



tolerant, diverse and prosperous

City Profile

The city

Internationally recognised for its beautiful natural setting, enviable lifestyle and economic strength, Sydney is one of the world's most liveable cities and leading business and leisure destinations. We are the largest city in Australia and the commercial, financial and cultural heart of NSW. The city's unique character and appeal owes much to the tremendous diversity of our inner city villages, which offer locals and visitors an eclectic mix of business, cultural, entertainment, shopping and dining opportunities.

The area

The City of Sydney local government area (LGA) spans 26.15 kilometres*. The following localities and suburbs are located within our boundary: Sydney Central Business District (CBD), The Rocks, Millers Point, Ultimo, Pyrmont, East Sydney, Darlinghurst, Kings Cross, Potts Point, Elizabeth Bay, Rushcutters Bay, Woolloomooloo, Glebe, Forest Lodge, Chippendale, Camperdown, Paddington, Surry Hills, Moore Park, Centennial Park, Waterloo, Zetland, Beaconsfield, Rosebery, St Peters, Alexandria, Green Square, Erskineville, Eveleigh, Redfern, Darlington and Newtown.

Many of our neighbourhoods feature distinct cultural and heritage characteristics. Collectively, they form an exciting and diverse 'city of villages'.

The City of Sydney is a cosmopolitan, vibrant and dynamic global village that meets the needs of our local communities, while enhancing Sydney's position in the international economy.

* Within the City of Sydney LGA, the waterways and some public areas come under the control of various State Government agencies such as the Sydney Ports Corporation, Sydney Harbour Foreshore Authority, Department of Transport, Royal Botanic Gardens and Domain Trust, and Centennial and Moore Park Trust. Garden Island is under the administrative control of the Commonwealth Department of Defence.



The people

The City of Sydney is home to 156,000 people, living across a number of neighbourhoods with very different population profiles. The diversity of our city community is reflected in the fact that almost 50 per cent of residents were born overseas and almost 30 per cent speak a language other than English, the most common being Mandarin. The city is also home to one of Sydney's largest urban Aboriginal communities.

In addition to residents, our city community consists of 355,000 workers and approximately 400,000 visitors per day, including 75,000 daily shoppers.

The economy

The City of Sydney is a major economic driver for greater Sydney and Australia. Notably, we are the headquarters to Australia's leading financial institutions, the Reserve Bank, the Australian Stock Exchange and the Sydney Futures Exchange. The city economy specialises in financial and business services, information technology, telecommunications and retail. Many global corporations operating in the Asia Pacific region choose Sydney as their regional headquarters due to our highly skilled and educated workforce, communications infrastructure and strategic geographic location.

The built environment

As the economic and cultural heart of the Sydney metropolitan area, the City of Sydney is highly and densely urbanised. Our land is used intensively for a variety of purposes including commercial and residential use, as well as tourist and cultural attractions, parks and open spaces.

As the site of first European settlement in Australia, the city also boasts a considerable number of historical buildings that reflect our historical, social and cultural development including. The Mint, Hyde Park Barracks, Parliament House, Sydney Town Hall and the Sydney Opera House.



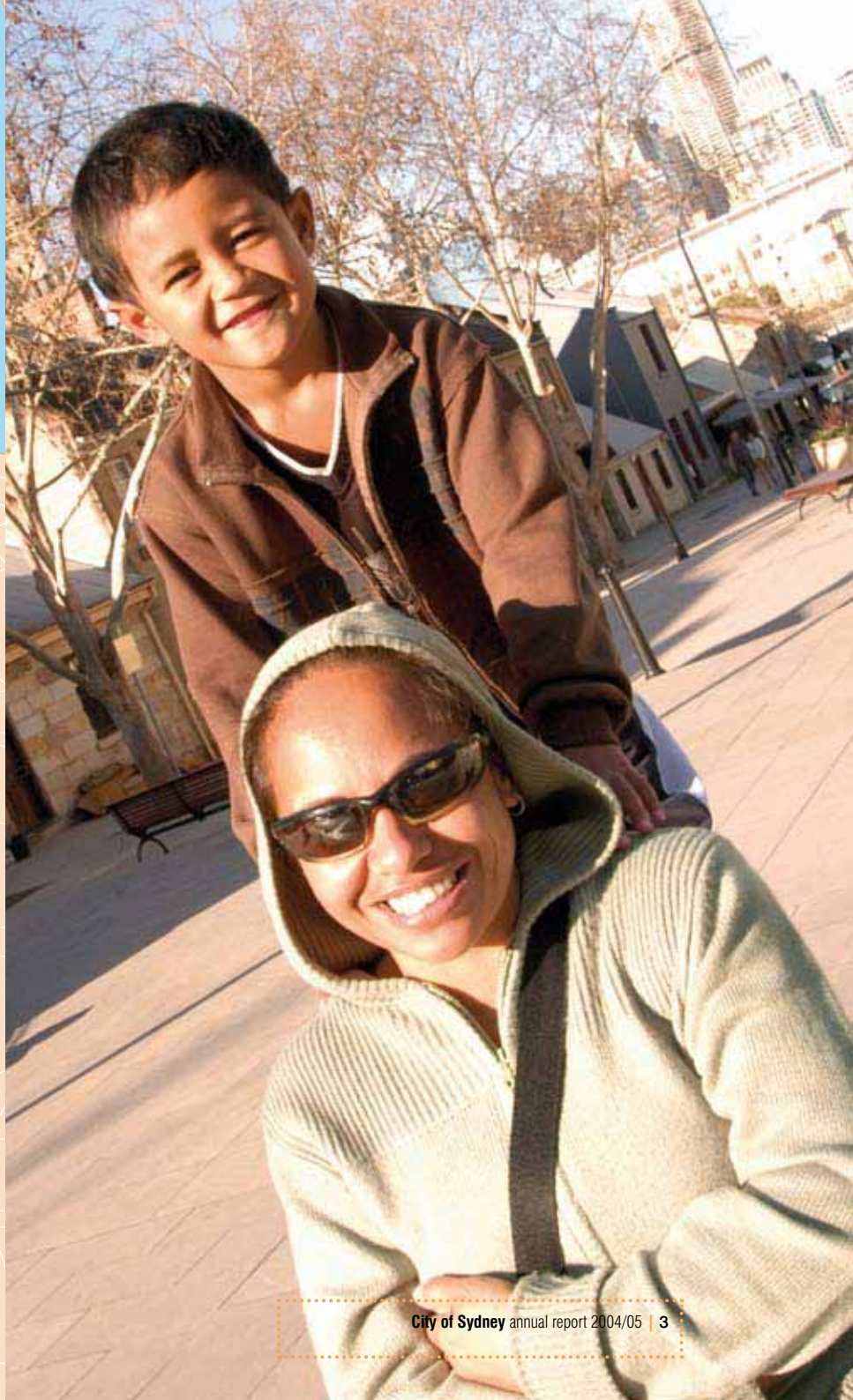
The organisation

Established in 1842, the City of Sydney is the second oldest municipality in Australia. As a capital city council, we are responsible for the commercial, financial and cultural hub of Sydney, while at the same time enhancing local precincts and villages across the LGA.

Our aim is to meet the needs of local residents while advancing Sydney's global position as Australia's premier city. The organisation provides a range of services, programs and initiatives designed to maintain the LGA and serve the city community.

City of Sydney profile 1996 – 2009

	1996	2005	2009
Residents	105,000	156,000	180,000
Businesses	20,300	20,800	22,000
Workforce	310,000	355,000	365,000
Hotel guests (nightly)	19,053	24,650	25,000
Daily visitors	370,000	400,000	415,000
Daily shoppers	70,000	75,000	80,000



Lord Mayor's Vision

The 2004/05 financial year, our first full year as a new enlarged Council, has laid a solid foundation for even greater achievement next year.



The forced amalgamation in February 2004 of the former South Sydney City and City of Sydney Councils, including parts of Leichhardt Municipal Council, provided a fantastic opportunity to forge a new vision and achieve real benefit for our City and diverse City communities.

A City vision has now been set out in our new Strategic Plan, with priorities fully funded in the Corporate Plan and Budget, including a three year capital works program to accelerate vital projects. New strategies for Local Action Plans, developed in partnership with City communities and building on existing work, will deliver on our City of Villages commitment.

While standardisation of services, practices and policies across the former Councils has been largely completed this year, there is an ongoing major review of planning controls due for completion by the end of 2006.

The City is also preparing, for public exhibition, visionary and responsible planning controls, including commitment to essential infrastructure, for the major urban renewal projects of Green Square and the Carlton and United Breweries (CUB) site at Chippendale.

The imperative of developing Sydney with vital infrastructure has been promoted through advocacy for improved public transport and the development of an inner city light rail network plan. We've responded to urban consolidation by rejuvenating and expanding many local parks.

We've forged ahead on new open space at Pyrmont and Surry Hills, and purchased new property for a future civic square opposite Sydney Town Hall.

We've completed a new library at Customs House Circular Quay; opened the new library and Neighbourhood Service Centre at Kings Cross; started construction on the Harry Seidler designed, state of the art Ian Thorpe Aquatic Centre at Ultimo; and upgraded Victoria Park pool.

Our commitment to a quality public domain will see the Oxford Street upgrade proceed to completion by Mardi Gras in 2006, and plans for Redfern and Regent Streets extended with energy cables to be placed underground.

To establish the City as an environmental leader, we've commenced a new strategy to drive change on issues of water, energy, greenhouse emissions, waste, biodiversity and air quality – both within our own operations and the wider community.

This year, we joined with North Sydney and Parramatta for the 3CBDs initiative to improve the greenhouse performance of commercial office buildings.

Our commitment to accountable and consultative governance drove improvements to the format of our regular community forums and saw numerous special focus public meetings held in 2005.

Many local groups undertaking worthwhile cultural and community projects have benefited from City grants, and we've begun implementing our new Social Plan to focus on the social needs of the city: homelessness, public housing tenants, child care, seniors and Aboriginal youth.

To contribute to the City's vitality and economic prosperity, we've sponsored major cultural events, including our New Year's Eve festivities, Art and About, the Sydney Festival, the Sydney Symphony Orchestra, the Writer's Festival and Chinese New Year. Our community festivals, including the inaugural Primo Italiano Festival at East Sydney, continued to draw strong attendances.

We've set up a regular Business Forum to facilitate dialogue with the business community, and hosted the inaugural City of Sydney Business Awards to celebrate business excellence and achievement.

It has been a year of achievement and I thank my fellow Councillors, the Chief Executive Officer Peter Seamer who joined the City in February 2005 and City staff for their contribution. There is much still to be done and I look forward to another exciting and rewarding year working with you to achieve our vision for the City.

Clover Moore MP
Lord Mayor of Sydney

Chief Executive Officer's Focus

Welcome to the *City of Sydney Annual Report 2004/05*.

The purpose of this report is to communicate to our residents and ratepayers the City's activities and achievements for the financial year, along with our plans for the year ahead.



I have been CEO since February 2005 – approximately 12 months after the amalgamation of the former City and South Sydney Councils.

I am extremely pleased to report that in the 2004/05 financial year, the City continued its proud history of strong financial performance, recording a surplus this year. We have adapted a prudent long term financial plan that will allow us to maintain and improve our services and have a powerful capital works program.

During the year, we introduced a new integrated rating model to deliver equity across the LGA and increased our non-rates revenue.

Major progress was made during 2004/05 towards tailoring our services, facilities and programs to the diverse needs of the new, expanded city community.

We have an intensive program to provide better services across the city. We opened the new Kings Cross Library and Neighbourhood Service Centre at 50-52 Darlinghurst Road and explored options for another neighbourhood service centre to serve the southern part of the city.

Historic Customs House at Circular Quay was transformed into a new state of the art library, bringing the total number of branches in our library network to nine. Conveniently located throughout the LGA, the library branches play an important role in fostering life-long learning among the local community.

Other highlights in our extensive capital works program included the completion of the Darlinghurst Road Upgrade and the commencement of the Oxford Street Upgrade. Developed in close consultation with the local community, these works are designed to preserve the distinctive character while vastly improving the amenity of these much loved thoroughfares.

As part of our commitment to improve the availability and quality of public spaces across the expanded LGA, the City commenced work on the Glebe Foreshore Walk Project and progressed plans for new parks at Surry Hills, Zetland and the Water Police Site at Pyrmont. We also progressed plans for major upgrades to the Trinity Park Playground in Millers Point, Frog Hollow Reserve in Surry Hills, and three parks in the Eveleigh Street Precinct in Redfern.

During the year, the City of Sydney continued to invest in the cultural life of the city, celebrating local identity by staging or supporting local community festivals and events in Kings Cross, Surry Hills, Chinatown, Redfern, Ultimo/Pyrmont, Glebe, Alexandria, Rosebery and Rushcutters Bay, as well as the City's world famous New Year's Eve celebrations.

The City underwent change to better align its structure to meet strategic objectives in the post-amalgamation period. The City carefully managed Occupational Health and Safety to achieve a 70 per cent reduction in lost time injuries and 64 per cent reduction in days lost to injuries.

The City continued to enhance the skills and knowledge of staff through our Professional Development Program. Implemented in partnership with the Australian Institute of Management, the program is designed to build and optimise organisational capability.

I extend my thanks to the City staff for their contribution to a most productive and successful year.

I also thank the Lord Mayor and the City Councillors for their vision, leadership and hard work.

Looking ahead, we will continue to work together to help make Sydney an even more enjoyable place to live, work and visit. Our Corporate Plan 2006-2009 will guide our efforts to ensure the City of Sydney is one of the world's greatest 21st century cities.

Peter Seamer

Chief Executive Officer



City Trends

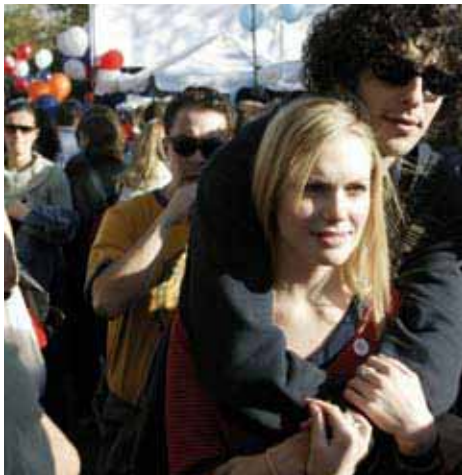
The City of Sydney is a cosmopolitan, vibrant and dynamic global village that meets the needs of our local communities, while enhancing Sydney's position in the international economy.



City residents

During 2004/05, the City's residential population increased from 149,410 to 155,559. Our population has grown rapidly over the past decade as a result of local government boundary changes, increasing employment opportunities, improved inner city amenities and urban consolidation. By 2009, the number of residents is expected to rise by a further 25,000 to 180,000.

Almost half of city residents are aged between 20 and 40 years. Conversely, there are comparatively fewer children, teenagers and older people residing in the City than in the Sydney metropolitan area. The influx of young adults into the City is reflected in the growing number of single residents. More than half of the city's adults have never married, compared to one-third of Sydney metropolitan residents.



City workers

At 30 June 2005, the number of people employed within the LGA was estimated to be 355,000. This represents an increase of 15 per cent since 1996.

Approximately 30 per cent of city workers were employed in a professional occupation, a further 27 per cent as managers or associate professionals and almost 25,000 in the retail industry.

After several years of relatively unchanged growth, employment in the City expanded by about 10,000.

Due to improvement in the global economy, together with continued strong growth in the domestic economy, the city workforce is anticipated to grow by a further 20,000 over the next five years.

City visitors

Sydney is Australia's iconic face to the world, boasting seven of the 10 most popular international visitor attractions. In 2004/05, 5.6 million international visitors came to the Sydney metropolitan area. This represented more than half of all international visitors to Australia.

During the year, annual room nights occupied in the City of Sydney totalled an estimated 5.4 million. This represented an increase of more than 136,800 or 2.6 per cent since 2003/04. Industry experts forecast room night demand to increase by an annual average of 4.4 per cent over the next seven years.

City economy

In 2004/05, despite a sluggish global economy, the City continued to experience significant economic growth. In the past decade, our economy has grown at an average rate of one per cent above the Australian average and, if transport infrastructure issues are addressed, this trend is expected to continue in the years ahead.

Due to our national dominance in the global finance and business services industries, the City generated approximately eight per cent of Australia's total annual gross domestic product (GDP) in 2004/05. Through more than 20,800 separate business establishments, it accounted for almost 25 per cent of NSW's total annual GDP.

Based on industry mix and relative occupational wage levels, it is estimated that economic activity in terms of GDP generated in the City of Sydney in 2004/05 was approximately \$65 billion compared to \$63 billion in 2003/04. This level of economic activity is larger than the economies of South Australia and Tasmania combined.



Urban form

There is more than 15 million square metres of floorspace within the City of Sydney CBD, more than 5.3 million square metres of which is devoted to office space. This is the largest CBD office market in Australia and well within the top 20 world-wide.

The City is currently reviewing the CBD floorspace and zoning provisions to ensure protection of the CBD as an employment centre, recognising Sydney's spatial growth requirements.

In addition, a total of 3,682 dwellings were completed in 2004/05, bringing the total in the last five years to more than 19,300. Since the last Population Census in 2001, our residential population has increased by in excess of 20 per cent.

We will continue to pursue a sensitive and balanced approach to development that protects residential amenity and the environment, preserves heritage and provides clarity for developers.

Performance Snapshot

The work for 2004/05 is being reported against the key performance areas established by Council in June 2005 in the Strategic and Corporate Plan.

Focus area	Goal	Key targets	Major achievements
Leadership & Governance <i>See page 12 for further information</i>	To be an open, transparent and accountable organisation, providing sound governance and fair, compassionate and prudent leadership based on principles of trust, ethical conduct, inclusion and participation.	<ul style="list-style-type: none"> – Prepare the 2006-2009 Strategic Plan and 2006-2009 Corporate Plan. – Manage Council's resources and activities efficiently, effectively and appropriately. – Update the City of Sydney's Code of Conduct. – Comply with statutory requirements. – Improve community access to information. 	<ul style="list-style-type: none"> – Prepared the City's first Strategic Plan to achieve the new Council's vision. – Developed a new Corporate Plan with the programs and resources to achieve the Strategic Plan's goals. – Reviewed and revised the City's management structure to drive outcomes on priority programs. – Strengthened the City's firm financial position by achieving a net surplus before capital expenditure of \$109.6 million. – Completed the integration of more than 1,400 staff, diverse services and administrative systems following the amalgamation of the former South Sydney City Council and the City of Sydney. – Extended consultation through specific issue meetings and community forums, including a new format to increase access to Councillors and staff. – Revamped the City's website including additional online services and introduced community online feedback mechanisms. – Updated the Code of Conduct for Council staff and Councillors to ensure the public interest is considered and protected at all times. – Significantly reduced the number of lost time injuries and the levels of sick leave taken.
Quality Urban Environment <i>See page 20 for further information</i>	To foster sustainable growth and change through high quality urban development that respects and reinforces the natural environment, character and heritage of our CBD, villages and places.	<ul style="list-style-type: none"> – Complete a new City Plan to update and integrate diverse planning instruments from the former City, South Sydney and Leichhardt Council areas. – Ensure that the City's public urban domain and infrastructure are enhanced and protected, contributing to a quality urban environment. – Protect and promote Sydney built heritage. – Improve assessment times for development applications (DAs) and approve construction-related applications within agreed time targets. – Inspect all construction works approved by the City and major developments approved by private certifiers to ensure acceptable work quality. 	<ul style="list-style-type: none"> – Established and implemented an accelerated plan to complete the City Plan by December 2006. – Updated development control plans for notification of planning and development applications, child care centres, convenience stores, waste minimisation in new developments, boarding houses and signage and advertising structures. – Progressed planning for the major urban redevelopment areas of Green Square, Chippendale's Carlton United Brewery site and Ashmore Street Estate at Erskineville. – Commenced construction on major projects including the Oxford Street upgrade at Darlinghurst, the Ian Thorpe Aquatic Centre at Ultimo, and the Glebe Foreshore Walk. – Progressed planning for major new public domain projects including Redfern Park, Redfern and Regent Streets upgrade, Prince Alfred Park, Surry Hills Park, and Surry Hills community facilities. – Completed the purchase of the former Water Police site at Pyrmont and commenced planning for a new waterfront park. – Added 88 items, two streetscapes and one conservation area to our local heritage list, with some items recommended for inclusion on the State Heritage Register. – Achieved a median DA processing time of 26 days, among the best of any Council in NSW, with the average DA processing time reduced from 40.8 to 39.4 days.

Focus area	Goal	Key targets	Major achievements
<p>City Economy See page 26 for further information</p>	<p>To play an active role in supporting and enhancing an innovative, dynamic and prosperous economy.</p>	<ul style="list-style-type: none"> - Establish effective strategies to support the City's commercial, retail and residential growth. - Encourage collective retail marketing opportunities, promotion of events and community celebrations in city precincts. - Revitalise key retail precincts through major streetscape improvements and cooperative action with local business groups. - Promote the Sydney CBD as a great place to shop, dine and be entertained. - Work with State Government agencies to enhance Sydney's position as a leading holiday and business destination. - Contribute to the city's cultural vitality and economic prosperity through major national and international events. 	<ul style="list-style-type: none"> - Established the City of Sydney Business Forum to coordinate strategic action on the city's economic needs. - Hosted the inaugural City of Sydney Business Awards to celebrate small business excellence and achievement. - Completed the Kings Cross Upgrade and commencing the Oxford Street Upgrade. - Processed 2,814 DAs valued at more than \$2.3 billion and approved private development worth \$1,046 million, with completed construction activity during the year estimated at \$1,033 million. - Promoted the city as a premier cultural, entertainment, retail and dining destination through Sydney City Marketing and Eat Streets at Night programs. - Presented the 2004 Sydney New Year's Eve celebrations, Chinese New Year, Art & About, Primo Italiano and Spanish Quarter Festivals. - Sponsored major events including Sydney Gay and Lesbian Mardi Gras, Sydney Festival, Biennale of Sydney and Sydney Food and Wine Fair. - Implemented the Sydney Living Colour displays – including potted flower arrangements – to boost the attractiveness of public areas in the city.
<p>Environmental Leadership See page 32 for further information</p>	<p>To responsibly and cooperatively manage impacts on the natural environment and maintain infrastructure to ensure long-term sustainability of natural resources.</p>	<ul style="list-style-type: none"> - Develop outcome based environmental objectives and key performance indicators and enhance the City's environmental management. - Address priority environmental issues such as reducing greenhouse gas emissions and water, air and land pollution. - Develop initiatives for using water more efficiently, improving water quality and conserving water. Also seek alternative supplies like rainwater and waste water recycling. - Promote ways to reduce environmental impacts, pollution and energy consumption including increased energy efficiency and reliance on renewable resources. - Clean city streets, footpaths and open spaces. - Provide an environmentally responsible waste management service. - Promote a greener city. 	<ul style="list-style-type: none"> - Commenced a new environmental strategy to drive action on issues of water, energy, greenhouse emissions, waste, biodiversity and air quality. - Developed a new leading Urban Tree Management Policy and planted more than 780 new advanced street trees. - Delivered reusable shopping bags to each residential household and recovered 15,000 plastic bags through the 'Bag the Bag' campaign. - Provided shopfront advisory service, environmental merchandise and sustainability workshops through the Watershed Sustainability Resource Centre. - Operated most City services under an integrated environmental management system that complies with AS/NZS ISO 14001. - Installed five large rainwater tanks at Bay Street Depot and purchased 2,553 trees through the Greenfleet program to offset 25 per cent of Council's vehicle emissions. - Developed a new environmental website at www.cityofsydney.nsw.gov.au/environment to promote community education and action. - Attracted 28 new organisations to the Clean Harbour Partners program. - Used Green Power for the 2004 New Year's Eve event and gave away 5,000 energy efficient light globes to reduce greenhouse gas emissions. - Supported more than 400 volunteers and school children to plant 6,547 native trees and plants for National Tree Day. - Introduced environmental and sustainability issues to the City Talks series.

Performance Snapshot

continued



Focus area	Goal	Key targets	Major achievements
<p>Community & Social Equity <i>See page 36 for further information</i></p>	<p>To be inclusive and welcoming and to celebrate diversity in a city of interdependent villages and communities of many cultures and beliefs; to apply innovative and compassionate solutions to complex social problems.</p>	<ul style="list-style-type: none"> – Promote and enhance the distinctive strengths and character of the City, its villages and communities. – Organise and sponsor local events that contribute to a sense of community. – Provide community facilities that respond to local needs and complement state and federal government services. – Provide support to key groups in the city with special needs, particularly homeless persons, youth, seniors, Indigenous, non english speaking background and gay, lesbian, transgender and bisexual people. – Improve safety through coordinated action with police, business, residents and other stakeholders. 	<ul style="list-style-type: none"> – Hosted community forums and special issues meetings to encourage consultation and feedback. – Commenced conversion of the Erskineville Town Hall as a new Neighbourhood Service Centre to complement the City's existing network. – Hosted community festivals and events including the inaugural Primo Italiano Festival in Stanley Street East Sydney and the Big Brass Band Summer Concerts at Observatory Hill. – Worked with homeless people on 1,774 occasions and found emergency accommodation for 90.8 per cent of people needing housing assistance. – Reviewed the two existing homeless outreach services to prepare for a new joint service between Council and the State Government. – Supported the 27th Sydney Gay and Lesbian Mardi Gras parade and festival, and adopted an improved Relationship Register. – Provided \$285,000 for local projects through the cultural and community grants program. – Around 1.3 million people visited the City library network to borrow, study, read, use computer facilities or attend events. – Home library service delivered more than 21,000 items to more than 250 aged or incapacitated residents. – The City's Meals on Wheels service received an award for innovative practices from the Meals on Wheels Association. – Provided a 100 per cent rate rebate provided to eligible Commonwealth pensioners. – Held five Christmas concerts in local communities to complement the Christmas Tree Lighting in Martin Place.

Focus area	Goal	Key targets	Major achievements
<p>Transport & Accessibility See page 42 for further information</p>	<p>To facilitate the provision of transport and linkages that are accessible and integrated, contributing to a thriving economy and an improved environment.</p>	<ul style="list-style-type: none"> – Integrate transport and land use planning to ensure provision of transport early in the development process. – Advocate an integrated traffic and transport plan and transport system for the city that delivers greater capacity, efficiency and amenity. – Manage congestion on the city’s road system to give priority to pedestrians and sustainable transport. – Increase the number of people walking and cycling through improved cycling and pedestrian networks and facilities. – Improve accessibility for people with disabilities, the elderly and parents with strollers. – Manage equitable access to limited parking space, particularly on public streets. – Promote the safety of motorists, pedestrians and cyclists in the city. 	<ul style="list-style-type: none"> – Commissioned research to provide a strategic vision for light rail, and met with local, State, Federal and private sector representatives to promote improved transport infrastructure. – Commenced work on an integrated city-wide cycling network and pedestrian plan, to be implemented over five years. – Consulted the community on the provision of a 40 km/h speed zone for the CBD and formally asked the RTA to make this change. – Improved disability access through new kerb ramps at major CBD intersections and braille street nameplates at CBD traffic signal locations. – Endorsed the trial use of on street parking for Car Share, pending completion of RTA guidelines. – Jointly funded research to better understand and address air pollution impacts from road tunnels. – Upgraded the city’s parking meters by installing more than 1,000 meters featuring state-of-the art technology. – Conducted targeted road safety programs dealing with drink driving, pedestrian safety, driveway safety and motorcycle awareness. – Prepared and implemented traffic management plans to manage pedestrian, transport and traffic access during major events across the city.
<p>Public Domain & Facilities See page 46 for further information</p>	<p>To provide appropriate, attractive, quality public domain and facilities that are efficiently and well maintained, clean, accessible, safe and managed to the principles of sustainable development.</p>	<ul style="list-style-type: none"> – Enhance and improve the city’s public domain and parklands. – Provide a comprehensive range of City services to high quality service levels. – Maintain and operate city parks, civil infrastructure, recreation and community centres, including aquatic centres and tennis courts. – Complete the 2004/05 Works Program. 	<ul style="list-style-type: none"> – Completed major projects, including the Darlinghurst Road Upgrade, Kings Cross Library, Kings Cross NSC and the transformation of historic Customs House into a dynamic new cultural destination. – Established a program to upgrade small parks and reserves, with eight small parks and reserves being upgraded. – Commenced construction on major projects including the Oxford Street Upgrade at Darlinghurst, the Ian Thorpe Aquatic Centre at Ultimo, and the Glebe Foreshore Walk. – Progressed planning for new projects, including Redfern Park Upgrade, Redfern and Regent Street Upgrades, Prince Alfred Park Upgrade, the former Water Police site at Pymont, Surry Hills Park, and Surry Hills community facilities. – Re-sheeted 131 footpaths, resurfaced 67 roads, repaired or replaced 3,000 street furniture items. – Operated a network of 17 recreation and community centres that host activities ranging from sports, fitness and martial arts through to adult education, youth programs and children’s services. – Operated four Council-owned aquatic centres, whose combined attendance exceeded 850,000 visits. – Collected 48,700 tonnes of domestic waste and diverted 25 per cent of this from landfill through recycling services. – Removed 216,000 incidents of graffiti and bill posters covering 96,000 square metres, which is equivalent to 19 football fields.