



Sydney2030/Green/Global/Connected

CITY OF SYDNEY  

Sustainable Sydney 2030 Community Strategic Plan (2013)

city of villages



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The Community Strategic Plan can be accessed on the
City of Sydney website at www.cityofsydney.nsw.gov.au

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01

Access and equity statement



Diverse communities live and work in and visit Sydney. The City values and respects its multicultural society, the diverse traditions, religious and spiritual practices, languages, abilities, sexual orientations and lifestyles of the people who make up Sydney.

The City of Sydney appreciates the contributions made by all people and believes that this diversity strengthens Sydney.

The City recognises the dignity and worth of all people by equitably treating communities and employees, fairly providing services, facilities and public spaces, by consulting with communities and making sure everyone can participate in decision making.

We provide broad-based targeted services and programs to ensure that all members of the community have equal opportunity to develop to their full potential and take an active part in community and social life.

The City works with communities to eliminate discrimination and disadvantage and to promote relationships that are based on understanding and respect. The City is working to achieve 'relative equality' for the benefit of everyone.

The City is creating an environment of equality for all people regardless of their race, ancestry, place of origin, ethnic origin, (dis)ability, citizenship, creed, sex, sexual orientation, gender identity, same sex partnership, age, marital status, family status, immigrant status, receipt of public assistance, political affiliation, religious affiliation, level of literacy, language and/or socio-economic status.

02

Aboriginal and Torres Strait Islander statement

The Council of the City of Sydney acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of our land – Australia. The City acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.

In 1788, the British established a convict outpost on the shores of Sydney Harbour. This had far reaching and devastating impacts on the Eora Nation, including the occupation and appropriation of their traditional lands.

Despite the destructive impact of this invasion, Aboriginal culture endured and is now globally recognised as one of the world's oldest living cultures. Aboriginal peoples have shown, and continue to show, enormous resilience coupled with generosity of spirit towards other peoples with whom they now share their land.

The Council of the City of Sydney recognises that, by acknowledging our shared past, we are laying the groundwork for a future which embraces all Australians, a future based on mutual respect and shared responsibility for our land.

There are many sites across our local government area with historical and cultural significance for Aboriginal and Torres Strait Islander communities.

The City of Sydney works with, and has achieved much with, Aboriginal and Torres Strait Islander people and the City's Aboriginal and Torres Strait Islander Advisory Panel, consistent with the Principles of Cooperation signed between the City of Sydney and the Metropolitan Aboriginal Land Council in 2006. The City is deeply committed to Reconciliation in partnership with its Aboriginal and Torres Strait Islander peoples.

Sustainable Sydney 2030 recognises Sydney's Aboriginal heritage and contemporary Aboriginal and Torres Strait Islander cultures. The Aboriginal and Torres Strait Islander communities in the City were extensively consulted for *Sustainable Sydney 2030*. The City of Sydney is committed to acknowledging, sharing and celebrating a living culture in the heart of our city.

03

Sustainability statement



The Council of the City of Sydney is committed to securing Sydney's future, its prosperity and liveability. The City defines sustainability, in keeping with the Brundtland Report of 1987, as meeting the environmental, social and economic needs of the present without compromising the ability of future generations to meet their own needs.

The City recognises the importance of an enduring, balanced approach which takes into account the City's economy, ecology, society and culture. We are addressing each with bold ideas and good governance. The results mean better outcomes now and in the future, for everyone.

The *Sustainable Sydney 2030* plan is for a Green, Global and Connected City.

GREEN with a minimal environmental impact, green with trees, parks, gardens and linked open spaces, with healthy ecosystems and where the air, land and waterways are clean, with highly efficient buildings and transport systems, green by example and green by reputation. Addressing climate change is the biggest challenge we have locally and globally. Improving energy efficiency and identifying alternative sources of energy, including renewable energy, continue to be a priority.

GLOBAL in economic orientation, global in links, partnerships and knowledge exchange, global and open-minded in outlook and attitude.

CONNECTED physically by walking, cycling and high quality public transport; connected 'virtually' by world-class telecommunications; connected communities through a sense of belonging, contribution, social well being and quality; and connected to other spheres of government and to those with an interest in the City.

04

Message from the Lord Mayor

Sydney's flagship 2030 strategy to create a more sustainable city arose from the most comprehensive community consultation in the City's history.

The overwhelming consensus among the thousands of residents, businesses, community organisations and people in the cultural and education sectors was for a greener, more international and better connected city.

With council's vision endorsed in the 2012 elections, we continue to listen to people's ideas for making Sydney smarter, more open and hospitable, more inclusive and cleverer in the ways it does business, both locally and internationally. We also are working to make it less congested and easier to get around.

We are reducing our greenhouse gas emissions, boosting affordable housing stock, furthering an integrated transport system with light-rail and cycle links, increasing recreational and cultural options and improving building design codes.

The 2030 strategy commits us to action on many fronts and is essential to improve the way the City and its villages interrelate, how they prosper and how residents, workers and visitors move around.

We are continuing our commitment to the City Transformation program which will unlock the potential of the City Centre so that it becomes a place people will want to be, and a place that welcomes everybody.

It combines programs and civic improvements, and central is the introduction of light-rail along George Street to dramatically improve the amenity of the city, and particularly of the streets and laneways around George Street.

The Green Square project is transforming the southern part of our local government area into a vibrant and sustainable urban environment. From its industrial past, Green Square is emerging as a place of innovative housing design, bespoke business and retail and creative and engaged communities, proud of the area's past and confident of its future.

We continue to build partnerships and good will across the board and our solid progress towards our 2030 goals reflects the way our varied Sydney communities have rallied in support of this great project for Sydney's future.



Lord Mayor Clover Moore

05

Message from the Chief Executive Officer

The City's Sustainable Sydney 2030 program commits us to bold actions to achieve security and prosperity for all who live in, work in, or rely on the City of Sydney.

The program, built on a bedrock of community input and feedback gathered over more than 15 months, is predicated on enhancing and reinforcing the sustainability of the city centre and its surrounding villages.

We began the 2030 exercise in 2008 and have now moved into a comprehensive and extensive program of planning and implementing initiatives that arose during our extended consultation with residents, businesses, workers and visitors across the City.

The program is based on a strong foundation of research and analysis, and on our continuing dialogue with business, social, environmental, cultural, housing and transport sectors, as well as with our residents.

The 10 Strategic Directions agreed by Council are built into our Corporate Plan and Capital Works program. They are the driving forces of Sustainable Sydney 2030.

Many of these directions and actions apply to the City's core business areas, while larger and more complex projects and initiatives are assessed and implemented on a medium- to long-term basis.

We continue to pursue and enter into partnerships with the community, business and government to roll-out the program through to 2030 and to align with the NSW Government plan.

We are planning and delivering changes to infrastructure, facilitating better services and delivering public domain improvements. We are leading transformation and renewal projects that will boost enterprise as well as cut greenhouse gas emissions, and we are taking part in programs to boost cultural excellence and social cohesion.

A vital part of the 2030 program is our commitment to continue taking advice as we go, and if needed, make changes and adapt to prevailing conditions and situation.

As part of this review, we have updated our programs and strategies to achieve our long-term objectives. Above all, we will continue to work collaboratively with all stakeholders to ensure the best outcomes for Sydney.



Monica Barone
Chief Executive Officer

A handwritten signature in black ink that reads "P. M. Barone".

06

Defining Sydney



Sustainable Sydney 2030 is the Strategic Plan for the area defined as the City of Sydney Local Government Area.

The City of Sydney is the local authority with responsibility for this area but numerous other stakeholders share an interest in it. The State Government has an explicit strategic interest and this is outlined in the NSW 2021 and the Metropolitan Strategy. State Agencies such as the Sydney Harbour Foreshore Authority and the Barangaroo Delivery Authority, amongst others, also have key planning and development responsibilities. *Sustainable Sydney 2030* recognises the broader development context of inner Sydney which includes the Inner West, Eastern Suburbs and North Sydney. This area is a focus for jobs, leisure and cultural opportunities for the wider Sydney region. To ensure there is clarity regarding the relevant geographies and responsibilities the different terms and areas are defined as:

THE CITY OF SYDNEY refers to the Council as an organisation, responsible for the administration of the City.

THE COUNCIL refers to the elected Councillors of the City of Sydney.

THE CITY refers to the geographical area that is administered by The City of Sydney and its physical elements.

THE CITY CENTRE encompasses the old Sydney 'Central Business District' and includes major civic functions, government offices, cultural and entertainment assets and runs between Circular Quay and Central Station, Domain/Hyde Park and Darling Harbour.

INNER SYDNEY refers to the 11 Local Government Areas of Inner Sydney: the City of Sydney, North Sydney, Ashfield, Botany Bay, Canada Bay, Leichhardt, Marrickville, Randwick, Rockdale, Waverley and Woollahra.

THE SYDNEY REGION refers to the 43 Local Government Areas of the Sydney metropolitan area and Central Coast (this is also the area defined by the Australian Bureau of Statistics as the Sydney Statistical Division).

City of Sydney Local Government Area

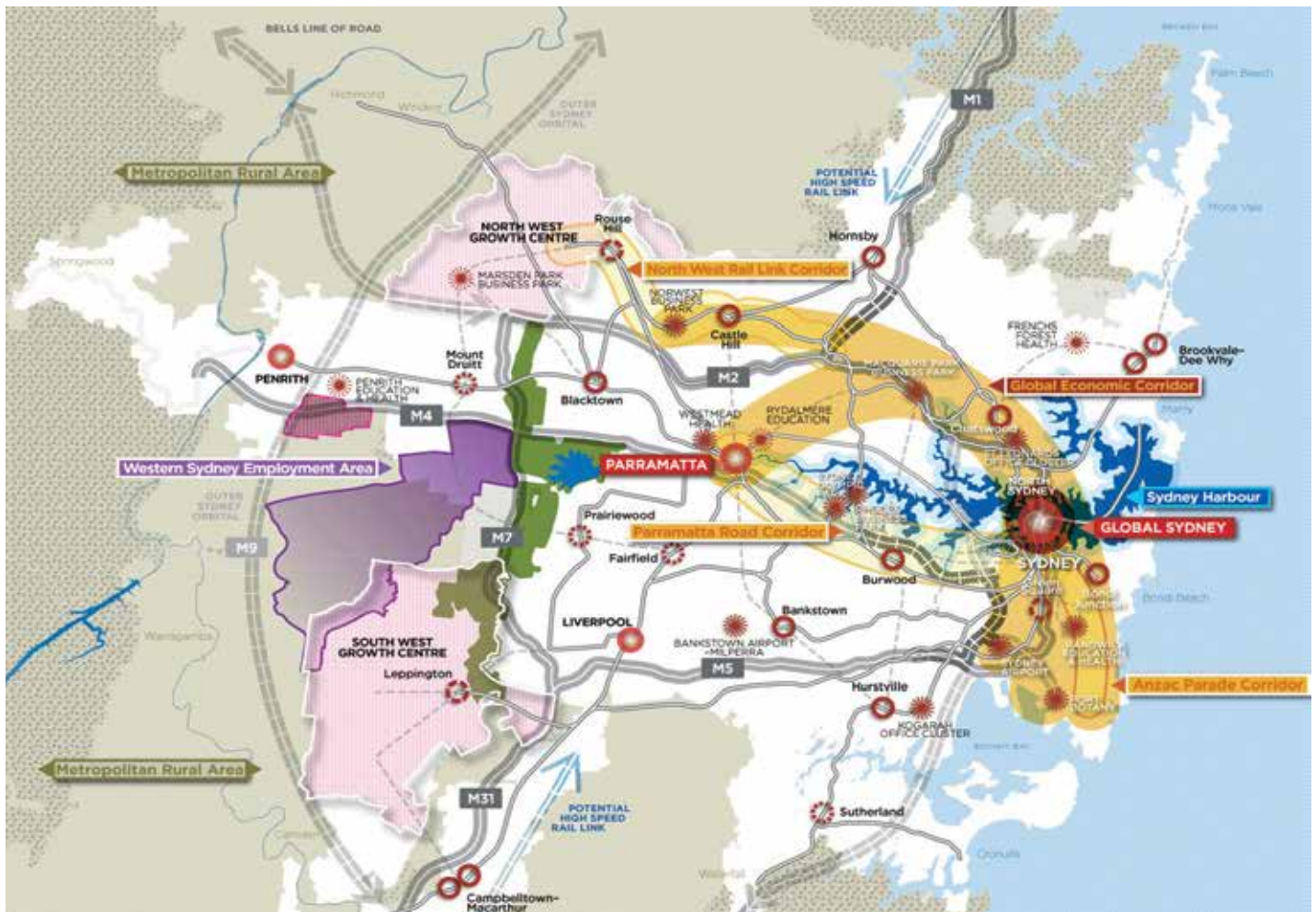


Defining Sydney (continued)

Regional Context – Inner Sydney



Regional Context – Draft Metropolitan Strategy Map



07 Overview

A Community Strategic Plan for the City of Sydney

Sydney is a naturally beautiful city with a strong economy and quality of life built on its mild climate, cultural diversity, outdoor lifestyle and recreational opportunities. Under pressure from continuing growth and change, and looming environmental and economic threats, planning for the City's future is essential.

Why Prepare a Strategic Plan?

Adopted in 2008, following community consultation, *Sustainable Sydney 2030* provided the City of Sydney with a strategic plan underpinned by a visionary approach and focused on sustainability. It has now been updated and placed within the framework of the NSW Integrated Planning and Reporting legislation, as explained elsewhere in the document.

The challenges facing the City meant that a dramatic and rapid shift in thinking and action was needed to secure the City's liveability and prosperity for current and future generations.

The unacceptably high risk of global warming remains fundamental to the need for bold and visionary action. National and international reports on climate change have reinforced that 'business as usual' is not an option. The world is moving towards dangerous climate change more rapidly than generally understood.

Combined with other big picture forces – such as oil price rises associated with 'peak oil', a shifting global economy balance toward China and India, an ageing population and declining housing affordability – it is beyond doubt that incremental and ad hoc responses are not sufficient.

A comprehensive and holistic plan for the City also requires a focus on the wider Sydney Region. The City is an employment and cultural focus for metropolitan Sydney and its sustainability is critical for Australia's prosperity. A strategic plan for the City has inevitable implications beyond the local government area.

Sustainable Sydney 2030 builds on current regional and state planning, including the state government's NSW 2021 and Metropolitan Strategy, while responding to the evidence that more urgent and wide-ranging action is essential for sustainability.

Effective implementation will depend on new systems of governance, including partnerships with state and federal government, other local councils, education institutions and business organisations. It will require new ways to involve and empower the community.

What is the Vision?

Sustainable Sydney 2030 is a plan for the sustainable development of the City to 2030 and beyond. Sustainable development is not just about the physical environment, but about the economy, society and cultures as well, and how addressing each, with bold ideas and good governance, will result in better outcomes for current and future communities.

Sustainable Sydney 2030 expresses the community's vision and the City's commitment to a **Green, Global, Connected** City.

- **Green** with a modest environmental impact, green with trees, parks, gardens and linked open spaces, green by example and green by reputation.
- **Global** in economic orientation, global in links and knowledge exchange, global and open-minded in outlook and attitude.
- **Connected** physically by walking, cycling and high quality public transport, connected 'virtually' by world-class telecommunications, connected communities through a sense of belonging and social well being, and connected to other spheres of government and to those with an interest in the City.



Sustainable Sydney 2030 is a Call to Action: A Vision to Create a Better Sydney

2030 was originally developed with broad community involvement and support during 2007 and 2008. It has been updated as a Community Strategic Plan to ensure that its message and content is contemporary.

As the world grasps the urgent need to respond to climate change and rising fuel prices, the City of Sydney is offering leadership through the 2030 Vision now being implemented to address urgent issues facing Sydney.



Overview (continued)**The Challenges**

- Climate change
- Global economic competition
- Transport congestion
- Decreasing affordability
- Leisure, cultural and tourism experience
- Persistent social disadvantage
- Maintenance of living standards
- Replacing ageing infrastructure
- Greater accessibility and inclusiveness

People from all walks of life, across all generations and an extensive range of organisations contributed ideas and suggestions to inform the plan and continue to do so throughout its implementation. The innovative and transformative ideas in the plan will progressively make necessary and positive changes to city life.

As the plan is implemented, Sydney will be a stronger community and better place to live in future. The plan is about the CBD as a city centre supported by a series of thriving interconnected Village economies and communities.

How the Plan is Being Implemented

The following sections of this plan explain and detail how *Sustainable Sydney 2030* has been translated into action. Ten 2030 Targets and ten Strategic Directions have been identified that provide a framework for action. These reflect the community's aspirations for the City.

A comprehensive implementation program has been prepared and activated for each. This is the basis of the City of Sydney's Corporate Plan. The Corporate Plan 2013–2016 is the City's 4-year program to deliver on the vision and long-term strategy.

Working in Partnership with the Community

The City of Sydney can't achieve 2030 on its own. A share of the proposed actions will need to be led by other agencies or stakeholders, in partnership with the City.

The City of Sydney is committed to working with the state and federal governments and other local councils, as well as the community and business groups, as necessary to implement the program over the long-term.



08

What the community said



The consultation messages are clear.

People want a City that is:

- economically prosperous,
- a leader in environmental management,
- liveable, inclusive and culturally alive.

They want to move around the City safely and in a way that is environmentally responsible.

They want Sydney to be Green, Global and Connected.

People want a city ...

That offers
affordability and
social diversity.

With efficient use
of energy, water,
and reduced waste.

Where people feel
a sense of belonging,
connected to the local
village, shops and
people in the streets.

That is beautiful
with ribbons
of green.

Which is
friendly.

That is globally
connected.

Which
celebrates the
outdoors.

Provides
affordable
space for
creative people.

That is an
international
gateway city
to Asia.

Where riding a bike is safe and enjoyable.

With environmental leadership.

With greater self-sufficiency.

With distinctive precincts.

Where economic benefits will be gained by enhancing sustainability.

Not clogged by cars.

With walkable streets.

That tells its history.

That includes Indigenous people in its future.

Which has more green space.

09

2030 vision

In 2030, City of Sydney will be

Green

The City will be internationally recognised as an environmental leader with outstanding environmental performance and new 'green' industries driving economic growth.

The City will reduce its greenhouse gas emissions, with a network of green infrastructure to reduce energy, water and waste water demands, led by major renewal sites.

The City will help contain the Sydney region's urban footprint by planning for new housing opportunities integrated with vital transport, facilities, infrastructure and open space.

Global

The City will remain Australia's most significant global city and international gateway with world-class tourism attractions and sustained investment in cultural infrastructure, icons and amenities.

The City will contain premium spaces for business activities and high quality jobs in the city centre, and supporting social, cultural and recreational facilities to nurture, attract and retain global talent.

The City will embrace innovation, and new generation technologies to connect it through new media and the web, stimulating creativity and collaboration.

The City will be part of global cultural networks and an active participant in global knowledge exchange.



Connected

The City will be easy to get around with a local network for walking and cycling, and transit routes connecting the City's villages, city centre and the rest of Inner Sydney. The City will be easy to get to with an upgraded regional transit network that builds on the existing network, enhancing access to Sydney's heart from across the region.

The City's distinctive villages will continue to be strong focal points for community life and will encourage a sense of belonging. The Villages will be served by centres where services are concentrated, which will be interconnected and make a significant contribution to the City's liveability which will increasingly underpin its global competitiveness.

The City will be diverse and inclusive. Relative equality will be improved by an increased share of affordable housing and better access to community facilities, programs and services across the City, with a consequent improvement in wellbeing. Cultural vitality will flow from high rates of participation in artistic expression, performance, events and festivals.

The City will commit to partnerships and cooperation between governments, the private sector and the community to lead change. The City is part of a wider national and global community and will pursue relationships with other Australian and international cities for cultural, trade and mutually beneficial exchanges.

10

Making it happen

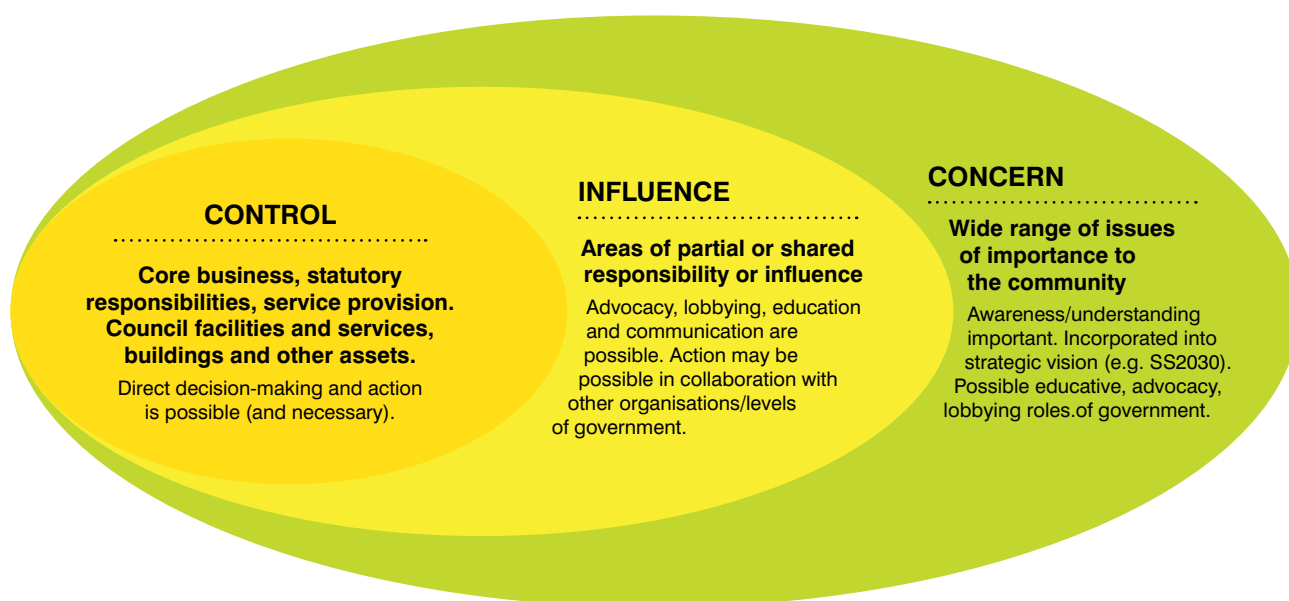
The City of Sydney – Roles and Responsibility

The City of Sydney, as a local government organisation is governed by the requirements of the Local Government Act (1993) and Regulation, the City of Sydney Act (1988) and other relevant legislative provisions and is responsible for administering its local government area.

The Local Government Act includes the Charter, which identifies the matters councils need to consider when carrying out their responsibilities. While following this Charter, in reality councils have a range of roles – as a leader, service provider, regulator, advocate, facilitator and educator. Councils have a responsibility to formulate and pursue their community's vision and ideas, provide civic leadership, deliver key services and express local ideas and concerns about important issues to other levels of Government.

There are services that all councils must provide, and some which councils can choose to make available. Many services are also provided by different state and federal agencies, such as public transport, hospitals, and education. There are new policy approaches that influence or direct Council's responses, and legislation that affects the provision of current services. Council's roles extend beyond the direct provision of services to advocating for an equitable allocation of resources from the state and federal governments, and demonstrating, as a leader, its journey towards a more sustainable City.

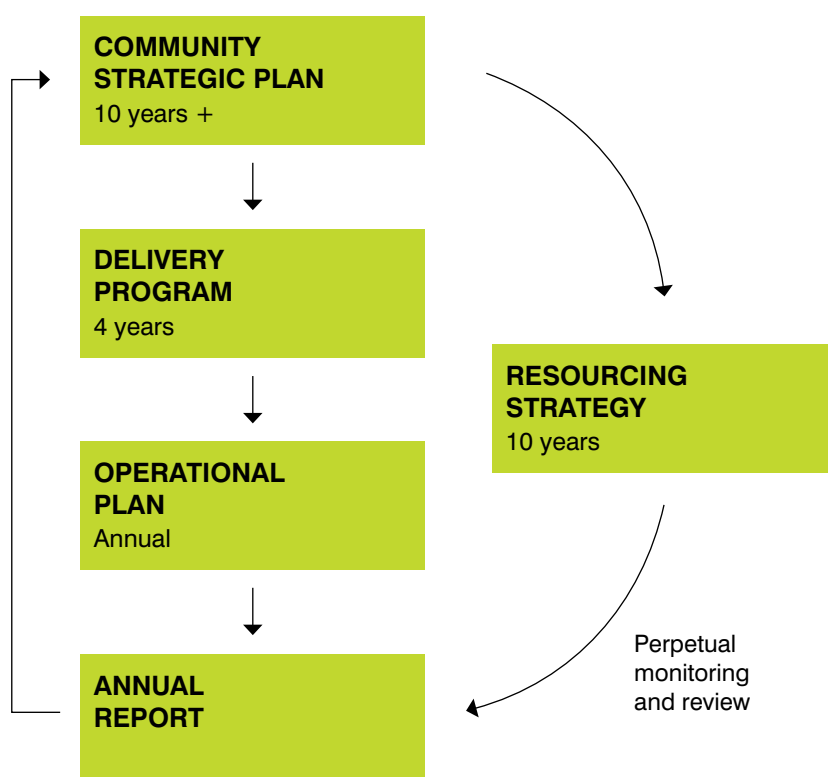
In following the directions of *Sustainable Sydney 2030* and striving to achieve its objectives, there are limits to what Council alone can control or even influence. As indicated by the diagram below, however, the City of Sydney, like *Sustainable Sydney 2030* itself is concerned with the full range of issues which affect the wellbeing of the City and its communities.



The Integrated Planning and Reporting Framework

A new mandatory integrated planning and reporting framework for NSW Local Government was introduced by the NSW State Government as shown in the diagram below.

These reforms of the Local Government Act 1993 replace the former Management Plan and Social Plan structures. The City of Sydney's response to this statutory framework for planning and reporting is embodied in the suite of Integrated Planning documents which were adopted following public exhibition in May–June 2013.



Making it happen (continued)**An Ongoing Program to Achieve a Green, Global, Connected City**

Sustainable Sydney 2030 is an ongoing commitment by the City of Sydney to achieve the vision and targets set out for a Green, Global, Connected City.

Establishing Partnerships for Change

The City of Sydney has a critical role in implementing the program. However, it can only be achieved through partnerships for change with community, business and government.

Aligning Council's Program and Operations

The Corporate Plan 2013–2016 is the City of Sydney's four-year Delivery Program in response to the community vision and strategy expressed in *Sustainable Sydney 2030*.

It identifies priority projects and programs over this timeframe with targets and key performance indicators to deliver the long-term goals and outcomes specified under each strategic direction. The financial plan for the delivery of this program is also identified. From this program, the Operational Plan 2013/14 is derived as an annual instalment, which also includes the detailed budget and revenue policy.

Resourcing the Plan

To support the community's objectives expressed in *Sustainable Sydney 2030*, a long term resourcing strategy is required as part of the Integrated Planning and Reporting framework. This serves to both inform and test the aspirations expressed in the strategic plan and how Council's share of the required actions might be achieved.

The Resourcing Strategy (2013) which accompanies this Community Strategic Plan includes three components:

- Long Term Financial Plan
- Workforce Strategy
- Asset Management Strategy

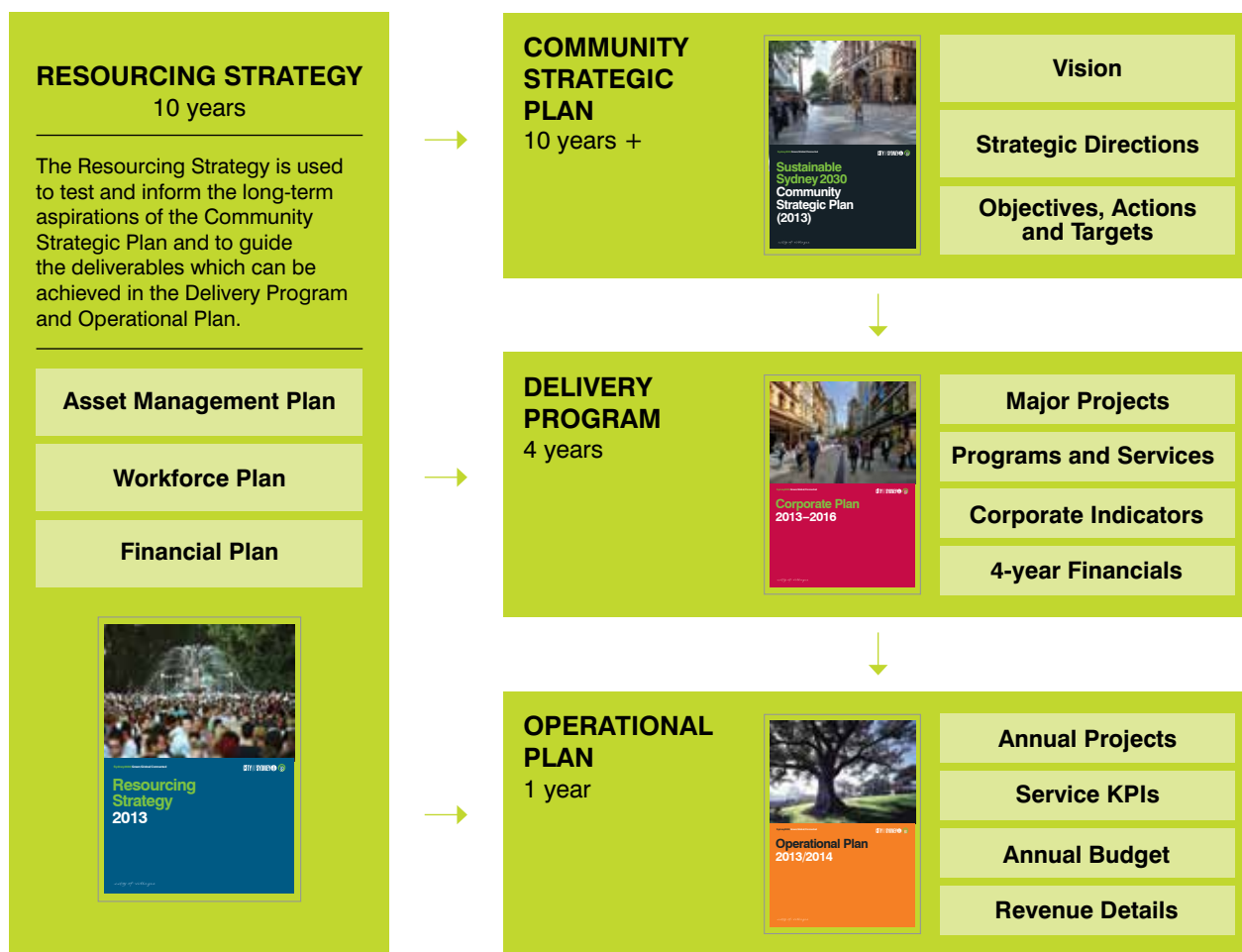
Costs for the principal activities undertaken by the City of Sydney under *Sustainable Sydney 2030*, including the continued provision of current services at the appropriate levels necessary to meet the objectives of the community strategic plan, are brought together in the Long Term Financial Plan. This provides a 10-year view of the costs and what can be funded by the City of Sydney or may be required from other sources.

The City of Sydney's workforce capacity to meet the objectives of the strategy and the broad challenges and responses to planning our future workforce are outlined in the Workforce Strategy (2013).

Asset management is a critical area of local government responsibilities, governed by legislated standards. The status, needs and resourcing plan for each key asset area in the City's care are shown through the Asset Management Strategy (2013).

How the Documents Relate

How the City of Sydney's Integrated Planning and Reporting documents work together is illustrated by the diagram on page 19. All of the key plans are tested and refreshed annually and subject to a review following the election of each new Council. The next review will be in 2016–2017.





11

Monitoring progress of sustainable Sydney

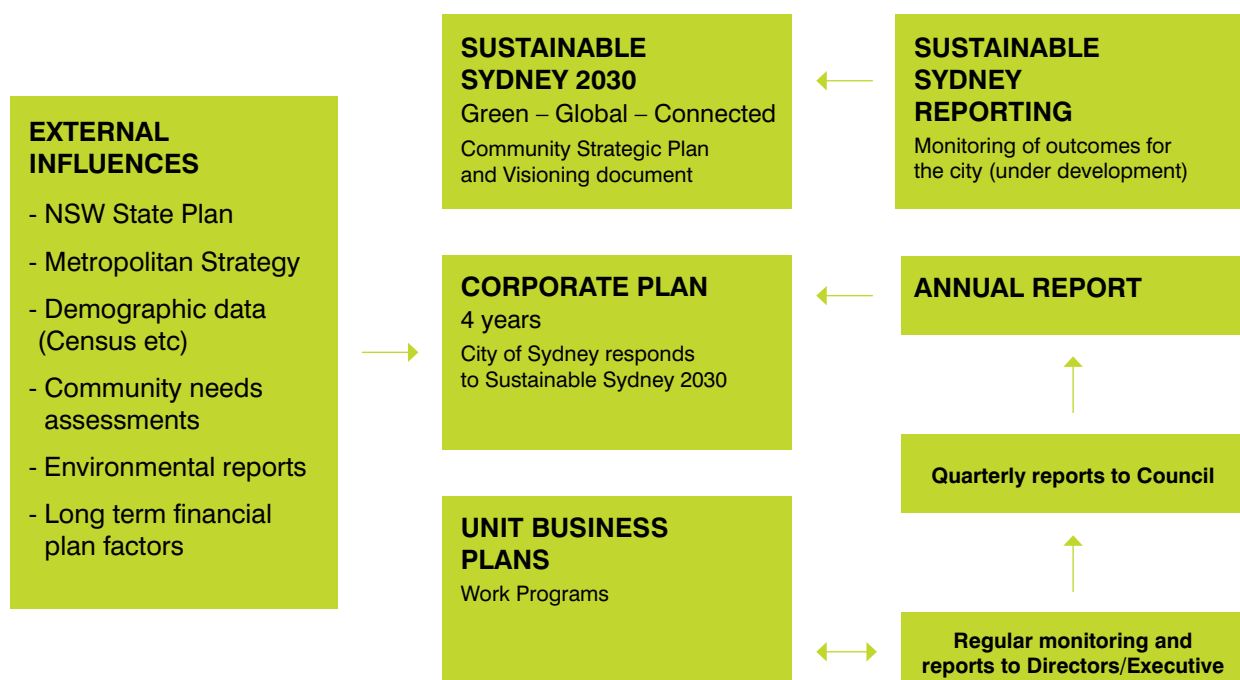
Monitoring of a sustainable Sydney requires a multi-layered process. First there is *Sustainable Sydney 2030*. As the Community Strategic Plan this requires a monitoring report against broad sustainability indicators for the community and area as a whole. This is a higher level Sustainability Report that monitors everybody's contribution to a sustainable Sydney.

Corporate Plan

The Corporate Plan (the City of Sydney's 4-year Delivery Program) and annual Operational Plan are monitored through quarterly, annual and four yearly performance and financial reports to Council. These reports provide details of our operational performance, and our progress towards *Sustainable Sydney 2030*.

Community Indicators

The City has also undertaken a major project to establish a comprehensive set of Community wellbeing indicators that measure progress across social, cultural, environmental, economic and democratic perspectives. The Community Indicators will be reported on annually, adding an additional dimension to monitoring and reporting on Sustainable Sydney and to the evidence base for Integrated Planning and Reporting.



12

Ten targets for 2030

Specific targets to make the City more sustainable

A combination of incremental and significant 'step changes' are required to achieve the Vision.

Target 1

The City will reduce greenhouse gas emissions by 70 per cent compared to 2006 levels.

Target 2

The City will have the capacity to meet up to 100 per cent of electricity demand by local electricity generation, 30 per cent of water supply by local water capture and increased canopy cover of 50 per cent by 2030.

Target 3

There will be at least 138,000 dwellings in the City (including 48,000 additional dwellings compared to the 2006 baseline) for increased diversity of household types, including greater share of families.

Target 4

7.5 per cent of all City housing will be social housing, and 7.5 per cent will be affordable housing, delivered by not-for-profit or other providers.

Target 5

The City will contain at least 465,000 jobs (including 97,000 additional jobs) compared to the 2006 baseline) with an increased share in finance, advanced business services, education, creative industries and tourism sectors.

Target 6

Trips to work using public transport will increase to 80 per cent, for both residents of the City and those travelling to the City from elsewhere.

Target 7

At least 10 per cent of City trips will be made by bicycle and 50 per cent by pedestrian movement.

Target 8

Every resident will be within reasonable walking distance to most local services including fresh food, childcare, health services and leisure, social, learning and cultural infrastructure.

Target 9

Every resident will be within a three minute walk (250 m) of continuous green links that connect to the Harbour Foreshore, Harbour Parklands, Moore or Centennial or Sydney Parks.

Target 10

The level of community cohesion and social interaction will have increased based on at least 65 per cent of people believing most people can be trusted.



A Framework for Action: 10 Strategic Directions for Sustainable Sydney

Each Strategic Direction references current assets that the City has to build upon, why action is needed and initiatives underway. Objectives and actions provide detail on the way forward. The ten Strategic Directions are:

1	A globally competitive and innovative city
2	A leading environmental performer
3	Integrated transport for a connected city
4	A city for walking and cycling
5	A lively, engaging city centre
6	Vibrant local communities and economies
7	A cultural and creative city
8	Housing for a diverse population
9	Sustainable development, renewal and design
10	Implementation through effective governance and partnerships

Many functions and services of the City of Sydney contribute across a range of the objectives of *Sustainable Sydney 2030*. To simplify showing the contributions from each part of the City's organisation, only the functions and services that primarily relate or contribute to each Strategic Direction are identified on the following pages.

Strategic direction 01

Keeping Sydney globally competitive is central to Sydney's and Australia's future. The City must focus on the global economy and sustained innovation to ensure continuing prosperity.

A globally competitive and innovative city

City context

- The City is an acknowledged global city with natural assets, a strong economy and globally competitive businesses
- The city centre is at the heart of Global Sydney as identified in the Metropolitan Strategy
- A globally competitive City is critical to Australia's economic prosperity
- A globally competitive City expands opportunities for residents, business, workers and the broader society

Why action is needed

- Reversing slow and ineffective adjustments to a sustainable economy
- Responding to the next wave of globalisation
- Boosting innovation
- Developing effective partnerships
- Dealing with looming macro-economic imbalances
- Increasing interstate and global city competition
- Intensifying global competition in service industries
- Reversing a lack of investment in strategic economic infrastructure and amenities
- Responding to inequality, affordability and social stress
- Accelerate investment in green economy and technology



City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Economic Planning and Support
- Events Management
- Grants and Sponsorship Management
(also relates to other relevant Strategic Directions)
- Late Night Economy
- New Year's Eve
- Security and Emergency Management
- Tourism Development
- Safety

OBJECTIVE 1.1

Plan for growth and change in City Centre.

City Now

Constraints on future capacity to accommodate new jobs in City Centre.

Insufficient recognition of the value of activity clusters in city precincts.

City in 2030

City Centre reinforced as the heart of Global Sydney.

Sufficient capacity available to accommodate growth of globally oriented economic activities.

Action

- 1.1.1 Ensure the City Plan provides capacity for employment growth in the City.
- 1.1.2 Strengthen the economic activities and role of the City Centre precincts.
- 1.1.3 Plan for long-term increased development opportunities and improved connections to the western waterfront.
- 1.1.4 Advocate for a new foreshore precinct at Barangaroo with lively waterfront parks, continuous public foreshore access, cafes, culture, and entertainment.
- 1.1.5 Implement the Open Sydney strategy to build late night economic diversity.



OBJECTIVE 1.2

Strengthen globally competitive clusters and networks and develop innovative capacity.

City Now

Insufficient knowledge about Sydney's competitive attributes and industry clusters.

Potential of existing clusters of high value economic activity not realised.

City in 2030

Strategies and actions for cluster development based on a strategic vision.

Industry and activity clusters developed through stakeholder partnerships.

Sydney renowned for creativity and innovation.

Action

- 1.2.1 Continue to develop partnerships with the private sector, research and educational institutions.
- 1.2.2 Foster economic collaboration and knowledge exchange with other national and global cities.
- 1.2.3 Foster industry networks in a selected groups of high growth globally competitive industries.
- 1.2.4 Identify, develop and support the creation of clusters of innovation and networks to facilitate research, collaboration and knowledge exchange.
- 1.2.5 Proactively work with landowners, businesses and other stakeholders to strengthen precincts.
- 1.2.6 Foster an environment that supports the growth of entrepreneurs and small to medium enterprise.

**OBJECTIVE 1.3**

Plan for City south growth, including managing the capacity of economic infrastructure such as Sydney Airport and the port.

City Now

Lack of coordinated planning for critical City support area in City's south.

Uncoordinated planning for airport and port activities.

City in 2030

Sufficient development potential for Global City support activities is available.

Areas in transition to residential and other uses are well planned and supported by adequate public transport.

A robust planning and governance framework for the areas around the Airport is established.

Action

- 1.3.1 Implement precinct and structure planning in the southern mixed use employment area.
- 1.3.2 Work with partners to prepare a planning and development framework for managing the impact of the airport and Port Botany growth.
- 1.3.3 Advocate for provision of transport corridors and key social and economic infrastructure in the City's south.

OBJECTIVE 1.4

Strengthen Sydney's global competitiveness.

City Now

Many businesses and employees are mobile.

City in 2030

Costs kept competitive with other cities.

Sydney's global rankings are consistently high.

Sydney continues to experience sustainable economic growth.

Action

- 1.4.1 Finalise and implement an economic development strategy for the city.
- 1.4.2 Refine and communicate Council's regulatory and approval processes to assist business efficiency.
- 1.4.3 Lead and support partnerships and forums to strengthen business leadership in the City.
- 1.4.4 Maintain public domain assets and services to a high standard.
- 1.4.5 Continue to improve Sydney's reputation as a safe city



OBJECTIVE 1.5

Enhance tourism infrastructure, assets and branding of the City.

City Now

Unfulfilled tourism promise.

Fragmented marketing and branding of Sydney.

City in 2030

Effective partnerships for delivering world-class tourism and cultural infrastructure and amenities are established.

Consistent branding for Sydney backed by the State Government and the City of Sydney.

Action

- 1.5.1 Work in partnership with the Tourism Industry and State Government to develop visitor facilities and attractions, including new hotels and accommodation opportunities.
- 1.5.2 Work with the State to promote the city as a global visitor destination.
- 1.5.3 Develop and implement strategies to assist visitor orientation and movement around the City.
- 1.5.4 Support the delivery of an annual calendar of globally significant events.

Strategic direction 02

The City of Sydney has adopted ambitious greenhouse gas emission reduction targets and will work towards a sustainable future for the City's use of water, energy and waste.

A leading environmental performer

City context

- The City of Sydney has adopted ambitious greenhouse emissions reduction targets in response to mounting evidence of a warmer, more unstable climate
- Global warming is the most important urban management issue for the city in the 21st century
- All levels of government, the private sector and the community have a vital role

Why action is needed

- Stabilising emissions to maintain an acceptable global climate
- Ensuring the City can cope with the impacts of rising sea levels and increased flooding
- Reducing the unsustainable growth in energy, water and waste resource demands
- Ensuring the City has greater energy security
- To build resilience to face climate threats

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Aboricultural Services
- Depot Management
- Domestic Waste Collection Services
- Fleet Management
- Graffiti Removal
- Littering and Unlawful Dumping Inspections
- Recycling Depot
- Stormwater Management
- Street Cleaning
- Sustainability Engagement and Education
- Sustainability Planning
- Sustainable Asset Management
- Weed Control



OBJECTIVE 2.1

Implement technologies and actions to reduce energy consumption and greenhouse gas emissions across the local government area.

City Now

Reliance on centrally provided energy infrastructure outside the city.

Legacy in existing buildings, lifestyle and work practices of a high energy consumption era.

City in 2030

Continuous improvement in energy efficiency and greenhouse gas reductions.

A citywide network of local energy production.

Action

- 2.1.1 Continue development of master plans for energy conservation and renewable energy.
- 2.1.2 Continue the implementation of master plans that comprise energy efficiency, renewable energy and decentralised energy.
- 2.1.3 Ensure the suite of energy master plans and associated actions achieve carbon reduction targets.

OBJECTIVE 2.2

Reduce waste generation, the impact of disposal and improve resource recovery from waste across the local government area.

City Now

City focused on diverting residential waste from landfill.

City in 2030

A City that sees waste from all sectors as a valuable resource.

Action

- 2.2.1 Develop a Waste Management Strategy that includes actions to reduce waste generation, the impact of disposal and improve resource recovery for all city waste sources.
- 2.2.2 Finalise and implement Advanced Waste Treatment and Advanced Waste Collection Master Plans.



OBJECTIVE 2.3

Reduce potable water consumption and stormwater gross pollutant loads to the catchment within the local government area.

City Now

Water is seen as a cheap, renewable resource.
Invisible drains that quickly remove water which is treated like waste.

City in 2030

The value of water is properly recognised.
Potable water use is minimised and opportunities to replace demand with recycled water are realised.
The quality of city waterways meet the needs of the community while minimising impact on the environment.

Action

- 2.3.1 Reduce mains water consumption across the local government area through water efficiency programs.
- 2.3.2 Replace mains water demand across the city with recycled or alternative non-potable water supplies in accordance with the Decentralised Water Master Plan.
- 2.3.3 Continuously improve Water Sensitive Urban Design standards to reduce pollutant loads in city waterways.
- 2.3.4 Commence implementation of the enabling actions outlined in the Decentralised Water Master Plan.



OBJECTIVE 2.4

Encourage and support the city community of residents, business owners, workers and visitors to improve their environmental performance.

City Now

An urban management practice that focuses on what is easier – new development.

City in 2030

A community of residents, visitors and businesses that understand their environmental impact and implement actions to continuously improve their environmental performance.

The City of Sydney community is internationally recognised as an environmental leader.

Action

- 2.4.1 Encourage and support building owners to incorporate efficiencies and accelerate the retrofitting of existing buildings to enable better environmental performance.
- 2.4.2 Encourage and support the City community to reduce their environmental impacts and make environmentally sustainable choices.
- 2.4.3 Encourage and support the City community to connect to green infrastructure and implement actions as outlined in the master plans.
- 2.4.4 Encourage the adoption of environmental performance building standards that ensure the performance of new and retrofitted buildings deliver to the City's targets.
- 2.4.5 Prepare and implement a Climate Change Adaptation Strategy.

**OBJECTIVE 2.5**

Demonstrate leadership in environmental performance through the City of Sydney's operations and activities.

City Now

A commitment to strategic environmental initiatives.

City in 2030

International recognition for environmental leadership across all areas of the City of Sydney activities.

Action

- 2.5.1 Continuously improve performance across all of the City of Sydney's buildings and facilities to deliver on environmental targets.
- 2.5.2 Continuously improve the environmental performance and efficiency of the City of Sydney's activities, in particular transport requirements, event production and supply chain.
- 2.5.3 Ensure the development and implementation of best in class planning controls to deliver on environmental targets.
- 2.5.4 Continuously improve environmental management system, reporting and disclosure of performance against published targets.

OBJECTIVE 2.6

Implement the Greening Sydney Plan.

City Now

The City has some tree lined streets and great urban parks. Urban canopy is 15.5 per cent of the City area and there is very little remnant vegetation or landscape.

The City is working with the community to green local streets and spaces.

City in 2030

The City has planted trees into every available road and footpath, and residents and developers are planting large canopy trees on private property.

The urban canopy has increased and the community are enjoying the financial, social and environmental benefits of their trees.

The urban heat effect has reduced and there are wildlife corridors linking the City's major parks.

Action

- 2.6.1 Continue to develop and protect the City's urban forest.
- 2.6.2 Continue to green the city to enhance habitat and promote bio-diversity.
- 2.6.3 Continue to improve the landscape to provide quality streetscapes and public spaces.
- 2.6.4 Greening new development through a new Landscape Code and encouraging green roofs and walls.

Strategic direction 03

Quality transport will be a major driver to sustainability – the City must offer a variety of effective and affordable transport options.

Integrated transport for a connected city

City context

- Quality transport will be a major driver of sustainability in the City
- The City of Sydney has a role in advocating, sharing and presenting a sustainable vision
- Heavy rail, metro rail, light rail, busways, buses, ferries, private cars, motorbikes, scooters, taxis, bicycles and pedestrians all have a role in the City
- Transport to and within the City must be considered at the Sydney regional scale, the inner Sydney scale, the City scale and the city centre scale
- Measures to improve transport in the City cannot displace problems to surrounding areas

Why action is needed

- Minimising greenhouse gas emissions and manage the impacts of global warming
- Maintaining economic competitiveness
- Reducing the negative impacts of congestion
- Improving health and wellbeing
- Managing the growth in freight traffic
- Matching transport to user needs
- Integrating the elements of Sydney's transport system
- Ensuring reliable transport supports an ageing population, people with a disability and people with impaired mobility

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- City Transport and Access
- Clearways and Arterial Roads Inspections
- Community Transport
- Parking Meter Management
- Parking Station Management
- Public Domain Assessment
- Roads and Footway Maintenance
- Street Furniture Maintenance
- Street Lighting Maintenance
- Traffic Management



OBJECTIVE 3.1

Support and plan for enhanced access by public and active transport from the Sydney Region to the City of Sydney.

City Now

The radial rail and bus networks perform a major role moving commuters to work in the City Centre, but the system has failed to keep pace with growth.

City in 2030

Public transport is the mode of choice for all trips to the City from other parts of the Sydney Region.

Action

- 3.1.1 Encourage the State Government to finalise the optimal route for the next rail harbour crossing and line through the City as a priority and construct light rail between Circular Quay and Moore Park as soon as possible.
- 3.1.2 Continue to advocate for the upgrade of Circular Quay, Town Hall and Central interchanges in conjunction with the George Street transformation project as well as the upgrade of other key interchanges in the rest of the City of Sydney.
- 3.1.3 Support and plan for the integration of cross-regional public transport services, including light rail and metropolitan rail systems and the quality of modal interchanges.

OBJECTIVE 3.2

Align transport infrastructure with City growth.

City Now

More sophisticated policy responses are required so that City residents travelling within Inner Sydney can rely on a range of transport modes.

City in 2030

Enhanced opportunities for Inner Sydney residents to take active and public transport for travel to the City Centre.

Increased tourist and event accessibility between the City Centre, and Villages.

An accessible network for older people, families and people with a disability.

Action

- 3.2.1 Advocate for the inclusion of a Sustainable Transport Guarantee Policy in future LEP and Development Controls.
- 3.2.2 Advocate for improved local bus networks.
- 3.2.3 Improve effectiveness of village, community and late night shuttle bus services.



OBJECTIVE 3.3

Reduce negative impacts from transport on public space in the City Centre and villages.

City Now

Pedestrian experience in the City is poor.
Lack of clear connections for pedestrians in the City.
Public transport operation is constrained.

City in 2030

Active management of travel demand.
An integrated approach to traffic management, public transport, active transport and public domain.

Action

- 3.3.1 Work with the State Government to provide improved bus and light rail.
- 3.3.2 Manage car travel demand.
- 3.3.3 Develop sustainable travel initiatives in conjunction with the NSW government.
- 3.3.4 Develop a comprehensive Parking Policy for the City to reduce congestion and balance competing needs.

OBJECTIVE 3.4

Increase public transport use and reduce traffic congestion on regional roads.

City Now

The regional road network is a major part of the City's transport system, with the amenity of some key City streets in the network severely compromised.
Freight is placing new demands on the City's road network.
Traffic congestion impedes Sydney's economic development.

City in 2030

Innovative demand management implemented to reduce congestion on regional road network.
Freight movements managed to improve residential amenity and reduce congestion.

Action

- 3.4.1 The City will further develop its street hierarchy to allocate priorities for access requirements on particular streets, including private cars, commercial vehicles, taxis, buses and light rail, cyclists and pedestrians.

Strategic direction 04

A safe and attractive walking and cycling network linking the City's streets, parks and open spaces

A city for walking and cycling

City context

- Residents of the City walk or cycle for nearly half of their average weekday trips
- People who live in the City are less likely to own a car, less likely to have a driving licence, and less likely to use a car for short trips
- Many services are local in the City, which makes walking and cycling a real option
- The relatively high residential density surrounding the city centre suggests that within a 10 kilometre area there is a significant potential pool of people who could cycle for work and other activities

Why action is needed

- Minimising greenhouse gas emissions and manage the impacts of climate change
- Reducing reliance on traditional transport energy sources
- Maintaining economic competitiveness
- Reducing city congestion
- Improving health and wellbeing

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- City Transport and Access
- Cycling Strategy
- Parks Inspections
- Public Domain Assessment
- Road Safety Education
- Roads and Footway Maintenance
- Roads and Pedestrian Areas Management
- Traffic Management
- Public Domain Accessibility

**OBJECTIVE 4.1**

A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney.

City Now

Discontinuous cycling routes which share the road space with cars.

Disconnected green spaces with potential for greater use as cycling and pedestrian routes.

Inner Sydney bicycle and network planning hampered by multiple agencies with responsibility.

City in 2030

A connected City.

A City that is attractive and safe for walking and bike riding.

Action

- 4.1.1 Continue to implement the Liveable Green Network.
- 4.1.2 Continue to work with our 14 neighbouring councils and State and Federal governments to implement the Inner Sydney Regional Bike network.
- 4.1.3 Advocate, negotiate and prepare design plans for a continuous foreshore walk.
- 4.1.4 Continue to ensure walking and cycling facilities and networks are provided and designed to be safe and meet the needs of everyone.

OBJECTIVE 4.2

Improve cycle and pedestrian movements and amenity in the City Centre.

City Now

Unrealised potential as a walkable City Centre.

Few effective transport alternatives for short trips in the City Centre.

Lack of information and knowledge about City Centre connections.

City in 2030

The City is a great walkable and bike riding City.

Walking and bike riding are integrated into transport planning.

Action

- 4.2.1 Manage streets to encourage walking, cycling and the use of public transport.
- 4.2.2 Continue to advocate for 40 kph speed limits and improve pedestrian priority at intersections in Central Sydney.
- 4.2.3 Implement part-time or full time road lanes and street closures where outdoor activities can be encouraged.
- 4.2.4 Improve directional signs and education about pedestrian networks in the City Centre.
- 4.2.5 Review the Cycle Strategy and Action Plan, and examine the feasibility of introducing a Public Bike Hire Scheme.



OBJECTIVE 4.3

Green Travel is the preferred transport choice to City work places and venues.

City Now

Insufficient end-of-trip facilities for cyclists and pedestrians.
Tax and other salary incentives favour cars over public transport, pedestrian movement and cycling.

City in 2030

End of trip facilities for walkers and bike riders are provided.
Employers offer a range of incentives to encourage walking and cycling.
The tax system actively encourages walking and cycling.

Action

- 4.3.1 Establish or improve end of trip facilities to encourage walking and cycling.
- 4.3.2 Investigate and develop a requirement for Green Travel Plans for major developments.
- 4.3.3 Advocate for changes to the tax system to encourage incentive programs for employees who take sustainable transport to work.

Strategic direction 05

The city centre's international iconic status will be maintained and enriched with an inviting streetscape and vibrant public spaces.

A lively, engaging city centre

City context

- The city centre has a unique natural setting
- It has special significance for Aboriginal and Torres Strait Islanders
- The city centre contains a positive legacy of open spaces, a street network, heritage and landmarks
- The city centre's iconic status needs to be preserved

Why action is needed

- Protecting the city centre's role as Australia's iconic location
- Opening and re-connecting the city centre to the water
- Reclaiming the city centre from traffic
- Creating more and better spaces for people to enjoy the City
- Preserving and extending the City's 'fine grain' – the small scale and diverse spaces providing for small retail and service tenancies, set in vibrant and attractive streets
- Increasing life on the street
- Creating a more diverse and mature night time culture

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- CCTV Management
- Customs House Management
- Laneways and Fine Grain Strategy
- Late Night Economy
- Regulatory Services
- City Design

**OBJECTIVE 5.1**

Strengthen the City's public domain identity through the creation of the George Street spine, creating more places for meeting, rest and leisure.

City Now

Lack of distinctive streets.

Lack of open space network.

Dominated by noisy and polluting traffic.

City in 2030

Public domain of high quality and high pedestrian amenity.

A central north-south pedestrian spine linking major public spaces.

Inviting streetscapes – a variety of distinctive streets and significant public spaces.

Action

5.1.1 Continue to plan to deliver George Street as a north-south central spine in the City Centre connecting three new squares at Circular Quay, Town Hall and Central; with priority for public transport, cycling and pedestrians.

5.1.2 Investigate solutions to support the movement of private and commercial vehicles, buses and taxis throughout the city centre.

OBJECTIVE 5.2

Provide active and improved civic spaces across the city centre attractive to all.

City Now

Insufficient civic spaces for the City's growing workers, student and visitor communities.

City in 2030

A network of strong focal points and spaces charged with civic services, attractive functions and meeting points.

Action

5.2.1 Investigate, model and develop the three new squares as primary focal points, supported by appropriate civic services and activation programs.

5.2.2 Undertake cultural mapping to identify opportunities for cultural, entertainment and hospitality precincts around existing venues, and facilitate by appropriate development controls, street level lighting, signage and paving.

5.2.3 Investigate and create civic spaces and strategies to activate them.

5.2.4 Investigate technology services (e.g. free Wi-Fi) to activate public spaces.

5.2.5 Develop a City Centre Public Domain Plan to enhance streets and squares in the City Centre.

**OBJECTIVE 5.3**

Manage and strengthen the mix of active frontages, engaging built form and precincts in the City Centre.

City Now

The City Centre is Australia's main shopping centre. Active laneways are becoming part of the city centre. Planning controls have been effective in increasing the amount of active frontages along streets over the last 15 years but more needs to be done to protect and reinforce the fine grain and ground level vitality of the City Centre.

The City has several distinctive precincts but there needs to be further focus on precinct articulation and distinctiveness.

City in 2030

Strong, distinctive and engaging precincts. Bespoke retail, small bars and lively and interesting laneways are an integral part of the city. Australia's best shopping destination.

Action

- 5.3.1 Maintain and enhance the integrity of the built heritage of the western precinct.
- 5.3.2 Enhance and retain the distinctiveness of Chinatown in the Haymarket precinct.
- 5.3.3 Identify other precincts which are distinctive or potentially distinctive.
- 5.3.4 Promote laneway precincts such as Angel Place.
- 5.3.5 Support Sydney as Australia's premier retail destination.

OBJECTIVE 5.4

Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes.

City Now

Diminishing supply of independent and specialist retailing.

City in 2030

Australia's premier retail destination with a great variety of offerings.

Action

- 5.4.1 Encourage buildings to be built to the street edge with active, externally focused frontages for small retailing.
- 5.4.2 Develop ways to encourage existing building owners to build to street edges. Fill in empty colonnades and activate blank building edges with retail activity on streets and laneways.
- 5.4.3 Consider the conversion to 'grand retail' or 'grand hotels' for landmark city buildings.

**OBJECTIVE 5.5**

Support the development of appropriate small businesses and diverse new bars and restaurants in the City Centre.

City Now

Diminishing opportunities for start-up or young entrepreneurs to establish in the City Centre.

An unsophisticated late night bar and hospitality culture.

City in 2030

Precinct identities and economic specialisations are developed and underpinned by a wide cross-section of businesses including start-ups and niche operators.

A thriving and quirky array of 'out of the way' choices for late night dining, drinking and continued conversations.

Action

5.5.1 Monitor and assist in the implementation of new liquor licensing laws and promote further reforms needed.

5.5.2 Catalyse activity in finegrain or underutilised spaces in the City.

Strategic direction 06

Building communities and local economies by supporting diversity and innovation in the City's Villages

Vibrant local communities and economies

City context

- The City is made up of diverse communities, with diverse lifestyles, interests and needs
- A 'City of villages' of different character
- The important economic and employment role for the villages
- The City's local communities and economies can be even stronger

Why action is needed

- Reducing the disparity between socio-economic groups and enhancing social well-being
- To build resilience and adaptive capacity in our community
- Ensuring ongoing diversity in our population
- Ensuring equitable distribution and access to social infrastructure
- Enhancing the distinctive character of villages
- Providing spaces for small and local businesses
- Ensuring all communities have opportunities to participate

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Aquatic Centres
- CCTV Management
- Children's Services
- City Spaces and Community Services
- Community Development
- Companion Animal Education
- Health and Building Services
- Homeless Services
- Integrated Community Facilities Planning
- Library Services
- Living Colour Floral Displays
- Meals on Wheels
- Parks and Open Spaces Bookings
- Parks Maintenance
- Private Property Tree Management
- Sculpture and Water Feature Maintenance
- Safe City
- Social Policy and Programs
- Strategic Social Planning
- Venue Hire
- Volunteering Coordination
(also relates to other relevant Strategic Directions)
- Youth Services



OBJECTIVE 6.1

Maintain and enhance the role and character of the Villages and places and create a network of Village Centres as places for meeting, shopping, creating, playing, learning and working for local communities.

City Now

The City of Villages concept has successfully highlighted the distinct character of the City's local residential and commercial precincts, but needs refinement given the new context of *Sustainable Sydney 2030*.

Lack of identified locations for a more intense mix of activities to provide a focus for new strategic investment in established areas and support local level sustainability.

Narrow view of the role of the City Centre as Global Sydney.

City in 2030

The Villages sustain a mix of local jobs and services and each has a distinct character.

Village Centres are recognised as places for meeting, shopping, creative activities, learning and working.

The City Centre and Village Centres create an integrated Global Sydney.

Action

- 6.1.1 Ensure that City of Sydney policies and programs support a responsive and sustainable City of Villages and a global city centre that balances the needs of residents and business.
- 6.1.2 Develop Villages and local places to support community needs.
- 6.1.3 Facilitate high quality urban design to support the distinct character of the City Centre, Villages and local places through new development and urban renewal.



OBJECTIVE 6.2

Facilitate and support relative equality, resilience and adaptive capacity among the City's diverse communities.

City Now

Preventative and precautionary activities are limited in relation to potential future risks to communities' social wellbeing associated with environmental, economic and social changes.

Growth pressures are putting pressure on housing affordability and social infrastructure, detrimentally impacting relative equality.

Community facilities are unevenly distributed across the City and some are in a poor condition.

City in 2030

Resilience, social cohesiveness and wellbeing is fostered within the City's diverse communities.

The City of Sydney is an active partner in services provision and multi-disciplinary programs addressing inequality, social disadvantage and homelessness.

There is equality of access in the City to key services, including health, education, transport, housing and recreation.

Action

- 6.2.1 Develop and implement a Social Sustainability Strategy to build a strong, well connected community.
- 6.2.2 Provide services, programs and events to build social cohesion, wellbeing, resilience and adaptive capacity.
- 6.2.3 Provide facilities, parks and pools for the community.
- 6.2.4 Foster enhanced quality of life and wellbeing of communities living in high density environments.
- 6.2.5 Prepare a Social Impacts (Emergencies and Disasters) Action Plan to ensure the City's emergency and disaster planning takes account of social impacts of such events, including impacts on vulnerable groups.
- 6.2.6 Prepare and implement an Inclusion Action Plan.

**OBJECTIVE 6.3****Develop and support local enterprise and employment.****City Now**

Unrealised potential of new business models, start-ups, social enterprise and small to medium enterprises.

City in 2030

Villages encourage and foster entrepreneurial spirit and employment growth.

Start-ups and small business are recognised for their contribution to a diverse, resilient economy.

Action

- 6.3.1 Work cooperatively with other agencies to support and facilitate pathways to training and employment for vulnerable communities.
- 6.3.2. In conjunction with other levels of government, support the development and growth of new businesses, new business models and small to medium enterprises.

OBJECTIVE 6.4**Develop and support a network of dynamic, robust local economies.****City Now**

Unrealised potential for Villages to accommodate niche businesses, start-ups, social enterprise and diverse retailing.

Role of robust local economies in global economy not sufficiently recognised.

City in 2030

Villages integrate into Global Sydney.

Main streets in each Village are the heart of a dynamic, robust local economy.

Action

- 6.4.1 Implement economic development plans to support the growth of main streets in each Village Centre.
- 6.4.2 Facilitate and support local business communities to contribute to the vibrancy and economic vitality of their area.

Strategic direction 07

A creative life where people can share traditions and lifestyles – celebrating Aboriginal and Torres Strait Islander culture, diversity and community

A cultural and creative city

City context

- The City provides a platform for creative expression
- The City's culture extends beyond the arts to lifestyle, heritage and the natural environment
- The City has a concentration of world class cultural destinations
- The City has culturally diverse communities
- Arts and cultural activities are fundamental to liveability and quality of life and increasingly to economic development
- The City has a large and growing cluster of businesses engaged in creative industries

Why action is needed

- Celebrating Aboriginal and Torres Strait Islander heritage and culture
- Investing in culture
- Meeting the needs of diverse communities
- Fostering innovation and creativity
- Encouraging emerging technologies
- Fostering cultural vitality and public engagement
- Planning for a creative city

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Cultural Development
- Curatorial and Historical Research
- Events Management
- Film Permits
- Public Art Management
- Economic Development
- Property Management



OBJECTIVE 7.1

Provide cultural leadership and strengthen cultural partnerships to reinforce the positioning of Sydney as a global city.

City Now

Insufficient planning, coordination and development of key priorities for cultural infrastructure and programs.

City in 2030

Sydney's brand synonymous with culture and creativity.

Action

- 7.1.1 Develop a City of Sydney Cultural Policy.
- 7.1.2 Establish partnerships with other governments to ensure agencies optimise opportunities for coordinated planning and developing complementary roles and responsibilities, including coordinated support for the calendar of major cultural events.
- 7.1.3 In collaboration with the State Government and other partners, develop a cultural precincts and infrastructure plan.
- 7.3.4 Optimise the provision of civic, social and cultural infrastructure delivered through private and public sector investment.

OBJECTIVE 7.2

Support cultural activity, participation and interaction.

City Now

Sydney is recognised for its cultural energy and creativity but many barriers still exist for cultural participation within all parts of the community.

City in 2030

Wide participation in cultural activities, with particular opportunities in the public domain and City facilities.

Action

- 7.2.1 Implement a Public Art Strategy which reinforces the opportunity to integrate the work of artists in the City's street, spaces and public spaces.
- 7.2.2 Prepare an Events Strategy which links to the creative economy and enhances the use of the City's streets, laneways and public spaces.
- 7.2.3 Encourage investment in facilities and services to meet growing demands for cultural and creative activity and enterprise.
- 7.2.4 Create opportunities for culture and creativity to enable precinct development and revitalisation.
- 7.2.5 Create new avenues for cultural participation.

**OBJECTIVE 7.3****Support the development and growth of the creative economy.****City Now**

Only recent recognition of strength of creative industries.
Lack of appropriate space for creative industries.

City in 2030

A City which fosters a globally competitive cluster of creative industries.

A City which understands, plans and provides space for creative industries.

A City with an entrepreneurial culture, where creativity leads to innovation.

Action

- 7.3.1 Develop an action plan to support the growth of the creative and digital economy including a Creative Spaces plan to support affordable live and work space for creative enterprise.
- 7.3.2 Establish platforms for engagement with the creative sector.
- 7.3.4 Work in partnership with other government and commercial agencies to develop a harbour side walk linking Sydney's leading cultural landmarks, attractions and ancillary activities.

OBJECTIVE 7.4**Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression.****City Now**

Heritage and culture of Aboriginal and Torres Strait Islander communities not broadly visible and celebrated.

City in 2030

Heritage and culture of Aboriginal and Torres Strait Islander communities respected and celebrated.

A City where Aboriginal and Torres Strait Islander people have achieved economic and social equity.

Action

- 7.4.1 Implement the Eora Journey plan including the recognition of Aboriginal and Torres Strait Islander culture in the public domain through temporary and permanent art works.
- 7.4.2 Develop and implement the Eora Journey Economic Development plan.
- 7.4.3 Support and advocate for an Australian Aboriginal and Torres Strait Islander Cultural Centre.
- 7.4.4 Establish a local Aboriginal and Torres Strait Islander Cultural Centre.
- 7.4.5 Develop or support a Signature Event in the City that brings a new focus to the understanding and celebration of Aboriginal and Torres Strait Islander culture.

Strategic direction 08

A wider range of housing so people who provide vital City services can afford to live in the City.

Housing for a diverse population

City context

- The current City housing stock is growing and offers a reasonable diversity of type
- The City hosts a diverse population
- Housing affordability is a major problem for many residents and for people who aspire to live in the City, particularly those in lower paid service industries
- The state and federal governments share responsibility for housing policy, including the provision of housing for lower income households. The City of Sydney can support state and federal government initiatives to expand affordable housing opportunities, without accepting a mainstream role in provision of stock management

Why action is needed

- Provision of adequate supply of housing for a range of lifestyle choices and household types
- Ensuring that housing is available for low to middle income workers in ‘essential’ activities such as teaching, nursing, police and emergency services
- Preserving the share of public housing for very low income households and special needs groups where access to services is good
- Addressing homelessness amongst groups at risk
- Improving social cohesion

City of Sydney’s role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Homeless Services
- Statutory Planning and LEP
- Strategic Planning
- Subdivision Assessment
- Urban Renewal
- Social and Economic Strategy



OBJECTIVE 8.1

Facilitate the supply of housing to cater for population growth and change.

City Now

Housing supply is not keeping pace with demand.

The City shares control over future residential development with State Government agencies.

City in 2030

Future land supply for residential development is balanced with provision for employment uses, social infrastructure, and environmental and other objectives.

High quality, high amenity housing growth occurs in areas well serviced by infrastructure.

Action

- 8.1.1 Address unnecessary planning barriers to residential development.
- 8.1.2 Ensure appropriate mix of dwelling types and tenures on major renewal sites and other development sites, to cater for projected population growth and change.
- 8.1.3 Provide physical and social infrastructure to meet the needs of residents in a timely way.
- 8.1.4 Monitor the availability of private and public land for residential development.
- 8.1.5 Work with inner city councils, state government the community housing sector and other key stakeholders, to ensure an adequate and timely supply of land for residential development.
- 8.1.6 Promote an integrated approach to land-use, transport and infrastructure planning.

OBJECTIVE 8.2

Ensure that housing developments provide a diversity of housing opportunities for different lifestyle choices, household types and income levels.

City Now

Housing choice is falling.

Deteriorating housing affordability.

City in 2030

The market provides diversity and caters for a range of lifestyle choices, household types and income levels; to support the City's economic, cultural and social development.

The City addresses identified market imbalances to facilitate delivery of an appropriate diversity of housing types and tenures.

Action

- 8.2.1 Ensure the Sydney Local Environmental Plan and Development Control Plan 2012 encourage an appropriate mix and range of housing forms to support relative equality and socially diverse communities (including, for example, key workers, the aged, people with a disability and other disproportionately affected groups).



OBJECTIVE 8.3

Facilitate and promote growth of affordable housing supply to ensure that a substantial proportion of housing is aimed at the lower end of the market.

City Now

Declining housing affordability and pressure on low cost housing supply.

Loss of low cost housing stock, including boarding houses.

Lack of effective partnerships to address affordable housing issues.

City in 2030

A supply of affordable housing aimed at very low to moderate income earners including key workers provided across the City and surrounding areas.

Community housing providers are effectively delivering affordable housing in appropriate locations across the City.

Increased engagement from the government, non-government and private sector to deliver more affordable housing.

Action

- 8.3.1 Work with State Government, the Community Housing Sector, Private sector and other stakeholders to facilitate delivery of affordable housing opportunities.
- 8.3.2 Prioritise opportunities for the provision of affordable housing in new residential developments including on major renewal sites.
- 8.3.3 Promote the need for and benefits of housing diversity and affordable housing provision to the wider community.
- 8.3.4 Monitor and report on the supply of social and affordable housing and boarding houses in the City.



OBJECTIVE 8.4

Advocate and work with State Government to maintain and/or increase the supply of social housing in inner city locations to provide housing opportunities for very low to low income households.

City Now

Concentration of disadvantage in areas of social housing.

Risk of homelessness for vulnerable groups unable to access secure social housing tenancies.

Increasing numbers of households in housing stress or housing crisis.

The proportion of social housing dwellings reducing compared to the total number of residential dwellings.

City in 2030

A robust supply of social housing is available in the City of Sydney and surrounding local government areas, provides secure tenancies and quality housing to members of the community who are vulnerable and/or on very low to low incomes unable to afford market priced housing.

Action

- 8.4.1 Work collaboratively with State Government agencies and other stakeholders to advocate for, and seek to maintain and/or increase the supply of social housing in the City of Sydney and surrounding inner city local government areas.
- 8.4.2 Provide effective programs and services to support vulnerable households living in social housing within the City of Sydney.
- 8.4.3 Further refine the homelessness strategy to address chronic homelessness in the city.

Strategic direction 09

High quality urban design will bring liveability and greater sustainability.

Sustainable development renewal and design

City context

- Good urban design contributes to the liveability of the City and plays a major role in maintaining and improving Sydney's status relative to other cities
- While most of the City that will exist in 2030 is here now, some parts of the City will undergo significant change and renewal
- Our renewal sites provide the opportunity to greatly improve the social, economic and environmental performance of the City and Sydney region

Why action is needed

- Responding to Sydney's changing economic geography
- Ensuring renewal areas become extensions of the City integrated with the existing urban fabric
- Presenting a coherent City-wide vision to guide individual projects
- Ensuring development controls and approvals are not adding unnecessarily to the cost of renewal and development
- Managing risks and ensuring the City is adaptable
- Recognising the role of the streets, parks and squares in public life

- Increasing the opportunities presented by renewal sites to achieve City-wide environmental targets
- Promoting a 'fine grain' subdivision and ownership pattern that supports mixed use, diversity and a strong identity
- Aspiring to design excellence across the City

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Architectural and Landscape design
- Building Compliance
- Building Services
- Construction Site Regulation
- Development Application Assessment and Advice
- Environmental Health
- Fire Safety
- Late Night and Licensed Premises Inspections/ Inspections Surveillance
- Public Domain Design
- Public Domain Lighting
- Statutory Planning and LEP
- Strategic Planning
- Street Tree management
- Subdivision Assessment
- Urban Renewal



OBJECTIVE 9.1

Show leadership in urban renewal to develop sustainable communities.

City Now

Renewal projects are typically untested for broader sustainability and community impacts.

City in 2030

The City's renewal areas provide for leadership in sustainable communities.

Precinct based infrastructure is utilised in renewal areas.

Action

- 9.1.1 Set sustainability targets for major renewal areas.
- 9.1.2 Prioritise economic, environmental, social and cultural sustainability in planning and implementation of urban renewal.
- 9.1.3 Encourage renewal areas to demonstrate best practice in environmental performance, sustainable transport and social sustainability.

OBJECTIVE 9.2

Define and improve the City's streets, squares, parks and open space, and enhance their role for pedestrians and public life.

City Now

Additional open space provision is highly constrained.

The City's streets are not sufficiently acknowledged as public space assets.

Large areas of open space separated from surrounding residential communities.

City in 2030

A comprehensive, continuous and legible network of pedestrian-friendly streets linking parks, squares and public buildings is provided.

New development is supported by high quality, additional open space where possible.

Action

- 9.2.1 Undertake comprehensive public domain planning to define the long-term street and lane network, location of squares, public places and open space.
- 9.2.2 Negotiate strategic land acquisition or dedication of land to implement public domain improvements.
- 9.2.3 Create open space and parkland links in urban renewal areas.



OBJECTIVE 9.3

Plan for a sustainable City and promote design excellence.

City Now

Sydney's natural advantages threatened by poor development.

Design excellence of individual developments will not necessarily result in a coherent and attractive whole.

Insufficient consideration of desirable built form and street edge conditions and an over-reliance on Floor Space Ratio controls.

City in 2030

Public and private design excellence encouraged by reference to simple rules related to human scale and urban design controls.

Design Excellence and strategic objectives are met through public and private investment.

Competitive design processes inform the development of most public and private buildings.

Action

- 9.3.1 Implement Public Domain Guidelines to define desired street edge conditions.
- 9.3.2 Encourage competitive design processes to achieve the best architectural and urban design outcomes for the public domain.
- 9.3.3 Continue to seek input from the design advisory panel on new projects.
- 9.3.4 Integrate infrastructure into new development to reduce impacts on the public domain.

OBJECTIVE 9.4

Ensure planning addresses longer term options for the City.

City Now

Planning for future growth and change needs a longer term outlook.

City in 2030

Current planning decisions do not preclude longer term options.

Action

- 9.4.1 Identify and plan for strategic sites to maximise economic, social, environmental and cultural benefits.
- 9.4.2 Ensure Long term development opportunities do not restrict employment growth in areas of urban renewal and change.
- 9.4.3 Support renewal and regeneration opportunities in and around Department of Housing areas.
- 9.4.4 Design new roads to support future transit corridors including light rail.

Strategic direction 10

Partnerships across government, business and community; leadership in local, national and global city forums.

Implementation through effective governance and partnerships

City context

- The City of Sydney has a special role at the heart of the metropolitan region
- The City of Sydney has core service and regulatory roles and can be an advocate and partner in areas
- The City of Sydney is in a strong financial position but with growing demand for community facilities and essential infrastructure
- The City of Sydney has a leadership role in forums such as the Australian Council of Capital City Lord Mayors and the international C40 Climate Change Leadership Group

Why action is needed

- Global warming presents an urgent need to replace ageing and unsustainable infrastructure
- Increasing service and infrastructure expectations of local government, while effective power and control is eroded
- Tightening access to additional revenue but increasing costs
- Articulating a strategic agenda for other agencies with responsibilities in the City of Sydney
- Addressing fragmented local governance arrangements for more effective metropolitan planning.

City of Sydney's role

The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:

- Asset Management Planning
- Business Planning and Performance
- Community Engagement
- Council Business and Councillor Support
- Customer Services
- Document and Information Access Management
- Financial Planning and Reporting
- Information Technology
- Insurance Management
- Legal Services
- Procurement and Contract Management
- Property Management
- Partnerships and Protocol
- Publishing Services
- Rates Management
- Risk Management
- Workforce Services
- Work Health and Safety

**OBJECTIVE 10.1**

Align organisational planning and service delivery to deliver *Sustainable Sydney 2030* priorities.

City Now

Evolving systems for monitoring policy and service outcomes against objectives and targets.

City in 2030

City of Sydney planning, place making and organisation capability supports achievement of the priorities of *Sustainable Sydney 2030*.

Organisational resources and capability are applied towards agreed targets. All targets monitored through an aligned performance management system.

Action

10.1.1 Develop the capacity of the organisation's resources and systems to deliver the principles, objectives and actions of *Sustainable Sydney 2030*.

10.1.2 Measure community well-being indicators to inform priorities.

OBJECTIVE 10.2

Give priority to community involvement, engagement and partnerships with the City of Sydney.

City Now

Strong community involvement based on diverse consultation, engagement and information strategies, with more innovation possible.

Implementing processes to ensure continuous improvement in the strategies used to engage our community.

City in 2030

City of Sydney is a leader in practical and innovative strategies for partnering with the community in planning, service delivery and decision making.

Action

10.2.1 Maintain high value consultation, engagement, education and information delivery across all City of Sydney projects, policies and programs.

10.2.2 Foster and monitor the development of more democratic and engaged communities in the City.



OBJECTIVE 10.3

Ensure the long term financial sustainability of the City of Sydney.

City Now

Strong financial position but major projects due for delivery along with increasing costs and constrained new revenue opportunities.

Reliance on rates and traditional revenue sources.

City in 2030

World-class financial, people, contract and asset management for long term sustainability.

The City has a strong and diversified income base to satisfy ongoing community requests, high quality infrastructure and provision for innovative programs to address strategic priorities.

Role as a partner or facilitator in major projects involving public/private financing combinations.

Action

- 10.3.1 Integrate long-term financial, asset and workforce planning to resource the delivery of *Sustainable Sydney 2030* and ensure City of Sydney capacity.
- 10.3.2 Investigate special rate levies for environmental, social and economic development priorities.
- 10.3.3 Review scope of existing City of Sydney operations and ensure they deliver value for money against appropriate benchmarks.
- 10.3.4 Establish criteria for better agreements with other governments and agencies regarding funding.
- 10.3.5 Expand revenues from commercial operations, property portfolio and other income generating assets.
- 10.3.6 Investigate 'value capture' where rezoning will increase land values and ways to share revenue.
- 10.3.7 Continue review of infrastructure financing approaches to finance *Sustainable Sydney 2030* projects.

**OBJECTIVE 10.4****Establish and monitor strategic partnerships for change.****City Now**

Limited City of Sydney capacity to deliver major projects of strategic interest.

Many worthwhile partnerships with other agencies and stakeholders but a need for a strategic approach.

City in 2030

Expanded role in partnerships involving City of Sydney in delivering strategic projects.

Action

- 10.4.1 Establish agreements between City of Sydney and State Government for delivery against Metropolitan Strategy, State Plan and other state policy objectives.
- 10.4.2 Continue to work with the Council of Capital City Lord Mayors and engage with the Federal Government on investing in capital cities.
- 10.4.3 Maintain and develop existing key relationships and respond to new partnership opportunities to implement *Sustainable Sydney 2030*.
- 10.4.4 Maintain and develop relationship with inner city councils.
- 10.4.5 Establish an International inter cities relations function.

OBJECTIVE 10.5**Advocate for broader governance reform process.****City Now**

Lack of effective coordination between different levels of government.

National sustainability and economic productivity hampered by current arrangements.

Local Government arrangements hampering effective strategic planning for the Sydney Region.

City in 2030

Metropolitan governance reforms enhance integrated planning and investment in Sydney.

Strategic outcomes for sustainable urban development agreed between levels of government.

Action

- 10.5.1 Participate in public debate on the future of local government and urban policy in Sydney.
- 10.5.2 Advocate for effective and sustainable governance arrangements across all levels of government.

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Snapshot of Sydney in 2012

- The City of Sydney provides the image of Australia to the world. It is home to 186,750 residents and provides 410,000 jobs, and on an average day, including visitors and students, it is estimated that there are more than one million people in the City.
- Over the last decade, the City of Sydney has been both the largest and fastest growing Local government Area in NSW, in terms of residential population.
- According to the 2011 Census, total employment in the City of Sydney increased substantially from 2006, despite the impact of the global financial crisis. Notably, the employment in the creative industries, Information Technology and the digital economy and the education sector increased at double the rate of growth in the rest of the City of Sydney economy. In consequence, office vacancy rates have fallen in recent years, and this demand for space is anticipated to continue over the next few years.
- During 2011–12 the estimated value of economic activity in the city centre surpassed \$100 billion, representing 7.5 per cent of Australia's GDP. On the latest available data, Sydney has been ranked 9th as a global finance centre and 10th in the Mercer Quality of Living Index.
- Sydney is head office to almost half the top 500 companies of Australian and New Zealand, and 60 out of the top 100 largest corporations in Australia are located here. The City has also become the Asia-Pacific regional Head-quarters site for around 400 large multi-national corporations.
- The banking and finance sector is a key driver of the Sydney economy. Almost 80 per cent of international and domestic banks with an Australian head office are based in Sydney and importantly, 65 per cent of all banking and finance industry business and 70 per cent of the nation's finance services are in Sydney.

- Just below 20 per cent of Australia's exporting Advanced Business Services, including banking, investment and IT, are located in Sydney. It is also home to 14 per cent of national employment in Creative and Performing Arts activity. This proportion is even greater in more specific industries such as Internet Publishing and Broadcasting (56 per cent).

Demographic Profile

- The City of Sydney community of residents is relatively young, with a median age of 32 years – some 4 years younger than the Sydney metropolitan average.
- The 2011 Census indicated that almost half of city residents are aged between 18 and 34, compared to less than a quarter in the rest of Sydney.
- The number of younger adult residents in the City of Sydney is reflected in the high proportion of single people living here. Over 20 per cent of city residents live alone in one-person households. This compares to less than 10 per cent Sydney-wide. However, the majority (55 per cent) of city residents live in family households with a partner and/or children or other relatives. Group households accommodate just under one-in-five.
- One-quarter of City residents are currently attending an educational institution, including more than one in five of those aged 15 and over undertaking a post-school course.
- Some 48 per cent of residents have a bachelor degree or higher, compared to 27 per cent in Greater Sydney. This means that all up, two-thirds of adults 18 and over either have a university degree or are currently studying for one. The comparison for Greater Sydney is less than 40 per cent.
- 40 per cent of the City resident workforce work in a professional occupation.



Cultural Diversity

- The City of Sydney comprises a diverse ethnic mix with half of its residents born overseas. This compares to one-third across the metropolitan area. Notably, residents born in Asia now comprise 22 per cent of the population. This is almost double the proportion of a decade ago. In the last five years, China has now supplanted the United Kingdom as the source of the greatest number of international migrants.
- One-third of the resident population speaks a language other than English. Apart from English, the most common languages spoken at home are Chinese, Thai, Indonesian, Korean and Spanish. The City is home to one of Sydney's largest communities of Aboriginal peoples.
- This cultural pattern is also illustrated in the City workforce. Nearly 45 per cent of the City workforce was born overseas, with 40 per cent of these overseas born workers coming from Asia, and 13.5 per cent from China alone.

Resident, workers and transport

- Increasingly, the city residents are working locally. 60 per cent of residents who work do so at a location within the City of Sydney. This has increased considerably over the last five years. The consequence is that over a quarter of City of Sydney residents of residents walk to work (28 per cent), compared to only 4 per cent for the Sydney metropolitan area. This exceeds the proportion of City residents who drive a car to work (24 per cent).
- 60 per cent of households in the City of Sydney own a car, compared to more than 87 per cent for the Sydney metropolitan area. The average number of cars per household at 0.76 is half the rate for households Sydney-wide (1.52).

- In the five years between 2006 and 2011, the number of walk-to-workers increased by almost a third (31 per cent) and those bicycling, more than doubled (115 per cent). Despite making up only 5 per cent of all Sydney metropolitan residents, City residents comprised over 30 per cent of all those in Sydney who walk to work and almost a fifth (19.3 per cent) of those who ride a bike to work.

Housing

- At the 2011 Census, 38 per cent of the City resident households either own or are paying off their dwelling. Of the remainder who rent, the vast majority rent from the private sector. These represent half (51 per cent) of all resident households. However, a significant further 10 per cent are public and community housing tenants, although this is less than the 14 per cent housing share registered a decade previously.



Major projects to transform Sydney

Transforming the city centre

The NSW and national economies depend on the success of Sydney's economy and it is incumbent on all levels of government to work together to grow Sydney's economic values whilst responding to changing economic conditions, population growth and global competitors.

The State's productivity and economic competitiveness, and Sydney's continued status as a global city depends on continuous improvements to transport. Better transport connections need to be provided for a growing city and we need to make the most of places with good accessibility.

The City is currently working towards this aim under its City Transformation program, which aims to unlock the potential in the City Centre so that it becomes a place people will want to be, and a place that welcomes everybody. The initiative comprises a combination of programs and civic improvements and central to this is the introduction of light rail in George Street to dramatically improve the amenity of the city and particularly the streets in the vicinity of George Street.

This project, to be delivered by the NSW Government in consultation with the City, will increase space for pedestrians, reduce the amount of the amount of bus and car traffic in the CBD and associated noise and pollution, and provide the opportunity to introduce street trees, street furniture, and outdoor dining areas improved lighting, and artwork in George Street.

The City has undertaken a number of studies that have led to its support of light rail and pedestrianisation. These include studies into the management and development of Sydney's late night economy, an economic evaluation of pedestrian improvements, a global cities retail study, studies into traffic management options, and a retail and economic benefit appraisal.

Light rail has a proven record in revitalising cities. Many cities around the world have successfully combined public transport investment with a policy of renewal and revival of their centres. The long life of light rail infrastructure encourages investment, and the areas in the vicinity of light rail stations usually see an increase in land values as a result of this investment. To ensure that Sydney extracts the greatest benefit possible from the introduction of light rail, the City has completed, in collaboration with Gehl Architects, the George Street Concept Design

The City is also working to attract small businesses to further activate our streets and lanes, and is undertaking a continuing a program of laneway upgrades and revitalisation. We have already been successful in advocating for changes to licensing laws to allow small bars and restaurants which are reshaping Sydney's nightlife.

In December 2012, the NSW Government announced a \$1.6 billion light rail system between Circular Quay and Randwick, via George Street and Central Station, including pedestrianisation between Bathurst and Hunter Streets in the city. The City has committed \$220 million to supporting the creation of this pedestrian boulevard on George Street as part of this initiative to transform central Sydney.



Green Square

The \$8 billion Green Square project is transforming the southern precinct of our local government area into a vibrant and sustainable urban environment. From its industrial past, Green Square is emerging as a place of innovative housing design, bespoke business and retail, and creative and engaged communities, proud of their area's past and future.

Green Square is set to become a true exemplar of green living with developments linked to low carbon energy systems and recycled water, and people linked to shops, parks, gardens and entertainment with bike and walking routes and public transport.

The Green Square redevelopment area is 278 hectares and includes the suburbs of Beaconsfield and Zetland, and parts of Rosebery, Alexandria and Waterloo. It is just 3.5 kilometres from the city centre and 4 kilometres from the airport.

The City's role in Green Square is to ensure planning controls allow for growth and development that is sustainable, innovative and respects the character of existing neighbourhoods. Our role is to also ensure the growing Green Square population has access to quality community facilities, parks, and transport links.

About 7,300 new homes have been built since 2000, bringing in close to 14,000 more residents. By 2030, Green Square urban renewal area is expected to accommodate a total of 40,000 residents and 22,000 workers.

Green Square town centre will be the heart of the project. The new retail, cultural and commercial hub will centre around the Green Square train station.

A 10-year plan has been set out including infrastructure, a health and recreation centre and other community venues including:

- Green Square Library and Plaza: \$40 million has been set aside to develop an innovative library and plaza ; a new community 'living room' that accommodates books, performances, meetings, technology and events.
- Community and creative spaces: historic buildings on the former South Sydney Hospital site will be restored for use by the community. Possible uses include workshops and meetings, creative studios or galleries, rehearsal spaces or a theatre.
- Health and recreation: a new health and recreation centre which includes an aquatic centre will be built in the Epsom Park precinct.
- Parks and open spaces: a new 6,500 square metre park will be built in the town centre, named the 'Drying Green'. A larger park of 15,500 square metres will be in the Epsom Park precinct in Zetland. A smaller park will be created on the former South Sydney Hospital site, with other parks to be built near McPherson Lane, Joynton Avenue and O'Dea Avenue.



Sustainable Sydney 2030 Community Engagement

Community input into *Sustainable Sydney 2030*

The Community Strategic Plan 2013 represents the City of Sydney's community vision for *Sustainable Sydney 2030*. To arrive at this vision, the City conducted the most extensive consultation process in its history.

Over 12,000 people were directly consulted during the process which began in June 2007 and continued throughout 2008. It involved thirty community forums; eleven stakeholder briefings and nine round table stakeholder discussions; City Talks; a 'future phone' at public events; an exhibition at Customs House attended by 157,000 visitors; eight primary school workshops; six forums with the Aboriginal and Torres Strait Islander community; and a dedicated 2030 website.

Since the adoption of *Sustainable Sydney 2030*, the City's commitment to consultation has continued. Our community engagement activities have progressed from the visioning phase to focusing on the development and implementation of plans, strategies and projects to achieve the ten strategic directions that support our Green Global and Connected vision.

Our consultation program involves the community in the full range of *Sustainable Sydney 2030* projects from those large projects that will redefine the City such as transforming central Sydney with light rail or the \$8 billion redevelopment of the Green Square area, to local projects such as upgrades to our community facilities, parks and playgrounds.

Our Community Engagement Objectives

1. To provide opportunities for our community to participate in the City of Sydney's decision-making process ensuring outcomes that benefit our community.
2. To provide a strong foundation for understanding and working with our community – promoting a shared responsibility for decisions and trust in the decision-making process.
3. To develop sustained collaboration, partnerships and new ways to involve and empower the community to achieve *Sustainable Sydney 2030*.



City engagement now and into the future

The City of Sydney's approach to community engagement is guided by the following principles:

1. **Integrity:** engagement should be transparent – clear in scope and purpose;
2. **Inclusiveness:** engagement should be accessible and balanced – capturing a full range of values and perspectives;
3. **Dialogue:** engagement should promote dialogue and open up genuine discussion. It should be supported by timely and accurate information – a space to weigh options and develop common understanding, and;
4. **Influence:** engagement should be reflected in outcomes – the community should be able to see and understand the impact of their involvement.

These principles are informed by the International Association of Public Participation core values and reflect the City of Sydney's organisational values of **Collaboration, Integrity, Courage, Quality, Innovation, Respect**.

Central to the City's commitment to engage with our diverse community is our obligation to ensure engagement opportunities are inclusive and accessible. We provide a range of ways to ensure that the diverse voices of our community are heard.

Opportunities for engagement

- Workshops and community meetings;
- Stakeholder meetings and roundtables;
- Public seminars;
- City Talks and Conversations;
- Public exhibitions and submissions;
- Information on the City of Sydney websites and disseminated through traditional and social media channels;
- A dedicated online consultation portal – sydneyyoursay.com.au
- Community and stakeholder reference groups;
- Advisory panels and groups including the Aboriginal and Torres Strait Islander Advisory Panel; Inclusion (Disability) Advisory Panel; Public Art Advisory Panel; Design Advisory Panel; Retail Advisory Panel; Better Buildings Partnership; City Farm Advisory Panel;
- Drop-in sessions;
- School workshops;
- '101 workshops' and business forums;
- Surveys including a community satisfaction survey (last undertaken in 2011);
- Door-knocking, signage and notification, and;
- Customer service, neighbourhood service centres and community centres.



State of the City reporting and workshops

In July 2010, the City reported back to you on what we had achieved in the first 15 months work on *Sustainable Sydney 2030*. The purpose of the report back was to keep the community informed and involved in our work towards achieving the *Sustainable Sydney 2030* targets and objectives.

The 2011 report back included a stakeholder workshop attended by 265 stakeholders to review the key achievements of *Sustainable Sydney 2030* and explore the barriers and solutions to four key elements of the Strategic Plan – transforming Sydney (directions 3 & 5), a creative and innovative city (directions 1 and 7), sustainable and appropriate growth and development (direction 9); and green infrastructure (direction 2). The report of the workshop is available sydney2030.com.au. An open community meeting attended by 150 people was also held to present and hear feedback on the *2011 State of the City* report.

2030 In Your Village

In 2012, the City of Sydney ran a consultation program aimed at capturing priorities for implementing the **Green, Global and Connected** vision at a local level with a particular focus on working in partnership with communities across the City of Sydney.

The consultation involved a community workshop in each of the 10 villages across the City; meetings with resident groups and business chambers; surveys conducted at community events and on the 2030 website; discussions at interagency and advisory panel meetings and through community programs such as over-55s, youth, and homelessness programs, and children services such as Out Of School Hours care.

During the consultation process, we asked people how they envisioned their neighbourhood in 2030 and how the City of Sydney could work with residents to improve villages over coming decades. In total, 4700 ideas were collected from 1400 submissions and surveys and over 700 workshop participants.

The outcomes of the 2030 In Your Village consultation are captured in the Draft Village Plans which align with the Community Strategic Plan 2013.



Community engagement on key strategies and programs

To provide a sense of the extent and diversity of community engagement undertaken in planning for and implementing *Sustainable Sydney 2030*, here is an example of engagement undertaken within the past two years relevant to each of the Strategic Directions in the Community Strategic Plan 2013.

STRATEGIC DIRECTION 1

– A globally competitive and innovative city

OPEN Sydney – Strategy and Action Plan

The development of our night time economy policy was the first time the City has used online forums and social media for consultation. There were over 15,000 unique visitors to the Sydney Your Say forum pages throughout the consultation process.

The engagement followed a deliberative structure over three phases – an open ideas phase, a discussion paper organising these ideas and seeking a response, and the exhibition of the final policy document.

As well as digital channels, extensive face-to-face engagement took place including five community meetings in late night venues, 333 street outreach interviews, a key stakeholders workshop, three sector round tables, three focus groups, stakeholder briefings, and the public exhibition of the Strategy.

Of the visitors to the online forum, 96.4 per cent told the City they were “very satisfied” or “satisfied” with the opportunities to have their say. Ideas from the consultation including 101 workshops and food trucks have already been implemented.



STRATEGIC DIRECTION 2

– A leading environmental performer

To facilitate engagement on green infrastructure and implementation of sustainable solutions, the City of Sydney initiated the *Better Buildings Partnership*, a group of Sydney's leading public, private and institutional landlords who work together to make the city's buildings more sustainable.

Other community engagement activities to inform green infrastructure include a community information day at Green Square, a series of focus groups, a dedicated green infrastructure website, and the *Smart Green Apartments*, *City Switch*, *Green Villages* and *Green Champions* sustainability initiatives.

Both a community reference group and a stakeholder reference group were used to guide the development of the Decentralised Water Master Plan. This engagement approach is now being implemented in the development of other green infrastructure master plans.

STRATEGIC DIRECTION 3

– Integrated transport for a connected City

Connecting Our City

Connecting Our City consolidated into key actions the community aspirations expressed during the *Sustainable Sydney 2030* consultation for improving transport options in Sydney, including public transport, walking and cycling. The document provides an important community reference point for understanding project and policy development and implementation in this complex area.

Extensive stakeholder and community engagement was undertaken in the development of the Connecting Our City plan commencing with a City Talk in 2009 and culminating in three workshops to support the public exhibition of the plan in 2012 – one each with local Government networks, community and business representatives and Government agencies.



STRATEGIC DIRECTION 4

– A City for pedestrians and cyclists

Liveable Green Network – Cycling

As part of the implementation of the City's cycling network multiple levels of consultation are undertaken. Residents and businesses directly affected by new projects are consulted through doorknocking, letterbox drops, a dedicated Sydney Your Say page as well as community drop-in sessions.

In 2012, three major cycling projects were presented to the community resulting in close to 1,000 submissions. Over 100 residents were also consulted directly via doorknocking and eight targeted community information sessions were held with key communities such as Housing NSW tenants.

Engagement with the community is also undertaken through the *Share the Path* program which involves onsite engagement, cycling training courses, social media updates and advertising to inform the community of cycling activities, behavioural change initiatives and general cycling awareness.

STRATEGIC DIRECTION 5

– A lively, engaging city centre

Next Stop: 21st Century George Street

Extensive face-to-face consultation with businesses and property owners has taken place over the past two years in preparation for the State Government's announcement of light rail down George Street.

During 2012, two City Conversations took place leading community debate on how to transform central Sydney and address the City's transport challenges, prioritised in *Connecting Our City*.

The George Street project has been supported by extensive multimedia – an animated fly-through of the route, artist impressions showing elements of the design, even historic films of trams on George Street over 100 years ago.

This suite of material is designed to help the community visualise our main street of the future. It has been shared extensively online including through our consultation hub – Transforming George Street page and guest book – which has received over 8,500 visitors so far.

The George Street Urban Design Plan went on public exhibition in December 2012, supported by a visual display at Customs House in April 2013. The Inclusion Advisory Panel, Design Advisory Panel, Public Art Advisory Panel and Retail Advisory Panel have all been engaged through the consultation process.



STRATEGIC DIRECTION 6

– Vibrant local communities and economies

Understanding the needs and aspiration of park users is particularly important in the City's program to invest in quality green space. Consultation on the upgrade of our local parks and playgrounds takes place at a local level with residents given the opportunity to drop-in onsite to talk about how they use the park and comment on proposals or designs.

In the past year, the City has consulted local school children on the design of Fitzroy Gardens Playground, Kings Cross; Reconciliation Park, Redfern; St James Park, Glebe; Chelsea Street Playground; Redfern and Albert Sloss Reserve; Darlinghurst. The City believes that the involvement of children in the design will help create inspiring and high quality play environments that children themselves endorse. Just as importantly, engaging school children in our decision-making process is investing in the growth of the active citizens of 2030.

This close working relationship with the community is also demonstrated through City Farm, an example of collaborative engagement. In response to a community proposal for a Sydney city farm, the City Farm Advisory Panel was formed with community representatives joining representatives from the partner organisations – the Powerhouse Museum and the City of Sydney. This group will guide the project through the development of a business model and towards a financially sustainable independent operation. Community engagement activities to date include a community information day, a community planning workshop, and the Summer Garden which has so far involved 60 volunteers and hundreds of participants.

STRATEGIC DIRECTION 7

– A cultural and creative city

The Eora Journey

Community input captured during the initial *Sustainable Sydney 2030* consultation called for better recognition of Aboriginal and Torres Strait Islander culture and heritage. The result is the *Eora Journey*, a visionary project that celebrates the living culture of the Aboriginal and Torres Strait Islander community in Sydney. Eora means 'the people' in the Gadigal language, so the Eora Journey is 'the people's journey'.

The project is guided by the City of Sydney's Aboriginal and Torres Strait Islander Advisory Panel, made up of Aboriginal and Torres Strait Islander community members connected to the local area, including industry professionals, young people and Elders.

Further engagement with the community to define and implement elements of the *Eora Journey* has already commenced on public art projects (Recognition in the Public Domain) and will expand to include work on an Eora Journey Economic Development Plan throughout 2013.



STRATEGIC DIRECTION 8

– Housing for a diverse population

As part of our target for social and affordable housing delivery, the City is engaging with a range of stakeholders, including developers, community housing providers (CHPs), and government agencies including Housing NSW, NSW Land and Housing Corporation and NSW Department of Planning & Infrastructure. The City will also engage with a range of other organisations, such as not-for-profit organisations providing housing for people who are homeless or at risk of homelessness, along with sectoral peak bodies and the wider community, as part of its strategic social and economic development activities and through the Affordable Rental Housing Strategy review.

In 2012, The City commenced a series of '101 workshops' for people living in strata, recognising that as decisions are made to increase the amount of strata housing, part of our responsibility is to play a role in enabling the community to build resilience and capacity to live in this changing environment.

STRATEGIC DIRECTION 9

– Sustainable development, renewal and design

Harbour Village North Public Domain Study and Green Square Library

The consultation for the Harbour Village North Public Domain Study engaged the community in preparing for change. The Study identified opportunities to improve the public areas within this precinct to accommodate increased use and improve connections between Barangaroo and other parts of the city. It was important to residents that the unique character and history of the local area was respected. The three-phased process involved workshops and ongoing face-to-face discussions to test guiding principles and strategies, identify key priority areas and decide on the three priority projects.

The Green Square Library and Plaza design competition captured the imagination of local community members as well as the design industry world-wide. As with the development of all new facilities, community workshops were undertaken to inform the brief for the design competition. All 167 entries were exhibited online and in the Tote at Green Square for public comment. These documents were downloaded a record, 39,500 times.



STRATEGIC DIRECTION 10

– Implementation through effective governance and partnerships

Partnerships

The Memorandum of Understanding between the City and the NSW Government to deliver light rail and a pedestrianised George Street, shows how working together in collaborative and innovative ways is critical to achieving *Sustainable Sydney 2030*. Other examples of formal partnerships include those with the higher education sector. The City has signed Memorandums of Understanding with the University of New South Wales (Faculty of Built Environment), University of Sydney and University of Technology, Sydney. These relationships are designed for our organisations to work together on projects of mutual benefit. Through building relationships with key partners and sharing ideas and networks, the City's engagement has a greater reach and impact.

State Plan Alignment

STATE PLAN GOALS	REBUILD THE ECONOMY						RETURN QUALITY SERVICES							
	Improve the performance of the NSW economy	Rebuild State finances	Drive economic growth in regional NSW	Increase the competitiveness of doing business in NSW	Place downward pressure on the cost of living	Strengthen the NSW skill base	Transport			Health		Family & Community Services		
							Reduce travel times	Grow patronage on public transport by making it a more attractive choice	Improve customer experience with transport services	Improve road safety	Keep people healthy and out of hospital	Provide world class clinical services with timely access and effective infrastructure	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
COMMUNITY STRATEGIC PLAN OBJECTIVE														
A GLOBALLY COMPETITIVE AND INNOVATIVE CITY														
1.1 Plan for growth and change in the City Centre	●			●										
1.2 Strengthen globally competitive clusters and networks and develop innovative capacity	●			●		●								
1.3 Plan for City south growth, including managing the capacity of economic infrastructure such as Sydney Airport and the port	●													
1.4 Strengthen Sydney's global competitiveness	●			●										
1.5 Enhance tourism infrastructure, assets and branding of the City	●													
LEADING ENVIRONMENTAL PERFORMER														
2.1 Implement technologies and actions to reduce energy consumption and greenhouse gas emissions across the local government area	●										●			
2.2 Reduce waste generation, the impact of disposal and improve resource recovery from waste across the local government area	●										●			
2.3 Reduce potable water consumption and stormwater gross pollutant loads to the catchment within the local government area	●										●			
2.4 Encourage and support the city community of residents, business owners, workers and visitors to improve their environmental performance	●				●						●			
2.5 Demonstrate leadership in environmental performance through the City of Sydney's operations and activities											●			
2.6 Implement the Greening Sydney plan	●										●			
INTEGRATED TRANSPORT FOR A CONNECTED CITY														
3.1 Support and plan for enhanced access by public and active transport from the Sydney region to the City of Sydney	●			●	●		●	●			●			
3.2 Align transport infrastructure with City growth	●			●	●		●	●	●					
3.3 Reduce negative impacts from transport on public space in the City Centre and villages	●						●	●	●					
3.4 Increase public transport use and reduce traffic congestion on regional roads	●			●	●		●	●	●	●				
A CITY FOR PEDESTRIANS AND CYCLISTS														
4.1 A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney	●						●			●	●			
4.2 Improve cycle and pedestrian movements and amenity in the City Centre	●						●	●	●	●	●			
4.3 Green travel is the preferred transport choice to City work places and venues	●			●				●			●			
A LIVELY, ENGAGING CITY CENTRE														
5.1 Strengthen the City's public domain identity through the creation of the George Street spine, creating more places for meeting, rest and leisure	●													
5.2 Provide active and improved civic spaces across the city centre attractive to all	●													
5.3 Manage and strengthen the mix of active frontages, engaging built form and precincts in the City Centre	●													
5.4 Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes	●													
5.5 Support the development of appropriate small businesses and diverse new bars and restaurants in the City Centre	●													

[illegible]

State Plan Alignment (continued)

STATE PLAN GOALS	REBUILD THE ECONOMY						RETURN QUALITY SERVICES							
	Improve the performance of the NSW economy	Rebuild State finances	Drive economic growth in regional NSW	Increase the competitiveness of doing business in NSW	Place downward pressure on the cost of living	Strengthen the NSW skill base	Transport			Health		Family & Community Services		
							Reduce travel times	Grow patronage on public transport by making it a more attractive choice	Improve customer experience with transport services	Improve road safety	Keep people healthy and out of hospital	Provide world class clinical services with timely access and effective infrastructure	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
COMMUNITY STRATEGIC PLAN OBJECTIVE														
VIBRANT LOCAL COMMUNITIES AND ECONOMIES														
6.1	Maintain and enhance the role and character of the Villages and places and create a network of Village Centres as places for meeting, shopping, creating, playing, learning and working for local communities	●		●										
6.2	Facilitate and support relative equality, resilience and adaptive capacity among the City's diverse communities										●		●	●
6.3	Develop and support local enterprise and employment	●		●		●								
6.4	Develop and support a network of dynamic, robust local economies	●		●										
A CULTURAL AND CREATIVE CITY														
7.1	Provide cultural leadership and strengthen cultural partnerships to reinforce the positioning of Sydney as a global city	●												
7.2	Support cultural activity, participation and interaction										●			
7.3	Support the development and growth of the creative economy	●												
7.4	Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression	●												
HOUSING FOR A DIVERSE POPULATION														
8.1	Facilitate the supply of housing to cater for population growth and change	●		●	●		●							
8.2	Ensure that housing developments provide a diversity of housing opportunities for different lifestyle choices, household types and income levels	●		●	●		●							
8.3	Facilitate and promote growth of affordable housing supply to ensure that a substantial proportion of housing is aimed at the lower end of the market	●		●	●		●							
8.4	Advocate and work with State Government to maintain and/or increase the supply of social housing in inner city locations to provide housing opportunities for very low to low income households	●		●	●		●							
SUSTAINABLE DEVELOPMENT, RENEWAL AND DESIGN														
9.1	Show leadership in urban renewal and design to develop sustainable communities	●												
9.2	Define and improve the City's streets, squares, parks and open space, and enhance their role for pedestrians and public life	●												
9.3	Plan for a sustainable City and promote design excellence	●												
9.4	Ensure planning addresses longer term options for the City	●												
IMPLEMENTATION THROUGH EFFECTIVE GOVERNANCE AND PARTNERSHIPS														
10.1	Align organisational planning and service delivery to deliver Sustainable Sydney 2030 priorities													
10.2	Give priority to community involvement, engagement and partnerships with the City of Sydney													
10.3	Ensure the long term financial sustainability of the City of Sydney													
10.4	Establish and monitor business partnerships for change	●		●										
10.5	Advocate for broader governance reform processes	●	●	●										

[illegible]

