



Sydney2030/Green/Global/Connected

CITY OF SYDNEY  

Sustainable Sydney 2030

Community Strategic Plan
2017–2021

city of villages



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Cover Artist's impression of Green Square library and plaza, courtesy of Stewart Hollenstein with Colin Stewart Architects
Left Artist's impression of Gunyama Park Aquatic and Recreation Centre (image courtesy of Andrew Burges Architects with Grimshaw and TCL)

Access and equity statement



The City of Sydney values and respects our diverse communities who live, work in and visit Sydney.

We value the city's First Nations people, and the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.

We value Sydney's multicultural society and the varied languages, traditions, religious and spiritual practices of the people that call our city home.

We value the range of identities, perspectives, experiences and lifestyles of our community, including people young and old, people with disability, people with diverse gender identities, LGBTIQ communities, people with diverse political perspectives and those who have experienced advantage or disadvantage.

We value the contributions made by all people and believe that this diversity strengthens our city.

The City respects human rights. We respect people's right to self-determination and we strive for inclusion.

We demonstrate our commitment to diversity and inclusion by respecting the dignity and worth of all people; equitably treating communities and employees; and fairly providing services, facilities and public spaces.

We want to promote a society where self-determination and inclusive participation is valued and to demonstrate these principles in all that we do.

Our work with communities strives to eliminate discrimination and mitigate disadvantage; to actively remove barriers to inclusive participation faced by different people; and to promote relationships that are based on understanding and respect.

We want our city to be one where everyone has an equal chance in life and the opportunity to realise their potential. Cities that are more equal are cities that thrive.

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Aboriginal and Torres Strait Islander statement



The City of Sydney acknowledges the Gadigal of the Eora Nation as the traditional custodians of this place we now call Sydney.

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.

Today, Sydney is of prime importance as the first place in which longstanding ways of life were disrupted by invasion, as well as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

Despite the destructive impact of this invasion, Aboriginal culture endured and are 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. The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as centre of Aboriginal and Torres Strait Islander cultures and communities. There are many sites across our local government area with historical and cultural significance for

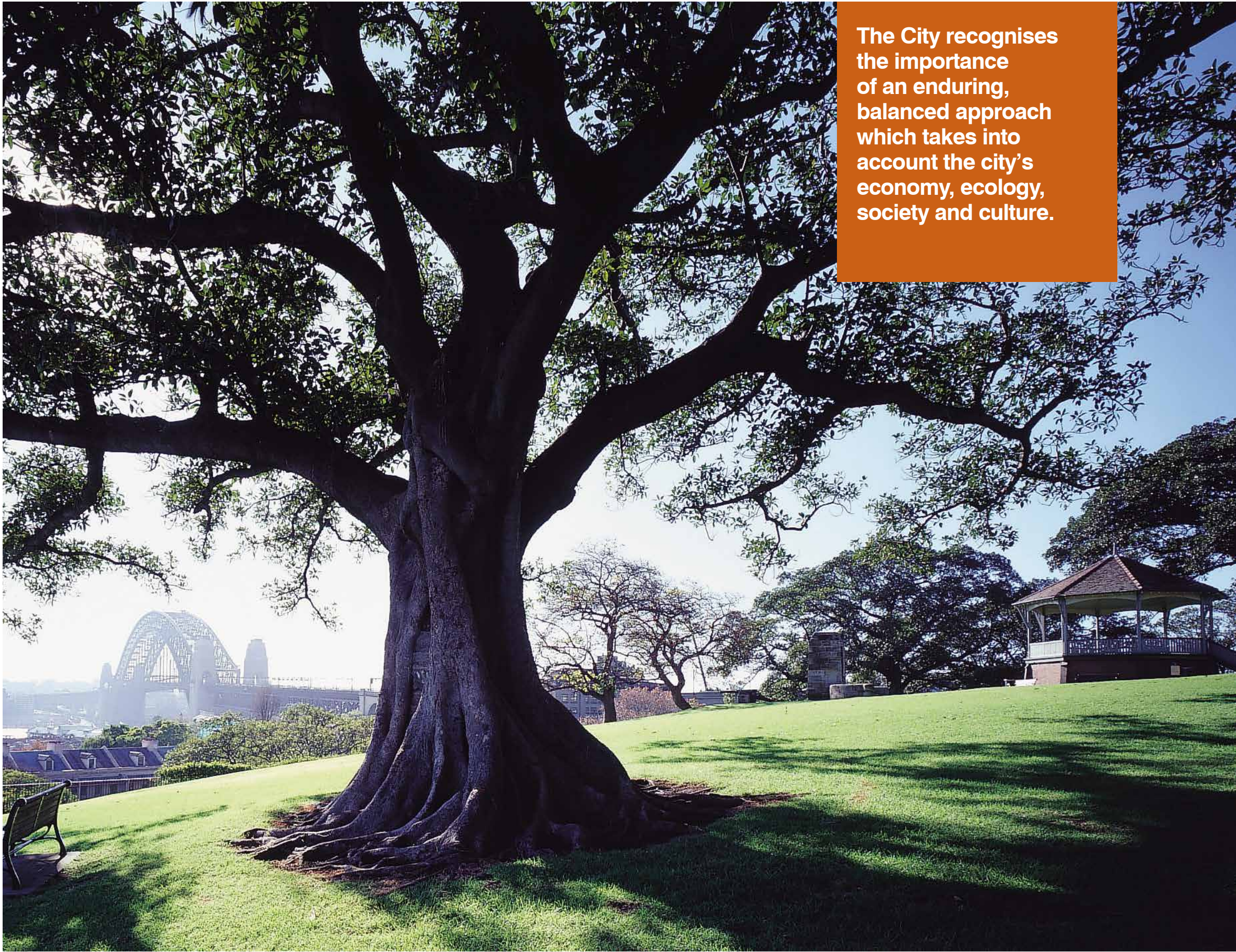
Aboriginal and Torres Strait Islander communities. The City has documented many of these in Barani / Barrabagu (Yesterday / Tomorrow) as its first expression of the Eora Journey project.

The City 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 and in 2015 adopted our inaugural Innovate Reconciliation Action Plan. In 2016, the Eora Journey Economic Development Plan was adopted. These actions and others will help to ensure their political, economic, social and cultural rights are embedded in subsequent economic, social, environmental and cultural change.

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

Left Newtown Town Hall, Wear It Purple Day
Above NAIDOC in the City event at Hyde Park

Sustainability statement



The City recognises the importance of an enduring, balanced approach which takes into account the city's economy, ecology, society and culture.

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.

Global leaders, including the Australian Government, reinforced the need for urgent action on climate change in order to achieve a sustainable future at the 2015 United Nations Conference on Climate Change in Paris. The City committed to the Paris Pledge for Action for 'a safe and stable climate, limiting temperature rise to under 2°C', along with other leading city governments.

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 of these areas with bold ideas and good governance – the results mean better outcomes now and in the future, for everyone.

Left Observatory Hill

Message from the Lord Mayor

As Australia's global city, and a key driver for the national economy, Sydney's future is vital to Australia's future.

When I became Lord Mayor I wanted a long-term plan that was endorsed by our city community and would continue into the future. So we undertook the largest-ever community consultation in the City's history with residents and businesses, government and statutory authorities, visitors, and educational and cultural institutions.

The result was Sustainable Sydney 2030, which was adopted in 2008 and outlines our ambitious environmental, economic, social and cultural goals. It is the cornerstone of everything we do and is continually updated when new opportunities or challenges arise.

During the consultation, 97 per cent of people told us they wanted us to take action on climate change and so we committed to reducing greenhouse gas emissions by 70 per cent, based on 2006 levels, for both our own operations and the local government area.

They also said they want a city with a strong economy, one that supports the arts and connects its people to each other and the world. A city that was 'green, global and connected'.

Since 2004, we've completed more than 250 projects including parks, playgrounds, childcare, pools, libraries, theatres, community and cultural spaces – all well used and loved by our community. We're now working on over 300 more as part of our 10-year plan.

We've also approved \$25 billion worth of high-quality development and significant urban renewal is underway.

Our work has led to Sydney becoming one of the most liveable cities in the world – a fact highlighted in global surveys. This is a direct result of Sustainable Sydney 2030 and I am proud of what we have achieved.

Our greatest challenge is climate change, which is accelerating. Research shows that by 2070, our city could be up to 3 degrees hotter. As cities account for 70 to 80 per cent of greenhouse gas emissions, it's essential we take the initiative to continue to drastically reduce emissions while delivering significant economic and residential growth.

For city leaders the evidence is clear – we must act now and with more urgency than ever before. That's why, when I returned from the C40 leadership forum in Mexico in December 2016, I asked City staff to find ways to fast track our efforts to reduce emissions.

Our business leaders are taking up the challenge with many committing to a net zero emissions future. Our residents are taking practical action in their communities to reduce water, waste and greenhouse gas emissions. I encourage you to do as much as you can. It is our collective responsibility

to leave a healthy planet for future generations.



“Sustainable Sydney 2030, which was adopted in 2008, outlines our ambitious environmental, economic, social and cultural goals. It is the cornerstone of everything we do and is continually updated when new opportunities or challenges arise.”

Also important is our work to ensure Sydney continues to be one of the world's most liveable cities. It is critical that any growth is matched with the amenity that communities need to thrive, so our city is accessible to people of all ages and incomes.

In this 2017–2021 plan we have reviewed and updated our 2030 vision so we can continue to give our community – residents, businesses and visitors – confidence that we can meet challenges to ensure our city's sustainable, resilient future.

Lord Mayor
Clover Moore

Message from the Chief Executive Officer

Adopted in 2008 following extensive community consultation, Sustainable Sydney 2030 expressed the community's vision and the City's commitment to the sustainable development of our city to 2030 and beyond.

It is now nine years since the plan was first adopted and much has been achieved since that time. This updated version of Sustainable Sydney 2030 includes case studies of some of our major achievements and outcomes.

We also measure our progress against the ten targets we set for 2030 as well as broader indicators of community wellbeing. It is important as a city government that we hold ourselves accountable for the commitments we make to develop this city on your behalf.

There is of course much more that we need to do together to achieve our shared vision of inclusive economic growth, a cohesive community and a culturally alive and vibrant city – all within the agreed national and international policy settings of limiting global warming to less than 2 degrees, ideally 1.5 degrees.

This revised plan builds on the previous plans and takes into account new challenges, changing trends, your feedback and new policy frameworks; continuing our work toward a green, global and connected city by 2030.

In addition to developing our city, as the Chief Executive Officer it is my role to ensure that the City of Sydney as an organisation is highly effective, efficient and ethical, capable of meeting the needs of our residents, business and visitors now and into the future.

More than ever before, the City of Sydney requires the ability to respond to diverse and changing needs, changing technology, an increasing population and increasing community expectations.

Over several years, significant work has been undertaken to ensure our organisation has the capability to meet its goals and maintain our community's trust and confidence. But in the spirit of continuous improvement, we know we can do even better.

Strong organisational capability can be seen as the foundation for a strong City of Sydney that is well placed to deliver Sustainable Sydney 2030 and provide the services and infrastructure our community needs.



“There is much more that we need to do together to achieve our shared vision of inclusive economic growth, a cohesive community and a culturally alive and vibrant city – all within the agreed national and international policy settings of limiting global warming to less than 2 degrees.”

Chief Executive Officer
Monica Barone

Sustainable Sydney 2030



Adopted in 2008 following extensive community consultation, Sustainable Sydney 2030 expressed the community’s vision and the City’s commitment to the sustainable development of our city to 2030 and beyond.

Sustainable development is not just about the physical environment. It is also about the economy, society and culture. Addressing each of these areas, with bold ideas and good governance, will result in better outcomes for our current and future communities.

Sustainable Sydney 2030 is a plan for a **green, global** and **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, 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 and as members of online networks, connected as communities through culture and a sense of belonging and social wellbeing, and connected to other spheres of government and to those with an interest in the city.



An evolving plan for our city

Cities evolve over time and our long-term plan must also evolve to ensure it remains relevant and meets the needs of our community.

Global, national and local trends influence the shape of our city, how people live and the nature of work. The City’s research and ongoing community engagement ensures we stay abreast of these new issues and remain aligned with community expectations.

Many of the transformative projects envisaged 10 years ago are underway or have been completed – and the fabric and activity in our city is changing as a result. While meeting our previous commitments, we also need to plan for the next changes in our city and community.

Sustainable Sydney 2030 is the City’s highest level strategic plan, and is updated every four years. All the City’s work follows from this plan – our strategies and action plans set out the commitments, projects and services we need to achieve this. These strategies and plans are developed in consultation with the community and exhibited for public feedback. This document includes a list of recent strategies and plans.

This updated plan ensures we can continue to realise the shared vision for our city in 2030. It takes stock of our achievements and responds to feedback we’ve received from our community over the last four years.

It also accounts for changes in federal and NSW government policies and commitments and long-term economic, social, cultural and environmental trends and challenges.

Left Surry Hills Library and Community Centre
Right Green wall, Surry Hills

Sustainable Sydney 2030

Integrated Planning and Reporting Framework

The Integrated Planning and Reporting framework for NSW Local Government has been a requirement for all councils since 2012. It provides for an integrated approach to strategic and operational planning, including identifying the resources required for delivery and the need for ongoing monitoring, evaluation and engagement with the community.

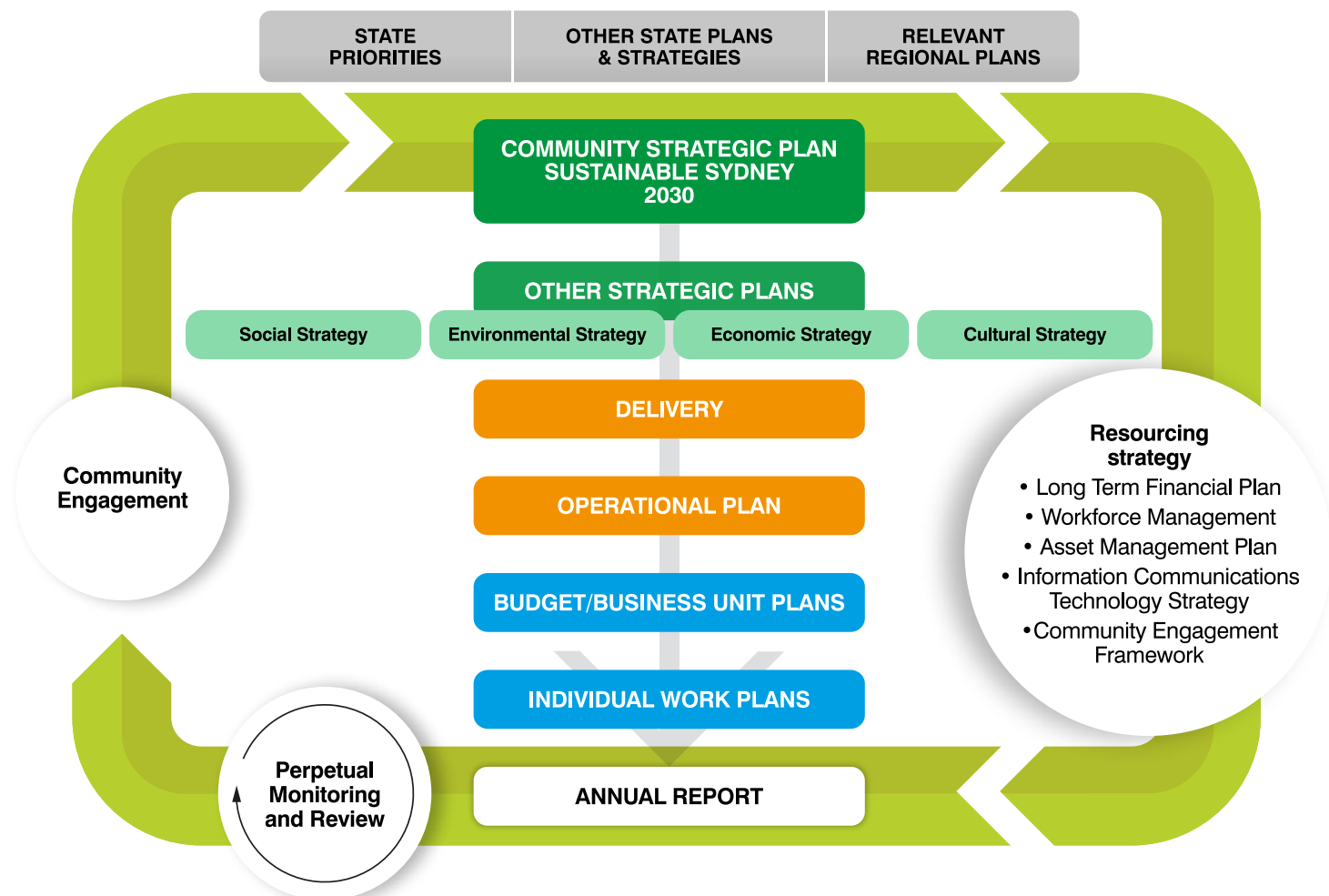
The diagram below sets out the City of Sydney's response to this mandatory planning and reporting framework.

Partnerships for change

The City of Sydney has a critical role in implementing a range of projects, programs and services to deliver the outcomes expressed in Sustainable Sydney 2030. But we cannot do this alone. We can only realise our goal of creating a green, global and connected city by working with a range of partners across the community, business, government and civil society.

We will enter into formal partnerships, sponsorships, agreements and memorandums of understanding as required. At times other less formal arrangements and collaborations will be established. Reference and advisory groups will provide specialist advice and guide our work.

Together we will achieve the visions and targets for 2030.



Community Strategic Plan

Sustainable Sydney 2030: Community Strategic Plan (this document) is the highest level plan that the City will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to identify how to achieve these goals.

From vision to action

The Delivery Program 2017–2021 is the City's four year program that translates the community's aspirations identified in Sustainable Sydney 2030 into actions.

The delivery program identifies priority projects and programs with key performance indicators and targets that contribute to the outcomes under each strategic direction in Sustainable Sydney 2030.

Our operational plan is prepared and adopted by end of June each year. It sets out the specific projects, programs and activities to be delivered in that year. It also incorporates the City's revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

The Delivery Program 2017–2021 is the City’s four-year program that translates the community’s aspirations identified in Sustainable Sydney 2030 into actions.

Resourcing the plan

To achieve the community's aspirations expressed in Sustainable Sydney 2030, the City has a long-term resourcing strategy. This serves to ensure the City has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long term sustainability of the organisation.

The Resourcing Strategy (2017) has five components:

- **Long-term financial plan:** a 10-year plan that identifies the City's current and future financial capacity to deliver upon the objectives of Sustainable Sydney 2030 and continue to deliver high quality services, facilities and infrastructure to the community.
- **Workforce strategy:** a plan to ensure the City's workforce has the capacity, culture and capability to deliver the outcomes expressed in Sustainable Sydney 2030.
- **Asset management plan:** the City has assets valued at approximately \$12.7 billion (including land) under its care and control. This plan sets out the current status and resourcing requirements for each key asset area to ensure their maintenance and renewal at appropriate standards.
- **Information and communication technology strategic plan:** a roadmap to accelerate the delivery of digital services, unlock the inherent value of information and data, and optimise investment in technology in support of Sustainable Sydney 2030 and other key business strategies.
- **Our approach to community engagement:** a framework for how we consult our diverse communities, collaborate, involve and empower our community to participate in shaping the future of our city.

Above The Drying Green park (*artist's impression*)



The City is part of a metropolitan-wide governance structure and our local economy makes a significant contribution to national prosperity.

We are influenced by issues at the global, state and metropolitan levels, as well as specific issues affecting our local area.

As a capital city government, our responses have ramifications that can reach far beyond our local area. This is why we emphasise collaborative action in much of our work.

Our plan is based on our understanding of what you our community has told us as well as our analysis of the global, national and local issues likely to impact on our city in coming decades.



What people told us

People from all walks of life, across all generations, citizens, workers, visitors and representatives from government, business, academia and the not-for-profit sector are part of the City of Sydney community. They have all contributed ideas and suggestions to inform this plan.

The message from our community has always been clear. In 2008, people wanted a city that was:

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

Since then, the community has shared their views on the detailed strategies, plans and actions that will help us reach our 2030 targets as well as projects that make positive changes to our city.

In 2015, we surveyed our entire community again. We asked: ‘Tell us about the kind of local area you want to live in, in future’. More than 4,700 responses were received and collated. The results were consistent with those from 2008.

People told us they care about the environment and transport. Community harmony and social cohesion are important issues, as is access to affordable and diverse housing options. People want a safe place to live, a place that is well planned with good access to facilities and which supports healthy active living. They also want their city to have a thriving economy and a vibrant cultural life.

While there are specific issues that affect the unique areas that make up our city, our community shares many similar concerns to those of city communities around the world.



Left Sydney Park wetlands
Top Central Park, Chippendale
Above Prince Alfred Park basketball courts

Our shared future

Challenges and opportunities in 2017

We face huge challenges over the next decade. These include managing the impacts of climate change and reducing emissions, servicing the needs of a growing population, tackling rising inequalities and housing affordability, paving the way for new technologies and a changing economy.

The need to reduce our carbon emissions and limit global warming to less than 2 degrees is extremely urgent. We need to accelerate plans for our low-carbon future and ensure our community and infrastructure is able to adapt to the effects of climate change.

The number of people who live, work and visit our city has grown and is likely to continue to grow according to the population forecasts for Sydney and Australia. The metropolitan Sydney population is forecast to grow to 6.4 million by 2036 (from 4.9 million in 2015) and more again in subsequent years.

The growing need for housing and jobs requires careful planning to maintain the city as a desirable place to live and work. We also need to provide the supporting infrastructure and services, including schools, health care, public transport, childcare, parks and recreational facilities, waste management and cleansing services.

The impact of delivering additional services and infrastructure while our revenue is capped (currently below the level of inflation), requires prudent financial management to ensure the City remains in a position to cater for our communities.

We need to plan for an increasing number of older people, as indicated in national demographic trends

Rising inequality and the health, wellbeing and resilience of our community are also areas of focus. The capacity of the community to respond to ongoing stresses as well as shocks – to work together and support each other – is critical for a prosperous and sustainable future.

Access to safe, affordable housing is not available to every member of our community, requiring a significant change to the ‘business as usual’ responses from all levels of government, the not-for-profit and development sectors.

The economy has changed. There are jobs in our city centre that could not have been imagined a decade ago and there will be jobs by 2030 we cannot yet imagine. Maintaining our global competitiveness and supporting innovation is crucial for this city’s growth.

New technologies give us the potential for more efficient services and better outcomes for our community, as well as being part of a growing sector based in the city.

The need to address climate change is extremely urgent.

The City can’t address these issues on its own. Many of the actions will need to be led by other levels of government, other stakeholders and the community.

We are committed to working with state and federal governments, metropolitan Sydney and other local councils, universities, as well as community and business groups to ensure our city and its community has a better future.

Global commitment, local action

The City of Sydney local government area is part of a broader metropolitan Sydney, national and global context. Effective governance is critical to our shared success. We can achieve more by defining major issues together, integrating our policy frameworks and taking collective and collaborative actions.

The City is committed to collaborative action between all levels of government, at a policy level and when implementing our projects.

UN Sustainable Development Goals

Australia was one of 193 countries in 2015 to commit to enacting the UN’s Sustainable Development Goals by 2030.

The 17 goals cover interconnected issues relevant to all sectors of society and its institutions. These include gender equality, economic inclusion, climate justice, responsible consumption and production, and partnership approaches. All sectors of society – government, business, individuals and organisations – need to work together on these goals.

Goal 11, “Make cities and human settlements inclusive, safe, resilient and sustainable”, is particularly relevant to city planning. But all the other goals affect us – from taking action on climate change (goal 13) to ensuring sustainable economic growth and employment (goal 8).

Sustainable Sydney 2030 is a plan to achieve the goals relevant to our city and community.



100 Resilient Cities Program

Sydney is part of the global 100 Resilient Cities initiative pioneered by the Rockefeller Foundation. Hosted by the City of Sydney, the program is a collaboration between the metropolitan councils of Sydney, the NSW Government, business and community partners.

It is designed to strengthen the ability of Sydney communities to survive, adapt and thrive in the face of increasing uncertainty and disruptions. The Resilient Sydney plan (to be released late 2017) responds to the identified shocks and stresses and sets out actions for all stakeholders.

This updated version of Sustainable Sydney 2030 responds to the Resilient Sydney research. We address the challenges associated with a resilient economy, infrastructure and community.

Metropolitan Sydney plans

The Greater Sydney Commission is an independent organisation funded by the NSW Government charged with coordinating planning to shape the future of Greater Sydney.

In late 2016, the commission released a draft plan for the central district – an area comprising the local governments of Bayside, Burwood, Canada Bay, Inner West, Randwick, Strathfield, the City of Sydney, Waverley and Woollahra. It sets out a 20-year vision, priorities and actions to improve the productivity, liveability and sustainability of the region in a coordinated way.

The draft central district plan is not intended to be finalised until late 2017. The City is committed to the collaborative development of our region and this updated Sustainable Sydney 2030 reflects the intent of the draft central district plan.

Implementing the plan

The next sections of this plan explain the vision for our city to 2030 and provide a framework for how that vision will be translated into action.

Ten interlinked strategic directions organise our activities, providing more detail on our intent and outcomes for 2030.

Ten targets measure progress to 2030 and another to 2050, ensuring we can all understand what has been achieved and where more attention is required.

A comprehensive implementation program has been developed through the four year delivery program and the annual operational plan.

Top Wulaba Park, Waterloo

Sustainable Development Goals

A global roadmap
for a more sustainable future

In September 2015, Australia was one of 193 countries to commit to the Sustainable Development Goals.

The 17 goals provide a global roadmap for all countries to work toward a better world for current and future generations.

The goals tackle not only poverty in developing countries, but also set out an agenda to tackle climate change, inequality, sustainable business and innovation as well.

Three core elements are considered a priority: economic growth, social inclusion and environmental protection.

The goals have 169 targets against which global progress will be measured. It is recognised that not all 169 targets will be relevant to every country. Australia, like other advanced nations, will focus at a national level on the targets that are relevant to our country.

There is much to do if we are to reach the 2030 targets. In 2016, one year after the adoption of the Sustainable Development Goals, Australia was ranked number 20 among all countries. Six of the goals were identified as needing more critical action and only three where good progress has been made.

Implementation of the goals is not the role of governments alone. Business, civil society and others all have a role. Partnerships and collaborative action will ensure more focussed attention on shared outcomes.

Sustainable Sydney 2030 is aligned with the Sustainable Development Goals. It is a local action plan that makes a positive contribution to the sustainable development of our city and community in line with Australia's global commitment.

It is an invitation to partners to join with us to deliver a better Sydney by 2030.

Left Glebe foreshore



2030 vision



By 2030, the aspiration for our city is to be:

Green

The city will be internationally recognised as an environmental leader with outstanding environmental and economic performance.

The city will reduce its greenhouse gas emissions; with a network of green infrastructure to reduce energy, water and waste water demands and with a community that carefully manages precious resources.

Global

The city will remain Australia’s most significant global city; home to globally oriented people, jobs and businesses and an international gateway with world-class tourism attractions and sustained investment in cultural infrastructure, icons, amenities and public spaces.

The city will contain premium spaces for business activities and high quality jobs, and supporting child care, social, cultural and recreational facilities and services to nurture, attract and retain global talent and investment.

The city will be connected with green links, supporting thriving biodiversity and resilient urban ecology.

The city and community will adapt to be resilient to the impacts of a changing climate.

We will plan for a more contained city; with new housing opportunities close to jobs and integrated with vital transport, facilities, infrastructure and open space.

The city will support creativity and embrace innovation; with enhanced connectivity and collaboration contributing to a prosperous and sustainable future.

We will celebrate our multicultural community and maintain our global outlook and orientation.

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

Our global orientation and connection will lead to local opportunities and benefits.

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, welcoming and inclusive. The community will be resilient; with the capacity to adapt to change and withstand adversity.

Relative equality will be improved by an increased share of affordable housing and equitable access to affordable community facilities, programs and services across the city, along with opportunities for social and economic development, with a consequent improvement in wellbeing. Cultural vitality will flow from high rates of participation in artistic expression, education and learning, 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.

Left Prince Alfred Park Pool, Surry Hills
Top Jubilee Park playground, Glebe

Our targets



Ten targets for 2030 to make the city more sustainable

A combination of incremental and significant steps are required to achieve this vision.

1

70 per cent reduction in greenhouse gas emissions based on 2006 levels by 2030 and by 2050, achieve a net zero emissions city.

2

50 percent of electricity demand met by renewable sources; zero increase in potable water use from 2006 baseline, achieved through water efficiency and recycled water; total canopy cover increased by 50 per cent from 2008 baseline.

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.

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.

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.

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.

7

At least 10 per cent of total trips made in the city are by bicycle and 50 per cent by pedestrian movement.

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.

9

Every resident will be within a 3-minute walk (250 m) of continuous green links that connect to the harbour foreshore, harbour parklands, Moore or Centennial or Sydney parks.

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.

Left Pirrama Park Playground, Pyrmont

A framework for action

Ten strategic directions for Sustainable Sydney

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 and engaging city centre

6

Resilient and inclusive local communities

7

A cultural and creative city

8

Housing for a diverse community

9

Sustainable development, renewal and design

10

Implementation through effective governance and partnerships



Right Paddington Reservoir Gardens, Paddington

A globally competitive and innovative city

Sydney, Australia's global city

Sydney's global connections are an essential component of our past, present and future.

Our city has been Australia's face to the world for the more than 200 years since European settlement, first as a port for trade and commerce during the days of wool and wheat, through to the globally-orientated service industries of the present day.

The growth of Sydney has reflected this global story in its people, with continued immigration leading to our city being one of the most culturally and linguistically diverse in the world.

Sydney is Australia's leading economic centre. It developed as a dominant financial centre in the 1980s, and is now a significant international finance-insurance hub and home to leading multinational firms.

Alongside finance, important sectors include technology, arts, education, retail, entertainment and tourism, all supported by the city's leading intellectual and cultural institutions.

Sydney's global connections are an essential component of our past, present and future.

Global cities provide prosperity at all levels – locally, regionally and nationally. We need to ensure Sydney continues to have the right conditions to compete on an international scale.

More than one third of the world's economic activity is created by its largest 123 urban areas, despite those cities containing only one eighth of the world's population.

Global competition is not only limited to corporate investment, but factors such as skilled and talented employees, visitors, international students and large events. The economic factors we need to attract continue to grow, as the global economy continues to change.

Knowledge intensive activities are increasingly critical for our economic success, as seen in the continued growth of cross-border flows of data and information. Jobs that provide expertise in solving difficult problems, improving processes, or generating new ideas, benefit from direct face-to-face connections.

In dense city centre areas, businesses can interact more easily with customers, clients, competitors or partners. Connections between organisations generate ever greater levels of innovation and productivity, strengthening the economic impact of global cities.

We may live in an age of new communication technologies, but city centres are steadily becoming more productive and greater contributors to a nation's economy.

The City of Sydney local area is an excellent example of this, generating more than \$114 billion each year and representing approximately 7 per cent of Australia's economy.

A number of ranking tools assess and compare competing global cities and their strengths and challenges. These tools consider factors such as the physical infrastructure of the city, the scale and size of its business sectors, costs associated with property and availability of space, the mix of cultural amenities and social infrastructure, and the availability of a diverse and appropriately skilled workforce.

Less tangible considerations include a city's brand, the health and beauty of its natural environment, perceptions regarding safety or corruption, or adaptability and openness to new ideas and technologies.

Sydney has consistently performed strongly in global rankings over the past decade, and is one of the top 10 globally connected cities according to the 'Global and World Cities' rankings.

Strengths that we need to build on include our skilled and diverse workforce, the scale and specialisation of our leading industry sectors, our strong established brand, our proximity and connections to Asia's rising economy, our track record of being a safe and profitable place to invest and grow businesses, and our regulatory climate.

But our city is also a place for people. Sydney has demonstrated that it's possible to achieve a balance between the commercial conditions required for a global city and the needs of its people. Our city has a worldwide reputation for being a great place to live and is known for its attractive environment, cultural vitality, and safety.

Left Eternity Playhouse Theatre, Darlinghurst



Our challenges include transport and infrastructure constraints, ensuring there is appropriate commercial space available to all types of business, housing affordability and rising levels of inequality.

The City of Sydney is, and will continue to be, a leader in our ensuring our city's global success. We will work to ensure that our city is both a thriving global hub and one that provides opportunities for all of our local residents.

We will build on the areas Sydney already excels in, and focus action on areas that need improvement. This will involve collaboration with a range of partners, in business, in government, in academia, and within our communities.

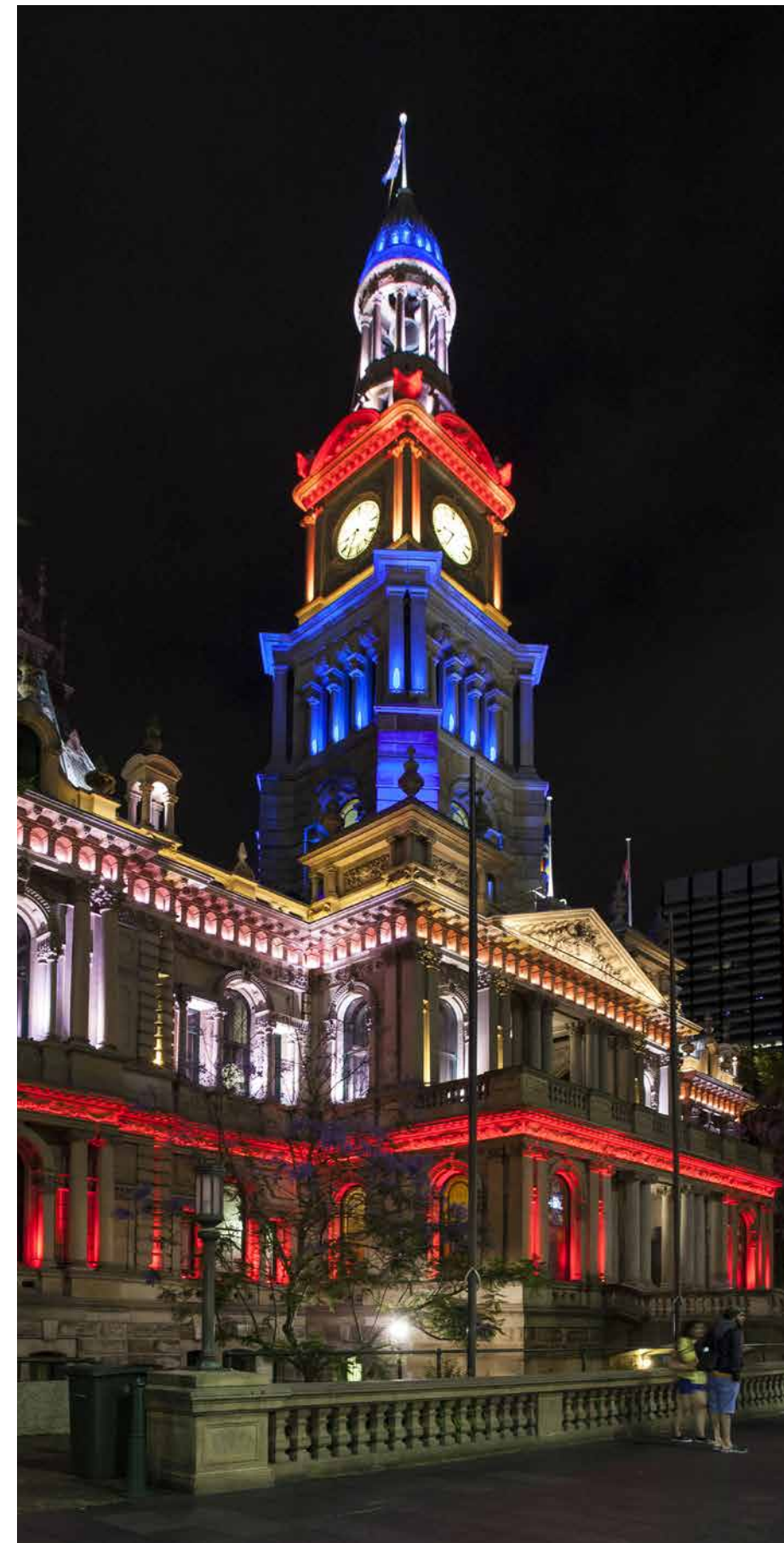
Sydney's attractiveness to people, business and investment will be a continual focus for the City, ensuring Sydney continues to be globally prominent and competitive.

Our work will ensure that our built environment enhances Sydney's potential for global connection, and accommodates the growth that results from it.

We will work to ensure all aspects of economy are robust, and that Sydney's sectors and businesses can thrive at all levels. Importantly, we will seek to ensure that this success is inclusive, and opportunities are continually provided to mean that prosperity can be shared by all.

As changes take place within our economy – expected and unexpected, positive and negative – we will work to ensure Sydney remains resilient.

Above Haymarket information kiosk
Right Sydney Town Hall



We will work to ensure that our city is both a thriving global hub and one that provides opportunities for all of our local residents.

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 build economic resilience and ensure continuing prosperity.



City context

The city centre is at the heart of a global Sydney and a gateway to NSW. It is central to Australia's connection with Asia.

A globally competitive city is critical to Australia's economic prosperity.

Sydney is a global city with natural assets, a strong economy and globally competitive businesses.

It provides opportunities for business, workers, residents, cultural exchange and the wider Sydney community.

Sydney has a highly educated and diverse workforce, integral to globally connected businesses.

Sydney's global rankings are consistently high but there is potential to improve.

Recent investment in the International Convention Centre and light rail as well as in new commercial buildings, hotels, and university campus expansions positions Sydney favourably as a destination for business, students and visitors.

Why action is needed

The city economy is a key part of a network of economic activity across metropolitan Sydney. Collaborative governance will enhance collective outcomes.

The drivers of innovation and Sydney's comparative advantages need nurturing to facilitate future growth.

Space in our city is constrained but demand is high. Prioritising space for economic, social, cultural and civic activities is essential for sustainable economic growth.

A resilient and sustainable economy is needed to withstand any future shocks and stresses.

Celebrating innovative and successful businesses will enhance Sydney's culture and reputation.

Supporting small and new businesses to grow will improve the diversity of our economy.

Maintaining the high living standards, amenity and affordability of our city, supports the attraction of a talented workforce and provides opportunity for all.

Sydney's international brand as a visitor destination is strong but more needs to be done to enhance its global brand as a destination for investment, culture and business.

Maintaining Sydney's leading role as a destination for domestic and international business and leisure visitors and students requires leveraging existing and ongoing investment in infrastructure and services.

The City of Sydney's role

Research, plan, design, develop and implement policies, planning controls and programs that ensure the city maintains its critical economic role and contributes to the wellbeing of all.

Plan for, develop, maintain and manage the city's assets and infrastructure to support a growing community.

Create a clear and consistent framework to enable the City of Sydney to assess and approve appropriate applications for development.

Manage the city streets and public spaces to ensure they have good amenity, are clean, safe, secure and accessible and balance public and private use.

Deliver compliance activities to ensure the safety and amenity of workers, visitors and residents.

Ensure the provision of high quality early childhood education and care, social, cultural, educational and recreational programs, events and services to support a city for all.

Develop and deliver a range of free public events, including world-class major events.

Share information and data to enable innovation within our organisation, our communities and the local economy.

Collaborate with other levels of government and other organisations to promote Sydney as a destination for culture, visitors, business, investment and global talent.

Continually review our own policies, procedures and processes to ensure they support the sustainable development of our city.

Advocate to other levels of government for policy and regulatory reform and investment in infrastructure and services that will enhance the development of the global city.

Left Customs House model, Circular Quay



1.1

Plans are in place to accommodate growth and change in the city centre and other key economic areas

Sydney in 2030

The city has adequate space and the required infrastructure to support sustainable economic growth.

The City of Sydney's policies and planning controls support diverse economic activity in the city.

Facilities and services to support workers' recreational, social and cultural needs are in place.

The City advocates to other levels of government a cohesive regional approach to ensure a diverse range of economic activities to support sustainable growth.

1.2

The city economy is competitive, prosperous and inclusive

Sydney in 2030

The city economy is prosperous and attracts new businesses, investment, visitors and global talent.

Sydney's highly skilled, educated and diverse workforce underpins economic activity.

The city has strong global connections to markets and relationships with international cities that contribute to prosperity.

Sydney's comparative advantage and leadership in key economic sectors is understood and our economic strengths are optimised.

Sydney's economic growth is inclusive, providing employment pathways and opportunities for all people to realise their potential.

High value information and data are shared to help foster business innovation and achieve better outcomes for citizens.

The imperative of environmental sustainability drives future economic growth.

Economic productivity is supported by diverse and affordable housing options and high quality urban infrastructure.

1.3

The city economy is an integrated network of sectors, markets and high performing clusters

Sydney in 2030

The city contains leading economic sectors, recognised on a metropolitan, national and international scale.

Sydney's innovation successes are nationally and globally celebrated.

Each sector in the economy supports other sectors through supply or demand chains.

Creativity and innovation are fostered through collaboration between businesses, academia, government, the creative sector and the wider community.

Startup and emerging businesses can access appropriate and affordable space, infrastructure and networks to thrive.

Clusters of linked and specialised activities deliver high productivity benefits and are supported by a built environment that encourages connections between people.

Low rent business space is available throughout the city's mixed use areas.

Governance mechanisms ensure coordination across Sydney's economic centres.

1.4

The city economy is resilient

Sydney in 2030

The city economy has the capacity to withstand shocks and stresses and adapt to change.

City businesses contribute to the resilience of our city and its people.

The city's economy and workforce is adaptable and can take advantage of new developments.

The city has the infrastructure and governance arrangements in place to respond to challenges and opportunities.

A strong and diverse economy underpins sustainable and inclusive growth.

Councils across metropolitan Sydney work collaboratively to support the growth of Sydney's economy.

1.5

The city enhances its global position and attractiveness as a destination for people, business and investment

Sydney in 2030

Sydney's global rankings are consistently high.

Sydney is positioned locally, nationally and internationally as a destination for business, investment, education, culture and tourism.

Our diverse, inclusive and engaging community contributes to Sydney's brand.

City assets (including its data) and infrastructure are developed and maintained to a high standard.

The city centre and its entertainment, retail and recreation precincts are well serviced and maintained to a high standard.

The city is regarded as a safe and secure place to live, visit and to do business.

The workforce has access to affordable housing.

New businesses can access affordable spaces in the city to innovate and grow.

Partnerships are in place to deliver world-class social, cultural and tourism infrastructure, events and services.

Supporting strategies

City Plan (2012) (LEP/DCP)
City South Employment Lands Strategy (2014)
City of Sydney Development Contributions Plan (s94) (2015)
Central Sydney Development Contributions Plan (s61) (2013)

Central Sydney Planning Strategy (draft 2017)

Economic Development Strategy (2013)
Retail Action Plan (2013)
Tourism Action Plan (2013)
Visitor Accommodation (Hotels and Serviced Apartments) Action Plan (2015)
Tech Startups Action Plan (2016)
Eora Journey Economic Development Plan (2016)

Open Sydney Strategy & Action Plan (2013)

Digital Strategy (draft 2016)

Above Darling Harbour
Right Sydney New Year's Eve

Digital Sydney 2030

Sustainable Sydney 2030 is the City of Sydney's Smart City plan to deliver the city our community told us they wanted, in a digital age.

A digital approach is embedded in everything we do. We use technology as an enabler to achieve the ambitions of this plan, but it does not drive how we do things. Technology is important when it enables or accelerates the speed and impact of knowledge and ideas flowing between and inside our communities. Technology is a connector of people, not just a connector of devices. Our first and foremost consideration are the needs of our residents, businesses and visitors. It is imperative we keep our focus on our people and the outcomes we aim to achieve for our community in a time of continued technological change.

Lively, competitive cities keep pace with this change. Advances in digital technology have transformed the way we live, work and experience the world around us. New technologies have empowered our community to be greener, more global and more connected than ever before. Our growing community expects high levels of quality services and products, designed around their needs and delivered when and where they want them. They also expect a greater level of accountability and interaction with government.

We must respond to these changing expectations to continue to be effective and accountable to the public. Continuing to digitally transform the City's public services will have a number of positive impacts including cost reduction and service efficiency; and we believe these benefits can only be truly realised if all in our community are digitally enabled, skilled and included.

We want to assist our community to be successful and active participants in the digital era. Digital technology paves the way for far greater accessibility to information and services than ever before. It is a great enabler in this regard. However, we are also aware that rapid advances in technology risk causing a digital divide in our community between those who have access and opportunity and see the benefit of digital engagement and those who do not. In applying a digital approach as we implement this plan, we have the opportunity to create a more connected and inclusive Sydney; however this cannot happen if sections of our community are left behind. We need to ensure Sydney's digital future is for everyone.

Left Using free wifi at Surry Hills Library

Inclusion equally applies to the business sector as it does to residents. A vibrant tech startup ecosystem is a key element of an innovative and economically competitive Sydney. However, we must also support those small-to-medium businesses outside of the tech sector to develop the baseline infrastructure needed to build their capacity, enhance their skills and attract staff.

Sydney is consistently rated as one of the world's most liveable cities. The Mercer Quality-of-Life Index has ranked Sydney as one of the top 10 cities every year for over a decade. To remain one of these great cities, we must ensure we do not risk limiting our potential to benefit from the digital economy. This requires us to grasp, learn from and grow with the digital world.

A vibrant tech startup ecosystem is a key element of an innovative and economically competitive Sydney.

Cities whose governance, places, infrastructure and communications best enable digital collaboration are the ones that are thriving. By providing an environment that allows innovation to flourish, we can attract and retain the best talent, attract business, investment and enhance our competitiveness. This innovative culture not only transforms the delivery of our own government services and products, but also enhances social, economic, creativity and environmental sustainability outcomes for Sydney.

To do this, government, the private sector and academia must work together to harness technology to deliver 'smart' digital infrastructure. There are many forms of infrastructure that successful digital cities need to have. These include intelligent transport systems, smart grids which improve the management of energy, water and waste, data collection and management systems that have the capability to improve the efficiency of the city, security programs and web-based applications and platforms. Improvements to infrastructure will require clear prioritisation, ongoing partnerships and influencing strategies.

To be successful, the City is focusing on six areas that drive our digital approach to Sustainable Sydney 2030:

1. **Champion** digital inclusion and lifelong learning – programs that encourage skilled, digitally-literate, resilient communities that are enabled to participate more fully in daily life and capable of accessing and enjoying the benefits of the digital economy;
2. **Create** people-centred digital programs and services – improving the design, efficiency, effectiveness and responsiveness of our program and services, not just to cut costs, but to meet the changing needs of our communities and deliver a better experience;
3. **Transform** how we engage with all our communities – using existing and new platforms to engage with residents and businesses;
4. **Support** businesses that promote digital skills, knowledge and infrastructure – supporting a diversified local economy that is more resilient and enhances Sydney's reputation as a collaborative, connected dynamic and innovative city that attracts talent;
5. **Actively participate** in urban renewal of Sydney – advocating for and where appropriate, providing infrastructure needed to ensure Sydney's global competitiveness; using our influence to get the right infrastructure and networks in place
6. **Innovate** ethically in the information marketplace – creatively using data and city analytics to improve the performance and operation of our systems and infrastructure, including open data initiatives to benefit local communities and businesses.

Underpinning this work are two enabling actions that are critical to our digital success.

Firstly, the City must embrace a digital mindset within our own organisation. Cultural change is essential for the development of people-centred digital services, systems and innovative working practices and to attract talent to the organisation. We need to address our skills shortages, manage digital change and achieve greater productivity and improved performance with fewer or similar resources and investigate how we can better involve suppliers in the development of innovative solutions.

We are not alone in seeking digital transformation in Sydney, nor can the City achieve digital transformation of Sydney alone. To enable this, we need to identify the influence we can have in promoting the digital economy and be an essential part of the wider metropolitan goals to retain and attract the talent and investment in

digital infrastructure Sydney will need in future. We must be part of effective partnerships with private companies, organisations, academia and other levels of government, which will be critical to the delivery of public benefits associated with a digital approach.

Technology is a cross-cutting enabler that is incorporated into the work that will deliver Sustainable Sydney 2030. The digital environment is dynamic and projects and priorities will change. It will require a process of continuous organisational learning and a commitment to testing, iterating, improving and monitoring progress. It will require commitment to collaboration. This is what will deliver a digital Sydney that is a great place to live, visit and work for everyone.

Below Spark Festival Sydney, 2016 – a celebration of Australian startups



A leading environmental performer



Cities addressing climate change

Climate change is the biggest challenge we face today and into the future.

Cities around the world contribute around 70 per cent of carbon emissions – that's why cities like Sydney must act and act now.

The City of Sydney is one of the 90 member cities of the C40 Climate Leadership Group (C40) that collectively represent 25 per cent of global GDP and more than 650 million citizens. We know the impact climate change has on cities, but we also know that taking action to address it, can drive economic growth and prosperity.

We're also supporting federal government policy. Australia is a signatory to the historic global climate agreement arising from the 21st Conference of the Parties (COP21) in Paris, 2015.

That commitment requires Australia and other global signatories to "hold average temperature increase to well below 2 degrees and pursue efforts to keep warming below 1.5 degrees above pre-industrial levels".

While we wait for the federal government and other nations to provide guidance on how these targets will be met, new research released by C40 shows just how urgently action is needed.

If we do not act we could see our city up to 3 degrees hotter by 2070 with more extreme, frequent and longer heatwaves.

The report concludes that the next four years will determine whether the world meets the ambition of the Paris Agreement and that incremental steps are no longer adequate – we need to dramatically accelerate action.

If we do not act we could see our city up to 3 degrees hotter by 2070 with more extreme, frequent and longer heatwaves. Our 'Resilient Sydney' research showed that in Sydney today, more people are directly affected by heat stress than any other natural hazard.

Good progress has been made – by our organisation and across the city – but we must do more, and faster.

Our own operations became carbon neutral in 2007 and we were the first government in Australia certified as such in 2011. We remain carbon neutral by continuing to implement emissions saving

projects, developing a greenhouse gas emissions inventory with independent verification, and through the provision of accredited offsets equivalent to 100 per cent of the organisation's emissions.

In the decade since 2006, we reduced our organisation's greenhouse gas emissions by 25 per cent. By 2021, we want this figure to be 44 per cent.

Emissions across our local government area have reduced by an estimated 17 per cent between 2006 and June 2015. During the same period, the economy grew by 32 per cent, new dwellings by 18 per cent, total new floor space 10 per cent, residents 25 per cent, workers 19 per cent and 16 per cent more visitors.

This economic growth combined with falling emissions has resulted in a sizeable reduction in the 'carbon intensity' of our economy, with emissions per unit of GDP now 37 per cent less than 2006.

By taking action, businesses have become more efficient. In December 2016, the Better Building Partnership (a group of major commercial property owners) announced that its members collectively reduced their annual carbon emissions by 47 per cent during 2015/16, with \$32 million savings in electricity costs in that year alone.

The CitySwitch program works with tenants of commercial buildings. Sydney CitySwitch members have reduced their carbon emissions by 28,000 tonnes through energy efficiency improvements.



Above Green wall at Bligh Street, CBD

Left 240 solar panels on the roof of Sydney Town Hall supplying up to 48 kilowatts of power to the building

The Smart Green Business program has been extended to work with businesses to drive energy efficiency in the accommodation, entertainment and conference venue sector. Residential apartment building owners and managers are also working on improvements through the Smart Green Apartments Program.

The City's efforts are not just about reducing emissions. Together with our community we are working to divert waste from landfill, protect and recycle our valuable drinking water supplies, enhance our urban environment and ecology and keep our city green and cool.

We know that trees and foliage are crucial to cooling our city. From 2004 until mid-2016, the City planted 11,395 trees in city streets and roads. Our target is to plant 700 new street trees each year until 2021 and we're on track to achieve that. We also want to plant 50,000 new trees and shrubs in parks across the city each year until 2021. Again, we're on track to achieve this.

By mid-2015, the City had installed 154 raingardens designed to reduce the amount of stormwater pollution that discharges into Sydney Harbour and Botany Bay. We also converted over 20,400 square metres of asphalt or concrete footpath into turf and plants.

A total of 123,944 square metres of green roofs and walls cover the facades of the some of the major commercial and residential buildings across the city. But this new activity alone will not improve our city if we continue to lose trees as they make way for new development.

Many business leaders in Sydney have already committed to a net zero future. We want others to join them.

Our target is to keep potable water consumption in our city at the same level in 2030 as it was in 2006. This is a considerable challenge, given the scale of residential and commercial growth over that time. Measures to improve water efficiency and water recycling by everyone are the only way we will achieve this goal.

Water use across our local area is still slightly above our target. Changes in consumption occur when external factors create 'incentives' for efficiency. That is why water consumption declines in times of drought; when we're all more aware and careful of what we consume. It also declines when price becomes a factor. Although we don't want to pay more for basic services, our use of water changes when we do pay a little more for it.



IPART has recently reduced Sydney Water's retail water prices, which we believe may negate the ongoing work done by all councils to encourage water-efficient behaviour in our communities. That's why we'll continue to advocate for regulatory reform to drive efficiency and recycling.

By 2030 our target is to achieve 70 per cent reduction in greenhouse gas emissions across the local government area based on 2006 levels and by 2050, achieve net zero emissions.

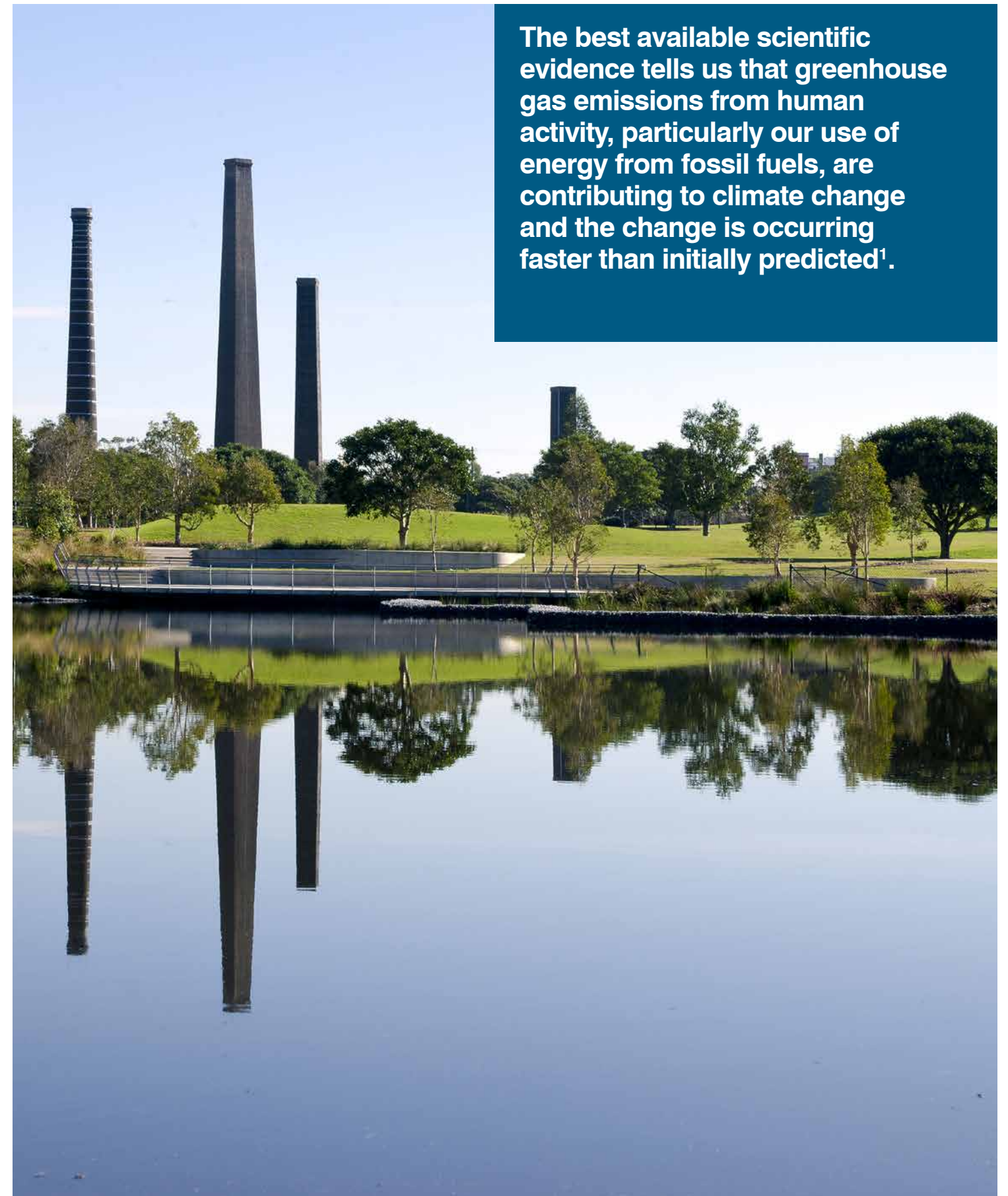
It's going to take a huge commitment from everyone to reach net zero emissions. But other cities around the world already have zero emission buildings and have asked for significant commitments from their constituents in shorter timeframes.

Many business leaders in Sydney have already committed to a net zero future. We want others to join them.

The NSW government has also made a commitment to net zero by 2050. But much more is needed from our federal government – policy settings that encourage investment and the removal of barriers that limit progress.

It is only by working together, that we can reduce our city's environmental impact and take on the challenges of a changing climate.

Above Smart meter at Sonoma Apartments
Right Sydney Park wetlands



The best available scientific evidence tells us that greenhouse gas emissions from human activity, particularly our use of energy from fossil fuels, are contributing to climate change and the change is occurring faster than initially predicted¹.



The City of Sydney has adopted ambitious targets for the reduction of greenhouse gas emissions, potable water use and waste to landfill.



We will work towards a sustainable future that mitigates environmental impact and adapts to a changing climate.

We also understand the importance of green space and urban biodiversity. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity, waterway health and the physical greening of the city.

City context

Globally, cities account for around 70 per cent of greenhouse gas emissions, but only around 15 per cent of energy used in our city is from renewable sources, the rest is from emissions-intensive coal and gas.

Australia's climate is warming, and the city could be up to 3 degrees hotter by 2070. This has potentially disastrous implications for the lives of people and infrastructure in our city.

The City collects residential waste, whereas businesses are responsible for managing collection and disposal of their own waste.

Water keeps our city resilient, cool, green and productive. The city relies on centrally provided water and wastewater services. Water is treated to drinking standards – but we only use half for potable purposes. Wastewater is only partially treated before ocean disposal. Stormwater is managed to mitigate flooding and carries pollutants into our waterways.

Sydney has some buildings that excel in environmental performance, but the majority only reach low minimum standards.

Support for environmental sustainability from residents and businesses does not consistently lead to action.

Political and managerial support for high environmental standards exists, and the City has made solid progress towards its operational targets.

The City has an array of tree lined streets and great urban parks, but 75 per cent of city residents live in apartments and have no green space of their own. The urban canopy covers 17.1 per cent of the city area and there is very little remnant vegetation or landscape. Areas of the city are subject to an urban heat island effect.

Left Free tree giveaway

Why action is needed

Australia's greenhouse gas emissions per person rank among the highest in the world.

The City of Sydney has adopted science based greenhouse gas emissions reduction targets that align with limiting global warming to 1.5 °C.

The uptake of renewable energy must increase and use of energy from non-renewable sources must decrease in order to make the required contribution to emissions reduction.

The private sector is continually innovating and raising the bar for building performance – to lead by example we need to keep pace, including the need to maximise environmental outcomes on every City of Sydney project.

Building poor performing buildings now will lock in carbon emissions for decades to come. There is a need to improve performance in existing buildings as well as new buildings.

Waste sent to landfill creates carbon emissions and local groundwater pollution. Within the commercial waste stream, resource recovery levels are low and need to improve. The good resource recovery rate from residential waste must be maintained.

Climate change impacts and increased population will increase demand for water. We need to increase capture and clean alternative water supplies such as rainwater, stormwater and wastewater for the city's non-potable needs.

Polluting our waterways negatively impacts on biodiversity, presents human health risks and reduces the amenity of our city.

Our city is vulnerable to increased frequency and intensity of extreme weather events such as heatwaves, storms, and floods. The most vulnerable people are most at risk.

Greening the city helps to mitigate the urban heat island effect and the impact of extreme weather events.

The canopy cover and ecological health of urban areas also influences the diversity and abundance of plant and animal species and improves the quality of life of urban residents.

Population growth in the inner city will increase, placing greater demand on open spaces.

Economic opportunities are available for existing and new businesses.

The City of Sydney's role

Deliver services that support our environmental objectives.

Design, construct and manage our assets to achieve high standards of environmental performance and ensure climate resilience.

Measure and report on the environmental performance of our own operations and our city.

Deliver targeted programs to improve the environmental performance of residents, workers, visitors, building owners and businesses.

Support and encourage the community and key stakeholders to develop and promote industry standards that raise the bar on environmental performance.

Deliver programs and projects that increase urban ecology, habitat, biodiversity, urban canopy and physical greening of the urban landscape.

Adapt and implement planning controls to facilitate improved environmental outcomes.

Commission and publish thought leadership and research on environmental issues and solutions, including those that focus on mitigating the impact for vulnerable community members.

Develop the community's resilience and capacity to respond to the effects of climate change.

Partner with other levels of government to ensure protocols are in place to support vulnerable members of the community during periods of extreme weather and make City facilities available as a place of refuge and respite.

Advocate to other levels of government for changes to policy and regulation that will improve the environmental performance across the local government area.

Engage in local, national and global networks to share and develop expertise in urban sustainability.



2.1

Greenhouse gas emissions are reduced across the city

Sydney in 2030

There is continuous improvement in energy efficiency, energy productivity and greenhouse gas reductions.

All new buildings are ultra-efficient and a significant number of existing buildings are net zero emissions.

Renewable energy and/or local low carbon energy production meets the majority of demand.

2.5

The City's operations and activities demonstrate leadership in environmental performance

Sydney in 2030

The City is regarded as a local, national and international environmental leader.

All city projects strive for environmental excellence.

The City reports regularly on the environmental performance of its asset portfolio.

Left Central Park, Chippendale

2.2

Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised

Sydney in 2030

There is continuous improvement in energy efficiency, energy productivity and greenhouse gas reductions.

All new buildings are ultra-efficient and a significant number of existing buildings are net zero emissions.

Renewable energy and/or local low carbon energy production meets the majority of demand.

2.6

The extent and quality of urban canopy cover, landscaping and city greening is maximise

Sydney in 2030

Canopy trees are being planted wherever appropriate – on streets, public and private land.

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

Local native plant and animal populations have increased.

The urban heat island effect has reduced.

Streets and parks are enhanced by water sensitive urban design features including rain gardens, swales and wetlands that increase green space and reduce urban heat.

The city has high quality parks and open spaces maintained to best practice standards.

2.3

Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced

Sydney in 2030

Water is valued as a precious resource.

Potable water use is minimised and opportunities to meet demand with alternative water sources are realised.

Stormwater management systems are incorporated into our streets and parks to improve the quality of water entering waterways.

Water is used appropriately to green our city to improve wellbeing and reduce heat impacts.

2.7

The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change

Sydney in 2030

Climate change impacts are factored into infrastructure development and planning for services.

Vulnerable community groups are able to access City services and seek refuge and respite in City facilities during periods of extreme weather.

Our community is prepared for and comes together to support each other to respond to extreme weather events.

2.4

City residents, businesses, building owners, workers and visitors improve their environmental performance

Sydney in 2030

The community understands its environmental impact and collaborates in developing and implementing initiatives that significantly improves its own environmental performance and that of the city as a whole.

New and redeveloped buildings operate with high environmental performance – supported by robust federal, state and local planning policy and standards.

Supporting strategies

Environmental Strategy & Action Plan (2017)

Supporting documents:

Energy Efficiency Master Plan – improving energy productivity: 2015–2030

Adapting for climate change – a long term strategy for the City of Sydney: 2015–2070

Cycle Strategy and Action Plan: 2007–2017

Connecting our city: 2012

Walking Strategy and Action Plan: 2014

Greening Sydney Plan: 2012

Urban Forest Strategy: 2013

Urban Ecology Strategic Action Plan: 2014

Residential Apartment Sustainability Plan: 2015

Interim Waste Strategy (2012)

Street Tree Masterplan (2011)

Green Roofs & Walls Strategy (2012)

Residential Apartments Sustainability Sector Plan (2015)

Floodplain Risk Management Plans

Green Square (2013)

Alexandra Canal (2014)

Woolloomooloo, Rushcutters Bay and Centennial Park (2016)

Blackwattle Bay and Johnsons Creek (2014)

City and Darling Harbour (2016)

Integrated transport for a connected city

Our transport future

A well connected city is a successful city – socially, environmentally and economically. The quality of transport infrastructure, services and systems are part of many global city rankings and Sydney has historically not scored well.

Positive changes are taking place. The NSW Government is responsible for public transport and has started to develop new rail systems to service the city. A south-west rail link is in place and the north-west metro is under construction. By 2030 the City and South West metro, including another harbour crossing will be complete and we are likely to have a western metro and further extensions of both metros to the south and east.

Right Bourke Street Cycleway, Surry Hills





Construction of light rail connecting Circular Quay with Central Station and to the south eastern suburbs has also begun.

Despite these positive steps, more needs to be done. For instance, Green Square, the home of some 61,000 residents by 2030, would benefit greatly from a light rail network to connect it to the city centre.

Pressure continues on the affordability of housing in Sydney, particularly housing in reasonable proximity to the major job centre of the inner city. People who work outside regular business hours are particularly disadvantaged. Reliable, efficient and round the clock public transport must be part of the housing solution.

The WestConnex motorway is a significant concern. When complete, it will deliver thousands more vehicles in the already congested Green Square area every day at the St Peter's Interchange. And to support this motorway, kilometres of local road widening will further reduce community safety and amenity. Adding to the loss of amenity for residents and workers, parts of Sydney Park and local roads have been compulsorily acquired.

At a time when space in our city is at a premium, walking and cycling should be the preferred option for shorter trips. For longer trips, we believe that transport decisions must favour highly efficient mass transit options, leaving roadways in and around the city primarily for the movement of goods and delivery of services.

When the high density, high volume public transport links to the city centre are complete, they will change the movement of hundreds of thousands of people within the city centre every day.

This is where the City is charged with balancing the needs of everyone who competes for space.

Ultimately, the main form of transport in the city centre is walking and providing an attractive environment is vital. This means providing enough footpath space for people to walk comfortably and intersections that function efficiently for all users. We cannot afford to lose any more footpath capacity to traffic.

Even if work hours are redistributed or work patterns changed through the use of technology, the increasing number of people wanting to access our city will have an impact. In recent years we have seen the peak movement of people increase both in volume and length. It used to be referred to as the 'peak hour'

now it's much longer. In parts of the city, particularly the entertainment precincts, the peak movement of people occurs in the evening or on weekends.

Even if that peak movement was to spread across longer hours, with people coming and going, meeting and discussing, retreating and eating, the existing footpath capacity will still struggle to meet demand.

Already we have an extensive underground network of pedestrian connections supplementing the surface pathways. The city's small footprint combined with ever greater density will create one of the most significant challenges for transport and design in the next decade.

Kerbside space will also be challenged. Parking will be at a premium for deliveries and services and it may need to be all done underground in future.

As consumers buy more online, deliveries will become a major challenge, particularly in the densely populated inner city areas. A surge in local trips will need to be accommodated. There are many models being tried around the world and it is reasonably clear that the current model of fleets of small vehicles (generally parked on footpaths while drivers make deliveries) will need to change.

Technology is disrupting transport with both positive and negative outcomes. For example, it is now possible to access real-time public transport information, making transit more attractive. While ridesharing increases the transport options available, they have the potential to increase traffic further.

Driverless vehicles may improve transport options and reduce traffic noise but could also increase traffic volumes if it results in a shift away from public transport. Planning for automated vehicles must recognise and promote the positive potential of this technological shift.

Solving Sydney's transport challenges is critical for the success of metropolitan Sydney as well as our local area.

The City will continue to advocate for a well-planned, efficient public transport system to support the sustainable development of Sydney. We will argue that access to our constrained road network must be prioritised for mass transport solutions and the movement of goods and services to support the economy and community.

We will support it with well-designed streets that encourage people to walk and cycle further and more often.

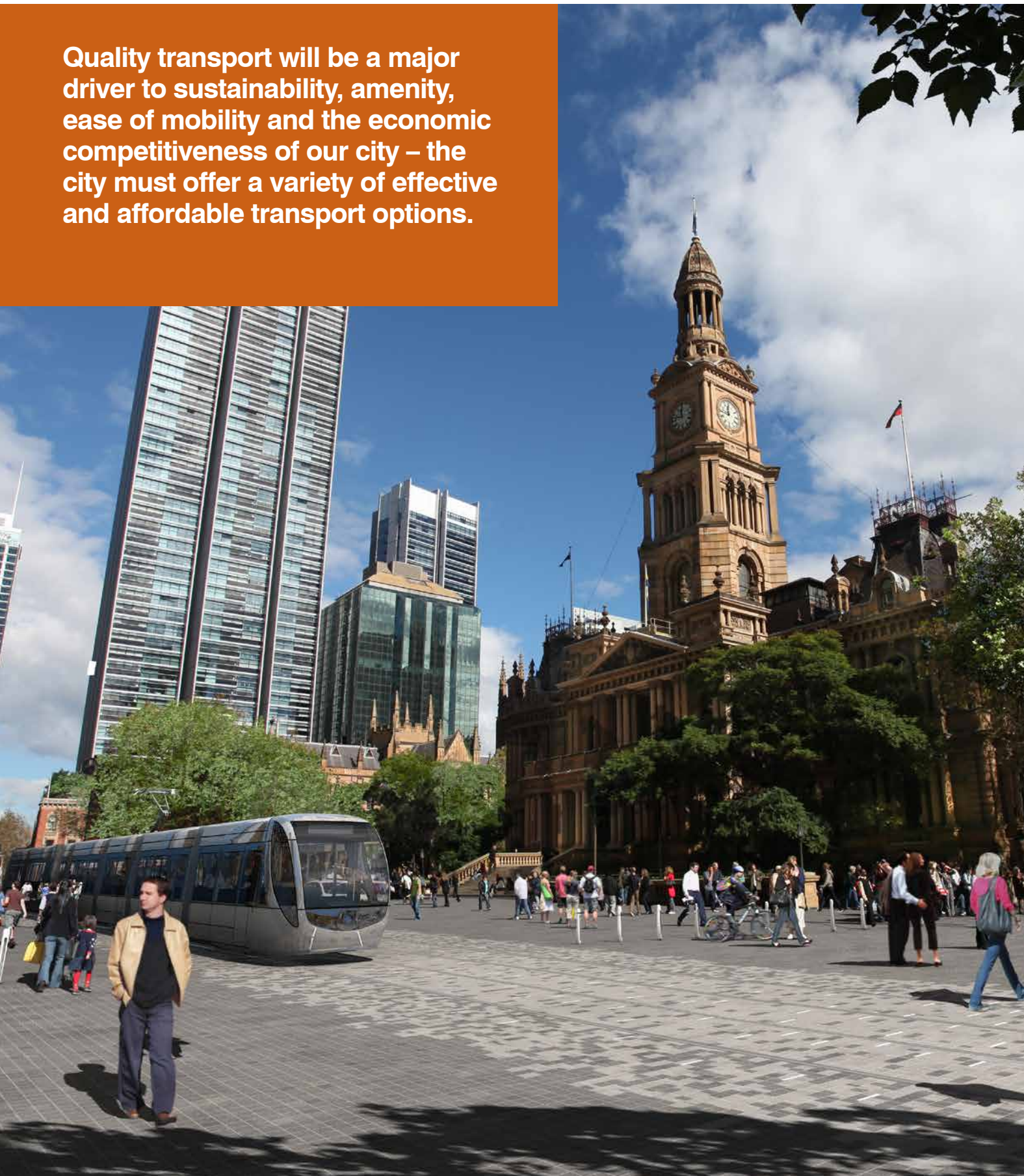


The City will continue to advocate for a well-planned, efficient public transport system to support the sustainable development of Sydney.

Left Buses near Wynyard Station, city centre

Right Encouraging more walking trips in the city

Quality transport will be a major driver to sustainability, amenity, ease of mobility and the economic competitiveness of our city – the city must offer a variety of effective and affordable transport options.



City context

Metropolitan Sydney is a series of interconnected centres and transport plays a vital role in the future of Sydney.

A sustainable city is essential for our future wellbeing and prosperity.

Transport to and within the city must be considered at the Sydney regional, inner Sydney, city and city centre scales.

Measures to improve transport in the city cannot displace problems to surrounding areas, nor can attempts to solve regional issues create further congestion within the city.

There is considerable investment in new transport infrastructure at a State level, but further and better targeted investment is necessary to cater for Sydney's growing population.

Heavy rail, metro rail, light rail, busways, buses, ferries, delivery vehicles, private cars, motorbikes, scooters, taxis, bicycles and pedestrians all have a role in the city.

Technology is influencing the way we demand, use and pay for transport, the forms of transport we can use and the regulatory environment in which it operates.

Why action is needed

The efficient and safe movement of people and goods in our city is essential.

Maintaining global competitiveness requires efficient, integrated transport networks and systems, with Sydney being challenged on city rankings primarily due to its long commute times.

Providing a safe and comfortable walking and cycling experience promotes community connection by creating opportunities for people to collaborate and interact easily.

Greenhouse gas emissions from transport must be minimised.

Population and employment growth, increasing wealth and changes in how people live, shop and eat increases freight and people movement, challenging our existing networks.

Transport infrastructure, systems and capacity must align with user needs.

Reliable and affordable transport is needed to support our society and economy and it must also work for all people regardless of age, physical ability or income.

Left George Street light rail (artist's impression)

The City of Sydney's role

Plan, design, construct and maintain infrastructure – including some roads, City owned car parking, footpaths, street lighting, street furniture and wayfinding systems – so the city is safe and accessible for people who walk, cycle, use public transport or drive.

Advocate for future transport projects to support Sydney's growth and connect it to its principal source of economic growth – people.

Plan for and manage access to the city for essential vehicles, including those servicing the city's commercial activities and for mobility parking.

Deliver services to ensure the city's car parking spaces are allocated and managed fairly.

Assess the transport and traffic impacts from development in the city and ensure appropriate strategies to cope with increased travel demand are implemented with an understanding of the cumulative changes.

Deliver targeted programs and utilise data to support changing the behaviour of individuals and organisations as they make road safety, transport choices and investment decisions.

Evaluate the impacts of new modes of or approaches to transport and their potential for use in our city.

Ensure that transport systems contribute to the liveability and amenity of our city.

Ensure that new transport infrastructure provided by other levels of government is appropriately integrated into the city.

Provide transport information to city residents, workplaces, workers and visitors.

Engage in local, national and global networks to share and develop expertise in sustainable transport solutions.

Advocate to other levels of government for changes to policy, regulation and investment in transport infrastructure for a sustainable future.



3.1

Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city

Sydney in 2030

Public transport, walking or cycling are the preferred, quickest and most affordable choices for all trips to the city from other parts of the Sydney region.

Constrained road capacity is prioritised for essential purposes, including public transport, emergency services, services provision and freight movement.

Walking and cycling paths and public transport are safe, comfortable and an overall pleasant experience.

There are good connections between the city and other key economic and residential centres in metropolitan Sydney.

There are end of trip facilities at public transport stations and more interchanges to facilitate easy multi-modal trips.

Transport and travel data is widely available through digital applications to support greater and more efficient choices in use of public transport, walking or cycling.

3.2

Transport infrastructure is aligned with city growth

Sydney in 2030

The capacity and location of transport infrastructure is aligned with the growth in and distribution of the city's population and employment centres.

There is enhanced connectivity between the city centre and villages and between villages.

Demand for parking spaces is managed to ensure there is equitable access to the constrained supply and preference given to economically important uses.

3.3

The amenity of the city centre and villages is enhanced through the careful management and integration of transport

Sydney in 2030

Public spaces include integrated, well-designed and efficient public transport and walking and cycling links.

Air and noise pollution from vehicles is minimised to create a more liveable city.

Freight and garbage collection movements are managed to improve residential amenity.

Road safety programs have resulted in improved behaviour and a safer city.

Shared forms of transport are encouraged where they reduce congestion.

3.4

Public transport, walking and cycling are the first choice transport modes within the city

Sydney in 2030

Space for walking and cycling is maximised and travel times minimised for active transport.

Infrastructure and services (including interchanges, shelter, toilets, bike parking, cycle lanes, paving, seating, crossings, and wayfinding) support the use of public transport, walking and cycling.

Bike parking is provided at city facilities, and at city events.

There is a seamless and easily understood connection between public transport services/facilities and the public domain.

Enhanced infrastructure and network management supports walking and cycling as the preferred options for shorter journeys within the city or from neighbouring areas.

3.5

Transport services and infrastructure are accessible

Sydney in 2030

Space for walking and cycling is maximised and travel times minimised for active transport.

Infrastructure and services (including interchanges, shelter, toilets, bike parking, cycle lanes, paving, seating, crossings, and wayfinding) support the use of public transport, walking and cycling.

Bike parking is provided at city facilities, and at city events.

There is a seamless and easily understood connection between public transport services/facilities and the public domain.

Enhanced infrastructure and network management supports walking and cycling as the preferred options for shorter journeys within the city or from neighbouring areas.

Supporting strategies

Connecting our city (2012)

Car Share Policy (2010)

Neighbourhood Parking Policy (2013)

Central Sydney On-Street Parking Policy (2015)

Left Peak hour, city centre
Top Crown Street, Surry Hills

A city for walking and cycling

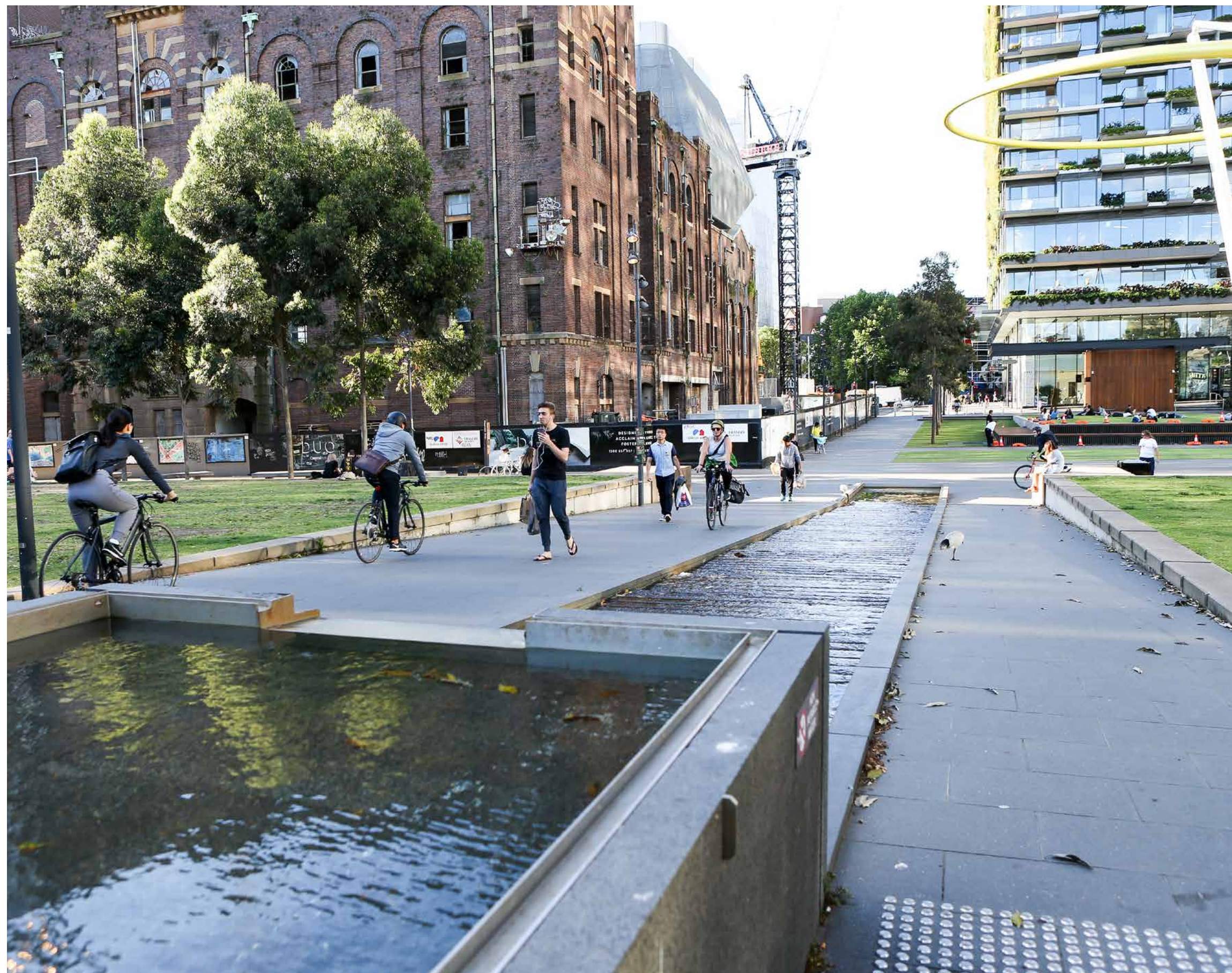
Sustainable and healthy transport

Despite the technological advances that occur between now and 2030, our most sustainable, cost-effective and enjoyable modes of transport are likely to remain walking and bike riding. These two transport options require special focus from the City if we are to deliver our vision for a truly sustainable Sydney.

Walking is the ultimate low-cost, reliable and environmentally friendly transport option. It's also good for our health.

The majority of people can and do walk every day – sometimes it is only at either end of a trip, other times it's much further. But the experience of walking will influence decisions about whether they walk further, or more often. We need to make walking a comfortable, convenient, interesting, safe and easy choice.

Right Chippendale Green, Central Park



At the City, we are committed to promoting the most sustainable modes of transport for residents, workers and visitors.

We want everyone in our local area to benefit from increased opportunities to travel short distances in the healthiest way wherever possible, whether that's on two wheels or on their own two feet.

Well-designed environments enable walking to be faster in inner city areas than using public transport or private cars for trips up to a few kilometres in length. When we choose to walk, we also reduce demand for other vehicles and in the long run, reduce congestion on the road network. It's also an opportunity to connect with other people in the community.

Walking already accounts for over 90 per cent of trips in the city centre and plays a major role in the mix of local transport options. In 2011, 32.5 per cent of city residents reported they walked or rode to work – more than in any other area across metropolitan Sydney.

That is why the City continues to work to ensure that the built environment is designed to encourage residents and commuters to take short trips on foot. In Green Square for example, three pedestrian-only streets are being designed for the town centre, creating traffic free plazas so people can move around easily and to provide space for dining and relaxing.

For residents, our target is to ensure that everyone lives within a reasonable walking distance to most local services including fresh

food, childcare, health services and social, learning, recreational and cultural infrastructure.

More than 7,000 people ride to work in the city centre each day – that's the equivalent of 116 full buses or seven Sydney trains. The total number of people riding in and around our local area for work and recreation has doubled since 2010.

Cycling in the city can be challenging. But if more people transitioned to cycling (or walking) more often, the city would be transformed.

The City has delivered an increase in cycling infrastructure in our area, and more is underway. To date 12.5 kilometres of new traffic separated cycle-ways have been completed, and plans are in place for a further 8 kilometres of shared paths and on road cycleways over the next 4 years.

The City is committed to making cycling easier and safer, to make it attractive and feasible as transport as well as for recreation. It is about creating simple, sustainable, safe movement across the city – separating people riding from traffic when it's necessary to do so, lowering speed limits and creating a network of routes that facilitate riding. It's also about encouraging business to include showers and change rooms in their commercial premises and delivering programs that give people the confidence to ride safely.

The City is also committed to creating the Liveable Green Network – a complete network of high quality walking and riding routes in the city. When complete, the city centre will be connected to our urban villages and connections will be in place between our villages. We will ensure parks and leisure facilities will be connected to major walking and riding routes.

Crucial features in the network include traffic calming measures, widened footpaths and more pedestrian crossings, wayfinding, planting for shade and amenity, bubblers, seats, cycleways, bike parking and lighting.

At the City, we are committed to promoting the most sustainable modes of transport for residents, workers and visitors. We want everyone in our local area to benefit from increased opportunities to travel short distances in the healthiest way possible, whether that's on two wheels or on their own two feet.

Right Cycling in Sydney Park



A safe, comfortable and attractive walking and cycling network linking the city's people and places.



City context

Residents of the city walk or cycle for nearly half of their average weekday trips.

Walking and cycling are important transport modes, as evident in comparable cities around the world.

Walking and cycling infrastructure is part of an integrated transport network.

City businesses are installing end of trip facilities in their workplaces to meet the needs of their workers who are increasingly walking, running or cycling to work.

People who live in the city are less likely to own a car, less likely to have a driver's licence, and less likely to use a car for short trips – car trips have been decreasing in the city centre since 2006.

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 pool of people who could walk or cycle to work and other activities.

Why action is needed

There is insufficient road, rail or bus capacity to cater for all short trips within the city, without significantly increasing congestion.

Walking or cycling can be quicker door to door than using road, rail or bus for short trips but the walking environment is often not ideal, with congestion, lack of shade or shelter, unfairly long waiting times at intersections in the city centre and a lack of clear wayfinding.

The ability of the city centre to deal with the volume of bus movements required to distribute people throughout is reaching capacity and so walking from the edges needs to be encouraged by making it pleasant, interesting and safe.

Encouraging people to walk and cycle improves their health and wellbeing and increases connections between people.

Investment in a connected regional cycle network is essential to meet the needs of business and their workforce who choose to cycle to work.

Cycling infrastructure needs to be contiguous to provide for safe, convenient and pleasant journeys.

Longer walking routes need to be more interesting, inviting, comfortable and accessible.

Greenhouse gas emissions from transport must be minimised to manage the impacts of global warming.

Increasing residential and business density means we need to prioritise space-efficient modes of transport, including cycling and walking.

The City of Sydney's role

Plan for, design, construct and maintain accessible, safe and high quality infrastructure for people to walk and cycle.

Collaborate with other levels of government to plan for and implement a comprehensive network for people to walk and cycle.

Deliver targeted programs to encourage people and organisations to make better road safety and transport choices.

Advocate to other levels of government for changes to policy, regulation and investment in transport infrastructure for a sustainable future.

Engage in local, national and global networks to share and develop expertise in sustainable transport solutions.

Left Binning Street, Erskineville



4.1

The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces

Sydney in 2030

The city is attractive, safe and comfortable for walking and cycling, for all ages.

People can walk or cycle to work and to the people, places and businesses they want to visit.

The city and neighbouring areas are connected by high quality infrastructure.

Connected and integrated walking and cycling infrastructure provides for efficient commuter and other journeys.

The number of paths is increased to cater for a growing population.

Walking and cycling routes are connected to and integrated with the city's green spaces.

4.3

The number of people who choose to walk and cycle continues to increase

Sydney in 2030

Walking and cycling are desirable, quick and viable transport options for getting around the city.

Walking routes are interesting, connected, accessible, and comfortable with sufficient shade, seating and other amenities.

Children can safely use pedestrian and cycle paths to travel to school.

4.2

The city centre is managed to facilitate the movement of people walking and cycling

Sydney in 2030

There is sufficient space in the city centre to accommodate more people walking and cycling.

Walking and cycling are integrated into transport planning.

Wait times for pedestrians at intersections are reduced.

A comprehensive wayfinding system helps people move around the city.

4.4

Businesses in the city encourage their staff to walk and cycle more often

Sydney in 2030

City businesses provide end-of-trip facilities for people to walk and cycle to work.

Employers offer a range of incentives to encourage walking and cycling.

The tax system provides incentives for walking and cycling rather than just for motor vehicle use.

Supporting strategies

Cycle Strategy and Action Plan 2007–2017 (2007)

Liveable Green Network Strategy & Masterplan (2011)

Legible Sydney Wayfinding Strategy (2012)

Public Toilet Strategy (2014)

Walking Strategy and Action Plan (2015)

Open Space and Recreational Needs Study (2016)

Left Bike parking, Green Square Station

CASE STUDY

Cultural Ribbon

Sydney Harbour's
nature and culture walk

Background

The Cultural Ribbon was identified as one of 10 project ideas in Sustainable Sydney 2030. As described in that document, it had a three-fold purpose, being:

- A walking trail linking Sydney's leading cultural landmarks along the harbour's edge;
- To provide better information and interpretation of Sydney's rich history and culture for visitors and tourists; and
- A means to strengthen and support the cultural life of the city and help boost Sydney as a cultural destination.

How the idea has evolved

Since first enunciated in 2008, the notion of a Cultural Ribbon linking a selection of cultural institutions has gained some traction and has been widely adopted and referred to by the many cultural institutions located in the vicinity of Sydney Harbour. "The Cultural Ribbon" and variations of the term have been used in various NSW State policy and planning documents to refer to a range of different things from walking routes to the prioritisation of investment based on geographic location.

Clarity was needed

In teasing apart the complex issues that had become enmeshed in the concept of the Cultural Ribbon, the idea expressed in Sustainable Sydney 2030 has been refined and clarified.

The Cultural Ribbon has been redefined as Sydney Harbour's nature and culture walk along the harbour foreshore from Darling Harbour

to Woolloomooloo. It is a 9 km walk within the greater 17km harbour foreshore walk from Rozelle Bay to Rushcutters Bay. It takes in a number of Sydney's cultural institutions and engages with five harbour bays, four harbour peninsulas, and five harbour-side parks.

It takes walkers through a series of different spatial and natural experiences, while engaging with some of the city's foremost cultural attractions. The project involves strengthening the harbour-side foreshore walking and recreational cycling route through public domain improvements, as well as strategies to engage walkers with the cultural and natural assets they encounter along the way.

The strategy that articulates in more detail Sydney Harbour's nature and culture walk can be found at <http://sydneyyoursay.com.au/cultural-ribbon>

Realising the aspiration

The feedback through community and stakeholder engagement has strongly evidenced the desire for close consultation and partnerships to deliver the project. The strategy outlines actions that are categorised under 'Hardware' – physical improvements such as enhanced pedestrian and cycle amenity and wayfinding; 'Software' – development of the walk that incorporates story-telling, supporting smart technology and marketing and promotion; and 'Partnerships' – working with key stakeholders, entering into agreements to deliver the project and continued advocacy for a coherent approach for the walk across agencies.

The City has begun work on this project.

Left Barangaroo Reserve, Barangaroo

A lively and engaging city centre

Transforming our city centre

The centre of our city is a unique place: an outdoors city with a stunningly beautiful setting and temperate climate. It is on the edge of one of the world's most beautiful harbours, rich with heritage buildings, special places and attractive parks. Its orientation, architecture and the shape of its street grid and precincts all add up to create an experience that sets it apart from other global cities.

But in 2008 when Sustainable Sydney 2030 was developed, it was recognised that the centre of our city was underperforming. Its revitalisation was essential.

We knew that successful cities are alive and inviting during both day and night. They offer art, design, culture and entertainment, attractive public spaces and workplaces, great shopping experiences and easy access. They are places for people with space for people to move around or to gather or to rest and enjoy. Sydney's city centre was not comparable.

Described as a 'transformative move' – an integrated series of projects were envisaged that have the potential to change Sydney forever.

The work of world-renowned Danish architect and urban designer Jan Gehl informed our plans for creating a greener, more liveable and better connected city. It was his vision that inspired the concept of George Street as the central spine of our city centre; a pedestrianised boulevard with light rail connecting three city squares designed to provide a focus for public life in the city centre – at Circular Quay, opposite Town Hall and at Central Station.

Encouraging fine grain retail, hospitality and creative activity in underutilised laneways was seen as a way to encourage people to explore the city and for unique businesses to establish in lower cost spaces.

Enhancing the cultural and creative life of the city centre was integral to its revitalisation. One concept identified was the linking the cultural institutions through the key project known as the 'Cultural Ribbon'. Public art that makes a statement about the city and our community was envisaged as having an important place in our public spaces. Particularly, important was the City's commitment to ensuring that the city would be a place that recognised the Aboriginal and Torres Strait Islander people; that their history and living culture would be visible and celebrated.

The importance of having a shared vision for our city centre cannot be overstated. It has allowed all levels of government and the private sector to plan for and contribute to our shared future.

In 2017 the changes are visible for all to see. And there's more to come.

When light rail linking Circular Quay to Central and the south eastern suburbs is completed in 2019, it will include pedestrian friendly places for people in the city centre. The City is supporting this NSW Government project with a contribution of \$220 million.

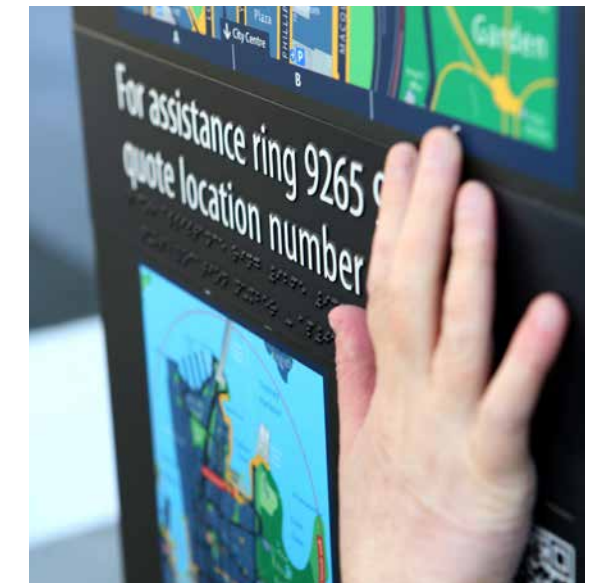
The NSW government also committed in 2016 to a new metro line that will connect Sydney's northwest to the southwest through the city and Barangaroo. When it is completed at the end of 2024, the additional capacity on the train network will further improve access to jobs in our area.

The western edge of the city has transformed with the development of commercial and residential properties at Barangaroo and the opening of Headland Park – a large, new public park for the inner city.



Above George Street upgrade (*artist's impression*)

Left *Forgotten Songs* by Michael Thomas Hill, Angel Place, city centre



We have made concerted efforts and significant investment to maintain, renew and service local roads, footpaths, plazas and laneways to keep our streets and public places at a very high standard.

The development of the International Convention Centre Sydney has helped transform the neighbourhood in and around Darling Harbour. It includes Australia's largest and newest convention and exhibition facilities, an entertainment venue, a new hotel and a new residential precinct on the edge of Chinatown. The City's work planned for in Chinatown will integrate the traditional and new parts of the city through its public spaces.

The City has invested in upgrading public spaces. Already, a major upgrade of Pitt Street Mall and many of our laneways has occurred, with new lighting, paving, traffic changes and art installations.

We have also made concerted efforts and significant investment to maintain, renew and service local roads, footpaths, plazas and laneways to keep our streets and public places at a very high standard.

Accessibility is also important to the City. A new wayfinding system has been developed and installation started in 2016 with more than 2,100 braille and raised

letter signs following extensive community consultation and onsite testing with the Guide Dogs NSW/ACT and Vision Australia. Over the next few years, the entire wayfinding system will be installed across our local area.

Small bars and innovative businesses have moved into the laneways with around 128 operating across the city in 2017. New international retailers have brought their stores and products to the city centre and there has been investment in new retail properties along George Street.

Private development in the city has also been at a very high level. Since 2006, the City has approved development applications valued in excess of \$15 billion for the city centre alone from a total of approximately \$31.5 billion for our local government area. A further \$3.4 billion of development is in the approval pipeline, of which development valued at approximately \$1.6 billion is for the city centre.

Additionally, development valued at approximately \$12 billion has been approved by the NSW government for our local area for the same time period.

It's not just the quantum of development that's important to the future of our city; high quality development results in high levels of environmental sustainability, health and wellbeing for the occupants and a stimulating and high quality public realm. Design excellence standards are now applied across all city development, not just the large commercial developments.

For the major developments, a competitive process is required and approximately 69 competitions have been undertaken since 2008 with more currently underway.

The built form of the city will continue to evolve and new precincts will emerge from the focussed efforts of the City, the NSW Government through their development agency, Urban Growth, as well as the private sector.

Left Vivid Sydney, Museum of Contemporary Art
Centre Ash Street, city centre
Right Braille and raised lettering on wayfinding signs

Our international iconic status will be maintained and our distinctive character enriched with great streets, vibrant public spaces, a rich cultural life and a well-planned and functioning city centre, both day and night.



City context

Sydney's city centre is a remarkable location, globally connected and plays a key role in the economic, cultural and social identity of Australia.

The city centre has special significance for Aboriginal and Torres Strait Islander peoples.

Our city centre has a legacy of beautiful parks, streets, heritage buildings, public art and landmarks which must be preserved.

The city centre is in the middle of major transformation with significant public and private investment in new infrastructure, buildings and public places with further investment to come over the next decade.

A vibrant public life is integral to a global city centre.

The city centre hosts significant civic and cultural events that are important to the people of our city and/or represent our city to the world.

While maintaining the economic and commercial significance of the city centre, a balance of civic, residential, social and cultural activities must be accommodated to support a vibrant public life.

Space in the city centre is constrained but demand for space is high. The public and private needs for space must be balanced.

The NSW parliament, courts and other government and civic institutions are located in the city centre. Governance of the city centre is complex.

Left Dobell Memorial Sculpture by Bert Flugelman, Bond Street

Why action is needed

The history, culture and creative expression of Aboriginal and Torres Strait Islander people should be evident in the city centre.

To support Sydney's ongoing prosperity, the city centre must be maintained as an iconic location and a destination for globally oriented businesses and visitors.

Plans for growth of the city centre must balance the needs of commercial activity, hotels and residential development and be flexible, adapting to changing activities and uses over time.

Public domain planning and infrastructure provision is needed to strengthen the resilience of the city centre.

More space on streets for people in the city centre is needed to accommodate the daily movements of a growing number of workers, visitors and residents.

Public places must be distinctive, engaging, inclusive and accessible so everyone can enjoy the city centre. Both large and small places for people to gather must be provided.

A vibrant city centre caters for a diverse range of uses, is clean and safe during the day and night, and provides space for public engagement and creative expression.

With multiple organisations responsible for the governance of the city centre, collaboration is essential to achieve a cohesive and legible public domain and to maintain a seamless experience for those who use our city.

Public domain planning and infrastructure provision is needed to strengthen the resilience of the city centre.

The City of Sydney's role

Ensure the history and culture of Australia's First Peoples is evident in the city centre.

Develop and implement policies, programs and planning controls that ensure the city centre maintains its critical role in the prosperity of Sydney and nationally.

Research, plan, design, develop and implement policy and planning controls to ensure the city centre is vibrant, safe, beautiful, interesting, engaging, active and functions well.

Provide leadership in planning and urban design to ensure the work of both the public and private sectors is coordinated and connected; resulting in the city centre maintaining the level of innovation, amenity, cohesion, legibility and vibrancy befitting a global city.

Review and revise policy as required to ensure the continued design, construction, maintenance and management of City of Sydney public art and cultural heritage in the city centre as part of a program that creates opportunities for local, national and international artists to contribute to shaping the city

Design, construct, maintain and manage City of Sydney owned assets and infrastructure in the city centre.

Manage the city centre streets and public spaces to ensure they are clean, safe, secure and accessible; and balance their public and private uses.

Develop and support a civic and cultural events calendar that adds to the vibrancy of the city centre.

In partnership with other levels of government, plan and deliver services and infrastructure to welcome people to Sydney, help them move through and around the city centre, to encourage creative expression and participation, and support economic growth.

Advocate to other levels of government for policy and regulatory reform that will enhance the development of the city centre.



5.1

The city centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George Street as a distinctive spine

Sydney in 2030

The city centre prioritises people. It has large and small scale civic gathering places, interesting streets, good amenity, places to rest and space for people to walk.

The city's public spaces deliver an increased amount of space for people and improve links between buildings.

Cleanliness, safety and high levels of amenity are a feature of the city centre.

Public transport and walkable streets connect people and places within the city centre and to other places in Sydney.

The city centre is easy for people who visit, work and live here to find their way around.

5.2

The city centre provides diversity of built form, uses and experiences

Sydney in 2030

The City's policies and planning controls maintain the city centre's role as the core of Sydney's cultural, retail, tourism and global business activity.

Diverse business activity – small and large scale, emerging and traditional, local and globally oriented – is accommodated in the city centre.

The city is vibrant, interesting, engaging, is culturally alive and has active streets both day and night.

The city centre is collaboratively planned, resulting in a cohesive experience for people who use our city.

5.3

Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre

Sydney in 2030

The city centre hosts Australia's premier retail, creative, dining and cultural destination.

Diverse business activity, particularly small and startup businesses, thrives in the city centre.

The city centre has a diverse night time economy.

Clusters of economic activity are developed and underpinned by a wide cross-section of businesses including startups and niche and established operators.

5.4

The city centre is a place for cultural activity, creative expression and participation

Sydney in 2030

The culture and creative expression of Aboriginal and Torres Strait Islander peoples is evident in our city centre.

Cultural diversity is celebrated in our city centre.

Public art in our city stimulates an international dialogue commensurate with our role as a global city and engages our residents, workers and visitors in learning the stories of who we are, our history and aspirations.

The urban environment is used as a platform for creativity, innovation, large and small scale civic and cultural events and cultural expression and participation.

Sydney's cultural institutions collectively contribute to the vibrancy and attractiveness of the city centre as a place to visit, live and work.

Public and civic buildings are protected and used to contribute to the cultural life of the city.

Supporting strategies

Public Spaces Public Life Sydney (2007)

Live Laneways – Laneways Revitalisation Strategy (2008)

Chinatown and City South Public Domain Plan (2015)

Harbour Village North Public Domain Plan (2012)

City North Public Domain Plan (2015)

George Street Concept Design (2013)

George Street 2020: A Public Domain Activation Strategy (2015)

City Centre Public Art Plan (2013)



CASE STUDY

Central Sydney Planning Strategy

Central Sydney plays a crucial role in positioning Sydney as Australia's most significant global city.

Central Sydney is at the core of the metropolitan area, and a key attractor for investment, talent and economic productivity in Australia. To maintain Sydney's global status, it is critical that Central Sydney strengthens its role as an economic conduit between Australia and the rest of the world; builds on its strong position as a centre for ideas and innovation; and reinforces its specialist role in advanced business services and tourism.

The Central Sydney Planning Strategy is the first major reform of Central Sydney planning controls in 45 years and will ensure that Central Sydney maintains its role as Australia's most productive location and export-orientated services centre. It balances the city's residential property boom with the need to preserve and grow commercial, retail and cultural space.

What makes metropolitan Sydney a 'global city', is intrinsically linked to our liveability, cultural experiences, business activity, human capital, accessibility and environment.

It is not about the numbers; our population size, growth rate or height of buildings. Therefore growth should not be at the expense of what continually rates us as one of the world's most highly ranked global cities.

To maintain this strong economic role, Central Sydney's planning controls must be able to sustainably accommodate expected growth and respond to the needs of business, workers, visitors and people that live here.

Central Sydney is the engine of the NSW and Australian economies.

The Central Sydney Planning Strategy is the culmination of a review of the existing planning controls for Central Sydney, and provides a planning strategy for strong future growth.

The strategy provides economic opportunities for investment in jobs, and supports public improvements that make Sydney an attractive place for business, residents, workers and visitors. It outlines how Central Sydney will grow, and includes principles, objectives and actions to promote Central Sydney's role as the state and nation's economic, cultural and social engine.

Left Sydney city centre



Vision and aims

Green

- Promoting sustainable buildings with great design and architecture
- Creating opportunities for beautiful parks and places
- Enabling the protection and adaption of our heritage

Global

- Ensuring a resilient and diverse economy
- Promoting efficient and effective transportation
- Making efficient use of land

Connected

- Supporting great streets
- Resulting in a city for people
- Ensuring strong community and service infrastructure is provided as growth occurs.

The existing planning controls for Central Sydney have been successful. They have incentivised uses, protected critical public spaces from overshadowing and delivered best practice design and conservation outcomes. These clear controls have provided certainty for proponents and delivered quality development.

Changing economics and the success of current policy require rebalancing. Without this Central Sydney could be constrained by residential strata impacting its future economic and international competitiveness.

The planning strategy for Central Sydney must be rebalanced to retain, and over the long term grow, sufficient commercial space to maintain Sydney's global city functions. The challenge is to achieve this policy change and deliver employment space required, without losing the opportunity for further residential development and other activities that support a lively city.

The 10 key moves

- 1 **Prioritise employment growth** and increase employment capacity by implementing genuine mixed use controls and lifting height limits along the western edge.
- 2 **Ensure development** responds to context by providing minimum setbacks for outlook, daylight and wind.
- 3 **Consolidate** and simplify planning controls by integrating disconnected precincts back into the city, unifying planning functions and streamlining administrative processes.
- 4 **Provide** for employment growth in new tower clusters.
- 5 **Ensure** infrastructure keeps pace with growth to sustain a resilient city with a strong community, economy and high standard of living.
- 6 **Move** towards a more sustainable city with planning controls that require best practice energy and water standards and for growth sites to drive zero-net energy outcomes.
- 7 **Protect**, enhance and expand Central Sydney's heritage and public places.
- 8 **Move people** more easily by prioritising streets for walking and cycling and expanding the pedestrian and open space network.
- 9 **Reaffirm commitment** to design excellence by continuing to work in partnership with community and industry to deliver collaborative iterative and tailored solutions.
- 10 **Monitor** outcomes and respond to issues that arise to ensure the strategy's ongoing success.

Left Cafe on George Street, city centre

Resilient and inclusive local communities

Creating a socially sustainable and resilient community

Social sustainability is a core aspect of a resilient city – one in which communities naturally pull together in times of stress or crisis, rather than tear apart.

In a fast-growing global city such as Sydney, social cohesion needs nurturing, and emerging social fractures need to be recognised and collaboratively confronted.

As a city government, our job is to strengthen our communities through deliberate strategies and approaches that seek to enhance individual and collective wellbeing.

At a basic level, our community's wellbeing depends on our ability to meet needs for housing, fresh food, access to health and other social services, education and employment opportunities, and a healthy environment.

Right Tai chi in Tote Park, Green Square



This wellbeing is enhanced by the ability to live a meaningful and fulfilling life – one that offers opportunities for lifelong learning, creative and cultural expression and celebration.

When people experience the daily pressures of more crowded footpaths and trains, rising rents and house prices, the rising cost of grocery and electricity bills, and have trouble securing a job or enough paid hours, social cohesion can come under strain.

The City has long recognised the role of local villages in supporting people's lives and aspirations. We ensure local services, facilities and amenities support a high quality of life for all people, irrespective of income.

There is much work to do to continue to respond to issues such as poverty and disadvantage, food insecurity, vulnerability to climate change impacts, social isolation, and people's sense of safety and belonging.

We also need to sustain adequate levels of services and social infrastructure during a time of rapid population growth and increasing demand. This includes our libraries, community centres, recreation facilities, parks and playgrounds.

We need more sophisticated approaches to providing adaptable social infrastructure and maximising uses for our existing social infrastructure so everyone can benefit. We also need to get better at understanding and responding to community needs and aspirations.

Social issues are complex and benefit from collective and coordinated responses from government agencies, businesses and non-government organisations and our communities.

Building thriving local communities and economies can generate immediate improvements to local neighbourhoods and make a real difference to people's lives.

Encouraging interactions between neighbours is a way to support people's perceptions of safety and sense of belonging. Publicly welcoming new immigrants, including refugees and asylum seekers, into our community and encouraging them to contribute to building that community is vital. Supporting local businesses in their commitment to being good corporate citizens is also important.

Resilient communities are at the heart of successful societies and economies. By embedding the principles of social justice and inclusion in all of the City's work, we will support Sydney's success as a global city and the wellbeing of everyone who calls Sydney home.



Right Prince Alfred Park Pool, Surry Hills

Building communities through enhancing the capacity of our people and the quality of their lives.



City context

Our city is made up of diverse communities, with diverse interests, needs, aspirations and lifestyles.

The villages that make up our city have different characters and their communities have different needs.

There is growing inequality between the least and most well-off in our city fuelled by the appeal of inner city living and the rising cost of housing.

Rapid population growth and change is driving increasing density changes to local neighbourhoods and communities.

New and renewed social infrastructure and services are being delivered across local neighbourhoods to support the growing population.

Villages with thriving main streets and employment hubs play an important economic and social role in the inner city.

Why action is needed

There is a richness and vitality that comes from supporting the development of diverse and inclusive communities.

Strengthening our growing community wellbeing and resilience is vital to Sydney's progress and global competitiveness.

Inclusive economic growth across local neighbourhoods is essential to address rising inequality and provide equitable access to opportunities.

Equity of access to opportunities allows for everyone to share in the community's wealth and to break cycles of disadvantage, increasing safety and reducing conflict.

A growing number and diversity of local jobs and businesses are needed to sustain the development of local communities.

Clusters of specialised activity across the city are integral to the economic prosperity of Sydney.

People who live in medium and high density neighbourhoods require better access to public places and spaces to maintain liveability and quality of life.

Improving everyone's capacity to withstand major shocks and continual stresses in their lives results in a more resilient community.

Communities committed to social justice and inclusion, and where people work together toward these goals, have greater levels of individual wellbeing and are more likely to thrive.

The City of Sydney's role

Plan for, deliver, maintain and manage community facilities, including open space and recreation facilities, sports fields, swimming pools, libraries, childcare centres, community centres, and creative and cultural facilities.

Work with the community to deliver inclusive economic, social, cultural and environmental infrastructure, programs, events and services.

Encourage collaboration between community organisations, business, government agencies and the community and harness resources to achieve shared outcomes.

Ensure the community has the information it needs about the City's programs and services in accessible formats and multiple languages where required.

Ensure the principles of social justice and equity guide the development and management of our city.

Advocate to other levels of government and the private sector to encourage their investment in essential social infrastructure, services, businesses and local jobs to meet the needs of our community.

Left Green Square library and plaza (artist's impression)
Courtesy of Stewart Hollenstein with Colin Stewart Architects



6.1

Our city comprises many unique places – a ‘city of villages’ – for communities to live, meet, shop, study, create, play, discover, learn and work

Sydney in 2030

Local neighbourhoods provide many opportunities, activities and experiences that sustain quality of life and wellbeing.

They are places where people can work, shop and conduct business close to where they live. They are also places where people come together, socialise and take part in community civic, and cultural life.

The distinct character of our neighbourhoods is enhanced as they are renewed and developed over time. They are places where people enjoy a sense of belonging.

Local histories and stories are reflected in the physical fabric, providing changing communities with insights and connections to the past and future.

Communities work together and harness shared resources to address local issues.

All levels of government, not-for-profit and private sector partners are responsible for developing, managing and governing our city. They are guided by principles of social justice and equity.

6.2

Our city is a place where people are welcomed, included and connected.

Sydney in 2030

All people feel welcome and accepted in the city and feel a sense of belonging.

The individuals and communities who make up the wider Sydney community are connected through face-to-face and online social networks which sustain individual and collective wellbeing and resilience.

People feel connected and supported in their daily lives and know people they can turn to for help if they need to.

New residents are welcomed and find it easy to meet and get to know people in their neighbourhoods.

People know their neighbours and generally feel safe, secure and trusting of wider society.

Government and non-government organisations alike aspire to Sydney being a socially just and equitable city for all, and take action to achieve this goal.

6.3

Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential

Sydney in 2030

Businesses in the city are guided by an inclusive economic growth agenda, investing in social outcomes in their organisations and the community in which they operate.

The growth of local economies is harnessed to deliver positive social and economic outcomes for people across the socio-economic spectrum.

Local economies provide a range of job opportunities for people of diverse skills, experiences and attributes.

Local economies are distinctive and thriving.

People on a range of incomes have opportunities to live close to where they work.



6.4

There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life

Sydney in 2030

The city’s communities of residents, workers and visitors are well served by high quality facilities and services that meet their needs and aspirations.

Social infrastructure, including libraries, childcare centres, community and recreational facilities, support wellbeing and personal development; enabling people to realise their potential and break cycles of disadvantage.

Access to digital equipment and skills is available for everyone.

Residents and visitors can enjoy quality places and spaces where they can take part in cultural life and build connections with people from a range of backgrounds.

There are opportunities for people to rest and enjoy the benefits of a beautiful natural environment.

Social infrastructure, including digital infrastructure, is responsive to the needs of a changing community.

Public assets are developed with a long-term view to balancing private profit and public benefit.

6.5

The community has the capacity, confidence and resilience to adapt to changing circumstances

Sydney in 2030

Communities naturally pull together and support each other in times of change and of stress and crisis.

People know where to get help and are confident to seek and receive help from family, friends and neighbours when they need it.

People feel comfortable with the pace of change to the city and community, including change brought about through advances in technology – and understand the associated challenges and benefits.

Communities have the tools, confidence and personal attributes they need to get through times of change, stress or crisis – and continue to enjoy life and thrive.

Supporting strategies

Social Sustainability Policy (2016)

Inclusion (Disability) Action Plan 2017-21 (2017)

Childcare Needs Analysis (2013)

Markets Implementation Plan (2014)

Above Gunyama Park Aquatic and Recreation Centre (*artist’s impression*)
Left Café, Annandale

Transforming the village centres

Recognising the contribution, opportunity, diversity, and distinctive character of local areas.

Although Sydney is recognised for its global connections and competitiveness, we know that a vital aspect of our city is that it is comprised of unique local villages and neighbourhoods, each known for their distinctive characteristics.

When we originally consulted with the community to create Sustainable Sydney 2030, our unique local areas and villages were a central focus. As one of Sustainable Sydney 2030's original five 'Big Moves', we made a commitment to focussing on areas outside of the central business district as centres for local community and economic life.

Ten village areas were identified to provide a focus for doing business, accessing healthcare, transport, shopping, meeting people, and having cultural and learning experiences. We made a commitment to ensuring that the local areas would develop as individual places for people to meet, be part of their community, to shop, work, learn and be creative.

We also sought to put in place the future sustainability of these areas through ensuring that essential local services would be in walking distance, and advocating for convenient public transport to the city centre or other villages.

What we've done

The villages have been a major focus for the strategies and policies that together deliver the aspirations of Sustainable Sydney 2030. To ensure that Sydney develops as a globally competitive and innovative city we have sought to ensure that our local areas, and the economies of our local areas, remain at the forefront of our vision.

The City's Economic Development Strategy (2013) recognises that our local village areas play a fundamental role in our city, collectively generating a quarter of the city's output or at that time, \$25 billion per annum. Areas outside of the city centre are recognised as employment centres in their own right, as they account for almost 35 percent of jobs. Importantly, each Village has a distinctive economy and its own specialisation. The Economic Development Strategy recognises the importance of the local areas not only in contributing to economic output, but also to the culture, community and liveability of the city, and enhancing the wellbeing of residents and workers.

Planning strategies such as the City South Employment Lands Strategy (2014) and the Central Sydney Planning Strategy (2016) take a place-specific perspective. The Public Domain Strategies have been developed on a place- by- place basis to take into account unique considerations of local areas.

Of particular importance has been our approach to working in partnership to transform Green Square, which is the largest urban redevelopment project in the southern hemisphere.

Major projects

The City has a strong track record in successfully delivering projects that enhance and provide for local areas.

Our capital works program over the last decade has delivered numerous projects that have provided important new facilities, parks and other public places to benefit residents and visitors in every village.

Highlights from the capital works program include:

Public domain improvements, including streetscape works and upgrades to Oxford Street, Redfern Street, Crown and Baptist Streets, Harris Street, Glebe Point Road and significant public domain improvement works in areas such as Chinatown.

Community facilities and sports centres, including substantial investment into facilities such as the Ian Thorpe Aquatic Centre, the Prince Alfred Park Pool, the Eternity Playhouse, the Juanita Nielsen Centre, the Cook & Phillip Pool, Green Square Aquatic Centre and Gunyama Park.

Parks and outdoor green space upgrades and new developments, such as Redfern Park & Oval works, Sydney Park, Prince Alfred Park, Harold Park, Rushcutters Bay Park, and Harmony Park in Surry Hills. We've also undertaken a significant Street Trees Planting Program across our local government area to increase our urban canopy

Childcare and after school care facilities, including development of important local facilities such as 277 Bourke Street, Huntley Rd in Alexandria and The Crescent in Chapman Road, Annandale.

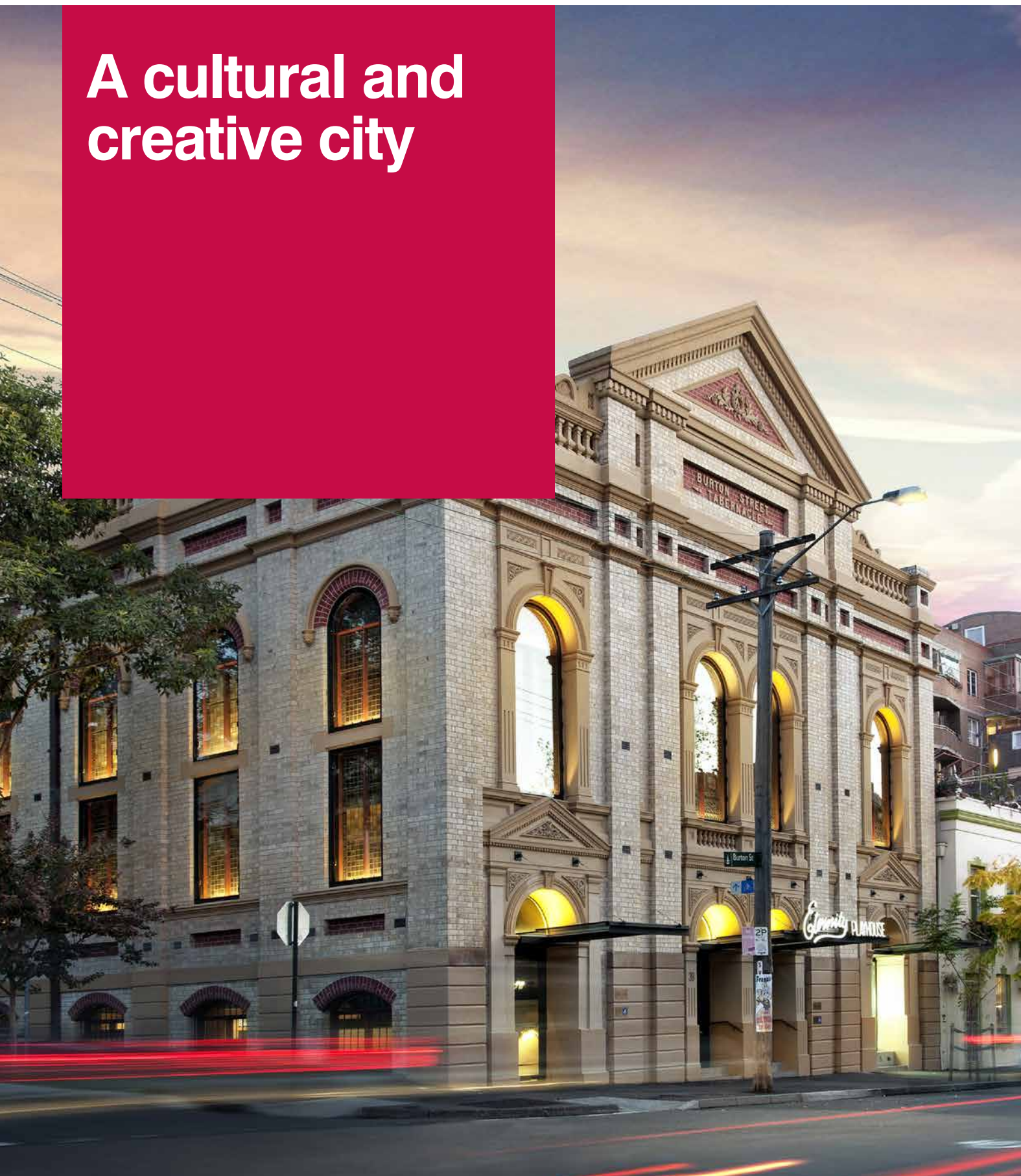
Library facilities, with substantial investment to ensure our local areas are provided with world-leading library services such as development of Surry Hills Library & Community Centre, Green Square Community Library and Plaza and the refurbishment of Haymarket Library.

Improving accessibility through cycleway network improvements, with important cycleways such as Bourke Street, Castlereagh Street, Liverpool Street, and Kent Street being completed.

Public art has been developed across our local area, within laneways, in main streets, parks and new development areas such as Green Square.

Left Harris Street, Pyrmont

A cultural and creative city



Planning for a creative city

Sydney's cultural life emerges directly from our residents, workers and visitors – from our First Nations peoples to those who have more recently arrived in our city.

Sydney's cultural life is of national importance. NSW hosts the nation's largest number of artists, musicians, architects, designers and cultural professionals, as well as the biggest audiences and highest levels of participation.

Creative enterprises are often small and we must make room for these initiatives. We need to ensure the people who drive them can continue to live in Sydney and lead the kind of lives that inspire creativity.

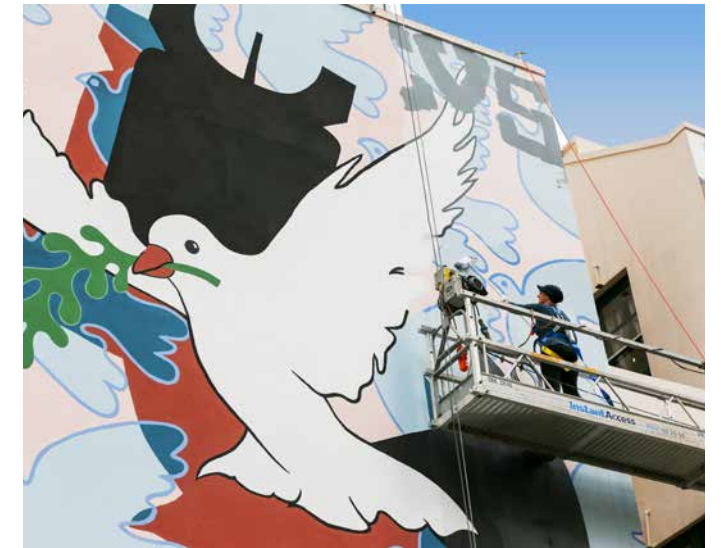
This means providing suitable space for creative enterprises and affordable housing for cultural workers. It also means working across many policy areas, including planning, building, liquor licensing, transport and housing.

Our research highlighted the impact of building and planning policy on the cultural sector. Outdated planning and building controls usually separate commercial, residential and industrial zones.

Updating the regulatory framework will allow modern cultural initiatives, which use hybrid business models and rely on the cross pollination of ideas, to thrive.

We also work to influence areas outside of the City's control such as liquor licensing and the intersection (and conflict) of regulations under the Liquor Act and the Protection of Environment and Operations Act.

We need to plan for the city we want to become, make culture more visible, develop our next generation of creative talent, and ensure everyone with an interest in our city's cultural life can have their say.



An important part of successful cultural districts around the world lies in whether the thought has been given to the animation of public spaces for outdoor performances, smaller scale galleries, live music in cafes and bars, craft studios and maker spaces, informal gathering spaces, educational facilities and how all this links to the surrounding urban fabric. The small stuff that feels like background is as important in a compelling destination as are the more established cultural institutions that create the foreground.

Culture Forward – A Plan for Culture for Brooklyn
(AEC Consulting, Downtown Brooklyn Arts Alliance and Downtown Brooklyn)

Left Eternity Playhouse Theatre, Darlinghurst

Right Peace, Justice and Unity by Rodney Monk, Pitt Street, Sydney

The City is committed to supporting Sydney's cultural life. We recognise the intrinsic and instrumental value of creativity as a cultural, economic and social force.



City context

Sydney's cultural life comes from our collective values, traditions, and visions for the future. This is evidenced by our art, music, film and literature, and in the ways we live together. Culture is at the core of our city – in our galleries and museums, our homes, public spaces and the places we meet and work.

Through collaboration our city becomes greater than the sum of its parts. Faced with the challenges and opportunities of our changing world, it is important that we draw on our diverse skills and perspectives to make Sydney what we want it to be.

The City defines 'culture' as the product of civic participation by the city's residents, workers and visitors, and the reflection and expression of its social character, customs, traditions and heritage.

This heritage extends long before the formation of Sydney itself. Our city is situated on the land of the Gadigal of the Eora Nation. This area is of prime importance to Aboriginal and Torres Strait Islander communities as the first place that long-standing ways of life were disrupted by invasion. It remains central to their cultures, traditions, histories and aspirations.

The production of culture takes many forms, including visual and performing arts, music, museums and galleries libraries, craft, design, food, publishing, film, literature, digital and new media, radio, television and interactive technology. It includes the representation and animation of our history, language and heritage.

We also include creativity in the public realm, such as public art and the design of the built environment, as well as private and business activity. We recognise culture can be produced at an institutional as well as an individual level.

Why action is needed

Sydney faces the challenges posed by a changing economy, a rapidly growing population, and shifting environmental and social conditions.

Failure to confront these challenges has the capacity to produce widespread inequality, disrupt our economy, and leave a negative legacy for future generations.

It is important that everyone in Sydney and New South Wales is able to engage with, and contribute to, our cultural life. All of us have the right to access and contribute to the creation of the kind of city we will enjoy visiting, working and living in.

The political, economic, social and cultural rights of the Aboriginal and Torres Strait Islander communities must be embedded in the city's economic, social, environmental and cultural change.

Initiative, experimentation and enterprise are the bedrock of creativity. By encouraging them, we not only support economic development but enhance a sense of civic participation and cohesion. This ensures a greater number of people feel a stewardship of place, common heritage and are engaged in the cultural life of the city.

Harnessing our combined energy will produce a strong, cohesive sense of who we are, and what we want Sydney to be. This common culture will help us meet the challenges of the future, and ensure our city remains not only economically viable, but also an inclusive and interesting place to live, work and visit.

Urban design and regulation, increased opportunities for creativity, a balance between residential amenity and a vibrant evening economy, a range of public spaces, support for innovation and experimentation, and the reduction of barriers, such as housing costs, as well as arts funding and infrastructure will ensure diverse and active participation in Sydney's cultural life.

The City of Sydney's role

Support Sydney's cultural life, cultural diversity and creative communities.

Foster and promote individual and collaborative expression.

Develop and implement policies, programs, planning controls and regulations that promote cultural use, filming, performance, events, public art and creativity in the city.

Ensure our public spaces support a diverse range of cultural activities.

Facilitate lifelong learning and capacity building through our early education and care facilities, libraries network, community centres, public talks and events and through collaborative and partnership arrangements with other organisations.

Record, share and promote the history of our city.

Plan for public art, cultural infrastructure and precincts as part of urban planning processes.

Develop, maintain and manage City-owned cultural assets and infrastructure to meet the needs of the community.

Undertake and share research and information with the broader community, to help improve understanding of the City's cultural life, and the challenges faced by the creative industries, arts and related sectors.

Collaborate with and advocate to other levels of government for their investment in the cultural life of Sydney.

Left Village Voices by Astra Howard, Crown Street, Surry Hills



7.1

Creativity is a consistent and visible feature of the public domain and there are distinctive cultural precincts in the city and its villages

Sydney in 2030

Creativity is more frequent and visible through a critical mass of activity; both small and large scale, temporary and permanent.

Cultural precinct development has amplified the unique characteristics and histories of the city centre and each village.

Public art is a feature of public and private spaces across the city.

Outdoor event infrastructure allows for creative activity year round in the public domain.

Streamlined approval processes enable increased creative activity led by the city's residents, visitors and businesses.

Above Glebe
Right Creative hoardings, city centre

7.2

The City supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable

Sydney in 2030

Opportunities for individual creative expression are visible, valued and accessible, with ample opportunities to participate, develop skills and actively produce culture.

Fewer barriers exist to engage with the creative life of our city, with greater access for all.

7.3

Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation

Sydney in 2030

The City facilitates creative exchange on a local, national and international level.

Opportunities for local artists, creative workers and cultural organisations are supported and extended, leading to productivity gains, innovation and more sustainable careers across the cultural sector.

7.4

The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city

Sydney in 2030

Increased opportunities exist to access and engage with Aboriginal and Torres Strait Islander cultures.

These opportunities are driven by a strong presence of Aboriginal and Torres Strait Islander artists, creative workers, cultural practitioners and community and cultural organisations, living and working within the City of Sydney local government area.

The cultural experience of our city is shaped by the shared understanding that we are on Gadigal land. This city is an important site of ongoing cross-cultural exchange between Aboriginal and Torres Strait Islander cultures, clans and language groups.

Supporting strategies

Creative City Cultural Policy 2014–2024 (2014)
Creative City Action Plan 2014–2024 (2014)
Live Music Live Performance Action Plan (2014)

Public Art Policy (2011)

City Art Public Art Strategy (2011)

City Centre Public Art Plan (2013)

City Centre Public Art Implementation Plan (2013)

Green Square Public Art Strategy (2013)

Green Square Public Art Implementation Plan (2013)

Eora Journey Recognition in the Public Domain
Public Art Plan (2011)

Eora Journey Recognition in the Public Domain
Public Art Implementation Plan (2012)

The Cultural Ribbon Strategy–Sydney Harbour's
Nature and Culture Walk (2016)

CASE STUDY

Eora Journey

The City of Sydney, on the traditional lands of the Gadigal of the Eora Nation, is deeply committed to working with our Aboriginal and Torres Strait Islander communities in celebrating the living culture of our First Nations people.



Our flagship program that celebrates and strengthens the resilience of Aboriginal and Torres Strait Islander communities in Sydney is the Eora Journey. Eora means 'people' in Gadigal language, so the Eora Journey is 'the people's journey'.

The concept behind the Eora Journey was initially borne out of consultation with our communities when we first developed our Sustainable Sydney 2030 strategy. Our communities, both Indigenous and non-Indigenous, wanted more recognition that this place we now call Sydney is, was, and always will be, an Aboriginal place. Through this engagement, our residents and visitors sought better recognition of historic and living Aboriginal and Torres Strait Islander culture throughout our city.

The Eora Journey was first envisaged as literally being a journey, being an interpretative walk from Redfern to the Harbour taking in culturally significant sites and new public art. Over time it's a program that has developed into one that is now aimed at broad sustainability for Sydney's Aboriginal and Torres Strait Islander communities, ranging from recognition through artwork and events, to ensuring economic, social and cultural sustainability.

It consists of four main interlinked projects being undertaken by the City of Sydney.

- Recognition in the public domain – we are working with Aboriginal and Torres Strait Islander artists to create 7 major public art projects.
- Significant events – we support and deliver signature Aboriginal and Torres Strait Islander events to celebrate culture and heritage.
- An Aboriginal knowledge and cultural centre – we will investigate and advocate for a centre to promote cultural understanding among Sydneysiders and visitors.
- An economic development plan – we have developed our first economic action plan to focus on Aboriginal and Torres Strait Islander communities. The plan outlines how we can work with communities and businesses over the next 10 years to achieve prosperity.

The Eora Journey is well underway, with all projects being developed in partnership with Aboriginal and Torres Strait Islander businesses, organisations, experts and artists. Major public artworks have been developed and successful events have been delivered year after year – all enabled

by the City working alongside Aboriginal and Torres Strait Islander communities.

We've been guided throughout by our Aboriginal and Torres Strait Islander Advisory Panel, who provide expert advice on matters of importance to Aboriginal and Torres Strait Islander communities. The Panel which has been in place since 2008, is made up of community representatives and industry professionals who live, work or study in the local area.

We are also guided by the City's inaugural innovate Reconciliation Action Plan, which was adopted by Council in 2015.

The plan builds on our long-standing partnerships and commitments to Aboriginal and Torres Strait Islander communities (for instance, our Principles of Cooperation with the Metropolitan Local Aboriginal Land Council) and guides the City in enacting new approaches to building relationships, showing respect and improving opportunities for Aboriginal and Torres Strait Islander peoples.

Our initial focus in delivering the Eora Journey was on preserving and showcasing Indigenous culture, with our history teams working alongside Aboriginal historians to undertake research into sites of Aboriginal significance throughout Sydney, publishing the booklet and web resource Barani Barrabagu in 2011.

Our NAIDOC in the City event is held in July each year in Hyde Park to celebrate historic and living culture and promote the recognition of NAIDOC week in a way that makes it inclusive and accessible to the wider community. We also support Yabun every January in Victoria Park, which is the largest one day gathering and recognition of Aboriginal and Torres Strait Islander cultures in Australia.

The Eora Journey's Recognition in the Public Domain public art program was launched with the first phase of the Redfern Terrace project – a mural Welcome to Redfern by Reko Rennie and young Aboriginal artists in 2013. This was followed by Nicole Foreshow's *Born into darkness before dawn*, projected onto the side of the Australian Museum. In 2015, the City unveiled *YININMADYEMI Thou didst let fall* by Aboriginal artist Tony Albert. The work, located in

Hyde Park, honours Aboriginal and Torres Strait Islander men and women who served their country.

The next focus for the public art program, the Monument for the Eora will recognise the Gadigal people's deep connection to country, including the harbour. Continuing the traditions of millennia the project will aim to provide a gathering place for diverse Aboriginal and Torres Strait Islander communities.

The second phase of the Redfern Terrace project aims to re-activate the remaining end terrace at the corner of Caroline and Hugo Streets, Redfern; creating a living museum, displaying the stories and historical material of Aboriginal people living in Redfern.

In future, as well as delivering public art and significant events, we will also investigate and advocate for a local cultural centre to act as a place of learning, employment, cultural celebration and understanding.

Although our initial focus through the Eora Journey was on celebrating and showcasing culture, we also recognise that without Aboriginal and Torres Strait Islander economic and social resilience then celebrating culture will not be sustainable for communities in the long term. Put simply, if Aboriginal and Torres Strait Islander people aren't able to access economic opportunities in Sydney, then events and public art could begin to celebrate a culture that is no longer present here.

In 2016, the City adopted the Eora Journey Economic Development Plan, our first economic development plan to specifically focus on Aboriginal and Torres Strait Islander communities. The plan was developed with significant community input and guided by Aboriginal and Torres Strait Islander experts. It provides a framework for us to work with community organisations, the private sector, business owners and other levels of government to increase the economic prosperity of Sydney's Aboriginal and Torres Strait Islander communities.

The priorities in the plan are designed to respond to the challenges that we heard throughout our consultation process. They concentrate on supporting business owners and entrepreneurs, enhancing employment opportunities, and supporting tertiary education success. Across these main themes are a number of key economic sectors – finance, tourism, retail and creative.

Throughout the projects within the Eora Journey, our approach has been to work alongside Aboriginal and Torres Strait Islander communities in true partnership. We strive to avoid any sort of paternalism or deficit thinking, and instead recognise that our role in regards collaboration, enabling and assisting should build on the many strengths of Aboriginal and Torres Strait Islander communities in our local area. Through the life of the Eora Journey, we have increased our procurement engagement with Indigenous businesses many times over. This has been enabled by our partnership with Supply Nation, of which the City was an inaugural member when founded in 2009.

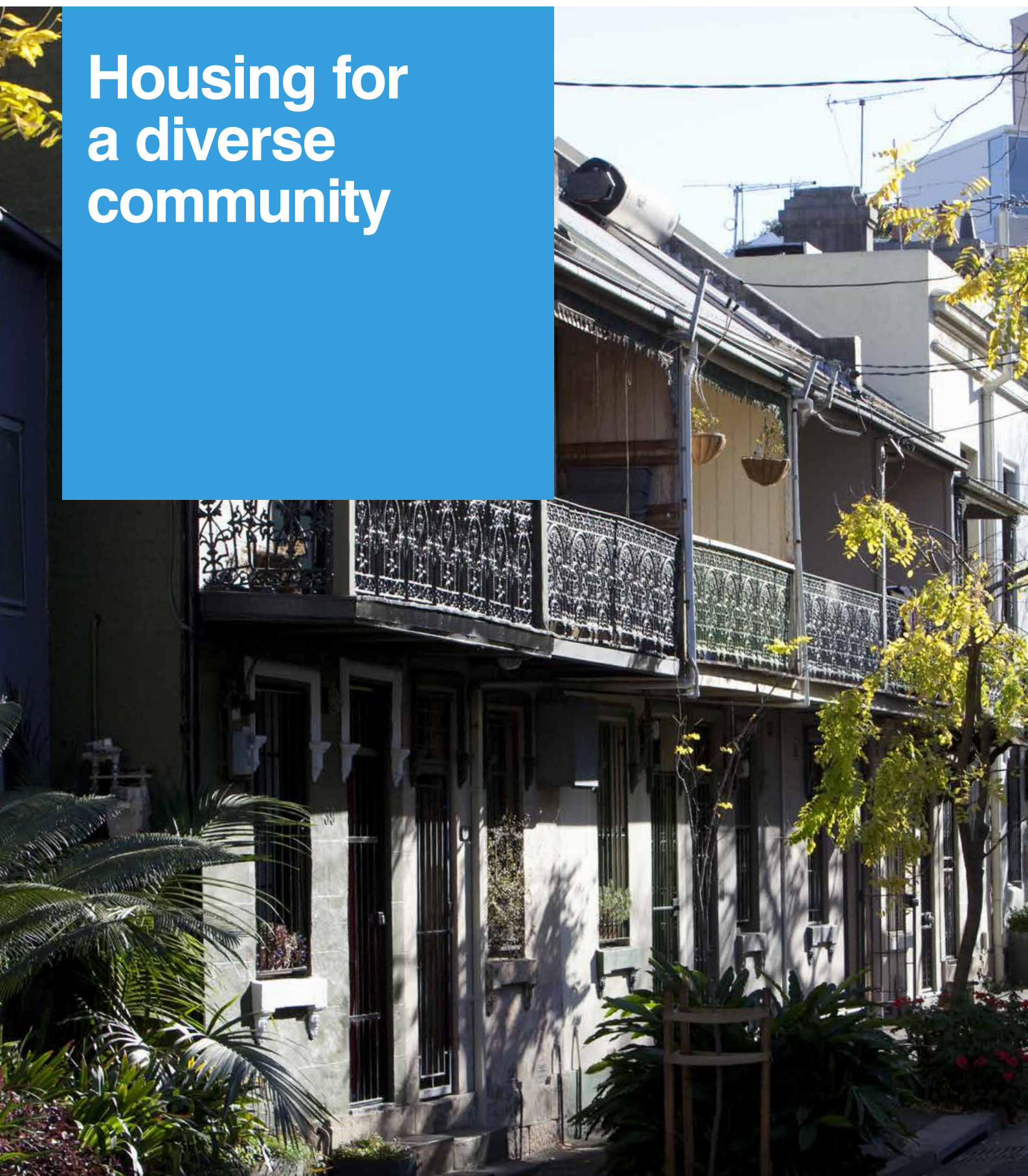
We also take great efforts to acknowledge the ongoing activity of a whole range of organisations, both Indigenous and non-Indigenous who are delivering great things focussed on Aboriginal and Torres Strait Islander communities in our local area – we aren't seeking to replicate any existing activity, but instead we will add value wherever we are able to using our resources, knowledge and connections

The Eora Journey is the people's journey, not only for Aboriginal and Torres Strait Islander communities but for all of Sydney's communities. Through it we will ensure that Sydney's Indigenous past, present and future is known by all as an essential element of what makes our city unique.

The Eora Journey is the people's journey, not only for Aboriginal and Torres Strait Islander communities but for all of Sydney's communities.

Previous page Nicole Foreshow's *Born into darkness before dawn*, Australian Museum

Housing for a diverse community



Access to housing

Access to housing is a fundamental human right. Safe, secure and affordable shelter is essential to live a dignified and private life. It is especially important that children have decent, secure accommodation as they are unlikely to realise their full potential without it.

Not all of us will own our own homes – whether by choice or circumstance. In the city today, more than half of residents rent the space they live in. For this group, access to suitable, affordable accommodation with options for secure long-term tenure is vital.

There are also growing numbers of people sleeping rough in the inner city. This number fluctuates from year to year, but it is always too high. In summer 2012 there were 310 people sleeping rough. In February 2017, 433 people were sleeping rough.

Housing affordability is the number one issue affecting Sydney's social and economic progress.

Rents in the City of Sydney local area rose by 70 per cent in the decade to 2015, while the purchase price of dwellings grew by 65 per cent. Average earnings grew by 48 per cent over this time.

In the inner city, sale prices for dwellings are growing nine times faster than average earnings.

**Many workers who keep
our city functioning can no
longer able to afford to live
near their place of work.**

Long commutes add to social pressures and erode people's time with families and in their communities. Those on average incomes who work outside normal business hours do not have access to a 24-hour public transport system. This includes workers in the hospitality sector, office cleaners, nurses and others in the health sector.

A diverse supply of housing will support social and economic diversity. We need to plan for housing at a range of price points so people on a range of incomes can live and work in the city. This includes subsidised non-market social and affordable housing and supported housing for those who are homeless or at risk of homelessness.

But increasing housing supply is only part of the solution to improve housing affordability.

Investor-driven demand has made the inner Sydney housing market inaccessible to all but the highest income earners.

This market failure drives the need for increased supply of non-market social and affordable housing to enable low to moderate income earners to live in the city, including essential key workers.

As well as addressing housing affordability, the City needs to promote good housing design and provide for well-planned locations that can enhance the quality of people's lives.

Well-designed housing can promote a sense of place and belonging. Shared spaces and residential facilities help to build community connections and support wellbeing in higher density inner city neighbourhoods.

Housing that is designed for adaptability and flexibility will help meet the needs of people of different age groups and those who live with disability.

Diversity in the size of dwellings ensures that households of different sizes can be accommodated; including families with children, younger people, people who choose to live alone and those who share group households.

Housing located close to public transport networks, education, jobs, services and facilities enables residents to participate in Sydney's rich social, economic and cultural life.

We need a focused effort from all levels of government and the private sector to solve our housing crisis.

By working together we can work towards a city where people of all income levels, household types, ages and abilities can live through all stages of their lives.

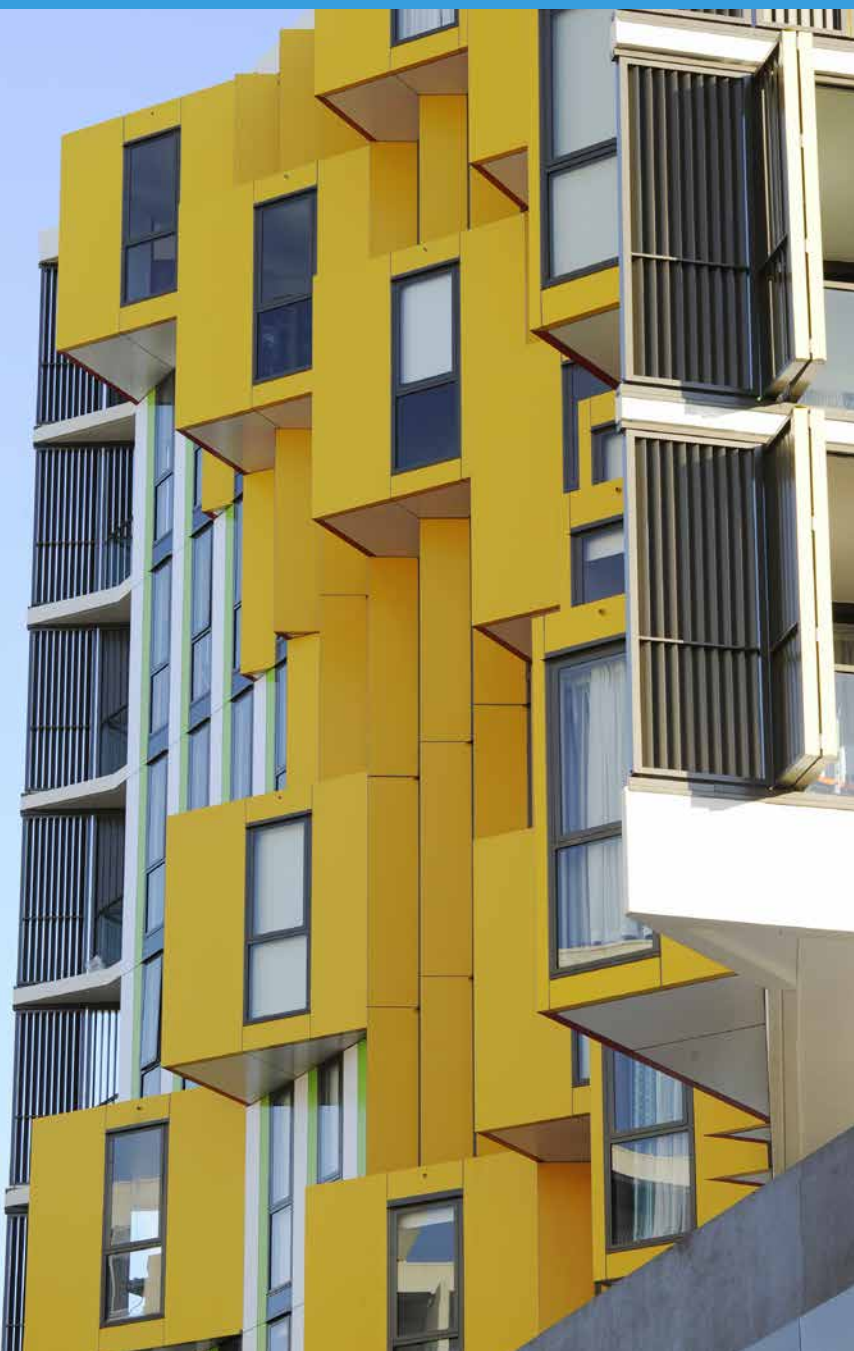
We want to bequeath a thriving, diverse and liveable city to the next generation of Sydneysiders.



Left Paddington Terraces

Above Contemporary apartments, Waterloo

An increased supply of diverse and affordable housing for our rapidly growing community.



City context

Access to adequate housing is a fundamental human right and a diverse range of housing in the city is necessary to cater for everybody.

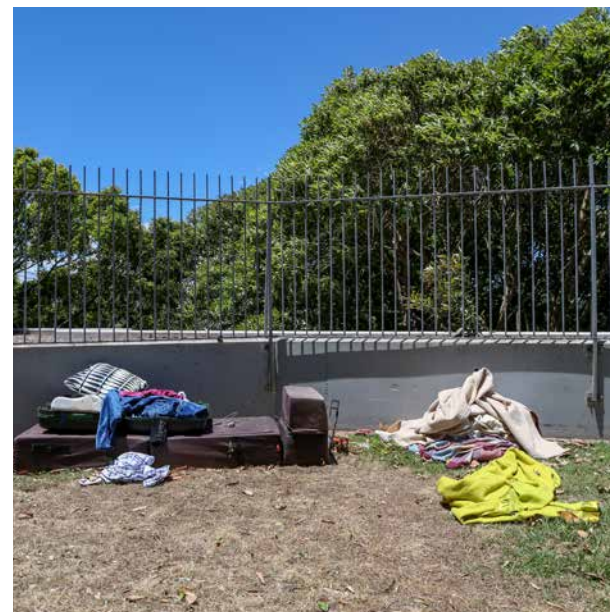
Housing underpins the economic and social progress of our city.

The population across metropolitan Sydney, particularly the inner city, is forecast to continue to grow.

The state and federal governments share primary responsibility for housing policy, including the provision of social and affordable rental housing for lower income households.

The City of Sydney can support state and federal government initiatives to expand affordable housing opportunities. It can deliver innovative approaches to increase affordable housing supply in the local area through working with the community housing sector and other government and non-government partners.

Homelessness is an ongoing challenge and the most vulnerable members of the community are at risk.



Access to adequate housing is a fundamental human right and a diverse range of housing in the city is necessary to cater for everybody.

Why action is needed

Cities that thrive are those that accommodate and support diverse communities.

Growth in the supply of all types of housing for a range of income levels, household types and lifestyle choices is needed to meet the demands of the increasing population.

Universal design of housing allows all people to live in the city.

Housing that is close to jobs and most daily services results in a more sustainable city.

Housing affordability is a major problem for many residents and for people who need or aspire to live in the city, with 84 percent of lower income households experiencing housing stress in 2015.

Despite record levels of housing supply being delivered in the city, housing affordability has declined.

Affordable housing in close proximity to jobs is needed for low to middle income households, including workers in 'essential' activities such as teaching, nursing, police and emergency services, and hospitality sector workers, as well as the creative sector workers that contribute to our city's vitality.

A significant supply of social housing in the inner city must be provided for people who are disadvantaged. Availability of secure, affordable housing options enables people to access services and job opportunities.

Providing access to safe, affordable and secure housing and services for those at risk of or experiencing homelessness is critical to ensuring that Sydney's economic growth is inclusive and delivers opportunities for all.

A coordinated housing policy is needed across all levels of government – one that recognises the need – not only for increased supply – but also for diversity in the supply of housing types and tenures for different household types and income levels.

The City of Sydney's role

Advocate to other levels of government, the not-for-profit and business sectors to for increased investment in affordable rental and social housing.

Advocate for the delivery of diversity of housing type and tenures, suitable for a range of income groups, in state government controlled urban renewal areas.

Research, analyse, develop and implement policies and planning controls for the delivery of an appropriate supply of high-amenity housing of diverse types and tenures.

Develop and implement policies, programs and planning controls and guidelines that promote the supply of housing, including affordable and social housing.

Support the planning of urban renewal schemes which provide affordable and social housing renewal and diverse new communities.

Secure resources to innovate, trial and implement a range of measures to directly increase the supply of affordable housing in the local area, and where barriers to supply exist, advocate for policy or regulatory reform.

Promote opportunities for a broader range of housing providers to finance, develop and manage affordable housing within the local area.

Work with government and non-government partners to prevent and reduce homelessness and to address the needs of people who are homeless or at risk of homelessness.

Facilitate the delivery of innovative housing solutions to reduce inner city homelessness.

Increase community understanding, participation and support for initiatives that reduce homelessness.

Far left Contemporary apartments, Waterloo
Left Belongings of a person sleeping rough



8.1

The supply of market housing in the city meets the needs of a diverse and growing population

Sydney in 2030

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

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

The market is encouraged to cater for a range of household types, age, lifestyle choices and income groups.

Long term rental tenancies and diverse ownership opportunities are available.

The supply of accessible and well-designed housing enables people who are ageing or who have a disability to live in the city, close to services and within their community.

The City – with its partners – addresses identified market failures and facilitates solutions.

Advocacy by the City has contributed to improved housing outcomes, including the supply of social and affordable rental housing.

8.2

The supply of affordable housing supports a diverse and sustainable community and economy

Sydney in 2030

Affordable rental housing is delivered by community housing providers and other not-for-profit organisations across the city.

Low to moderate income earners have access to affordable housing to rent or own close to their jobs.

The City has enacted all planning and policy levers to increase the supply of affordable housing and support the growth and sustainability of the affordable housing sector.

The City and other government organisations and industry partners facilitate affordable housing supply in the inner city and on government land.

8.3

The supply of safe and sustainable social housing in the inner city is available for those who need it

Sydney in 2030

There is ongoing investment and increasing supply of social housing in the city and surrounding local government areas.

Secure tenancies and quality housing are available to members of the community who are disadvantaged and/or unable to afford market priced housing.

State and federal governments continue to invest in social housing in recognition of its vital role in meeting social needs, providing people who are disadvantaged with a secure and stable platform to access opportunities, and prevent homelessness.

Social housing precincts have been renewed through the development of mixed tenure communities catering for diverse housing needs and supported by social services.

Top Apartments in Waterloo
Right Belongings of a person sleeping rough



8.4

People who are homeless or at risk of homelessness have access to safe and sustainable housing and support

Sydney in 2030

State and federal governments continue to invest in good quality social and supported housing that provides people who are homeless or at risk, safety, security, improved wellbeing and pathways to opportunity.

Collaboration between levels of government and across government agencies has resulted in a range of services being delivered efficiently for people who are homeless or at risk of homelessness.

Innovative housing and service delivery models are effective in reducing and preventing homelessness.

The availability of services and resources matches or exceeds the demand for them from people experiencing homelessness.

Supporting strategies

Housing Issues Paper (2015)

Affordable Housing
(Rental Housing) Strategy (2009)

Homelessness Strategy (2007)

Progress towards our housing targets

Sustainable Sydney 2030 recognised the need for an increased and more diverse housing supply in our city.



Our target is to deliver an additional 48,000 private dwellings when compared to the baseline figure of 89,749. That means by 2030, our target is for the city to have approximately 138,000 private dwellings.

By June 2016, the total number of private dwellings had reached 105,860 – an additional 16,111 or 18 per cent increase since the target was established.

In addition, a total of 11,569 non private dwellings were in the city by June 2016 – approximately double the number in 2007. These properties include boarding houses, student housing, and residential care facilities. No target was set for these types of dwellings. However, they do make an important contribution to the range of accommodation available.

The development pipeline was also strong. In June 2016 there were a further 26,646 dwellings under construction, approved but not yet commenced, or lodged but not yet approved. Of these, 21,788 are private dwellings and the remaining 4,855 being non-private dwellings (boarding house rooms or student accommodation rooms).

Recognising that the market alone will not solve our city's housing affordability issues, nor necessarily deliver a diverse range of housing options, the City set additional targets. These targets are to achieve by 2030, 7.5 per cent of all housing to be social housing and a further 7.5 per cent to be affordable housing.

At June 2016, a total of 9,716 dwellings or 9.2 per cent of housing supply was social housing, with a further 845 dwellings or 0.8 per cent classified as affordable housing with an additional 465 in the development pipeline or announced for development.

It should be noted that the supply of social housing currently exceeds the 2030 target, however, the number of dwellings in the city is diminishing due to the sale by the NSW Government of public housing stock. In the 2015/16 year, the net decrease was 84 dwellings, primarily from Millers Point.

Left Welcoming new residents to Green Square

The supply of affordable housing continues to be an area of focus for the City.

Efforts to increase supply include:

- **Levies** on development in Green Square and Pyrmont Ultimo and Southern Employment Lands which have realised more than 750 units in the City. It is estimated that a further 800 affordable dwellings will result from these levies to 2030.
- **Strategic planning mechanisms** including preferential zoning that permits affordable housing but not market housing on some sites in the Southern Employment Lands; and securing affordable housing where there is a change to planning controls. For example in Harold Park where 80 affordable dwellings will be provided.
- **Direct delivery through partnerships and subsidised land sales** including at the old South Sydney Hospital site at Zetland where 100 affordable dwellings have been built; and the Green Square to Ashmore connector road.
- **Advocacy** to the NSW Government for the inclusion of mandatory targets in all new development, particularly development that occurs on public land.

In 2016, as part of the Central Sydney planning review the City has proposed a levy for affordable housing which will deliver over 500 affordable dwellings. The Central Sydney levy is awaiting NSW Government approval.

In 2017, the City proposed a broader expansion of its levies to all areas of the city where there is no levy already in place or proposed to be in place. If approved by the NSW Government it is estimated to deliver an additional 590 affordable dwellings.

² Private dwellings as defined by the ABS, includes all housing except boarding houses (class 1B and class 3), student accommodation and residential care services such as aged-care facilities. Private dwellings include social (including public) housing, affordable rental housing and privately owned or rented housing.

Right New apartments at Harold Park



Sustainable development, renewal and design

Sustainable growth and density

'Urban density' is a common measure used to describe and compare the number of people living in a city area. Understanding the proposed or projected density of an urban renewal area can help us understanding the future scale of the built form, the character of an area and the infrastructure it will need.

How well a 'dense' area functions depends on the availability and efficiency of a range of infrastructure, in particular transport.

Increasing urban density can benefit a city by improving the economic viability of providing services and infrastructure – if it is managed well.

Sydney's sprawling suburbs spread the public dollars thin when it comes to providing access to public transport, schools, utilities and community facilities. Meeting the costs of providing this public infrastructure is one of our greatest challenges.

Right Sustainable student housing, Newtown



Less sprawl leads to less dependence on the private car, reducing road infrastructure costs and the social and economic costs of congestion. It enables walking and cycling (where there is supportive infrastructure), which has flow-on benefits such as a healthier population and cleaner air.

Cities with greater urban density can be more environmentally sustainable. They can create less greenhouse gasses, particularly where energy is made locally from renewables. It is also easier to manage water, waste and energy more efficiently in denser cities.

Denser cities also bring social opportunities – as well as challenges. People benefit from easy access to jobs, facilities and services. But social isolation can exist in highly dense cities – particularly cities like Sydney which comprise many households in apartments and single person households. Adequate shared private and public spaces and social infrastructure, such as parks, pools, libraries and community facilities, are essential to enable communities to meet and socialise.

Density can create greater economic opportunities with large labour markets for employers to draw on. Where businesses are located close to each other they are able to make easy connections with customers, clients and competitors and there is greater opportunity for innovation and productivity improvements.

City centres and the peripheral dense urban areas that support them are quickly becoming the greatest contributors to the national economy. The City of Sydney local area, for example, generates annually more than \$114 billion in economic activity. This represents around 7 per cent of Australia's GDP.

Challenges of increasing urban density include the growing demand for infrastructure, maintaining people's health and wellbeing, increased congestion, housing affordability and inequity, the environmental imperatives of managing waste, water and energy consumption. These require creative policy interventions and solutions and a commitment to providing the services and infrastructure that sustain a high quality of life.

In all Australian cities, more people are choosing to live closer to city centres, abandoning the suburban life for the benefits of inner-city living. They want to enjoy greater access to services, facilities and transport as well as the greater cultural, employment and commercial opportunities these centres can provide.

The next 15 years will see great change in the City of Sydney area, with many parts of the city undergoing substantial renewal and change.

Green Square, the largest urban renewal area in Australia, will double its current population again to 2030. Places like Waterloo, Barangaroo and the Bay's precinct are under the direct control of the NSW Government and should also bring many more residents, workers and visitors to the city.

To accommodate this change and growth, we must plan, design, renew and build our city to enhance the benefits of increasing density and mitigate its challenges.

'Density done well' means creating an urban environment that puts people first. It means retaining the city's unique qualities and ensuring an environment that functions seamlessly whatever your needs.

It also means providing infrastructure and services as the city grows – including essential services and infrastructure to support health and wellbeing. There is housing for people from different backgrounds, family sizes, ages, abilities and income brackets.

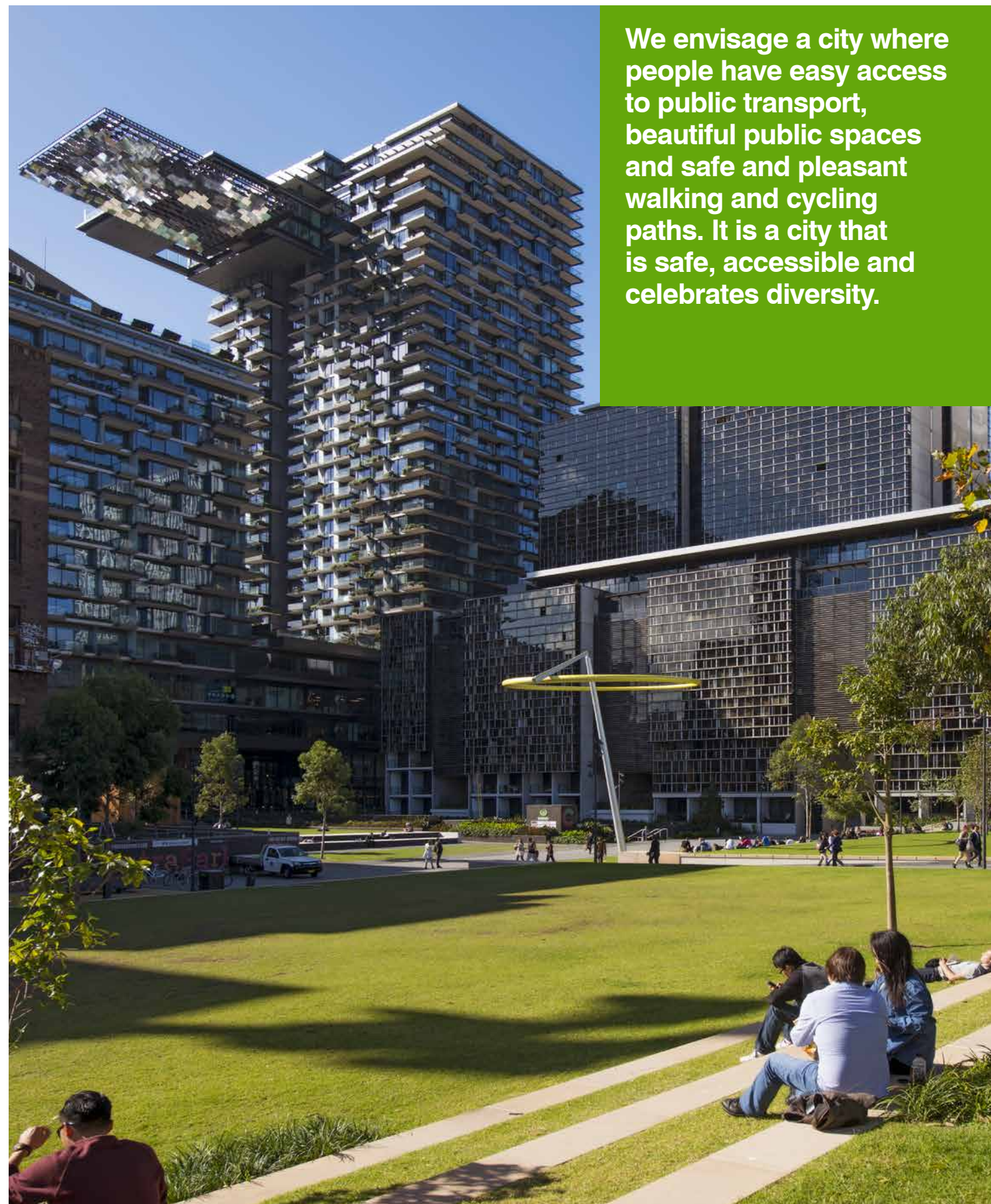
We envisage a city where people have easy access to public transport, beautiful public spaces and safe and pleasant walking and cycling paths. It is a city that is safe, accessible and celebrates diversity.

This is a city with opportunity for growth, innovation and change in the economy, where business confidence is high and commercial decisions can be made with certainty.

The City of Sydney is, and will continue to be, a leader in making great urban places. We will advocate to and partner with other levels of government, private and not-for-profit sectors and our community to provide the infrastructure we need.

We will continue to find innovative solutions to the challenges that face us and implement policies and programs that promote a sustainable, beautiful, healthy and functional urban environment.

We envisage a city where people have easy access to public transport, beautiful public spaces and safe and pleasant walking and cycling paths. It is a city that is safe, accessible and celebrates diversity.



Above Central Park, Chippendale Green and Halo by Jennifer Turpin and Michaelie Crawford

Beautiful and sustainable urban places support community wellbeing and resilience.



City context

Significant growth and change is expected in the city to 2030. Some growth will be in established areas, however, most growth will be in urban renewal areas.

Good planning and urban design is essential to ensure that as the city grows its buildings, streets, squares and parks are beautiful and sustainable, supporting the wellbeing and resilience of residents, workers and visitors.

The city's landmarks such as the Sydney Opera House and Sydney Harbour Bridge play a significant role in the global profile of the nation. Its buildings, streets, squares and parks are fundamental in maintaining and growing Sydney's global city status.

The City of Sydney is a leader in making beautiful and sustainable places for people to live, work and visit. The City has a responsibility to strive for better outcomes with each successive development – constantly improving government and the private sector's understanding of best practice.

The City of Sydney is responsible for some urban renewal areas, and the state government for others.

All new development has an opportunity to contribute to the social, environmental, cultural and economic sustainability of the city.

Why action is needed

Sydney faces a number of challenges to 2030 and beyond. The city must be resilient so it can adapt and thrive irrespective of the stresses and shocks it experiences.

Many of the City's urban renewal areas are under development. Change is happening quickly. Good planning and urban design today will ensure the city of tomorrow is beautiful and sustainable.

As the population grows, the demand for infrastructure and services, such as parks, schools and childcare and community facilities will also grow. Maintaining the high standard of living we experience today relies on the commensurate provision of infrastructure and services.

The state government is planning urban renewal in a number of areas in the city. Working in partnership with the state government will ensure superior urban outcomes.

The city's renewal areas present opportunity sites to achieve city-wide environmental targets.

The built environment must facilitate economic diversity and ensure long-term opportunities for innovation to achieve sustained and inclusive economic growth.

The City of Sydney's role

Leadership in the making of great places.

Leadership in the development and implementation of innovative responses to environmental sustainability challenges.

Plan for, develop, maintain and manage the provision of assets and infrastructure to support the sustainable development of our city in partnership with government and the private sector.

Advocate to other levels of government on behalf of the community for the provision of infrastructure, such as transport, schools, hospitals and civil infrastructure.

Partner with the state government and utility providers to plan and implement best practice urban renewal on urban renewal sites.

Develop and implement policies, strategies, programs and planning controls that promote a beautiful, environmentally sustainable, healthy and functional urban environment that supports community and cultural life.

Provide public domain codes and strategies to ensure a coherent streetscape.

Work with the private sector to ensure development results in an improved public domain and contributes to the social, environmental, cultural and economic sustainability of the city.

Ensure the urban environment promotes and supports the long-term economic sustainability of the city.

Build capacity and understanding in the community about city making issues.

Assess and approve appropriate applications for development and ensure compliance with relevant laws.

Left Café, Erskineville



9.1

The City of Sydney leads by example to facilitate great places

Sydney in 2030

The city's renewal areas are best practice and aspired to internationally.

The City of Sydney shares knowledge and data with government and the private sector.

The City of Sydney advocates to and partners with government to deliver beautiful and sustainable places.

The City of Sydney works with the private sector for good public outcomes.

9.2

The city is beautiful, sustainable and functions well

Sydney in 2030

Design excellence is understood in a holistic sense, where public spaces and buildings are beautiful to look at and be in, they are comfortable and safe, are good for the environment and provide for a diverse range of activities.

There is space for economic growth and innovation.

The civil and social infrastructure we need to support growth and change is planned in advance and delivered as development occurs in partnership with state government, utility providers and the private sector.

The business, services and activities we need to function efficiently are located in the city.

The City of Sydney fosters a culture of continual improvement - ensuring projects aspire beyond 'business as usual', striving for more innovative and more sustainable urban outcomes.

The environmental performance of precincts and buildings in the city is exceptional. High environmental standards are mandated and closely monitored to meet performance outcomes.

9.3

There are great public buildings, streets, squares and parks for everyone to use and enjoy

Sydney in 2030

There is a continuous network of people friendly streets linking public parks, squares and open spaces.

Streets are for everyone. They take us places, are places to be in and are meeting places for the community.

There are places in the city for quiet contemplation.

The population is supported by increasing the utility and quality of existing buildings, streets, squares and parks.

Additional open space is provided where the opportunity arises.

There are more facilities and parks for organised sporting activities.



9.4

Sydney plans for the long-term and the benefit of future generations

Sydney in 2030

The City of Sydney is forward thinking and plans for the ongoing evolution of the city.

The City of Sydney is flexible - planning for resilience, growth and change and responding to unexpected challenges and emerging opportunities.

The City of Sydney is a steward of the city for future generations and plans for their needs.

There is a publicly understood narrative about the options, benefits and challenges for growth and change in the city.

Infrastructure is provided to support the community's quality of life and access to opportunities.

The NSW Government has provided appropriate state infrastructure, such as transport, schools and health services.

9.5

The urban environment promotes health and wellbeing

Sydney in 2030

The urban environment encourages people to meet, talk, be active, enjoy the city and participate in its social, civic and cultural life.

People trust each other and feel safe.

People live and work in healthy environments.

Infrastructure supports walking and cycling as a priority.

Supporting strategies

Green Square Town Centre Public Domain Plan (2013)

Public Domain Strategy Lachlan Precinct (2014)

Sydney Streets Design Code (2013)

Sydney Lights Design Code (2015)

Sydney Parks Code (2011)

Sydney Streets Technical Specification (2013)

Sydney Landscape Code (2016)

Outdoor Dining Policy (2016)

Left Cycling in Erskineville
Top Community garden, Newtown

CASE STUDY

Green Square: a new community by 2030

Green Square will be the first new town centre in the inner city for more than 100 years.

By 2030, 278 hectares between the city centre and the airport will be transformed into a place for approximately 61,000 residents to call home. The area includes the suburbs of Beaconsfield and Zetland, and parts of Rosebery, Alexandria and Waterloo.

Urban densification on this scale is taking place in the inner city neighbourhoods of global cities around the world. But transforming what was formerly industrial land into a new, high density urban environment with high levels of amenity and community wellbeing is complex. It takes integrated planning for long-term land use, infrastructure and investment. All levels of government are involved as well as the private sector developers who will ultimately invest in and build the commercial and residential properties.

It requires significant and timely investment by government and the private sector to ensure development occurs in the right sequence. This relies on upfront local and state government investment, before people have arrived.

However, when critical infrastructure and services are not in place, it puts pressure on the community who come to live there. Community trust and confidence diminishes as their expectations are not met.

Importantly, it needs an advocate to represent the interests of the people who will in future live in Green Square and to continue to act on their behalf. The City of Sydney has, and will continue, to play this role.

Recognising that access to free and well planned and maintained public open space is crucial for people who live in apartments, the City is investing in more than 40 public parks.

Below Green Square Library and Plaza (artist's impression)
courtesy of Stewart Hollenstein with Colin Stewart Architects





These range from large parklands to pocket parks and playgrounds as well as a striking central plaza in the town centre. With high quality landscaping, barbecue facilities, sporting fields and open green spaces, they will be great places for residents and visitors to enjoy. Some like Wulaba Park adventure playground in Waterloo are already up and running and being enjoyed by the local community. Others such as the Drying Green Park, the town centre's central open space, are due for completion in 2018.

Public artworks will be a feature of the parks, squares and other public spaces; shaping the personality and character of the area. It will draw on the historic links to the area and its ecology as well as reflect its more contemporary character.

The town centre will have an innovative new library and we're building a major aquatic centre, a childcare centre and a creative community hub.

These facilities will all open over the next three years. We are proud to be one of the few government authorities conducting open architecture competitions to find the most beautiful, functional and sustainably designed buildings – all the new Green Square community and cultural facilities have been developed this way.

We want people to be active, to walk and cycle where they can. That's why there will be more tree-lined cycling routes than any other area of Sydney with plenty of bike parking facilities on streets and in new residential developments.

In all, the City's investment in community facilities and infrastructure totals some \$540 million (\$2017).

A great place to live is more than buildings and parks. It's about living in a neighbourhood where people know their neighbours, where they feel like they belong. That's why the City is fostering an online community and hosting regular events like neighbourhood barbecues.

And it's also about the restaurants, entertainment venues and the local shops that people want and need for their daily lives that will be delivered by private developers.

We are striving to create an environmentally sustainable place – to be accredited as a Green Star community. We're building a private local electricity distribution system that will share power between community facilities in the town centre. This will allow for the sharing of low carbon and renewable energy between buildings. All the town centre residential developments along with the City's community facilities and open spaces will be connected to a recycled water network; Australia's largest residential stormwater harvesting and treatment scheme.

Key to unlocking the development of Green Square was the resolution of flooding issues. It required a commitment from the City of Sydney and Sydney Water in 2013 to invest \$126 million in a trunk drainage solution. This gave private developers confidence to invest in residential apartments and commercial buildings.

The acquisition of land for public use was also necessary. Roads and utilities, open space and community facilities will together occupy some 18.5 percent of the total land area. Schools, medical or other facilities are not included in this calculation, nor is the new public transport needed to service the area.

In total, public infrastructure has required an investment of \$1.3 billion (\$2015) to support the approximately \$13 billion private investment that is expected to occur. Much of this has been funded by the City in advance of the investment by the private sector.

By 2030, more than 30,500 new residential dwellings are expected to be built as well as new commercial buildings and hotels. In 2016, 9,900 new dwellings were under construction or undergoing development approval.

The City continues to advocate to the NSW Government for their investment in infrastructure and services including public transport, health and emergency services.

In 2017, approximately 24,000 people live in Green Square and approximately 100 new residents move in each week. Given the development pipeline, it is on track to reach the forecast population of 61,000 by 2030.

Urban renewal projects like Green Square result in higher density communities. When they're done well they can create a more sustainable and liveable city and a place where people want to live.

Left Green Square Community and Cultural Precinct (artist's impression) courtesy of Peter Stutchbury Architecture/Atelier Illume

Implementation through effective governance and partnerships



City governance

If we were to ask the question “what does governance mean to you?” it would elicit a myriad of responses. Governance means different things to different people.

The Good Governance Guide for local government in Victoria describes it as the “process for making and implementing decisions. It’s not about making ‘correct’ decisions, but about the best possible process for making those decisions”.

Good governance is also about ensuring that all those with a stake in decision making are involved.

At the City, this informs our approach to engagement with the community at all levels of decision making – from policy making to the way projects are delivered. We recognise that this approach leads to better decision making.

We also know that our community has the capacity to solve problems and we should draw on this expertise. It’s also important that they too contribute to city-wide outcomes crucial to the future of our city.

Good governance is also about equity – ensuring that all voices in the city can be heard, even those who might normally be silent or hard to reach.

Good governance is also about identifying issues of concern to our citizens and responding where we can to those. The evidence based approach we take to policy and strategy development is part of this process, as is the broader research undertaken to understand the trends and issues affecting our community.

Transparency in decision making and in monitoring and reporting outcomes is another aspect of good governance.

Inviting the public to attend Council meetings and to speak to items at committee meetings is one element of transparent decision making. Another is the approach taken to publicly exhibit all policy and strategy documents for broad public feedback, even when there is no statutory obligation to do so.

The City also holds itself to account for the outcomes for which commitments have been made. We do this by monitoring and publicly reporting progress on projects, targets and measures and reassessing whether our actions are effective or not.

Good governance results in public trust and confidence in the leadership of our city and better outcomes for the community.



Left Net-Zero roundtable event, Sydney Town Hall
Above Rockefeller Foundation 100 Resilient Cities initiative, CityTalk

Partnerships across government, academia, business, cultural and community sectors; leadership in local, national and global city forums; and a proactive, resilient, well-governed organisation.



City context

The population of metropolitan Sydney is forecast to grow to 6.4 million by 2036 (up 4.9 million in 2015).

Sydney's complex governance structure includes local governments, the Greater Sydney Commission as well as numerous NSW and federal government agencies involved in delivering policy, programs, services and infrastructure.

Within the City of Sydney area there is a complex governance structure with numerous government agencies having planning and other decision making authority on lands within our boundary.

The City has a wide range of responsibilities and requires the capacity to integrate services for the local government area.

We have a unique role in metropolitan Sydney and nationally, given the relative contribution of the city economy.

We have core service and regulatory roles and can be a partner, collaborator and advocate for the benefit of the community.

Our organisation is in a strong financial position, but there is increasing demand for infrastructure, programs and services.

We have a leadership role in forums, including the Australian Council of Capital City Lord Mayors, the international C40 Climate Change Leadership Group and the Rockefeller Foundation 100 Resilient Cities initiative. We are an important participant in other local, national and international forums.

The City is the creator and custodian of valuable information and data about metropolitan Sydney, the local area and its communities.

We are also a commercial entity, generating revenue from commercial activities that contribute to the city's financial sustainability.

Why action is needed

The role of city leadership is ever-evolving. Strong relationships, knowledge exchange and effective collaboration between city governments is essential.

Growth pressures in metropolitan Sydney require improved collaboration across all levels of government, the private sector and the community to achieve sustainable outcomes.

Good governance and effective leadership is essential for organisations that are forerunners in their field and to implement the objectives of any strategic plan.

There are increasing service and infrastructure expectations of local government that do not align with changes to effective power, control and revenue growth.

Efficient and effective management of the City's resources is required to meet the increasing demand for infrastructure, programs and services.

Effective information management and improved data sharing are essential for enabling partnerships, informed planning and projections, and good governance.

Our community relies on the City to represent their collective interests and to facilitate their participation in decision making.

Community roles and expectations are changing, moving toward co-creation of services and decisions that affect the future of our community.

Left CitySwitch Green Office

The City of Sydney's role

Be a leader in the service of the community.

Develop the workforce, organisational culture and capability to ensure the City of Sydney delivers quality, people-centred services and value to the community.

Design and implement the processes, systems, information flows, policies and practices to deliver responsive and efficient services to the community.

Plan for and manage City resources for current and future generations.

Create, enrich and share high value information and data for the benefit the city, community and economy.

Learn from and share knowledge and expertise with local, national and international city governments.

Communicate effectively with the community about the programs and services provided by the City.

Build capacity in our communities to encourage their participation in their city

Coordinate critical strategic relationships for the benefit of our city.

Be a partner and collaborator to achieve outcomes set out in this plan.

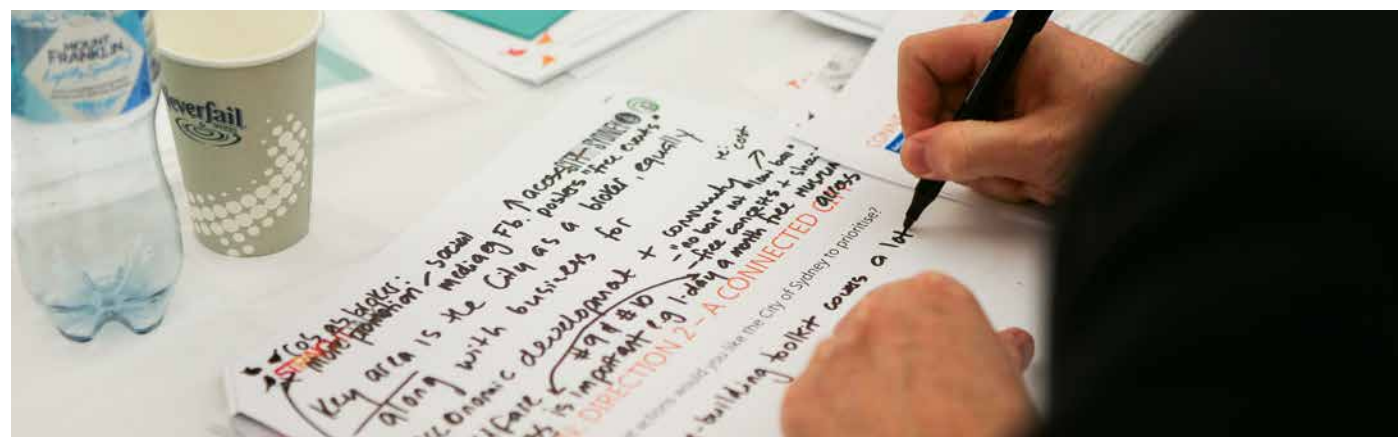
Ensure efficient expenditure of levies and contributions by the City and value for money where the private sector partners with the City to provide infrastructure.

Provide funding and support through grants, partnerships and access to space, ensuring this support is widely available and accessible through processes that are accountable, transparent and fair.

Be a leader in metropolitan governance forums and participate in governance reform processes.

Advocate to other levels of government the needs and interests of the community, including strengthening the City's ability to govern our local government area.

As a commercial entity, our role is to act ethically and responsibly as we maximise the revenue generated from the City's commercial activities.



10.1

Sydney in 2030

The City is an effective advocate; representing the community's interest to other levels of government.

10.2

Sydney in 2030

Systems are in place to monitor performance and achieve our outcomes.

10.3

Sydney in 2030

Financial sustainability is secured through robust financial planning and asset, resource and contract management.

10.4

Sydney in 2030

We are a leader and active contributor to the coordinated governance of metropolitan Sydney.

10.5

Sydney in 2030

Where appropriate, we share high quality information and data with government, the community and business partners to enable continuous, informed improvement and service co-creation.

10.6

Sydney in 2030

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

Supporting strategies

Corporate Sponsorship Policy (2014)



100 Resilient Cities Program

Helping cities become more resilient to 21st century challenges

The 100 Resilient Cities Program, initiated and funded by the Rockefeller Foundation, aims to help cities around the world become more resilient to the 21st century physical, social and economic challenges that each faces.

The program supports the adoption and incorporation of a view of resilience that includes not just the shocks – storms, fires, floods – but also the stresses that weaken the fabric of a city on a day to day or cyclical basis.

Examples of these stresses include high unemployment; an overtaxed or inefficient public transportation system; endemic violence; or chronic food and water shortages.

By addressing both the shocks and the stresses, a city becomes more able to respond to adverse events, and is overall better able to deliver basic functions in both good times and bad, to all populations.

Sydney, as a member of the 100 Resilient Cities network has access to the resources and guidance necessary to develop a roadmap of resilience for metropolitan Sydney.

Resilient Sydney is a collaboration between the metropolitan councils of Sydney, the NSW Government, business and community partners. The City of Sydney hosts the Resilient Sydney project and team.

Right Sydney Town Hall



Why resilience?

Taking action to proactively manage city challenges and interdependencies offers access to multiple benefits, or a 'resilience dividend'. When disruptions are expected, planned for and turned into opportunities, they offer financial, social and environmental benefits. These opportunities can be understood through the City Resilience Framework and achieved through:

- preventing or mitigating stresses and shocks
- adapting to unexpected shocks and stresses
- rapidly returning to normal and revitalising after disruptions
- accessing benefits when there are no disruptions
- productive, peaceful prosperity and improved equity in times of stability.

Building resilience value

Investing in actions that reduce impacts to individuals, the physical environment and the economy offers a resilience dividend. Proactive and integrated decisions in Sydney will result in cost savings, avert other costs and create multiple benefits across city systems and communities.

Our focus

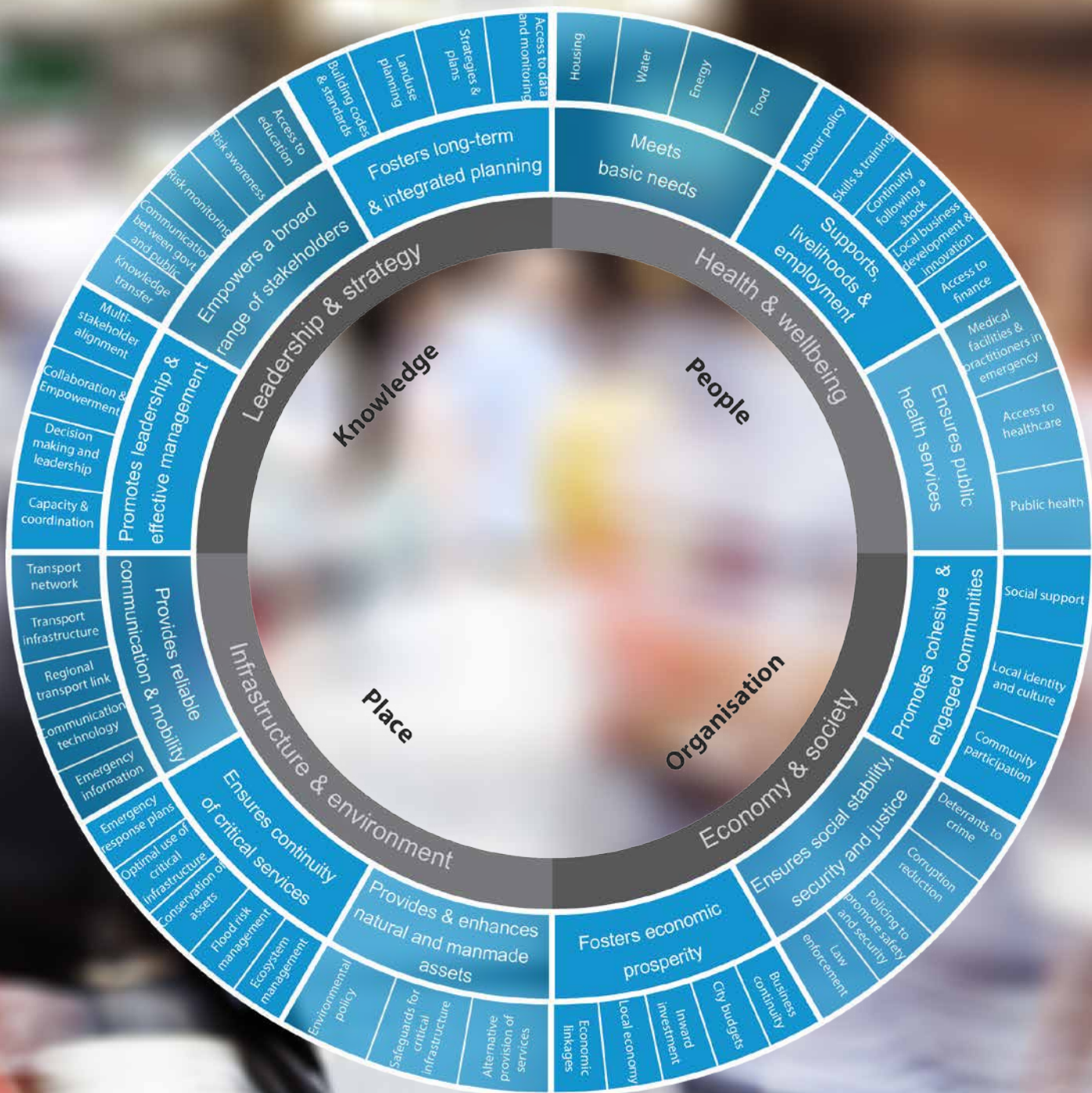
We want a resilient economy, one that is strong and diverse and has the capacity to withstand shocks and stresses. We are striving for an economy that is sustainable over the long term, able to adapt to change and where growth and opportunity is shared by everyone.

We're working to make sure our buildings, infrastructure, emergency services and social systems are resilient; able to cope with the likely impacts of climate change.

We also want to ensure our community is resilient – so it has the capacity and confidence to deal with any circumstance and that people naturally pull together and support each other in times of change or crisis.

Within our organisation, resilience will be a new lens that we will apply to future planning as well as the review of our current actions. In doing so, we will further our understanding of areas of vulnerability and risk and formulate responses from a resilience perspective.

Right The 12 drivers in the City Resilience Framework collectively determine the city's ability to withstand a wide range of shocks and stresses.





The City of Sydney roles and responsibility

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

The Local Government Act and City of Sydney Act set out the legal framework and the extent of the responsibilities and powers of the City of Sydney. Within this framework we have a range of roles – as a leader, service provider, regulator, advocate, facilitator and educator.

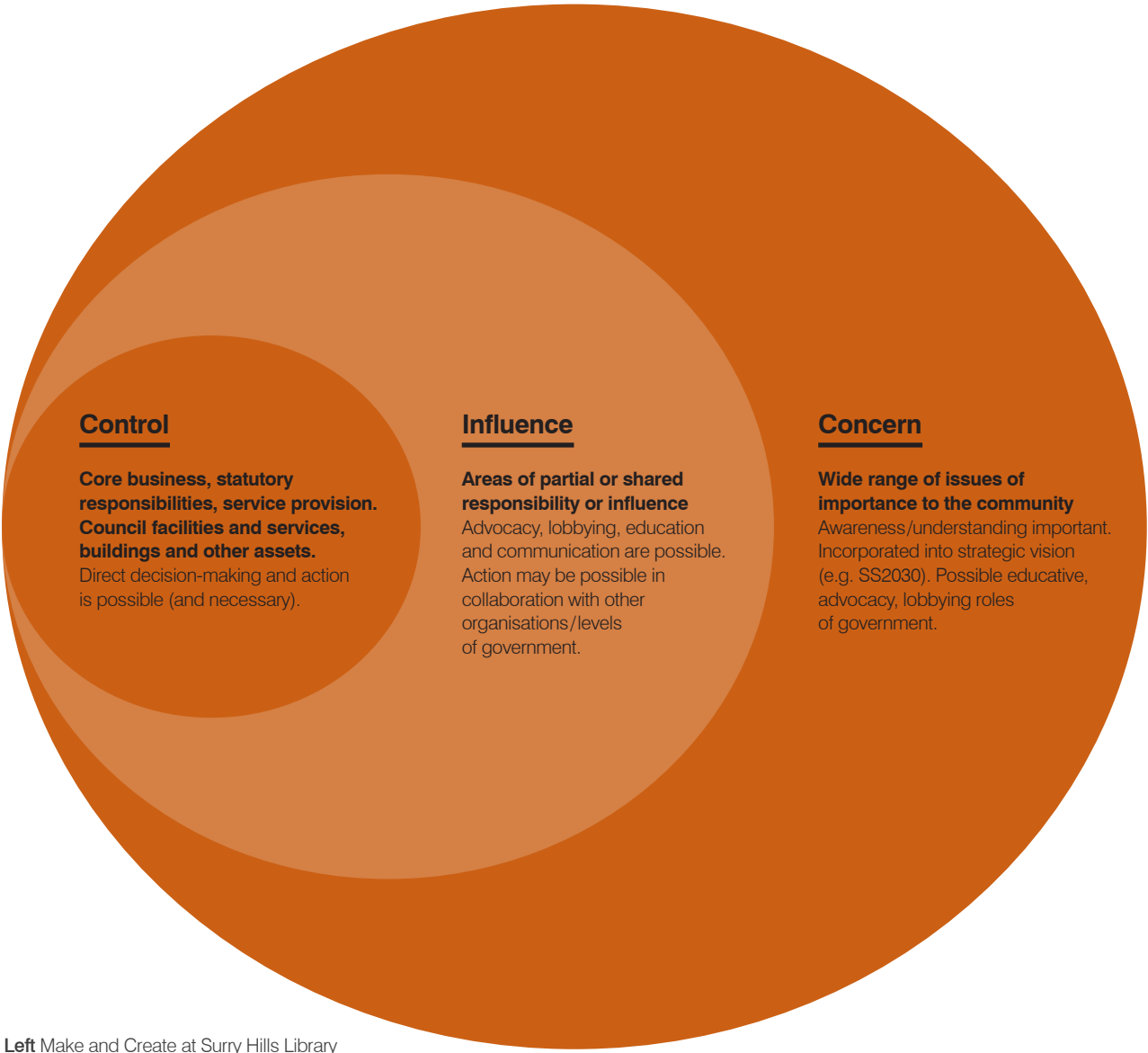
The City is required to engage in long-term strategic planning on behalf of the community and the more than 1.2 million workers, visitors and businesses who occupy our area each day. In doing so, we must address

economic, social, environmental, cultural and civic leadership and land use issues in an integrated manner.

The City supports the delivery of key services; those that are required to be delivered as well as those that Council chooses to make available.

As well, the City advocates on behalf of the community on issues of importance and for the equitable provision of services and resources – such as public transport, hospitals and schools – that are provided by other levels of government.

While there are limits to what we alone can control and influence, we are concerned with the full range of issues that affect the wellbeing of the city and its communities (see diagram below).



Left Make and Create at Surry Hills Library

Monitoring progress of Sustainable Sydney 2030

Monitoring progress toward the targets and outcomes expressed in Sustainable Sydney 2030 requires a multi-faceted approach.



Monitoring and reporting change in our community

There is a growing appreciation that society's progress should be measured by more than economic growth; that a broad range of social, environmental, economic, cultural and governance factors contribute to successful cities and sustainable communities.

The City uses a suite of community wellbeing indicators – more than 100 measures across five domains for which a baseline has been established and change over time is monitored and reported:

1. Healthy, safe and inclusive communities
2. Culturally rich and vibrant communities
3. Democratic and engaged communities
4. Dynamic and resilient local economies
5. Sustainable environments

The indicators provide a critical evidence base on changing trends and issues affecting the community over time; informing policy development and investment in facilities and services. As well, they help measure progress toward the outcomes expressed in Sustainable Sydney 2030.

A broad range of social, environmental, economic, cultural and governance factors contribute to successful cities and sustainable communities.

Monitoring and reporting activity

The City's four-year Delivery Program and annual Operational Plan are monitored through six monthly, annual and four yearly performance reports as well as quarterly financial reports.

These reports are provided to Council and the general public and set out the progress and results of the planned projects, programs and activities. They include where relevant, service measures and performance indicators.

Measuring progress towards 2030 targets and outcomes

The 10 targets for 2030, as well as the five big moves and 10 project ideas identified in 2008 to transform our city, are monitored and progress reported regularly.

Data to measure progress of these long term targets and outcomes is available at varying intervals from a variety of sources external to the City of Sydney.

Reports published by the City detail progress for individual or related targets. Activities and outcomes associated with environmental targets (1 and 2) are reported in the green environmental sustainability progress report, published twice yearly. Progress toward housing targets (3 and 4) are reported annually in the City of Sydney housing audit. The number of jobs (target 5) is reported every five years on completion of the City's floor space and employment survey.

Appendices

A snapshot of our city in 2016

Community engagement

Alignment with state priorities

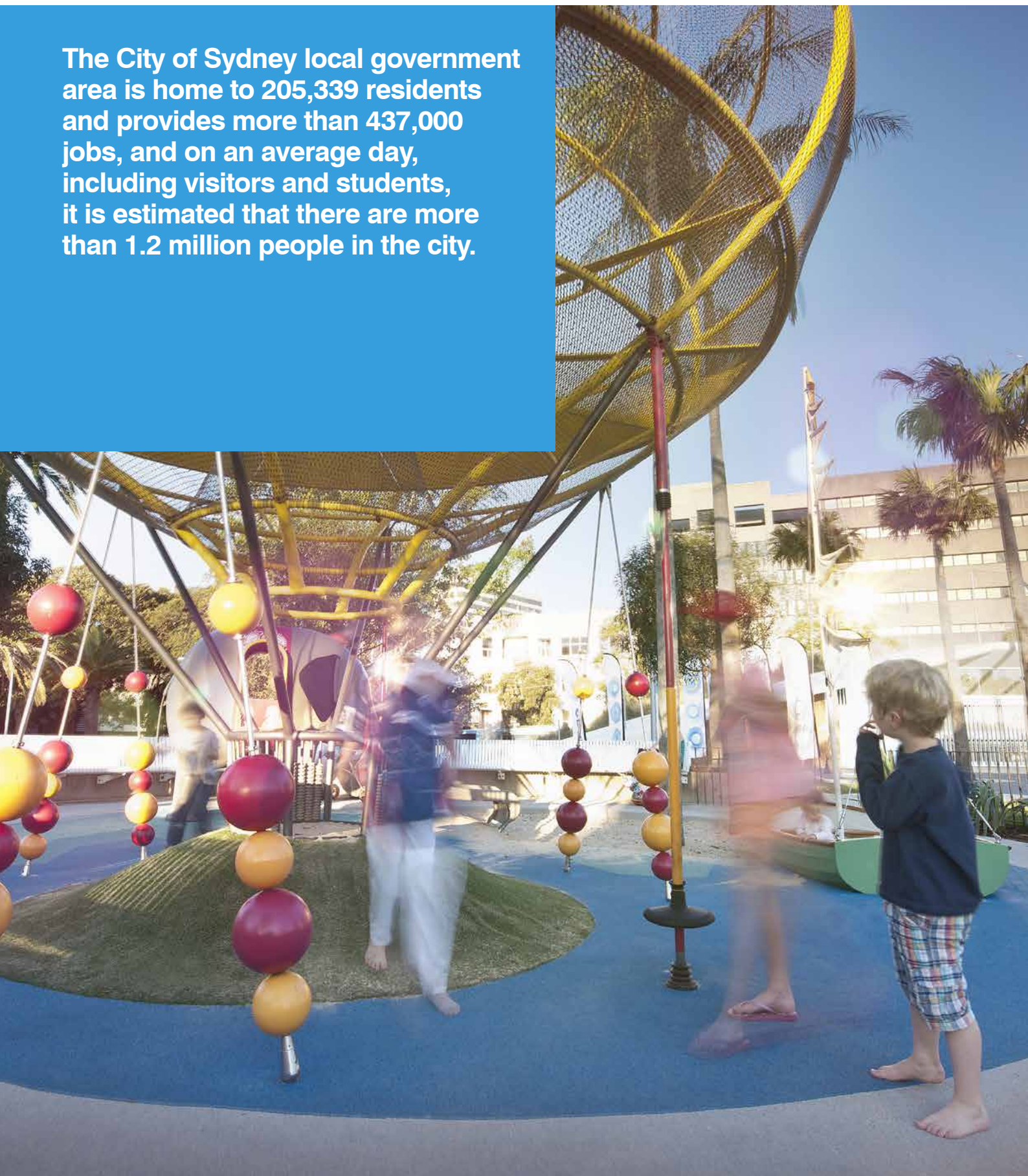
Glossary



Top Sydney New Year's Eve

A snapshot of our city in 2016

The City of Sydney local government area is home to 205,339 residents and provides more than 437,000 jobs, and on an average day, including visitors and students, it is estimated that there are more than 1.2 million people in the city.



Over the last decade, the city has been both the second largest and fourth fastest growing local government area in NSW in terms of residential population. The city’s population is anticipated to reach approximately 300,000 by 2030, an increase from now of 46 per cent.

Total employment in the city increased by more than 50,000 (13.6 per cent) from 2007 to 2012. Major growth industries were in Business Services, the Digital Economy, Creative Industries and the Education sector.

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.

Sydney is the location for 80 per cent of national bank head offices and it is estimated that 70 per cent of the nation’s financial services activity is undertaken in Sydney. It is also home to 14 per cent of national employment in creative and performing arts activity.

The estimated annual value of economic activity in the city is \$114 billion.

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.

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 one-in-five people.

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 and 40 per cent of the city’s resident workforce work in a professional occupation.

Cultural Diversity

Half of our residents were born overseas. Residents born in Asia now comprise 22 per cent of the population of the city.

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, and Korean. The city is home to one of Sydney’s largest communities of Aboriginal and Torres Strait Island 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

65 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.

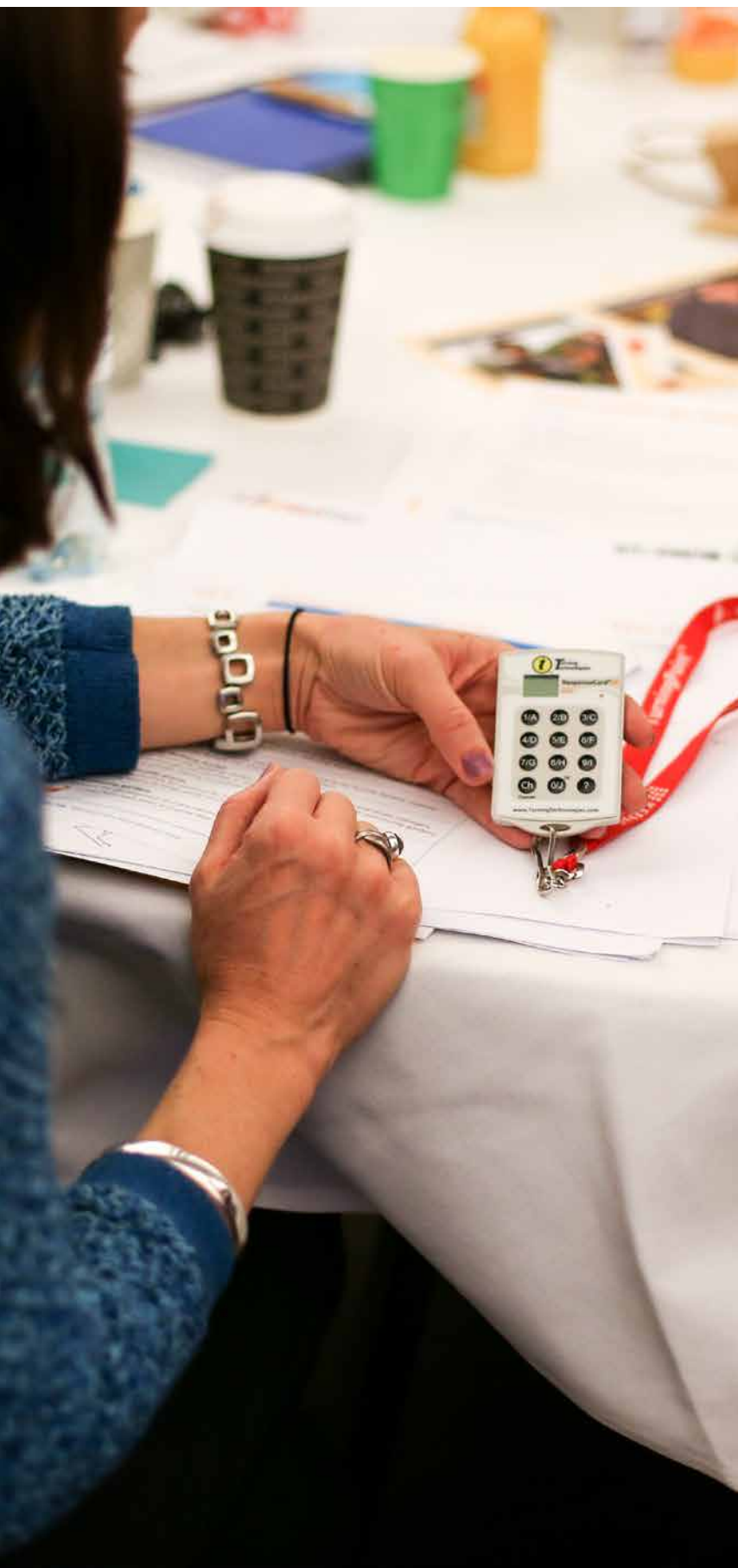
60 per cent of households in the city own a car, compared to more than 87 per cent for the Sydney metropolitan area.

In the five years between 2006 and 2011, the number who walk to work increased by almost a third (31per cent) and those bicycling, more than doubled (115 per cent).

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, 51 per cent rent from the private sector. However, a significant further 10 per cent are public and community housing tenants. Other tenure types account for 1 per cent of residents.

Left Prince Alfred Park Playground



The City of Sydney is here to serve our communities and achieve our mutual vision of being a green, global and connected city. We provide regular opportunities for our community to participate in the decisions and projects that shape Sydney's built environment, economy, culture and society.

The document 'Our approach to community engagement' sets out a framework for how we consult our diverse communities. It includes a definition of community engagement and explains how we talk with – and listen to – our communities.

It outlines the guiding principles, activities and channels we use when working with our communities and illustrates these in action on some recent projects.

Below is an overview of our approach to engagement.

Defining community engagement

Community engagement, also called 'public participation', is the process of involving people in the decisions that affect their lives.

It enables good governance and informed decision making by promoting shared responsibilities for decisions.

It supports an open approach to managing risk by providing a strong foundation for understanding decisions and building trust within our community about the decision-making process.

Effective community engagement supports our capacity to achieve the City of Sydney's overarching Sustainable Sydney 2030 plan. It provides a framework for addressing the need for sustained collaboration, partnerships and new ways of involving and empowering our community under this plan.

Guiding principles of community engagement

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

Integrity—engagement should be transparent – clear in scope and purpose.

Inclusiveness—engagement should be accessible and balanced – capturing a full range of values and perspectives.

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.

Influence—engagement should be reflected in outcomes – the community should be able to see and understand the impact of their involvement.

The City of Sydney will:

- ensure that engagement is always timely, accessible, planned and meaningful
- undertake engagement activities that overcome barriers to public participation and build the capacity of our communities to participate in decision making
- provide feedback to participants on the results of their contribution
- review and evaluate with our communities on the effectiveness of our engagement activities.

These principles are informed by the International Association of Public Participation core values. They also reflect the City of Sydney's organisational values of collaboration, integrity, courage, quality, innovation and respect.

Our engagement objectives

Our approach to community engagement aims to:

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

Ways we engage our community

The City offers a range of opportunities for residents, workers, community groups, business, government and industry stakeholders to share their ideas, insight and feedback on projects and policies to help inform council decisions.

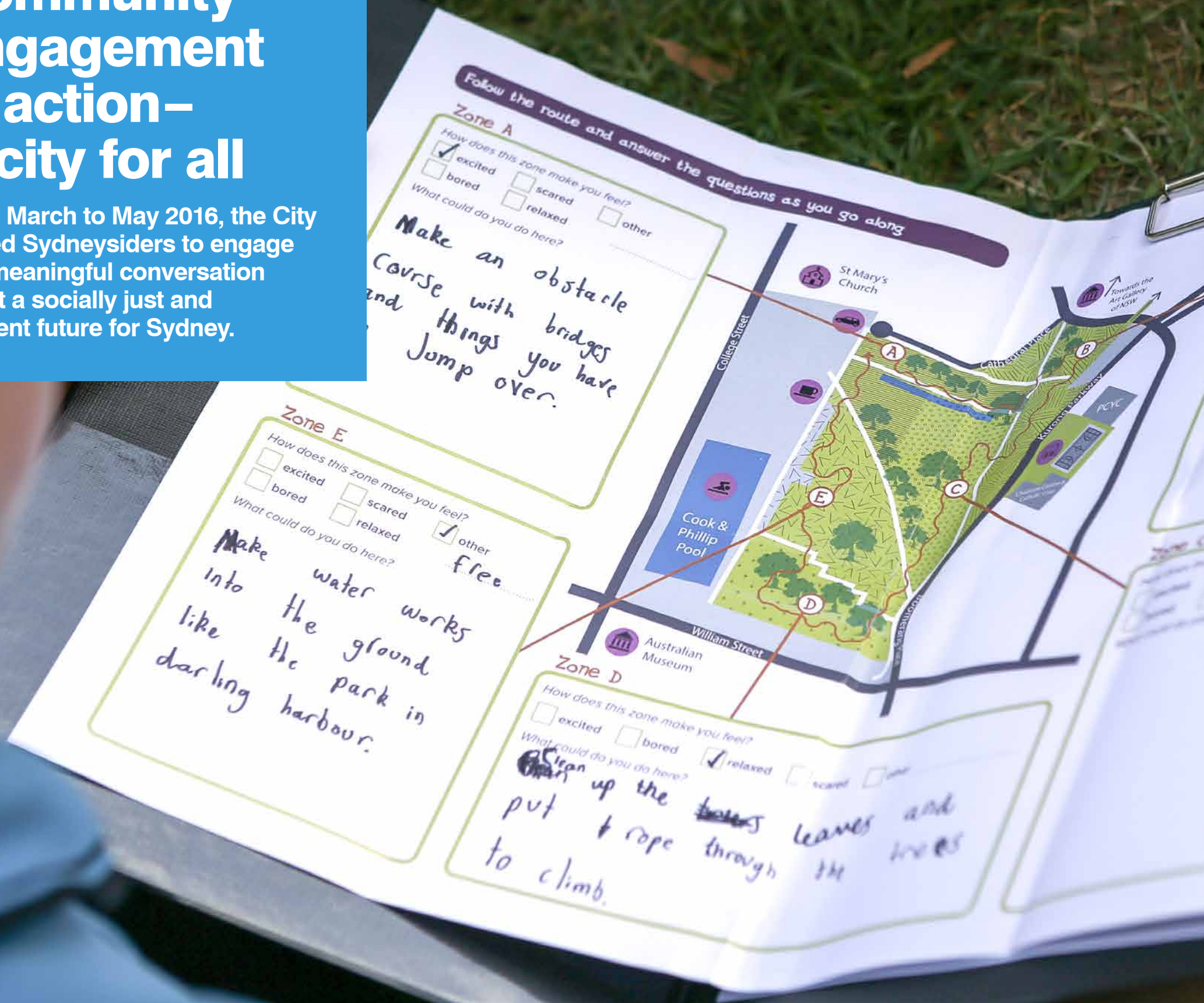
Engagement activities include:

- a dedicated online consultation portal - sydneyoursay.com.au which includes surveys, polls, mapping, and online forum
- workshops and community meetings
- stakeholder meetings and roundtables
- deliberative processes including 21st century town hall meetings and citizens' juries
- public seminars including CityTalks
- creative workshops with children
- community and stakeholder reference groups
- interagency forums
- public exhibitions and submissions
- wellbeing survey of residents every four years
- random selection surveys
- 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
- information on the City of Sydney websites and disseminated through traditional and social media channels
- 101 workshops for strata communities and businesses
- site inspections and walk through opportunities
- construction liaison groups
- drop-in sessions and pop-up stalls
- door-knocking, signs, letters and notices
- customer services, neighbourhood service centres and community centres.

We consistently use new communication techniques and channels to ensure all voices are heard when planning and developing our projects. We also work to ensure the voices accurately and effectively represent our community's changing values and needs.

Community engagement in action— A city for all

From March to May 2016, the City invited Sydneysiders to engage in a meaningful conversation about a socially just and resilient future for Sydney.



The draft social sustainability policy A City for All set out our vision for an inclusive and equitable city that helps everyone enjoy a great quality of life. It also encouraged Sydneysiders to look at the big challenges our city faces.

The consultation commenced with an inspirational City Talk event with world elder Mary Robinson. A major stakeholder workshop was held as well as workshops with children in partnership with the Sydney Story Factor, pop-up information sessions and stalls. Online engagement included a kids-say page on sydneyoursay.com.au. A total of 1,300 people provided feedback through the process.

In late May, the City hosted a deliberative democracy people's summit to determine how we should act on the consultation feedback. Deliberative democracy focuses on collective decision-making which encourages dialogue. It aims for consensus rather than majority decisions. One hundred and forty-six people were randomly selected to attend. Their diversity represented a microcosm of the wider community.

Participants were asked to reflect on the outcomes of the City's consultation process and agree on ideas that could turn into actions. After hearing from subject matter experts and engaging in group discussions, participants used digital devices to vote in real time and engaged in further discussion before reaching agreement.

People from different generations and backgrounds engaged with each other (perhaps for the first time) to find common ground. Participants told us the draft policy touched on issues that really meant something to them.

Feedback from participants showed that 80 per cent believed their contribution would make a difference and 96 per cent said they would be involved again.

Participants felt they played an integral role in charting the future direction of our city, they felt more responsible for each other's wellbeing and for the policy's outcomes.

They showed us that when a community has a voice and a part to play, they care more about the outcome.

Image Schoolchildren were invited to design their perfect playground

Alignment with state priorities

Alignment of Sustainable Sydney 2030 with NSW Government priorities

Alignment of Sustainable Sydney 2030 with NSW Government priorities		PREMIER'S PRIORITIES								
		Creating jobs	Building infrastructure	Reducing domestic violence	Improving service levels in hospitals	Tackling childhood obesity	improving education results	Protecting our kids	Reducing youth homelessness	Driving public sector diversity
		1	2	3	4	5	6	7	8	9
SUSTAINABLE SYDNEY 2030 OBJECTIVE										
A GLOBALLY COMPETITIVE AND INNOVATIVE CITY										
1.1	Plans are in place to accommodate growth and change in the city centre and other key economic areas	●								
1.2	The city economy is competitive, prosperous and inclusive	●								
1.3	The city economy is an integrated network of sectors, markets and high performing clusters	●								
1.4	The city economy is resilient	●								
1.5	The city enhances its global position and attractiveness as a destination for people, business and investment	●								
LEADING ENVIRONMENTAL PERFORMER										
2.1	Greenhouse gas emissions are reduced across the city									
2.2	Waste from the city is managed as a valuable resource and the environmental impacts of its generation and disposal are minimised									
2.3	Across the city, potable water use is reduced through efficiency and recycling and gross pollutant loads to waterways are reduced									
2.4	City residents, businesses, building owners, workers and visitors improve their environmental performance	●								
2.5	The City's operations and activities demonstrate leadership in environmental performance	●								
2.6	The extent and quality of urban canopy cover, landscaping and city greening is maximised									
2.7	The city's buildings, infrastructure, emergency services and social systems are resilient to the likely impacts of climate change		●							
INTEGRATED TRANSPORT FOR A CONNECTED CITY										
3.1	Investment in public transport and walking and cycling infrastructure encourages more people to use these forms of transport to travel to, from and within the city		●							
3.2	Transport infrastructure is aligned with city growth		●							
3.3	The amenity of the city centre and villages is enhanced through the careful management and integration of transport		●							
3.4	Public transport, walking and cycling are the first choice transport modes within the city		●							
3.5	Transport services and infrastructure are accessible		●							
A CITY FOR WALKING AND CYCLING										
4.1	The city and neighbouring areas have a network of accessible, safe, connected pedestrian and cycling paths integrated with green spaces		●		●		●			
4.2	The city centre is managed to facilitate the movement of people walking and cycling		●				●			
4.3	The number of people who choose to walk and cycle continues to increase		●							
4.4	Businesses in the city encourage their staff to walk and cycle more often									
A LIVELY, ENGAGING CITY CENTRE										
5.1	The city centre has safe and attractive public spaces for people to meet, rest and walk through at all times of the day or night; with George street as a distinctive spine	●	●							
5.2	The city centre provides diversity of built form, uses and experiences	●								
5.3	Innovative, creative, retail, hospitality, tourism and small business activity is supported in the city centre	●								
5.4	The city centre is a place for cultural activity, creative expression and participation	●								

			STATE PRIORITIES																										
Keeping our environment clean	Faster housing approvals	Improving government services	Making it easier to start a business	Encouraging business investment	Boosting apprenticeships	Accelerating major project assessment	Increasing housing supply	Protecting our credit rating	Delivering strong budgets	Improving Aboriginal education outcomes	Transitioning to the National Disability Insurance Scheme	Better government digital services	Cutting wait times on planned surgeries	Increasing cultural participation	Ensure on-time running for public transport	Creating sustainable social housing	Reducing violent crime	Reducing adult re-offending	Reducing road fatalities	Improve road travel reliability									
10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30									
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Alignment with state priorities (continued)

Alignment of Sustainable Sydney 2030 with NSW Government priorities

Alignment of Sustainable Sydney 2030 with NSW Government priorities		PREMIER'S PRIORITIES								
		Creating jobs	Building infrastructure	Reducing domestic violence	Improving service levels in hospitals	Tackling childhood obesity	improving education results	Protecting our kids	Reducing youth homelessness	Driving public sector diversity
		1	2	3	4	5	6	7	8	9
SUSTAINABLE SYDNEY 2030 OBJECTIVE										
RESILIENT AND INCLUSIVE LOCAL COMMUNITIES										
6.1	Our city comprises many unique places - a 'city of villages' - for communities to live, meet, shop, study, create, play, discover, learn and work	●								
6.2	Our city is a place where people are welcomed, included and connected									
6.3	Local economies are resilient, meet the needs of their community, and provide opportunities for people to realise their potential	●								
6.4	There is equitable access to community facilities and places, parks and recreational facilities to support wellbeing in daily life		●			●		●	●	
6.5	The community has the capacity, confidence and resilience to adapt to changing circumstances			●						
A CULTURAL AND CREATIVE CITY										
7.1	Creativity is a consistent and visible feature of the public domain and there are distinctive cultural precincts in the city and its villages		●							
7.2	The City supports and encourages individual creative expression by ensuring opportunities for creative participation are visible, accessible and sustainable									
7.3	Sydney's cultural sector and creative industries are supported and enhanced leading to greater sector sustainability, productivity gains, and innovation	●	●							
7.4	The continuous living cultures of Aboriginal and Torres Strait Islander communities is visible and celebrated in our city	●								
HOUSING FOR A DIVERSE POPULATION										
8.1	The supply of market housing in the city meets the needs of a diverse and growing population									
8.2	The supply of affordable housing supports a diverse and sustainable community and economy	●							●	
8.3	The supply of safe and sustainable social housing in the inner city is available for those who need it								●	
8.4	People who are homeless or at risk of homelessness have access to safe and sustainable housing and support								●	
SUSTAINABLE DEVELOPMENT, RENEWAL AND DESIGN										
9.1	The City of Sydney leads by example to facilitate great places									
9.2	The city is beautiful, sustainable and functions well									
9.3	There are great public buildings, streets, squares and parks for everyone to use and enjoy					●				
9.4	Sydney plans for the long-term and the benefit of future generations									
9.5	The urban environment promotes health and wellbeing					●				
IMPLEMENTATION THROUGH EFFECTIVE GOVERNANCE AND PARTNERSHIPS										
10.1	The City of Sydney is well governed									
10.2	The City of Sydney has the culture, capability and capacity to deliver Sustainable Sydney 2030 priorities			●						●
10.3	The City of Sydney is financially sustainable over the long-term									
10.4	The City of Sydney makes a positive contribution to the governance of metropolitan Sydney									
10.5	The community is engaged and active in shaping the future of the city									
10.6	Strategic partners and collaborators support the delivery of Sustainable Sydney 2030									

[illegible]

Glossary

The **City of Sydney** (or the **City**) 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. This geographical area can also be referred to as the **Local Government Area** (or **LGA**).

The **city centre** encompasses major civic functions, government offices, cultural and entertainment assets and runs between Circular Quay and Central Station, Domain/Hyde Park and Darling Harbour.

Greater Sydney or **Metropolitan Sydney** is classified as the Greater Capital City Statistical Area by the Australian Bureau of Statistics (ABS). It extends from Wyong and Gosford in the north to the Royal National Park in the south and follows the coastline in between. Towards the west, the region includes the Blue Mountains, Wollondilly and Hawkesbury. Greater Sydney covers 12,368 square kilometres.

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Right Sydney Chinese New Year Festival 2017
Next page *Welcome to Redfern, 2013*, by Reko Rennie and Aboriginal youth, Redfern, Eora Journey Curator Hetti Perkins





