed program space
- 18 Stage 1 community hub and park
- 19 Stage 2 integrated square
- ↔ New well defined connections to the broader pedestrian / cycle network
- ↔ New pedestrian orientated axis connection from Miller Shopping Centre to Miller Square. Focus on safety and visual connections with open and ease of accessibility.
- ↔ Key creek corridor connections





# Miller Square Precinct

## Legend

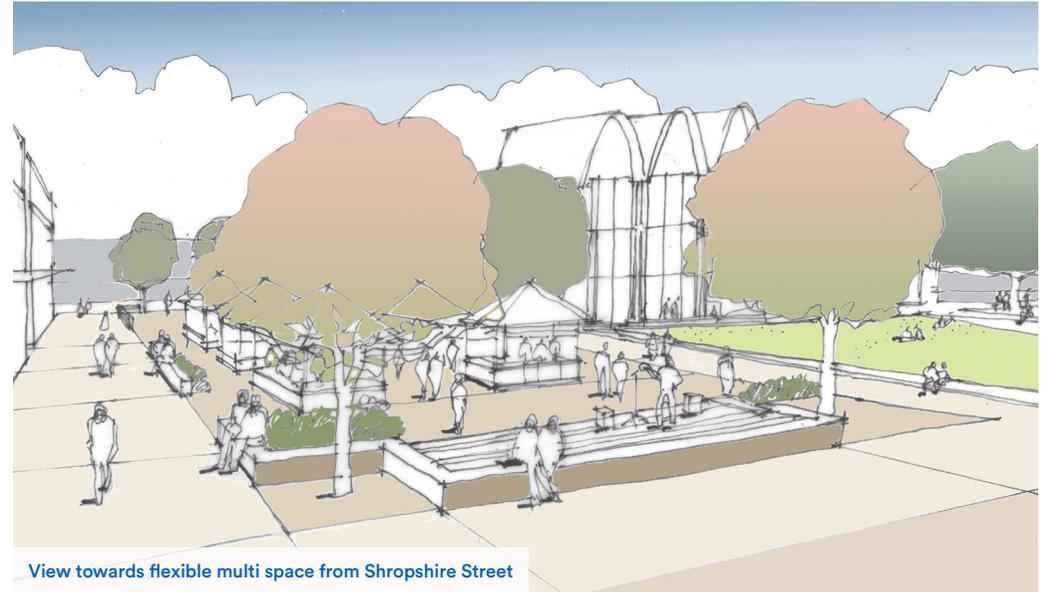
- 1 New Library with community facilities
- 2 Community Services
- 3 New Social Housing with creative hub spill out areas
- 4 Relocated central open park area
- 5 Multi-aged play ground / Seating around feature tree
- 6 Miller Shopping Centre
- 7 New pedestrian friendly space with raised crossing to Miller Square
- 8 New open and connected axis into Miller Square with boulevard of trees. Circulation open and clear visual connections with lighting.
- 9 Shared shaded seating zone with multi-purpose space / markets
- 10 Stage area
- 11 Break out space
- 12 New Shelter
- 13 Social corners / spill out areas with planting
- 14 Steps with ramp in front of Library not publicly accessible
- 15 Arrival park with recreational activities and accessible
- 16 Safe social housing recreational spaces
- 17 Existing trees to be retained
- 18 Planting and seating wall
- 19 Opportunity for public art or feature lighting
- 20 Using a landscape first approach to create series of well defined spaces that are connected to key community and recreational facilities
- 21 Potential bicycle location promoting active transport



# Perspectives



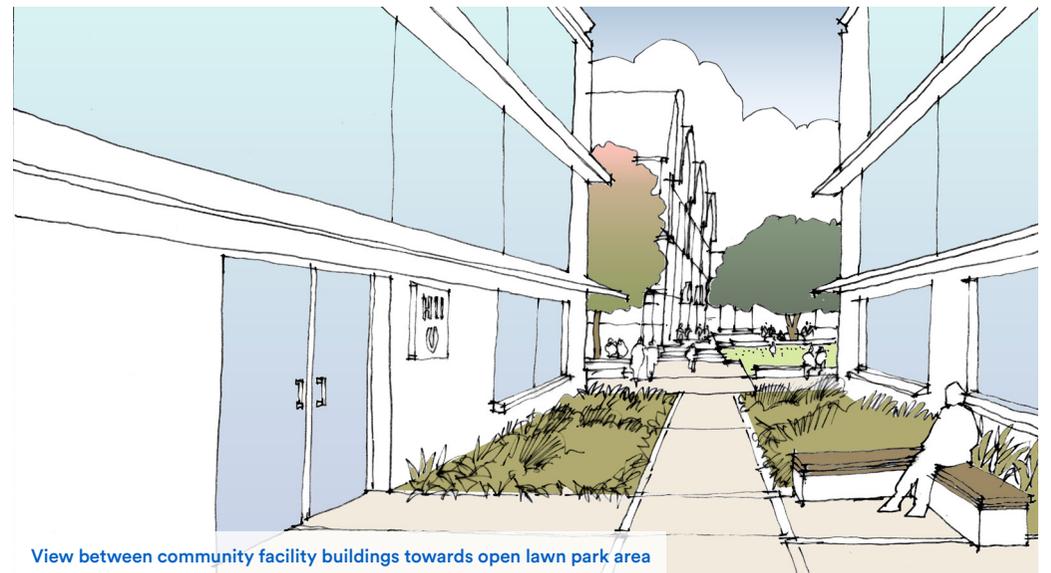
View across central open park area towards library from Shropshire Street



View towards flexible multi space from Shropshire Street



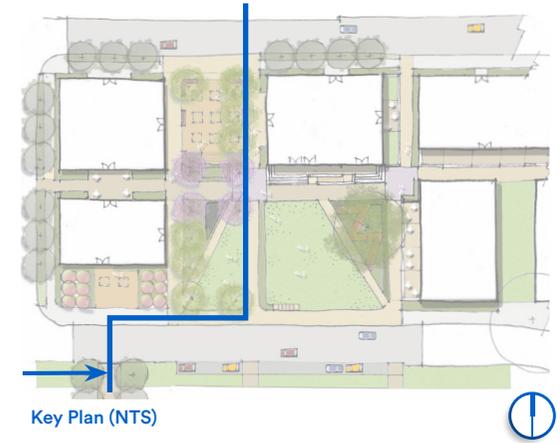
View from existing shopping center across Woodward Crescent towards Miller Square



View between community facility buildings towards open lawn park area

# Sections

## North-South



Concrete walkway with trees

Bus stop zone

Raised pedestrian road crossing from Miller Shopping centre to the Square

Concrete walkway with trees

Shared seating zone for community gatherings / markets with new open and connected axis into Miller Square. Flexible small event space with creative arts and education spaces.

Stage area

East-west circulation route into Miller Square with safe connection to social housing

Relocated central open park area that caters for recreational activities to all age groups

Concrete walkway with trees

Raised pedestrian road crossing from Miller Square to the Miller Pre-School Centre

New parallel street parking

Green edge planting with boulevard trees

Concrete walkway

New widened footpath connection from creek to Miller Square with clear visual sight lines

East-West



Key Plan (NTS)



Roadway

Concrete walkway with trees

East-west circulation route into Miller Square with open & safe connection to the plaza with access to the community services buildings

Flexible small event space with stage for creative arts and education spaces linked to social housing tenants

Relocated central open park area that caters for recreational activities to all age groups

Multi-aged play ground

Aboriginal creative arts space and education spaces

New open and accessible linkage through Social Housing units with passive surveillance

Internal courtyard between social housing buildings not publicly accessible

New open and accessible linkage through Social Housing units with passive surveillance

Well connected shared pathway

# Precedents



Plaza space in front of library



Town park with balance of hardscape and softscape



Town centre open lawn area



Opportunities for aboriginal artworks



Pedestrian friendly environment with landscape and visual amenity



Flexible space for weekend market



Opportunities for creek corridor activation and connection

Miller Social Infrastructure Masterplan



Maximising opportunities for winter sun and summer shade



Building frontage activation



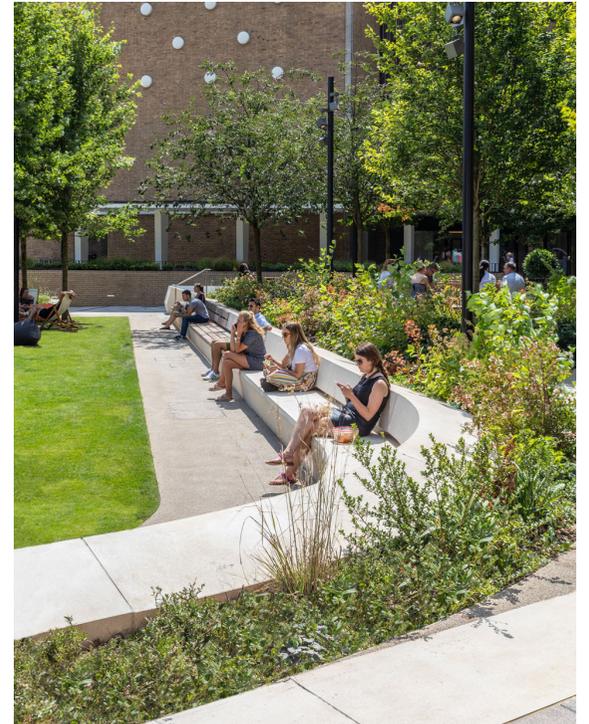
Playground opportunities



Mini plaza with opportunities for socialising



Plaza with seating and market space opportunities



Landscape amenity with seat along the garden bed



Green link with canopy trees between spaces

# Planting selection

## Feature trees



*Fraxinus raywoodii*  
Claret Ash



*Pyrus calleryana* 'Capital'  
Ornamental Pear



*Magnolia grandiflora* 'Little Gem'  
Little Gem Southern Magnolia

## Native trees



*Tristaniopsis laurina*  
Water Gum



*Corymbia maculata*  
Spotted Gum



*Eucalyptus moluccana*  
Grey Box

## Ornamental shrubs



*Dodonea viscosa*  
Hopbush



*Bursaria spiniosa*  
Australian Blackthorn



*Raphiolepis indica* 'Cosmic Pink'  
Indian Hawthorn



*Westringia* 'Wyn Gem'  
Westringia Wynyabbie Gem

## Creek planting



*Carex appressa*  
Tall Sedge



*Lomandra longifolia* 'Nyalla'  
Lomandra Nyalla



*Ficinia nodosa*  
Knobby Club Rush



*Juncus usitatus*  
Common Rush

## Ornamental groundcovers/grasses



*Cerastium tomentosum*  
Snow in Summer



*Dianella tasmanica* 'Blaze'  
Dianella Blaze



*Dichondra repens*  
Kidney Weed



*Dietes grandiflora*  
Dietes Wild iris



*Raphiolepis indica* 'Snow White'  
Snow White



*Pennisetum alopecuroides*  
'Pennstripe'  
Pennstripe



*Liriope muscari*  
'Dwarf'  
Liriope Dwarf



*Lomandra longifolia*  
'Tanika'  
Lomandra Tanika



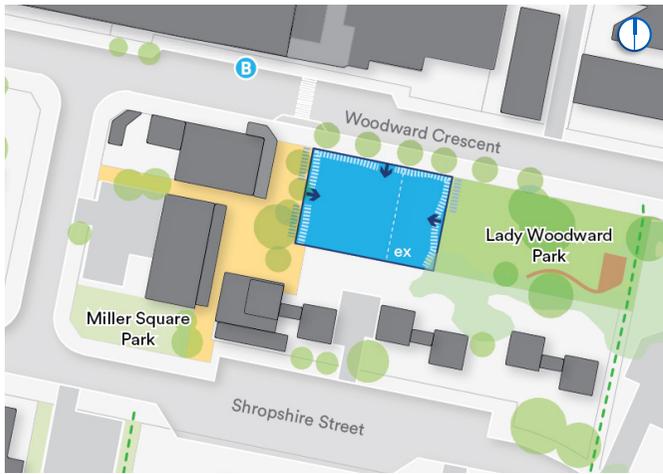
*Themeda australis*  
Kangaroo Grass



*Rhodanthe anthemoides*  
Paper Daisy

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# 08 Miller Square staging



## 1. Council Land

This option proposes redevelopment of Council land. Providing a new multi-purpose community centre with enhanced connectivity to Lady Woodward Park. Dr Cr O'Brien Hall is to be reimaged and repurposed, integrating a new library space. Activated edges create stronger links to broader social infrastructure in Miller.

GFA	2,123m <sup>2</sup> (estimated at 80% efficiency)
Miller Square	1,213m <sup>2</sup> *
*Not including the area of Lady Woodward Park (1,260sqm)	



## 2. Integrated Square

Working with NSW Health this option will see the delivery of upgraded community facility spaces connected by a revitalised Miller Square. Unlocking increased floor space this option provides opportunity to cater for long term population changes. Upgrades to the Woodward Crescent streetscape will support the revitalised Miller Square.

GFA	5,197m <sup>2</sup> (estimated at 80% efficiency) additional 3,074m <sup>2</sup> with NSW Health
Miller Square	1,413m <sup>2</sup> * additional 200m <sup>2</sup>
*Not including the area of Lady Woodward Park (1,260sqm)	



## 3. Integrated Square & Park - Final Masterplan

Miller Square is to be transformed into a linear pedestrian boulevard, supported by local street upgrades. Council in collaboration with NSW Health and NSW Land and Housing Corporation will support stronger connections between the community and users of Miller social infrastructure through the provision of a safer and activated Miller Square, relocating Lady Woodward park into a central location supported with new community facility buildings and revitalised residential dwellings.

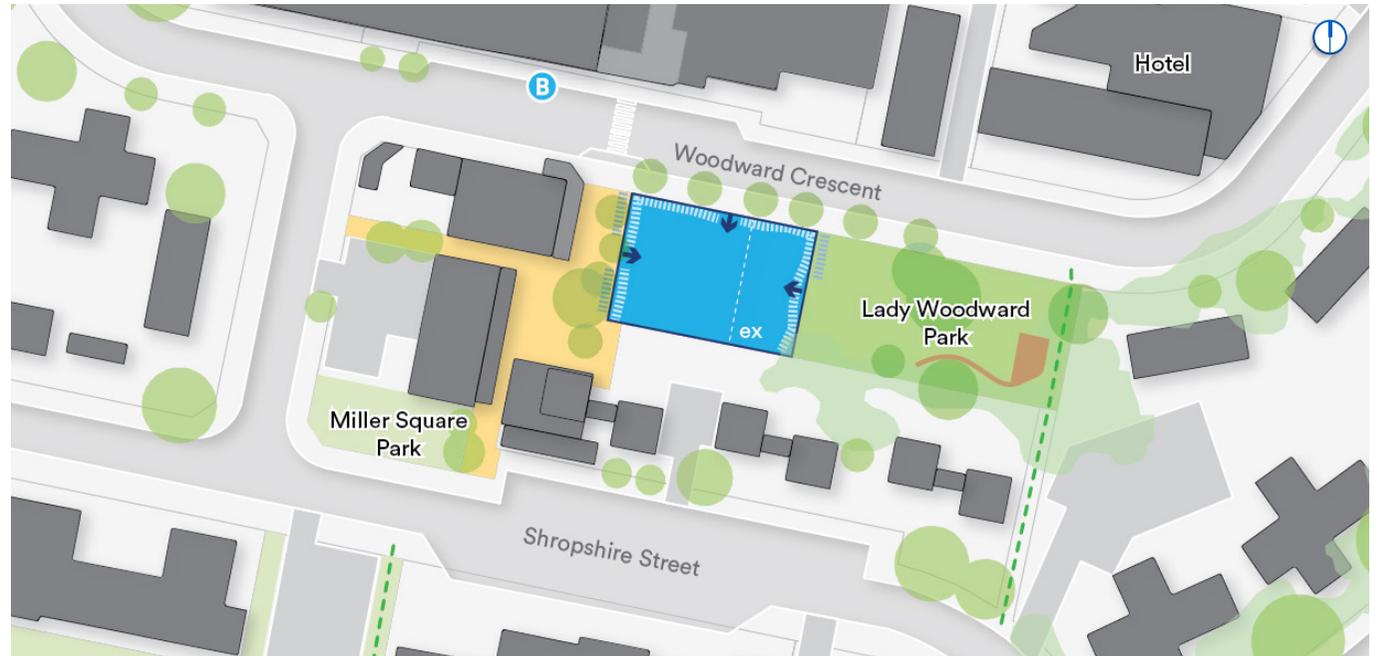
GFA	5,437m <sup>2</sup> (estimated at 60-80% efficiency) additional 240m <sup>2</sup> with NSW Land and Housing
Miller Square	3,985m <sup>2</sup> * additional 2,572m <sup>2</sup>
*Including the area of the relocated Lady Woodward Park	

# 1. Council Land

This option proposes to develop a new multi-purpose community centre on council land. Dr Cr O'Brien Hall is to be reimaged and repurposed. A new library space is to be integrated within the revitalised centre. Stronger links to the open space network will be supported through activated edges and continuous frontages for Miller Square and Woodward Crescent. The object building, connected to Lady Woodward Park will enhance the community presence, maximise usage and improve the open space network.

The creation of a landmark facility will enhance the civic space. Opening up and activating the ground level space ensures the streets become safer for the community. Transparent design will ensure the street and shared spaces are negotiable to users.

The design is to be responsive to individual and cultural needs with the final design required to create functional, harmonious, and inspiring collection of spaces for the community to enjoy.



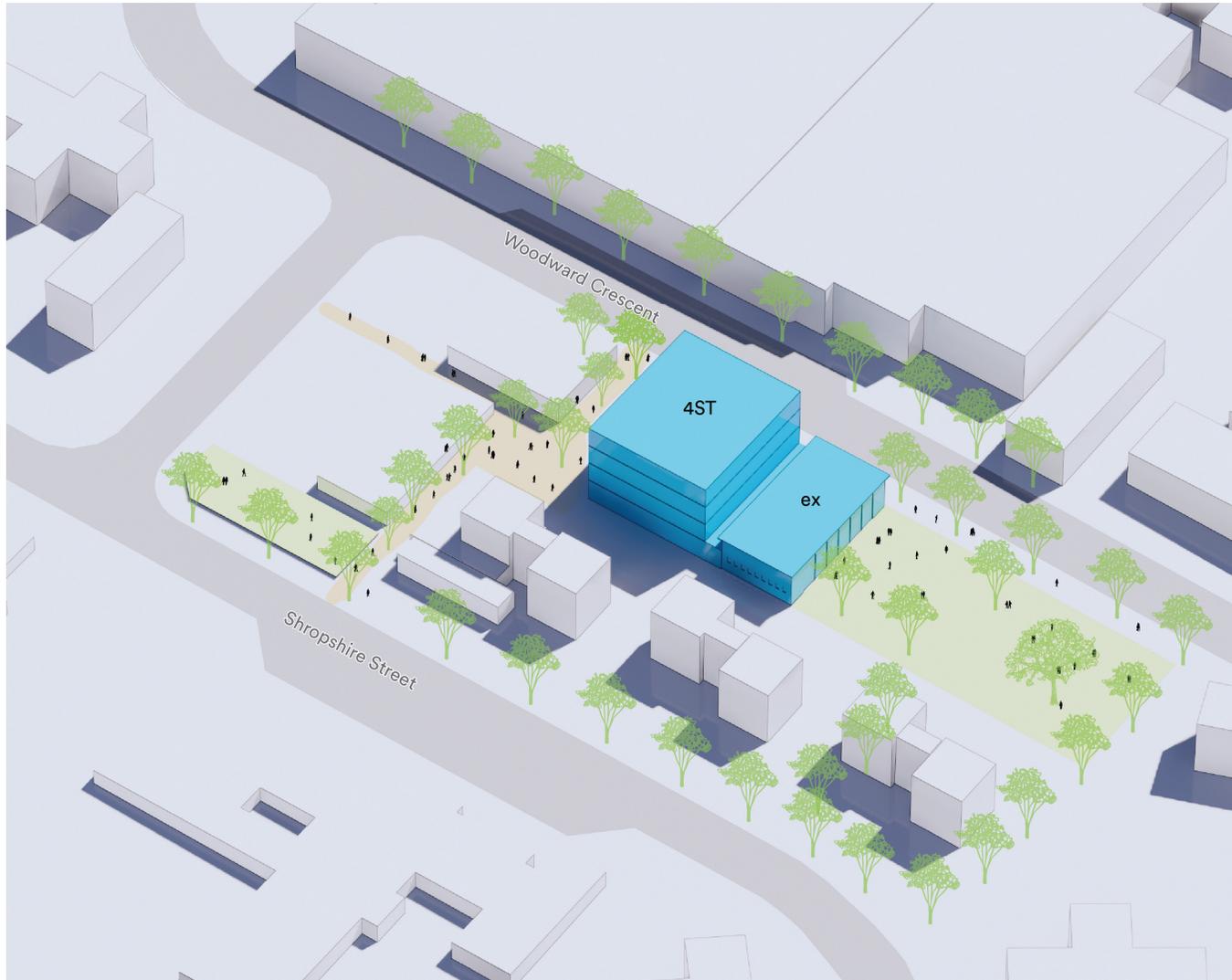
GFA	2,123m <sup>2</sup> (estimated at 80% efficiency)
Miller Square	1,213m <sup>2</sup> *
	<small>*Not including the area of Lady Woodward Park (1,260sqm)</small>

## Legend

- Library, community lounges and community hall



## Integrated multi-purpose facility Library as focal point Reimagined hall and creative arts space



The library acts as an "anchor" for the multi-purpose facility with the 4 level building integrated with surrounding public open space. Adaptable programming space to be provided to include library programs such as storytime, space for arts and creative programs, meeting room space for support services and referral services, as well as adaptable space for education and learning programs. Activated ground level will include café space with open entrance points and informal undercover meeting spaces. Facility uses include a new library (1,500sqm), two large adaptable meeting room spaces, new hall space with adjoining kitchen for education and event use, accessible bathroom facilities, space for Budyari Miller Health Centre, as well as a new music studio and arts and creative spaces.

### Legend

- Library, community lounges and community hall

## 2. Integrated Square

Working with NSW Health this option will see the delivery of an enhanced Miller Square, with surrounding community facility buildings providing shape to a focal point of positive public space in Miller Square.

The three buildings will be woven together by a common and consistent thread, considering colour, design and usage. Continuous frontages and activation of uses at the ground level will create enhanced vibrancy and safety for the community. Consideration can be given to enhanced activation of the ground level space through facilitation of retail, focusing on café and restaurants, with enhanced outdoor dining experiences during both day and night.

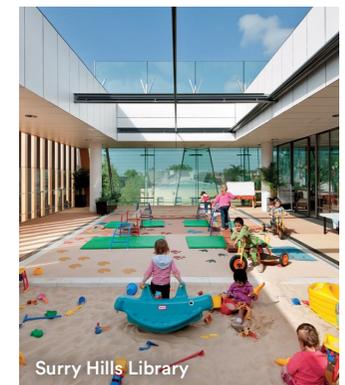
Unlocking increased floor space this option provides opportunity to cater for long term population needs. Upgrades are to occur to Miller Square as well as the Woodward Crescent streetscape.



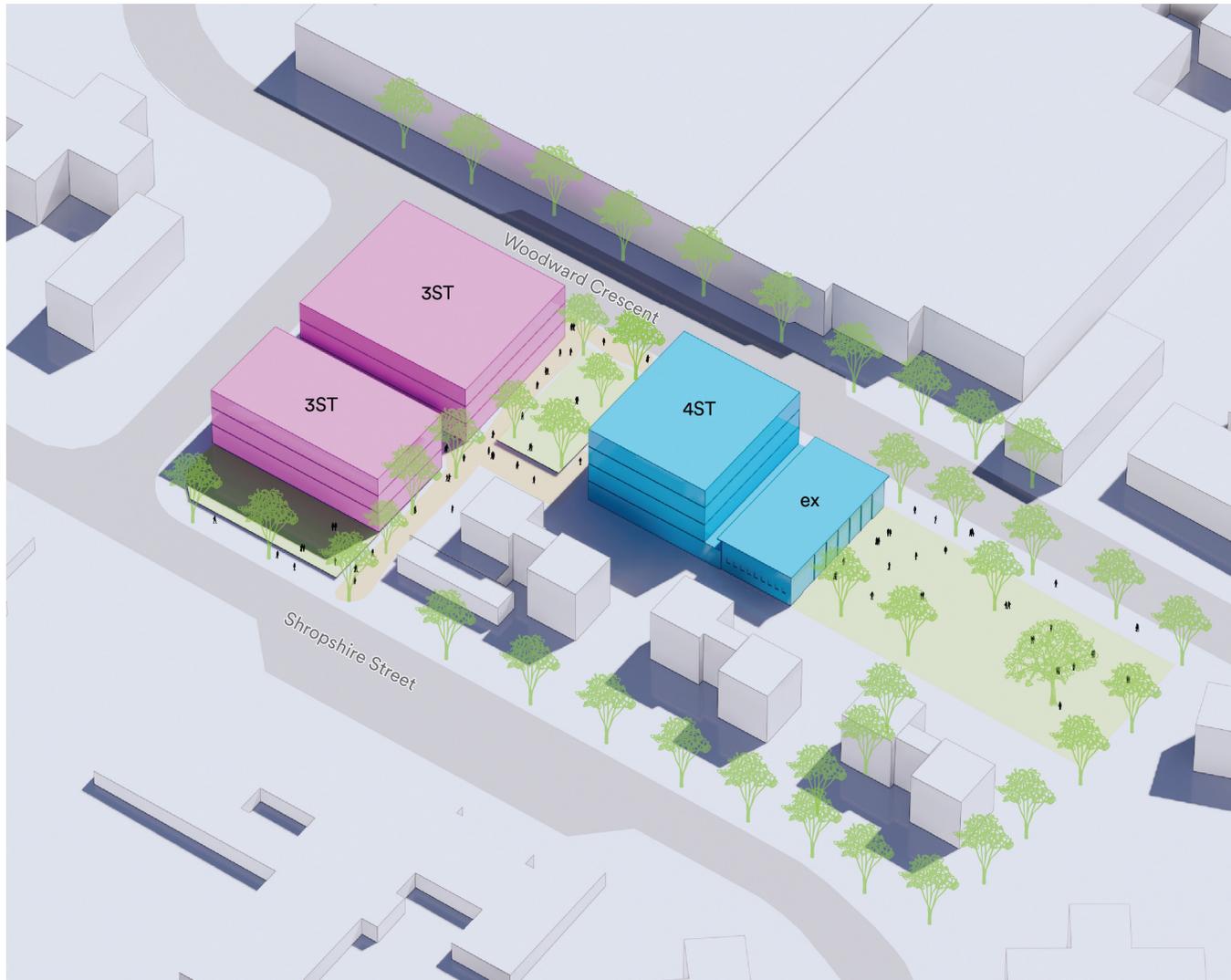
GFA	5,197m <sup>2</sup> (estimated at 80% efficiency) additional 3,074m <sup>2</sup> with NSW Health
Miller Square	1,413m <sup>2</sup> * additional 200m <sup>2</sup> <small>*Not including the area of Lady Woodward Park (1,260sqm)</small>

### Legend

- Library, community lounges and community hall
- Health and wellness, including Aboriginal health services



Three interwoven buildings  
Common landscaping thread  
Flexible and adaptable public domain



Incorporate of Budyari Miller Community Health Centre on western side of Miller Square. Expansion of library spaces and community meeting room spaces to allow for large board room space. Incorporation of space for Sisters of Charity outreach program. Additional space provided for casual drop-in childcare services. Incorporation of space for specialist health services, such as dental facilities, health screening and blood pressure and diabetes testing. Dedicated manager to coordinate use and management of spaces throughout Miller Square.

**Legend**

- Library, community lounges and community hall
- Health and wellness, including Aboriginal health services

# 3. Integrated Square & Park - Final Master Plan

Working with NSW Health and NSW Land and Housing Corporation Miller Square will be transformed into a linear pedestrian boulevard. With the creation of strong north-south and east-west connections, the revitalised Square will provide a recognisable connection point to unify social infrastructure more broadly within Miller.

New community facility buildings are to be provided on all sides of Miller Square, woven by a common design thread and usage patterns.

The incorporation of NSW Land and Housing allows for the development of three new residential buildings, incorporating community facility space at the ground level, resulting in improved safety, security and connectivity throughout the site.

Upgrades are to occur to Lady Woodward Park which has been relocated, Miller Square and the Woodward Crescent and Shropshire streetscapes.

Sustainable design is a key objective with the overall building form and aesthetic to express key values of the Miller community.

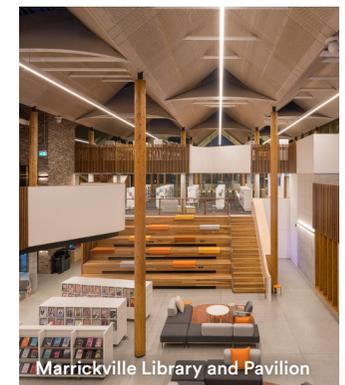


GFA	5,437m <sup>2</sup> (estimated at 60-80% efficiency) additional 240m <sup>2</sup> with NSW Land and Housing
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Miller Square	3,985m <sup>2</sup> * additional 2,572m <sup>2</sup> <small>*Including the area of the relocated Lady Woodward Park</small>
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### Legend

- Library, community lounges and community hall
- Health and wellness, including Aboriginal health services
- Creative arts and education spaces
- Social housing



## Fully integrated Miller Square Centralised public park Expanded creative arts hub



Additional education program space, with expanded creative arts hub. Three unique zones. First zone for library, community lounges and community hall and offices. Second zone for health and wellness, including Aboriginal health services. Third zone for creative arts space and education spaces, linked to social housing tenants. All three zones unified through the reshaped public domain.

### Legend

- Library, community lounges and community hall
- Health and wellness, including Aboriginal health services
- Creative arts and education spaces
- Social housing

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# 09 Action plan

To meet community needs now and in the future, a series of recommendations and actions have been proposed to ensure the future social infrastructure for Miller is an accessible and adaptable network of community facilities, providing innovative and sustainable spaces to support community wellbeing. Recommendations have been made based on short term (within two years) and long term (2+ years) prioritisation. Some actions are ongoing as strategies and frameworks are developed and undergo continual evaluation. The priorities are flexible with opportunity to review following Council assessment.

As the masterplan takes shape it is recommended that Liverpool City Council incorporate the following recommendations and actions into broader council strategies, to assist in the delivery of the key principles.

● Delivers on masterplan principle

Short term  
Medium term  
Long term

Active streets and spaces  
Community living room  
Connected & inclusive  
Health & wellbeing for all

Action	Project timing	Active streets and spaces	Community living room	Connected & inclusive	Health & wellbeing for all
<b>Facilities and Spaces</b>					
<b>Strategy 1: Undertake short term upgrades to existing community facilities in Miller to improve their quality, capacity and utilisation.</b>					
1.1 <b>Upgrade</b> Dr CR O'Brien Hall to improve utilisation and flexibility of existing space, and programmed use of space, opening and enhancing connection to adjoining open space.	Short term	●	●	●	●
1.2 <b>Upgrade</b> Caretaker Cottage and repurpose existing space to provide supplementary space that supports future activities associated with Michael Wenden Aquatic Centre.	Short term	●	●	●	●
1.3 <b>Retain and enhance</b> quality of Miller Senior Citizens Centre to increase utilisation by a broader range of community members, focus on local enhancement and improved amenity.	Short term	●	●	●	●
1.4 <b>Retain</b> Liverpool PCYC and explore opportunities to increase utilisation to be explored. Review of programs and activities and discussion of programming with Miller service providers.	Short term	●	●	●	●
1.5 In the longer term, <b>identify</b> opportunities to rationalise the following facilities to support the funding of a new integrated multipurpose facility: - Dr CR O'Brien Hall - Caretaker Cottage - Budyari Aboriginal Health Centre - Miller Community Centre	Long term	●	●	●	●

Action	Project timing				
<b>Strategy 2: Plan, design and deliver a new integrated multi-purpose community facility in Miller, including a new library</b>					
2.1 Work with NSW Health to undertake detailed design and planning for a new multi-purpose community facility, of at least 2,000sqm, within Miller Square, close to Miller Central Shopping Centre. The facility will include a diversity of spaces, including: <ul style="list-style-type: none"> <li>- Space for unprogrammed activities, such as a community lounge that contains WiFi access,</li> <li>- Expanded library spaces,</li> <li>- Consultation rooms for service providers,</li> <li>- Larger flexible spaces for provision of education, cultural, creative and other community-based programs. These spaces can be hired and shared by different community service providers.</li> </ul>	Short - Long term	●	●	●	●
2.2 <b>Deliver</b> a new library for Miller within the new multi-purpose facility in Miller Square. This facility will operate as a dynamic, cultural hub, with a flexible design to enable multi-purpose use. The co-location of the library floorspace and other spaces will operate as a community hub, connected to other social infrastructure and community-focused services in Miller.		●	●	●	●
2.3 <b>Develop</b> a library services plan for the relocated and expanded Miller Library.		●	●	●	●
2.4 <b>Formalise</b> agreement with agencies to share resources and collaborate funding opportunities.		●	●	●	●
2.5 <b>Undertake</b> comprehensive community consultation to review staging and outcomes.		●	●	●	●
<b>Strategy 3: Effectively integrate social infrastructure within Miller, to improve visual amenity, permeability and accessibility.</b>					
3.1 A public domain master plan is to be developed through the Liverpool Council City Design and Public Domain team.		●	●	●	●
3.2 Master planning of Miller Town Centre to include well integrated, high quality, well distributed open space including a district level town centre park. Master planning should <b>seek</b> to ensure open space areas are 'opened' up by increasing active frontages. Opportunities should increase visible access and passive surveillance through increased road frontage or expansion of adjacent public spaces.		●	●	●	●
3.3 <b>Develop</b> a 'landscape first' masterplan for the Cabramatta Creek Corridor that seeks to connect key community and recreation facilities and provides for safe and activated recreation opportunities. The masterplan for Cabramatta Creek is to increase connectivity between residential areas and green space through enhanced permeability of and through green spaces.  The master plan will link and help deliver Council's Bike/Active Transport Plan as well as the NSW Government's priorities for establishing green networks – a "green grid" – throughout Sydney.	Short – long term	●	●	●	●
3.4 <b>Ensure</b> future site-based master or concept planning for public open space is undertaken through engagement with the local community and incorporates principles of Crime Prevention Through Environmental Design (CPTED) for improving safety in the built environment.		●	●	●	●
3.5 <b>Diversify</b> free outdoor recreation opportunities for young people through the introduction of low cost and low maintenance park infrastructure, such as multi-use outdoor courts, a parkour / calisthenics course etc.	Short – long term	●	●	●	●
<b>Strategy 4: Identify increased play opportunities</b>					
4.1 <b>Increase</b> the diversity of play opportunities, ensuring that adjacent play spaces offer different play experiences. The development of an overall local play strategy will guide replacements in line with asset renewal programs and direct a number of initiatives including consideration of "7 senses" play spaces, nature play, playable streets and play pathways.		●	●	●	●

Action	Project timing				
4.2 <b>Provide</b> a nature play focused space at the northern side of Bradshaw Park, Busby Road.		●	●	●	●
4.3 <b>Provide</b> a new play space at Johnson Park, Busby aimed at older children between 8-12 year olds.		●	●	●	●
4.4 <b>Provide</b> youth-focused space at McGirr Park. This could be a collaboration project with Liverpool PCYC and surrounding schools and include elements such as an obstacle style play space / course, bouldering, parkour and socialising space. This should only be progressed if strong levels of passive surveillance and integration can be achieved.		●	●	●	●
4.5 <b>Investigate</b> the provision of a new play space west of Cartwright Avenue and south of Cabramatta Creek. Sites could include Yampi Park or along Mawson Drive.		●	●	●	●
4.6 <b>Apply</b> the NSW 'Everyone Can Play' guidelines to the development of an overall strategy and in designing any new or refurbished play spaces.	Ongoing	●	●	●	●
4.7 <b>Review</b> play space distribution and provision across the study area to improve the focus on equitable distribution of quality play spaces and diversity of play. This could include the combination of two sites into a larger single site providing better access and more opportunity for community interaction. Where there are overlaps in access/ distribution, consider the reallocation of play spaces to areas with no access.		●	●	●	●
<b>Strategy 5: Collaborative partnerships to revitalise assets in Miller to improve their quality, accessibility and activation.</b>					
5.1 Work with NSW Land and Housing Corporation to <b>ensure</b> any redevelopment of social housing achieves optimal placemaking outcomes. Open space quality, safety, access and diversity should be a focal point of any social housing redevelopment, with high levels of passive surveillance to support activation and the optimum use of social infrastructure and services networks.		●	●	●	●
5.2 In collaboration with NSW Land and Housing Corporation, <b>identify</b> any opportunities to deliver new and enhanced social infrastructure through redevelopment of social housing assets in Miller.		●	●	●	●
5.3 Collaborate with NSW Health to <b>deliver</b> enhanced social infrastructure facilities and services in Miller Square that meet community needs.	Short – long term	●	●	●	●
5.4 Work with surrounding landowners and operators, in particular the Miller Central Shopping Centre, to <b>redefine</b> layout in order to create improvements to shared streets and spaces that holistically integrate with Miller Square.		●	●	●	●
<b>Strategy 6: Improve wayfinding and accessibility throughout the Miller Town Centre</b>					
6.1 <b>Improve</b> wayfinding throughout and around the Miller Town Centre. Enhance naming and identification of public spaces and consider ways to create a distinct character for each site through design features		●	●	●	●
6.2 <b>Audit</b> all pedestrian path networks for access compliance, and undertake improvements to ensure increased accessibility for those with mobility challenges.		●	●	●	●
6.3 <b>Develop</b> a Sustainable Urban Mobility Plan.		●	●	●	●

Action	Project timing				
<b>Activation, programming and placemaking</b>					
<b>Strategy 7: Deliver new streetscapes, street furniture and spaces to enhance the character and activation of Miller</b>					
7.1 <b>Introduce</b> a design palette that provides consistent park furniture that is robust and appealing. This palette is to reflect the character of Miller and the broader Liverpool community		●	●	●	●
<b>Strategy 8: Implement CPTED principles to enhance safety outcomes</b>					
8.1 <b>Ensure</b> future planning for open space, recreation and community facilities is undertaken through engagement with the local community and incorporates safer by design or Crime Prevention through Environmental Design (CPTED) principles.	Short – long term	●	●	●	●
8.2 In collaboration with key stakeholders, Council to lead the preparation of a Crime Prevention Strategy aimed to <b>improve</b> safety outcomes, prevent and minimise crime risks, and target local crime issues.		●	●	●	●
<b>Strategy 9: Increase green infrastructure (including street trees and green screen planting) to reduce urban heat and enhance visual amenity.</b>					
9.1 In collaboration with other agencies, <b>investigate</b> the need and opportunity for the establishment of a community garden.		●	●	●	●
9.2 <b>Develop</b> and implement a street tree strategy for Miller and surrounding suburbs to enhance visual amenity and reduce urban heat. This will also encourage greater walking and cycling.	Short – strategy development Long – implementation	●	●	●	●
9.3 <b>Identify</b> locations where green screen planting along fence boundaries will improve aesthetics without compromising passive surveillance. This will enhance visual amenity and reduce vandalism opportunities.		●	●	●	●
<b>Strategy 10: Develop a placemaking policy and action plan with an emphasis on low cost, innovative actions</b>					
10.1 <b>Implement</b> a placemaking plan that identifies planning and engagement activities for parts of Council and its partners responsible for the design and management of public places in Miller. Projects should be innovative, collaborative and encourage the application of healthy placemaking principles. Collaborative partnerships are to be explored between Council and local user groups and service providers, to create physical improvements to the public domain.	Short – long term – ongoing	●	●	●	●
10.2 <b>Prepare</b> a creative and cultural events calendar that supports the utilisation of public space for delivery of events and programs, building on the success of existing events, e.g. Miller Community Christmas Party.	Ongoing	●	●	●	●
10.3 Collaborate with relevant agencies and organisations to <b>develop</b> a range of public space activation activities. This could integrate community support programs such as youth intervention, community health, social enterprise into key locations such as Miller Park and Miller Square.		●	●	●	●
10.4 Seek to <b>introduce</b> new programs and activities that aim to increase use of open space. For example, establishing community walking groups, offering group fitness classes, investigating the establishment of a new Parkrun at Miller etc.		●	●	●	●
10.5 <b>Provide</b> a supportive community health and fitness program through encouraging fitness and exercise providers, such as personal trainers, to use specific open space areas at no or discounted rates.	Short – long term	●	●	●	●

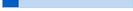
Action	Project timing				
<b>Strategy 11: Increase opportunities for community members in Miller to participate in sport and exercise</b>					
11.1 <b>Seek</b> shared use or joint use opportunities with Miller Technology High School’s double playing fields, depending on demand. Agreements may involve shared funding of amenities or other infrastructure to enable community use.		●	●	●	●
11.2 <b>Explore</b> opportunities with Little Athletics NSW and Athletics NSW to establish a new club at Edwin Wheeler Reserve where athletics infrastructure already exists.		●	●	●	●
11.3 <b>Increase</b> the capacity of Ron Darcy Reserve and McGirr Park Oval through the provision of new lighting that will enable longer hours of use.		●	●	●	●
11.4 <b>Upgrade</b> amenities in line with asset management plans and incorporate best practice design to include female friendly/gender neutral principles as well as state sporting organisation guidelines.		●	●	●	●
<b>Monitoring and evaluation</b>					
<b>Strategy 12: Develop evaluation framework for implementation of Miller Social Infrastructure Masterplan.</b>					
12.1 <b>Develop</b> an evaluation framework for the master plan to track its progress over time, through identifying key social outcomes, indicators and targets that will be applied to understand impacts of implementation.	Ongoing	●	●	●	●
12.2 Collaborate with service providers to <b>identify</b> evolving community needs and priorities, to inform the future design and delivery of social infrastructure in Miller.	Short – ongoing	●	●	●	●
<b>Strategy 13: Explore opportunities to undertake HIA with NSW Health.</b>					
13.1 <b>Evaluate</b> the likely health impacts of the Miller Social Infrastructure Masterplan in the community through undertaking a Health Impact Assessment in collaboration with NSW Health, with a view to maximising positive health outcomes over time.					

## 1.1 Site specific public open space opportunities

Site specific recommendations have been made based on short term (within two years) and long term (2 + years and ongoing) prioritisation. Prioritisation has been made based on desktop assessment that considered potential asset condition, opportunity impact and proximity to the Miller Town Centre. The priorities are flexible with opportunity to review following Council assessment.

 Short term  
 Long term

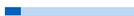
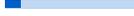
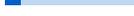
Site Name	Suburb	Function	Hierarchy	Opportunities	Priority
Jersey Park	Busby	Park	Local	<ul style="list-style-type: none"> <li>- Consolidate signage</li> <li>- Provide pathway to current alignment of desire line</li> <li>- Lift the canopy on the trees to adjoining property (west) to increase visibility through the park and improve a sense of safety for users</li> <li>- Replace wheelie bin with park furniture bin</li> </ul>	
Lady Woodward Park	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Enhance existing green screen planting</li> <li>- Provide greater spaces for socialising – seating and shelter</li> <li>- Consolidate signage</li> <li>- Replace wheelie bin with park furniture bin</li> <li>- Increase lighting</li> </ul>	
Miller Square Park	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Redesign to improve connectivity</li> <li>- Consider community focused activations (such as pop up events, artist workshops, etc)</li> </ul>	
Johnson Park	Busby	Park	Local	<ul style="list-style-type: none"> <li>- North south footpath connection</li> <li>- Provision of local playground</li> <li>- Seating</li> <li>- Landscape enhancements</li> <li>- Public art opportunity</li> </ul>	
Ron Darcy Oval	Miller	Sportsground	District	<ul style="list-style-type: none"> <li>- Consider joint use proposal with adjoining school to create larger sport facility precinct</li> <li>- Investigate amenities and lighting upgrades in line with asset management plans</li> </ul>	
Gabor Park	Sadleir	Park	Local	<ul style="list-style-type: none"> <li>- Provide bollards and maintenance gate to prevent unauthorised access</li> <li>- Green screen planting along fence lines</li> <li>- Increase lighting</li> <li>- Lift the canopy on the trees along the western edge to increase visibility through the park and improve a sense of safety for users</li> <li>- Upgrade pathways and consider inclusion of public art / place making</li> </ul>	
Costa Park	Busby	Road Reserve	Local	<ul style="list-style-type: none"> <li>- Re-align pram ramp on south side</li> <li>- Provide street tree planting</li> <li>- Landscape improvement with low shrub and garden species</li> </ul>	
McGirr Park	Cartwright	Sportsground	District	<ul style="list-style-type: none"> <li>- Enhance capacity of sporting facilities though lighting and amenity upgrades</li> <li>- Provide youth focused play that is highly visible, activated and integrated with landscape and surrounding users such as the PCYC.</li> </ul>	

Site Name	Suburb	Function	Hierarchy	Opportunities	Priority
<b>Bradshaw Park</b>	Bradshaw	Bushland	Local	<p>North of Cartwright Ave:</p> <ul style="list-style-type: none"> <li>- Playspace near Coolong Street. Nature focused</li> <li>- Green screen planting of backyard fencing to limit graffiti</li> </ul> <p>South of Cartwright Ave:</p> <ul style="list-style-type: none"> <li>- Consolidate signage</li> <li>- Upgrade playspace in line with asset management programs</li> </ul> <p>South of Shropshire Street:</p> <ul style="list-style-type: none"> <li>- Green screen planting</li> </ul>	
<b>Cabramatta Creek</b>	Cartwright	Riparian Corridor	District	<ul style="list-style-type: none"> <li>- Develop a masterplan that aligns with the Liverpool Bike Plan and the Government Architect's Green Grid</li> <li>- Masterplan is to connect key destinations and provide a range of outdoor recreation opportunities.</li> </ul>	
<b>Skillinger Park (East)</b>	Busby	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting along fence lines</li> <li>- Investigate pathway connecting Angus Place to Guernsey Street (topography may prohibit this)</li> <li>- Allow for pedestrian access whilst controlling prohibited use</li> </ul>	
<b>Skillinger Park (West)</b>	Busby	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting along fence lines</li> <li>- Provide pathway connecting Alexandria Place to Guernsey Street</li> <li>- Allow for pedestrian access whilst controlling prohibited use</li> </ul>	
<b>Edwin Wheeler Reserve</b>	Sadleir	Sportsground	District	<ul style="list-style-type: none"> <li>- Carpark - line marking and wheel stops</li> <li>- Landscaping around playground / enhance shading from western sun</li> <li>- Recreation trail along riparian corridor</li> <li>- Other facility requirements pending consultation with sport user groups</li> </ul>	
<b>Miller Park</b>	Miller	Park	Neighbourhood	<ul style="list-style-type: none"> <li>- Consider activation programs</li> <li>- Place making, public art and way finding to be considered</li> </ul>	
<b>Yampi Park</b>	Cartwright	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting</li> <li>- Bollards to prevent vehicular access</li> <li>- Consider local playground</li> <li>- Landscaping</li> </ul>	
<b>Morgan Park</b>	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Remove play space due to proximity to Miller Park</li> <li>- Pathway and pram ramps</li> <li>- Landscaping including shade tree planting</li> </ul>	
<b>Charter Park</b>	Sadleir	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting</li> <li>- Landscaping</li> <li>- Replace and re-align pathway</li> <li>- Bollards to prevent vehicular access</li> </ul>	

Site Name	Suburb	Function	Hierarchy	Opportunities	Priority
<b>Knox Park</b>	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Pathway connection to playspace</li> <li>- Remove chainwire and/or fence and replace with bollards</li> <li>- Landscaping / entry features</li> <li>- Green screen planting along southern border</li> </ul>	
<b>Eureka Crescent Rec. Reserve</b>	Sadleir	Park	Local	<ul style="list-style-type: none"> <li>- Recreation trail along riparian corridor</li> <li>- Review laneway to the east- potential closure</li> <li>- Street tree planting along Eureka Crescent</li> </ul>	
<b>Wianamatta Park (North)</b>	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting along eastern boundary</li> <li>- Plant larger trees as features elements of the reserve</li> </ul>	
<b>Ellis Park</b>	Miller	Road Reserve	Local	<ul style="list-style-type: none"> <li>- Landscaping / perimeter planting and bollards or sandstone blocks</li> <li>- Seating and shelter</li> </ul>	
<b>Wianamatta Park (South)</b>	Miller	Park	Local	<ul style="list-style-type: none"> <li>- Plant larger trees as features elements of the reserve</li> </ul>	
<b>Fassifern Park</b>	Cartwright	Park	Local	<ul style="list-style-type: none"> <li>- Plant larger trees as features elements of the reserve</li> </ul>	
<b>Formica Park</b>	Busby	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting</li> <li>- Upgrade playspace in line with asset management plan</li> <li>- Access control at Devon Place to prohibit illegal riding</li> </ul>	
<b>Wheat Park</b>	Sadleir	Sportsground	District	<ul style="list-style-type: none"> <li>- Planting along Celebration drive</li> <li>- Formalise car parking</li> <li>- Potential to consolidate built form (scout hall and amenities)</li> </ul>	
<b>Powell Park</b>	Cartwright	Sportsground	District	<ul style="list-style-type: none"> <li>- Re-align pathway away from Hoxton Park Road</li> <li>- Formalise entrance and carparking</li> <li>- Consolidate built form in consultation with user groups and in line with asset renewals.</li> <li>- Review use of skate facility. Consider re-location of skate facility to a more integrated site.</li> </ul>	
<b>Snowy Park</b>	Heckenberg	Park	Local	<ul style="list-style-type: none"> <li>- Landscape / boundary control between play and street</li> <li>- Upgrade playground with nature focused play opportunities</li> <li>- Green screen planting</li> </ul>	
<b>Hermitage Park</b>	Cartwright	Park	Local	<ul style="list-style-type: none"> <li>- Upgrade boundary fencing</li> </ul>	
<b>Cartwright Park</b>	Cartwright	Park	Local	<ul style="list-style-type: none"> <li>- Consolidate signage</li> <li>- Street tree planting</li> </ul>	
<b>Sadlier Park</b>	Sadleir	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting</li> </ul>	

Site Name	Suburb	Function	Hierarchy	Opportunities	Priority
Gibbs Park	Sadleir	Park	Local	<ul style="list-style-type: none"> <li>- Green screen planting</li> <li>- Increase lighting / relocate power pole</li> <li>- Replace footpath</li> <li>- Bollards to prevent illegal vehicle access</li> </ul>	■
Aubrey Keech Reserve	Hinchinbrook	Sportsground	District	<ul style="list-style-type: none"> <li>- Retain and maintain</li> </ul>	Ongoing

## 1.2 Michael Wenden Aquatic Leisure Centre Future Actions

Recommendation	Priority
<b>Site Redevelopment</b>	
<p><b>Undertake</b> a detailed feasibility study on the staged redevelopment of Michael Wenden Aquatic Leisure Centre. Proposed Stage 1 works would include new entrance/foyer/reception, administration, indoor learn to swim, indoor program pool with associated spa and sauna, creche, café, health and fitness, multi-purpose rooms. Proposed Stage 2 works include replacement of the 50m pool and associated seating and shading, redevelopment and expansion of the waterplay area, improve amenity and offerings of the grassed areas, 2 additional indoor courts and potentially the provision of adventure slides.</p> <p>The feasibility study is to include concept plan preparation, financial modelling and relevant technical studies.</p>	
<p>Pending the outcome of the above and Council resolution, proceed to detailed business plan in line with NSW Treasury Guidelines and <b>undertake</b> community and stakeholder engagement.</p>	
<p><b>Develop</b> a funding strategy for the implementation of the proposed staged redevelopment. This funding that could include development contributions, voluntary planning agreements, general Council budgets, state and federal government grants and partnership funding with government agencies such as Housing NSW as part of any future redevelopment of public housing in Miller and surrounding suburbs.</p>	
<b>Miller Town Centre</b>	
<p><b>Enhance</b> connections between Miller Town Centre and Michael Wenden Aquatic Leisure Centre including consideration of way-finding signage. Key links for investigation are Woodward Crescent and the link through to Shropshire and Michael Wenden Aquatic Leisure Centre as well as Cabramatta Avenue and Cartwright Avenue.</p>	
<p><b>Relocate</b> use of old caretakers building located between Michael Wenden Aquatic Leisure Centre and the PCYC. Demolish building to enhance future development opportunities of Michael Wenden Aquatic Leisure Centre and activation and enhancement of the OS corridor linking to the PCYC.</p>	
<p><b>Activate</b> and improve connections between Michael Wenden Aquatic Leisure Centre and PCYC to provide enhanced integration of the two facilities into a more unified precinct. Connection enhancements to apply CPTED principles and increase design and landscape treatments so that the corridor acts as additional park space.</p>	
<p><b>Enhance</b> the main entry to MWLC with the inclusion of public art, landscape features and a better sense of place and arrival to a key community facility.</p>	
<b>Partnerships and programming</b>	
<p>Work with the operating managers of Michael Wenden Aquatic Leisure Centre, PCYC and local service providers to <b>complete</b> business analysis of current aquatic and recreation service provision to ensure offerings are complementary/not competing.</p>	
<p><b>Identify</b> gaps and opportunities for collaboration of services, particularly with PCYC and other youth/cultural non-profit services.</p>	
<p><b>Formalise</b> joint marketing and cross promotion opportunities with PCYC ensuring complimentary services are provided.</p>	
<p><b>Ensure</b> that centre management continues to provide for CALD groups and that marketing and communications consider the diverse local community with promotion material in Arabic and Vietnamese.</p>	Ongoing
<p>Council to work with centre managers to <b>investigate</b> ways of engaging local community use through reduced pricing, subsidised access or other mechanisms.</p>	

# Indicative cost estimates

In addition to the range of potential funding options, the draft masterplan report provides preliminary cost estimates of the delivery works. This is a snapshot of the cost estimates of the proposed social infrastructure improvements, included in the draft Masterplan.

Item	Cost \$ (Excl GST)
Placemaking and Streets	5,356,000
Integrated Community Hub	37,139,000
Michael Wenden Aquatic & Leisure Centre	66,142,000
Parks	5,201,000
Sports and Improvements	5,431,000
Construction Cost (inclusive of Design Contingencies)	119,269,000
<b>Estimated Total Construction Cost</b>	<b>119,269,000</b>

The Draft Masterplan explores the possible options / sources available within the industry to fund the delivery of the draft Masterplan with funding and delivery analysis developed by the Institute for Public Policy and Governance (IPPG) UTS.

It is considered that the following budget provisions will need to be made to enable the necessary investigations, detailed designs and planning approvals to be completed.

Activity	Estimated Budget	Estimated Year/s
Site investigations and feasibility study	\$400,000	2020/21
Detailed Design, environmental assessment and DA Preparation	\$1M	2021/22 and 2022/23
Construction and project management	\$xxM	2023/24 and 2024/25
<b>Estimated Total</b>	<b>\$xxM</b>	

## Conclusion

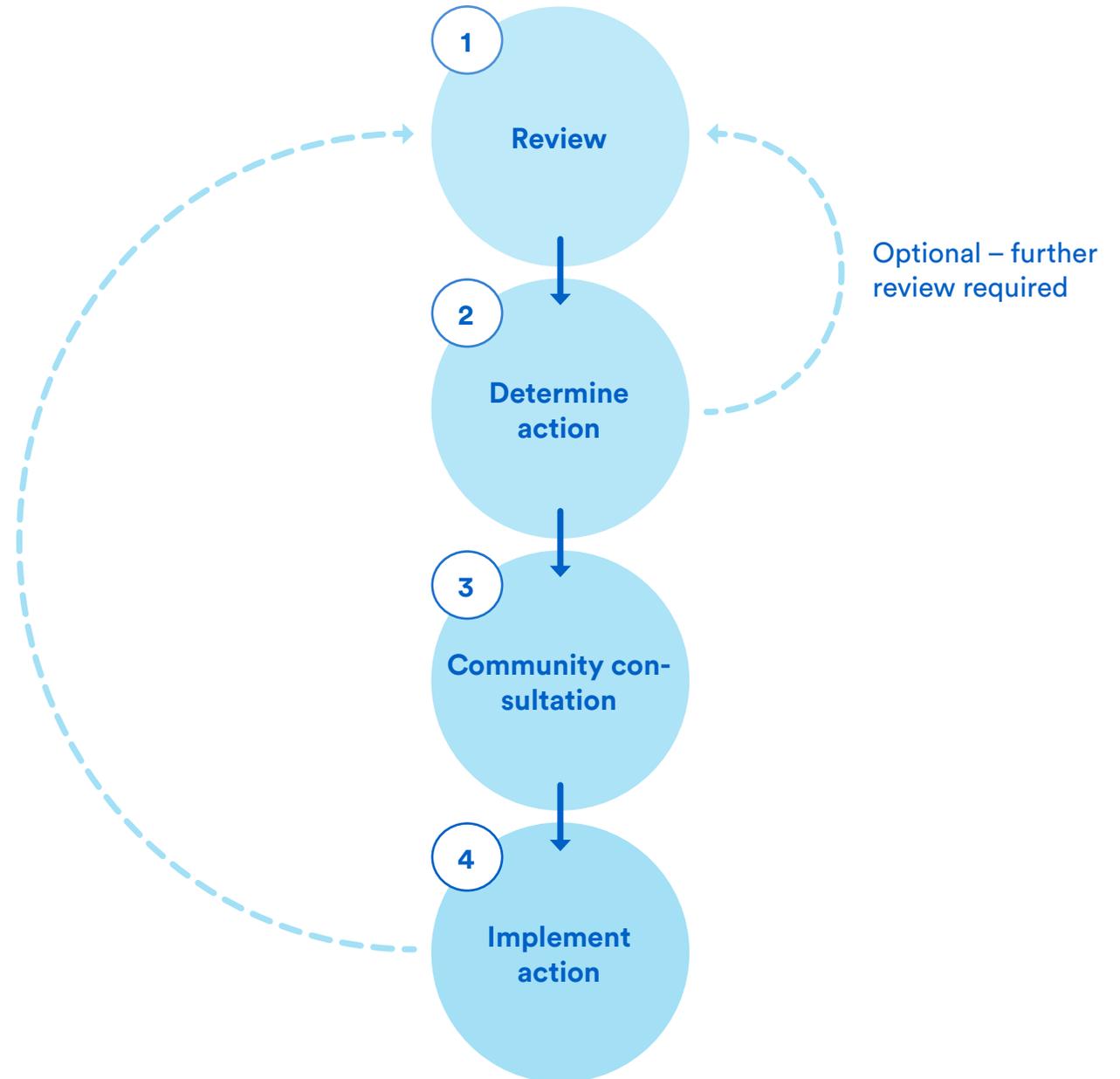
The potential funding options analysis recommends a range of funding options specific to the Miller Social Infrastructure Masterplan. The estimated cost of the proposed facilities is estimated to be \$xxM inclusive of site investigations, feasibility study, detailed design, environmental assessment and Development Application preparation.

Council officers will continue to explore alternative funding options through State and Federal Government grants to commence the detailed design process following Council's adoption of the draft Masterplan.

The Masterplan will require further implementation actions. They may include working with all landowners, developing a shared vision for Miller Square around an improved public domain and a purpose-built community hub and enhancing the role and function of Miller Square. Further improved connections between places, spaces and facilities, applying a ... SOME TEXT MISSING...

# Implementation Framework

This implementation framework is intended to assist in guiding the design and delivery of programs and facilities across Miller. It is intended that the framework will allow an ongoing evidence base and community driven process for investment decisions in social infrastructure in Miller. Specifically relating to improvements, upgrades, repurposing or decommissioning.

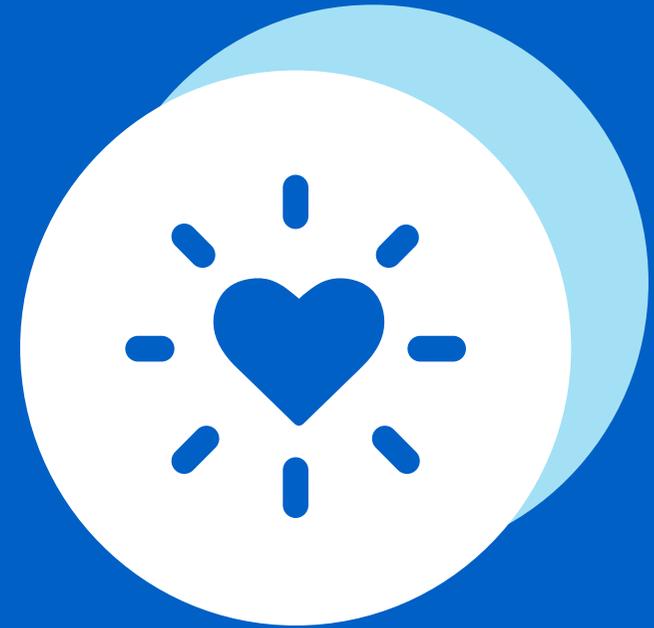


# Monitoring and evaluation

To ensure the delivery of revitalised social infrastructure achieves this vision a monitoring and evaluation framework is to be developed to ensure the Masterplan achieves a positive impact on community wellbeing, happiness, health and social outcomes for the current and future population of Miller.

The framework is to be designed in collaboration with key service providers and agencies, working together to define key social outcomes, indicators and targets.

By 2040 Miller will be the heart of the 2168 community. A place centred around social wellbeing, the social infrastructure masterplan will ensure a sustainable, liveable, resilient and socially cohesive community well into the future.



## Endnotes

- 1 Teriman et al., 2010, page 3.
- 2 Teriman et al., 2010; Casey, 2005, *Establishing Standards for Social Infrastructure*.
- 3 Teriman et al., 2010; Casey, 2005; Liverpool City Council, 2018, *Community Facilities Strategy: A Blueprint for a Modern Network of Community Facilities*.
- 4 See for example: Teriman et al., 2010; Casey, 2005.

**ETHOS  
URBAN**

in collaboration with

**Otiim**  
Planning group  
SPORT+LEISURE



**CLOUSTON** associates



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