



Sydney2030/Green/Global/Connected

CITY OF SYDNEY  

Sustainable Sydney 2030 Community Strategic Plan (2014)

city of villages



01/	Access and equity statement	01
02/	Aboriginal and Torres Strait Islander statement	02
03/	Sustainability statement	03
04/	Message from the Lord Mayor	04
05/	Message from the Chief Executive Officer	05
06/	Defining Sydney	06
07/	Overview	09
08/	What the community said	13
09/	2030 vision	16
10/	Making it happen	18
11/	Monitoring progress of Sustainable Sydney	23
12/	Ten targets for 2030	24
13/	Ten Strategic Directions	26
14/	Appendices	58

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

Information or feedback on the Plan can be made via email to corporateplan@cityofsydney.nsw.gov.au

Alternatively, comments can be made in writing to:

Feedback on Integrated Plans

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SYDNEY NSW 2000

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01

Access and equity statement



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

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

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

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

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

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

02

Aboriginal and Torres Strait Islander statement

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

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

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

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

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

The City 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 and the Metropolitan Aboriginal Land Council in 2006. The City is deeply committed to Reconciliation in partnership with its Aboriginal and Torres Strait Islander peoples.

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

03

Sustainability statement



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

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

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

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

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

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

04

Message from the Lord Mayor

Creating a great city requires a great long-term plan. To secure the kind of prosperous, inclusive and sustainable future we all want, Sydney's leaders must look beyond the short term.

Together with our community, the City of Sydney has created a long-term vision.

I believe that leaders should consult, commit and then act. Everywhere you look, the City is now taking action to make our long term vision a reality.

We are making our city more attractive for business both large and small – between 2007 and 2012 40 per cent of all new jobs in the Sydney metropolitan region were created right here in the City of Sydney.

Jobs in the city are increasing at twice the rate of the rest of metropolitan Sydney, particularly in the digital, education and tourism sectors.

Despite other levels of government retreating from action on climate change, the City is acting to reduce our carbon pollution, boost renewable energy, divert waste away from landfill, and ensure we protect our urban environment.

To build an inclusive and welcoming city we are supporting more affordable housing, making room for artists and creativity, and investing in state-of-the-art community and cultural facilities.

We are building a sustainable system of active and public transport. Central to this program is the introduction of light rail along George Street and major civic improvements along the route.

New street trees, furniture, paving, lighting and dramatic and beautiful public art throughout the city centre will improve the amenity of our busiest streets and laneways.

In the southern part of the city, we are transforming Green Square into a vibrant and sustainable urban environment.

Green Square is emerging as a place of innovative housing design, business and retail, and creative and engaged communities that are proud of the area's industrial past and confident in its future.

Your continued support for our vision makes our vision for Sydney possible. I hope you take pride in the progress we are making to create a city that is truly green, global and connected.



Lord Mayor Clover Moore

A handwritten signature in black ink that reads "Clover Moore". The signature is stylized with a large 'C' and a long horizontal line at the bottom.

05

Message from the Chief Executive Officer

Sustainable Sydney 2030 is a bold plan to ensure the sustainable economic, social and cultural future for all who live, work, visit, and do business in our city.

The plan was created with the community in 2008 through the most extensive consultation process the City has ever undertaken. It is based on a strong foundation of research and analysis, and ongoing dialogue with business, social, environmental, cultural, housing and transport specialists.

We've continued to involve our residents, businesses and many other organisations to meet these ambitious targets. And I'm pleased to say many of the bold ideas we imagined are becoming a reality.

Across the city, we're delivering better infrastructure and services and improving public spaces thanks to partnerships with government and with the private sector. We're leading projects that will cut greenhouse gas emissions, deliver a cultural and creative city and a community that is connected, resilient and adaptable.

Our partnerships with industry and business continue to deliver strong results for the city economy. In recent times we've seen strong jobs growth and an increase in business numbers in our city. Sydney has been recognised internationally as the number one city for international students and nationally as having the most significant concentration of new tech start-up businesses.

Work on the light rail network, new cycleway links and the transformation of George Street is underway. This partnership between the City and the NSW Government will deliver better transport connections for our growing city and provide Sydney with the main street and public spaces it needs to remain Australia's leading global city.

Green Square is perhaps the largest urban renewal area in Australia. It will provide housing, including affordable housing, for an expanding population who want to live close to workplaces in the city centre. The City is spending \$440 million on community facilities and essential infrastructure to support the more than \$8 billion private sector investment in the area. We're achieving the best possible designs for many facilities by running international design competitions, including an inspiring new library and plaza, community and creative spaces, and a superb new aquatic centre and park.



A live music and performance taskforce is set to revitalise the city's cultural life. And a new series of accommodation grants and live-work spaces for artists, start-ups and community groups will support local creative talent and small businesses.

We will continue to work hard to keep the city centre globally competitive, supported by a network of villages that are all desirable places to live, work and spend time.

Monica Barone
Chief Executive Officer

A handwritten signature in black ink that reads "P. M. Barone". The signature is written in a cursive, flowing style.

06

Defining Sydney



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

The City is the local authority with overall responsibility for the area although numerous other stakeholders share an interest in it. Sustainable Sydney 2030 recognises the broader context of metropolitan Sydney and the unique role that the City of Sydney LGA plays as the heart of the global city.

To ensure there is clarity regarding the relevant geographies and responsibilities, the different terms and areas are defined as:

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

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

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

THE CITY CENTRE encompasses major civic functions, government offices, cultural and entertainment assets and runs between Circular Quay and Central Station, Domain/Hyde Park and Darling Harbour.

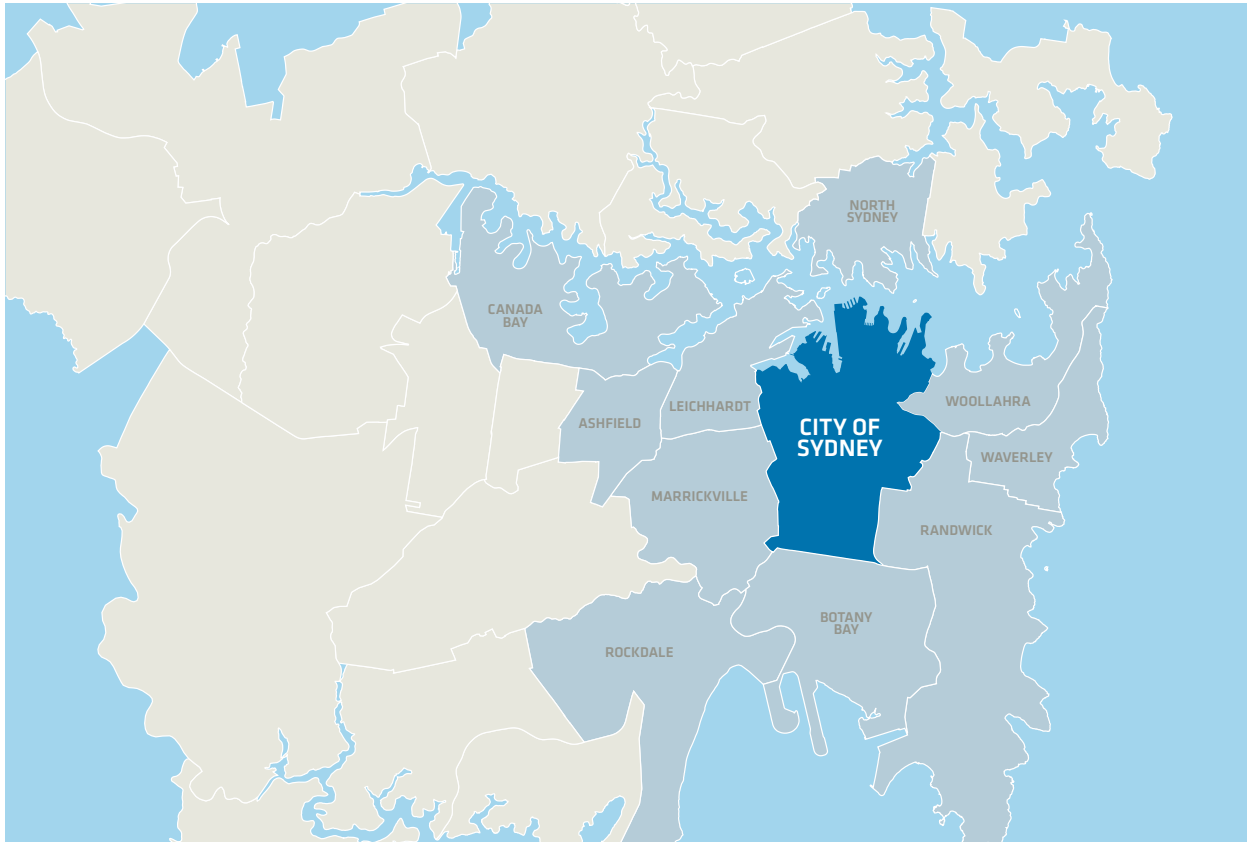
INNER SYDNEY refers to the 11 Local Government Areas of Inner Sydney: the City of Sydney, North Sydney, Ashfield, Botany Bay, Canada Bay, Leichhardt, Marrickville, Randwick, Rockdale, Waverley and Woollahra.

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

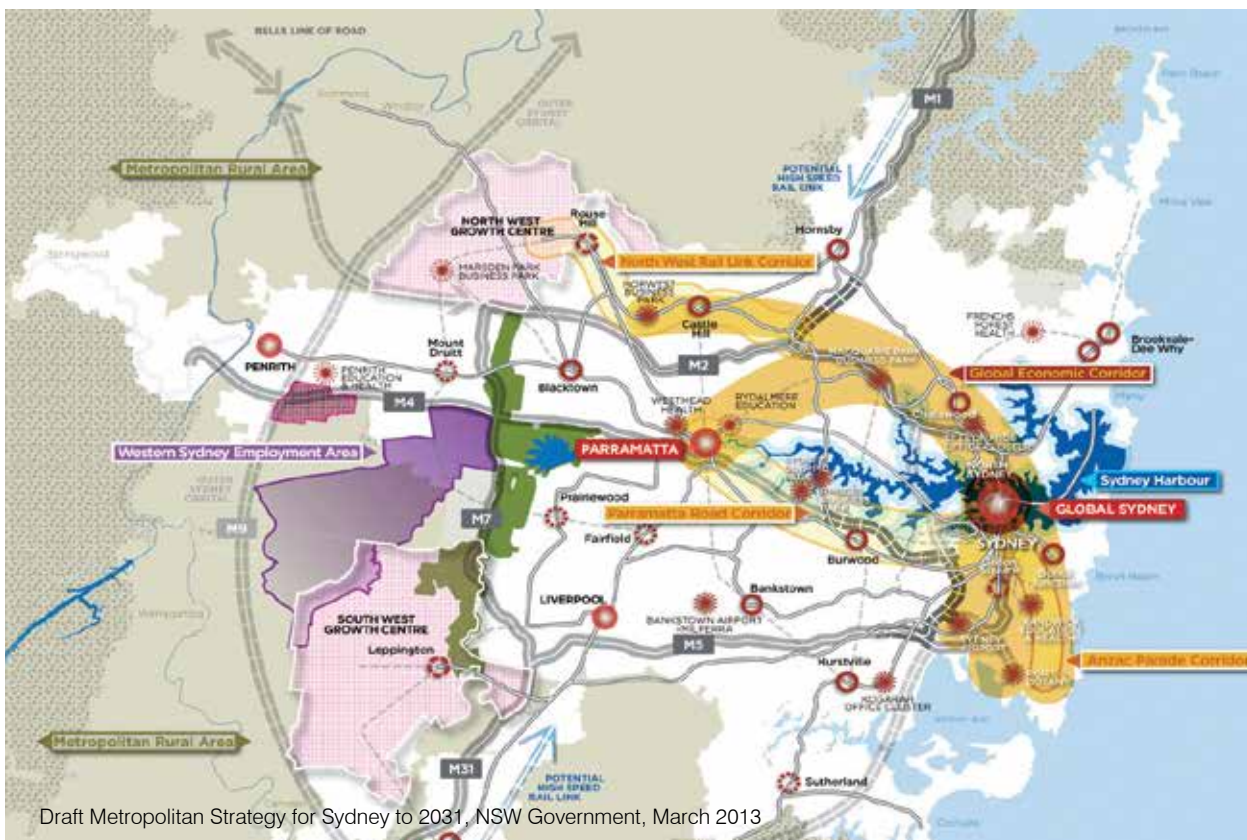
City of Sydney Local Government Area



Regional Context – Inner Sydney



Regional Context – Draft Metropolitan Strategy Map



Draft Metropolitan Strategy for Sydney to 2031, NSW Government, March 2013

07 Overview

A Community Strategic Plan for the City of Sydney

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

Why Prepare a Strategic Plan?

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

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

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

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

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

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

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



What is the Vision?

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

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

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

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

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

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





The Challenges

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

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

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

How the Plan is Being Implemented

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

A comprehensive implementation program has been prepared and activated for each. This is the basis of the City of Sydney's Delivery Program, a 4-year program to deliver on the vision and long-term strategy.

Working in Partnership with the Community

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

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



08

What the community said



The consultation messages are clear.

People want a city that is:

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

They want Sydney to be Green, Global and Connected.

People want a city ...

That offers affordability and social diversity.

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

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

That is beautiful with ribbons of green.

Which is friendly.

That is globally connected.

Which celebrates the outdoors.

Provides affordable space for creative people.

That is an international gateway city to Asia.



**Where riding
a bike is safe
and enjoyable.**

**With
environmental
leadership.**

**With greater
self-sufficiency.**

**With distinctive
precincts.**

**Where economic
benefits will be
gained by enhancing
sustainability.**

**Not clogged
by cars.**

**With walkable
streets.**

**That tells
its history.**

**That includes
Indigenous
people in its
future.**

**Which has more
green space.**

09

2030 vision

In 2030, City of Sydney will be

Green

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

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

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

Global

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

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

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

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



Connected

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

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

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

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

10

Making it happen

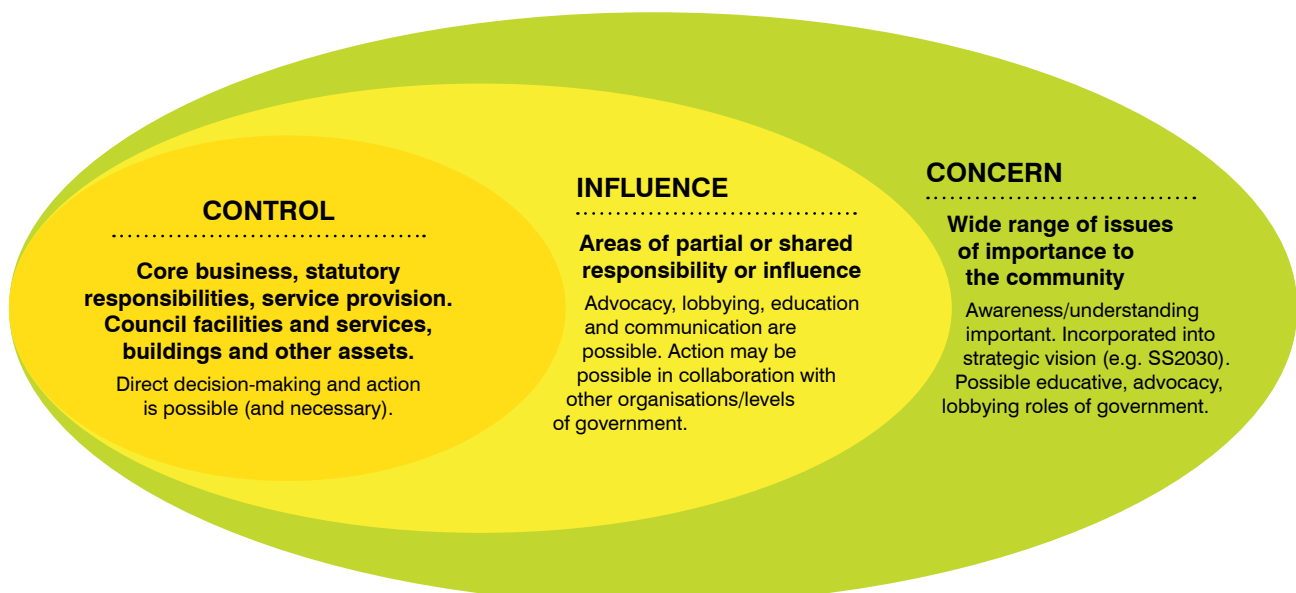
The City of Sydney – Roles and Responsibility

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

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

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

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

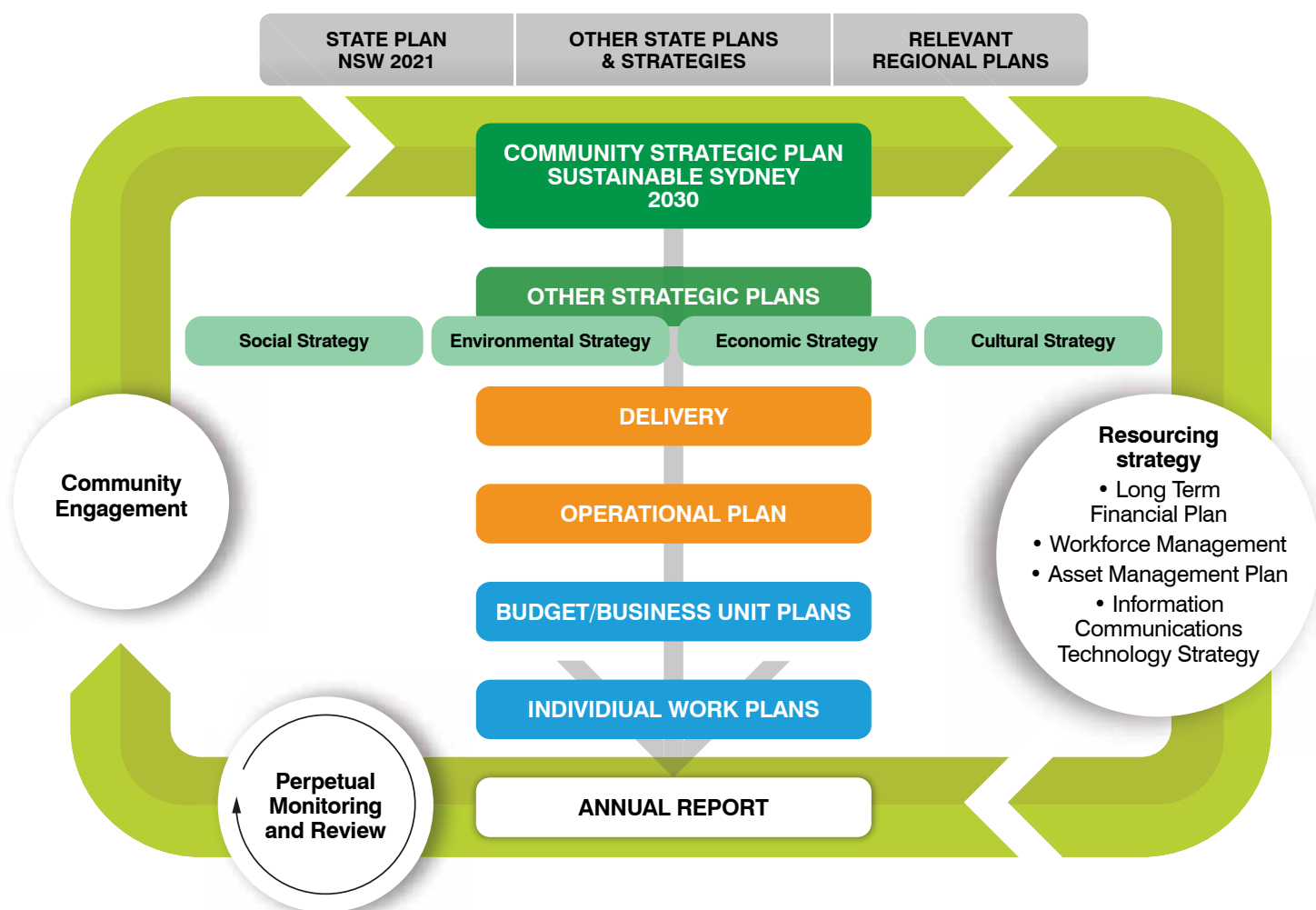


The Integrated Planning and Reporting Framework

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

These reforms of the Local Government Act 1993 replace the former Management Plan and Social Plan structures.

The City of Sydney's response to this statutory framework for planning and reporting is embodied in the suite of Integrated Planning documents which were exhibited in May-June 2014.



Making it happen (continued)



An Ongoing Program to Achieve a Green, Global, Connected City

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

Establishing Partnerships for Change

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

Aligning Council's Program and Operations

The Delivery Program 2014-2017 is the City of Sydney's 4 year program in response to the community vision and strategy expressed in Sustainable Sydney 2030.

It identifies priority projects and programs over this time frame with targets and key performance indicators to deliver the long-term goals and outcomes specified under each strategic direction. The financial plan for the delivery of this program is also identified. From this program, the Operational Plan 2014/15 is derived as an annual installment, which also includes the detailed budget and revenue policy.

Resourcing the Plan

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

The Resourcing Strategy (2014) which accompanies this Community Strategic Plan includes four components:

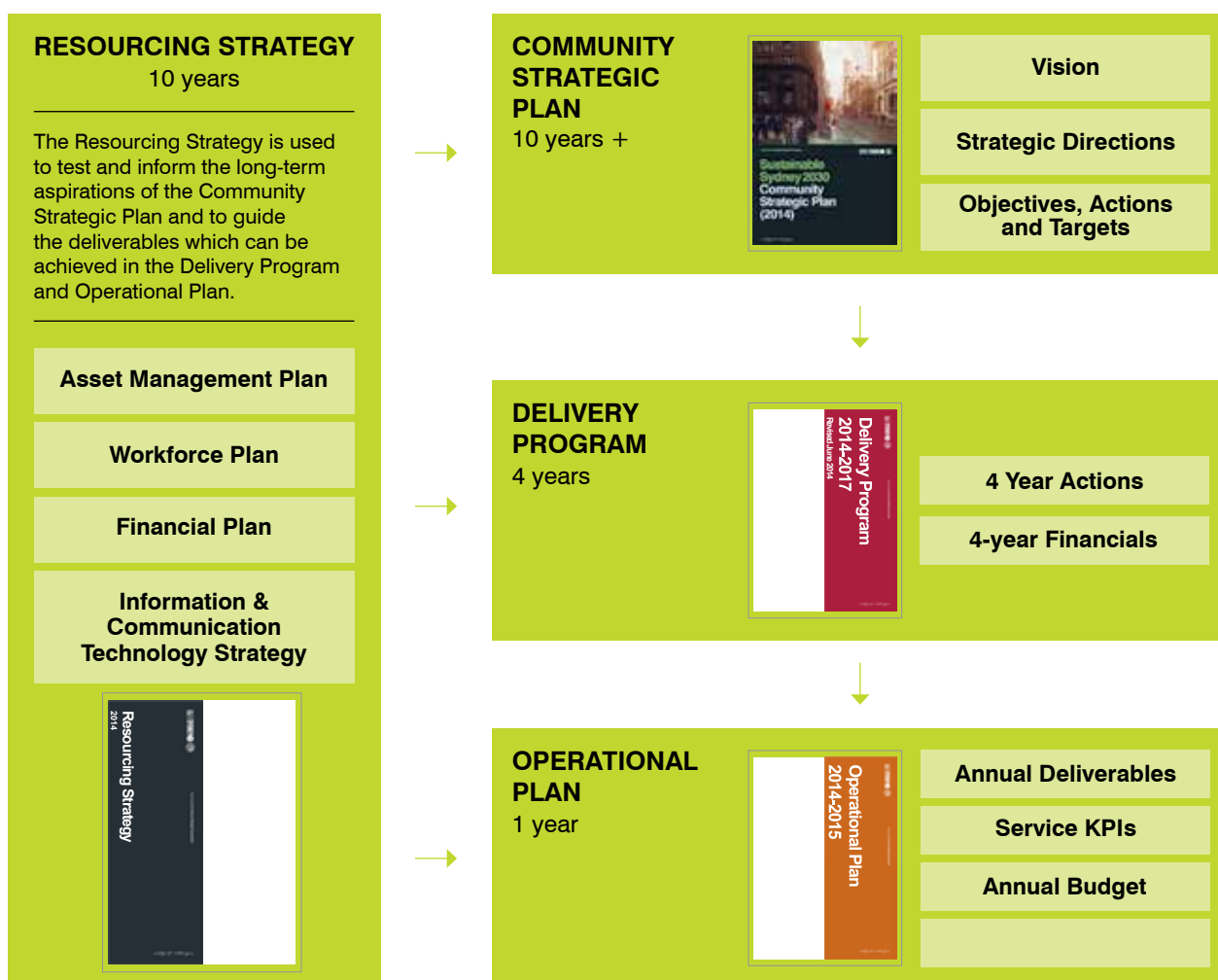
- Long-term Financial Plan
- Workforce Strategy
- Asset Management Strategy
- Information, Communication & Technology Strategy

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

The City of Sydney's workforce capacity to meet the objectives of the strategy and the broad challenges and responses to planning our future workforce are outlined in the Workforce Strategy (2014).

Asset management is a critical area of local government responsibilities, governed by legislated standards. The status, needs and resourcing plan for each key asset area in the City's care are shown through the Asset Management Strategy (2014).

This Information, Communication and Technology (ICT) Strategy (2014) establishes a road map to ensure that ICT facilities, initiatives and resourcing are aligned with the strategic goals of the organisation.





11

Monitoring progress of sustainable Sydney

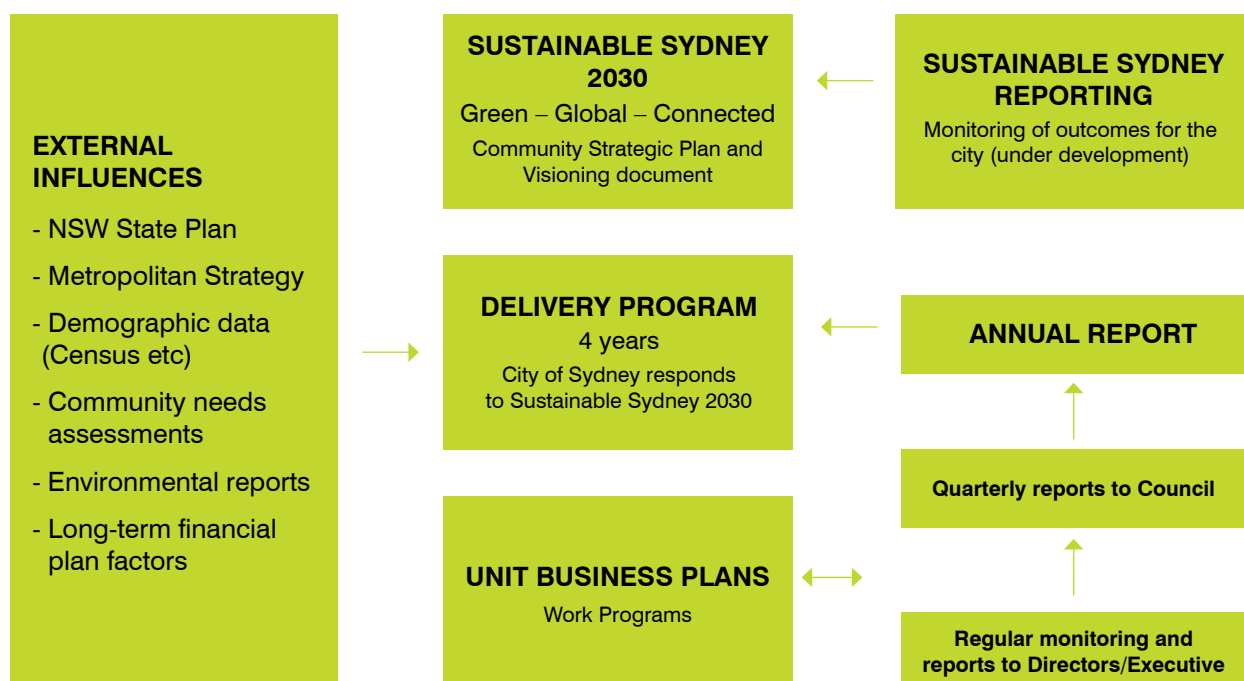
Monitoring of a sustainable Sydney requires a multi-layered process. First there is Sustainable Sydney 2030. As the Community Strategic Plan this requires a monitoring report against broad sustainability indicators for the community and area as a whole. This is a higher level Sustainability Report that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

Delivery Program

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

Community Indicators

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



12

Ten targets for 2030

Specific targets to make the city more sustainable

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

TARGET 1:

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

TARGET 2:

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

TARGET 3:

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

TARGET 4:

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

TARGET 5:

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

TARGET 6:

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

TARGET 7:

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

TARGET 8:

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

TARGET 9:

Every resident will be within a 3 minute walk (250 m) of continuous green links that connect to the Harbour Foreshore, Harbour Parklands, Moore or Centennial or Sydney Parks.

TARGET 10:

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



A Framework for Action: Ten Strategic Directions for Sustainable Sydney

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

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

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

Strategic direction 01

A globally competitive and innovative city

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

City context

- The city is an acknowledged global city with natural assets, a strong economy and globally competitive businesses
- It is a city that is welcoming, safe, clean and has a high level of public amenity
- The city centre is at the heart of global Sydney as identified in the Metropolitan Strategy
- A globally competitive city is critical to Australia's economic prosperity
- A globally competitive city expands opportunities for residents, business, workers and the broader society

Why action is needed

- To reverse slow and ineffective adjustments to a sustainable economy
- Globalisation trends require local responses
- To boost innovation
- Effective partnerships are needed for change
- Looming macro-economic imbalances
- Interstate and global city competition is increasing
- Global competition is intensifying in service industries
- Investment in strategic economic infrastructure and amenities has been inadequate

- To respond to inequality, affordability and social stress
- To accelerate investment in green economy and technology

City of Sydney's role

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

- Asset design, Development and Maintenance
- Cleansing and Waste
- Events Management
- Grants and Sponsorship Management (also relates to other relevant Strategic Directions)
- Late Night Economy
- Marketing and Promotion
- New Year's Eve
- Safety
- Security and Emergency Management
- Strategic Economic Planning
- Tourism Development



OBJECTIVE 1.1

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

City Now

Constraints on future capacity to accommodate new jobs in the city centre.

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

Lack of coordinated planning for critical city support area (activities) in city's south.

Uncoordinated planning for airport and port activities.

City in 2030

City centre reinforced as the heart of global Sydney.

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

Sufficient development potential for global city support activities is available.

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

OBJECTIVE 1.2

Globally competitive clusters and networks are strong, innovative and continue to grow.

City Now

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

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

City in 2030

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

Industry and activity clusters developed through stakeholder partnerships.

Sydney renowned for creativity and innovation.



OBJECTIVE 1.3

Sydney maintains its position as a global city.

City Now

Sydney's global rankings are high but weaker on transport and housing affordability.

Safety in the city is becoming an issue.

Many businesses and employees are mobile.

City in 2030

Costs kept competitive with other cities.

Sydney's global rankings are consistently high.

Sydney continues to experience sustainable economic growth.

OBJECTIVE 1.4

Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination.

City Now

Unfulfilled tourism promise.

Fragmented marketing and branding of Sydney.

City in 2030

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

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

SUPPORTING STRATEGIES

City Plan (2012) (LEP/DCP)

Central Sydney Development Contributions Plan (2013)

Central Sydney Planning Controls Review (in development)

City South Employment Lands Strategy (draft)

Cultural Policy (in development)

Digital Economy Action Plan (in development)

Economic Development Strategy (2013)

International Education Action Plan (in development)

Open Sydney Strategy & Action Plan (2013)

Retail Action Plan (2013)

Safe City Strategy (in development)

Strengthening Connections with Asia Action Plan (in development)

Tourism Action Plan (2013)

Strategic direction 02

A leading environmental performer

The City of Sydney has adopted ambitious greenhouse gas emission and mains water use reduction targets.

The City will work towards a sustainable future for the city's use of water, energy and resources.

The City of Sydney also understands the importance and benefits provided from ecosystem services. We have developed comprehensive policies and clear targets to increase the urban canopy, biodiversity and the physical greening of the city.

City context

- The IPCC states unequivocally that human activity is contributing to climate change
- City of Sydney recognises the need for Sydney as a global city to play its role in reducing greenhouse gas emissions
- The City of Sydney has adopted ambitious greenhouse emissions reduction targets
- Climate change and its impacts are the most important urban management issue for the city in the 21st century
- Coal fired electricity is the major source of greenhouse gas emissions for the City of Sydney
- There are sufficient renewable electricity and gas resources within proximity of the city to meet all of its electricity, heating and cooling needs
- While the cost of fossil fuel energy is increasing, the cost of renewable energy and storage is falling
- There is growing appetite for renewable energy especially in the context of unprecedented increases to electricity bills driven largely by network charges

- The City of Sydney is rethinking how we deliver the city's drinking and non-drinking water supplies for the 21st century
- Green spaces are one of a city's most important natural assets. The ecological health of urban areas influences the diversity and abundance of plant and animal species and the quality of life of urban residents
- Ecosystem services are an effective tool in minimising the cause, and impacts, from climate change
- All levels of government, the private sector and the community have a vital role to play in ensuring we reduce energy use and emissions, mains water use and waste generation in our city

Why action is needed

- Emissions must be stabilised to maintain an acceptable global climate
- Community and infrastructure resilience will be needed to deal with climate threats such as extreme weather events, changing rainfall patterns, rising sea levels and increased flooding
- Growth in energy, water and waste resource demands is unsustainable
- To transition to low and zero pollution energy with a focus on affordability and reliability
- Ensure the city has greater energy and water security
- To mitigate the impacts of the urban heat island effect, improve air quality, increase habitat for biodiversity and create additional space for urban food production and recreation
- To maximise and share the benefits provided from the urban canopy, biodiversity and green spaces



City of Sydney's Role

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

City Services:

- Aboriginal Services
- Domestic Waste Collection and Street Cleaning Services
- Littering and Unlawful Dumping Inspections
- Sustainability Programs
- Urban Forestry and Ecology Programs
- Weed Control Stormwater Management

City Asset Management:

- Depot Facility Management
- Fleet Management
- Parks management & maintenance
- Property management
- Recycling Depot

Planning:

- Development Application Assessment and Advice
- Monitoring environmental performance
- Strategic planning and urban design

Energy consumption and greenhouse gas emissions are reduced across the local government area.

City Now

Reliance on centrally provided energy infrastructure outside the city.

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

Reasonable level of engagement in property industry regarding the importance of efficient buildings.

City in 2030

Continuous improvement in energy efficiency, energy productivity and greenhouse gas reductions.

Ultra efficient buildings.

A growing number of regenerative buildings or precincts that help to improve the carbon footprint of their surrounds.

Networks of low and zero carbon local energy production and sharing.

OBJECTIVE 2.1



OBJECTIVE 2.2

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

City Now

City focused on diverting residential waste from landfill.

City in 2030

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

Waste management practice of all sectors are coordinated to minimise environmental impacts.

OBJECTIVE 2.3

Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area.

City Now

Water is seen as a cheap, renewable resource.

Invisible drains that quickly remove water which is treated like waste.

City in 2030

The value of water is properly recognised.

Potable water use is rationalised and opportunities to replace demand with recycled water are realised.

The quality of city waterways meet the needs of the community while minimising impact on the environment.

OBJECTIVE 2.4

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

City Now

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

Leading environmental practice in silos not enabling transformative change.

City in 2030

A community that understand their environmental impact and one that collaborates in the development and implementation of initiatives that improve the environmental performance of the city.

An urban development norm that means that all new and redeveloped buildings operate with high environmental performance – supported by robust State and local planning policy and standards.



OBJECTIVE 2.5

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

City Now

A commitment to strategic environmental initiatives.

City in 2030

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

OBJECTIVE 2.6

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

City Now

The city has some tree lined streets and great urban parks.

Urban canopy is 15.5% of the city area and there is very little remnant vegetation or landscape.

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

City in 2030

The city is planting trees into every available road and footpath, and residents and developers are planting large canopy trees on private property.

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

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

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

The community are active participants in protecting and enhancing the city's trees, parks, flora and fauna.



SUPPORTING STRATEGIES

Advanced Waste Collection Master Plan (in development)
Advanced Waste Treatment Master Plan (in development)
Climate Change Adaption Plan (in development)
Community Gardens Policy
Decentralised Energy Master Plan - Renewable Energy (2013)
Decentralised Energy Master Plan – Trigeneration (2013)
Decentralised Water Master Plan (2013)
Energy Efficiency & Demand Management Master Plan (in development)
Floodplain Risk Management Plans
–Alexandra Canal (2014)
–Blackwattle Bay and Johnsons Creek (in development)
–City and Darling Harbour (in development)
–Green Square, 2013
–Woolloomooloo, Rushcutters Bay and Centennial Park (in development)

Footpath Gardening Policy
Generic and site-specific Parks Plans of Management
Greening Sydney Plan (2012)
Green Roofs & Walls Policy (2012)
Green Roofs and Walls Policy Implementation Plan (2014)
Interim Waste Strategy (2012)
Open Space and Recreational Needs Study (in development)
Parks Water Savings Action Plan (in development)
Residential Apartments Customer Sector Sustainability Strategy (in Development)
Street Tree Master Plan (2011)
Stormwater Infrastructure Plan
Tree Management Policy
Tree Management Controls (LEP and DCP)
Urban Forest Strategy (2013)
Urban Ecology Strategic Action Plan (2014)
Waste Policy - Local Approvals Policy for Managing Waste in Public Places

Strategic direction 03

Integrated transport for a connected city

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

City context

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

Why action is needed

- Greenhouse gas emissions from transport must be minimised to manage the impacts of global warming
- Maintaining global competitiveness requires good transport networks
- Reduce the negative impacts of congestion
- Improve health and wellbeing
- Manage the growth in freight traffic
- To align transport with user needs
- The elements of Sydney's transport system require integration
- To ensure reliable transport supports an ageing population, people with a disability and people with impaired mobility

City of Sydney's role

- The functions and services of the City of Sydney which primarily relate or contribute to this Strategic Direction include:
 - Access Policy and Planning
 - Clearways and Arterial Roads Inspections
 - Community Transport
 - Parking Meter Management
 - Parking Station Management
 - Public Domain Assessment
 - Roads and Footway Maintenance
 - Street Furniture Maintenance
 - Street Lighting Maintenance
 - Traffic Management
 - Transport Policy and Planning



OBJECTIVE 3.1

Plans are in place that enhance access by walking, cycling and public transport from the Sydney region to the City of Sydney.

City Now

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

City in 2030

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

OBJECTIVE 3.2

Transport infrastructure is aligned with city growth.

City Now

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

City in 2030

Enhanced opportunities for inner Sydney residents to walk, cycle and take public transport to the city centre.

Increased tourist and event accessibility between the city centre, and villages.

OBJECTIVE 3.3

Negative impacts from transport on public space in the city centre and villages are well managed.

City Now

Pedestrian experience in the city is poor.

Lack of clear connections for pedestrians in the city.

Public transport operation is constrained.

City in 2030

Active management of travel demand.

An integrated approach to traffic management, public transport, walking and cycling and public domain design.



OBJECTIVE 3.4

There is an increased use of public transport and reduction in traffic congestion on regional roads.

City Now

The regional road network is a major part of the city's transport system, with the amenity of some key city streets in the network severely compromised.

Freight is placing new demands on the city's road network.

Traffic congestion impedes Sydney's economic development.

City in 2030

Innovative demand management implemented to reduce congestion on regional road network.

Freight movements managed to improve residential amenity and reduce congestion.

OBJECTIVE 3.5

There is quality access to transport services and infrastructure in the city

City Now

Transport accessibility is difficult in some parts of the city.

City in 2030

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

SUPPORTING STRATEGIES

Car Share Policy (Draft 2010)

CBD Kerbside Uses Plan (in development)

Connecting our City Transport Strategy and Action Plan (2012)

Motor Cycle & Scooter Strategy & Action Plan (2008)

Neighbourhood Parking Policy (formerly Integrated Parking Strategy for Villages) (in development)

Strategic direction 04

A city for walking and cycling

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

City context

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

Why action is needed

- Greenhouse gas emissions from transport must be minimised to manage the impacts of global warming
- Reliance on traditional transport energy sources must be reduced
- Maintain economic competitiveness
- Reduce city congestion
- Improve health and wellbeing
- To create more and better infrastructure for pedestrians and cyclists

City of Sydney's role

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

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



OBJECTIVE 4.1

The City of Sydney and inner Sydney has a network of accessible, safe, linked pedestrian and cycling infrastructure integrated with green spaces.

City Now

Discontinuous cycling routes which share the road space with cars.

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

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

City in 2030

A connected city.

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

OBJECTIVE 4.2

The city centre is managed to encourage the movement of pedestrians and cyclists.

City Now

Unrealised potential as a walkable city centre.

Few effective transport alternatives for short trips in the city centre.

Lack of information and knowledge about city centre connections.

City in 2030

The city is a great walkable and bike riding city.

Walking and bike riding are integrated into transport planning.



OBJECTIVE 4.3

City of Sydney and Sydney businesses lead by example to increase walking and cycling by staff.

City Now

Insufficient end-of-trip facilities for cyclists and pedestrians.

Tax and other salary incentives favour cars over public transport, pedestrian movement and cycling.

City in 2030

End of trip facilities for walkers and bike riders are provided.

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

The tax system actively encourages walking and cycling.

OBJECTIVE 4.4

Increase in mode share for walking and cycling.

City Now

Many people want to walk and cycle but need encouragement and support.

There is limited capacity in Sydney's public transport system and more walking and cycling trips will help manage demand.

City in 2030

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

SUPPORTING STRATEGIES

Cycle Strategy & Action Plan 2007 (2007)

Legible Sydney Wayfinding Strategy (2012)

Legible Sydney Wayfinding System Implementation Plan (2013)

Liveable Green Network Strategy & Masterplan (2011)

Public Toilet Strategy (2014)

Walking Strategy & Action Plan (in development)

Strategic direction 05

A lively, engaging city centre

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

City context

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

Why action is needed

- The city centre's role as Australia's iconic location requires protection
- The city centre should be opened up and re-connected to the water
- To reclaim the city centre from traffic
- To create more and better spaces for people to enjoy the city
- By preserving and extending the city's 'fine grain' – the small scale and diverse spaces – we will provide for small retail and service tenancies, set in vibrant and attractive streets
- To increase life on the street
- To create a more diverse and mature night time culture

City of Sydney's role

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

- Asset design, development and maintenance
- CCTV Management
- City Design
- City Safety
- Creative Services
- Customs House Management
- Landmark City Venues and Public Space Management
- Laneways and Fine Grain Planning and Delivery
- Marketing and Promotion
- Night Time City Management
- Property Management and Maintenance
- Public art
- Regulatory Services
- Strategic Economic Planning and Support
- Waste and Cleansing Services



OBJECTIVE 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.

City Now

Lack of distinctive streets.

Lack of open space network.

Dominated by noisy and polluting traffic.

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

City in 2030

Public domain of high quality and high pedestrian amenity.

A central north-south pedestrian spine linking major public spaces, supported by light rail and engaging activated laneways.

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

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

OBJECTIVE 5.2

The city centre comprises a number of distinctive precincts with a diversity of built form, uses and experiences.

City Now

The city centre is Australia's main shopping centre.

Active laneways are becoming part of the city centre.

Planning controls have been effective in increasing the amount of active frontages along streets over the last 15 years but more needs to be done to protect and reinforce the fine grain and ground level vitality of the city centre.

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

City in 2030

Strong, distinctive and engaging precincts.

Diverse buildings encouraging a range of uses and experiences.

Bespoke retail, small bars, dining and lively and interesting laneways are an integral part of the city.

Australia's best shopping destination.



OBJECTIVE 5.3

Cultural, creative, retail and small business activity is supported in the city centre.

City Now

Diminishing supply of independent and specialist retailing.

Diminishing opportunities for start-up or young entrepreneurs to establish in the city centre.

An unsophisticated late night bar and hospitality culture.

City in 2030

Australia's premier retail, creative, dining and cultural destination with a great variety of offerings.

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

A thriving and quirky array of 'out of the way' choices for late night dining and venues to support live music and live performance.

OBJECTIVE 5.4

The city centre is a place for art, creative expression and participation.

City Now

Major events populate the public domain in traditional spaces.

City in 2030

An increasing number of creative initiatives of various scales populate non-traditional or unexpected public spaces.

SUPPORTING STRATEGIES

City Centre Public Domain Plan (in development)

City North Public Domain Plan (in development)

Chinatown Public Domain Plan (2011)

Harbour Village North Public Domain Plan (2012)

George Street Concept Design (2013)

Live Laneways - Laneways Revitalisation Strategy (2008)

Public Spaces Public Life Sydney (2007)

Strategic direction 06

Vibrant local communities and economies

Building communities and local economies by supporting diversity and innovation in the city's villages.

City context

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

Why action is needed

- There is a need to reduce the disparity between socio-economic groups and enhance social well-being
- To build resilience and adaptive capacity in our community
- To ensure ongoing diversity in our population
- There should be equitable distribution and access to social infrastructure
- The distinctive character of villages needs enhancement
- To provide spaces for small and local businesses
- All communities must have opportunities to participate

City of Sydney's role

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

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



OBJECTIVE 6.1

The city is a network of distinctive villages which provide places for communities to live, meet, shop, create, play, discover, learn and work.

City Now

The city of villages concept has successfully highlighted the distinct character of the city's local residential and commercial precincts, but needs refinement given the new context of sustainable Sydney 2030.

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

City in 2030

The villages sustain a mix of homes, local jobs and services and each has a distinct character.

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

The city centre and village centres create an integrated global Sydney.

OBJECTIVE 6.2

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

City Now

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

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

Community facilities are unevenly distributed across the city and parts of the network of facilities are in need of renewal and expansion.

City in 2030

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

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

There is equality of access in the city to key social infrastructure and services, including health, education, child care, cultural, transport, housing and recreation facilities.



OBJECTIVE 6.3

Local enterprise and employment opportunities are diverse and sustainable.

City Now

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

City in 2030

Villages encourage and foster entrepreneurial spirit and employment growth.

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

OBJECTIVE 6.4

Local economies are dynamic, robust and resilient.

City Now

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

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

City in 2030

Villages integrate into global Sydney.

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

SUPPORTING STRATEGIES

Community Facilities Strategy (in development)

Drug and Alcohol Strategy (2007)

Inclusion (Disability) Action Plan 2014-17 (Draft)

Local Economies Action Plan (in development)

Markets Implementation Plan (in development)

Physical Activity Strategy (in development)

Social Sustainability Strategy (in development)

Strategic direction 07

A cultural and creative city

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

City context

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

Why action is needed

- It is important to celebrate Aboriginal and Torres Strait Islander heritage and culture
- Investment in culture is needed to meet the needs of diverse communities
- To foster innovation and creativity
- Emerging technologies need encouragement
- Cultural vitality and public engagement must be fostered
- A creative city needs planning

City of Sydney's role

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

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



OBJECTIVE 7.1

Creativity is a consistent and visible feature of the public domain and there is support for the development of distinctive cultural precincts in the city and its villages.

City Now

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

City in 2030

Sydney's brand synonymous with culture and creativity.

There are tangible signs of culture and creativity throughout the city.

OBJECTIVE 7.2

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

City Now

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

City in 2030

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

OBJECTIVE 7.3

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

City Now

Only recent recognition of strength of creative industries.

Lack of appropriate space for creative industries.

City in 2030

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

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

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



OBJECTIVE 7.4

The appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged.

City Now

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

City in 2030

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

A city where Aboriginal and Torres Strait Islander people have equitable economic and social opportunity.

OBJECTIVE 7.5

The creative use of existing resources, institutional structures, new technologies, and the skills and experiences of our diverse communities has expanded the community's access to lifelong learning and knowledge sharing.

City Now

Public participation in Sydney's cultural and creative life is hampered by lack of access to facilities, skills and knowledge.

City in 2030

Higher levels of participation and engagement in Sydney's cultural and creative life are evident across the diversity of the community.

SUPPORTING STRATEGIES

Chinatown Public Art Strategy

City Art Public Art Strategy (2011)

City Centre Public Art Plan (2013)

City Centre Public Art Implementation Plan (2013)

Cultural Policy (in development)

Cultural Policy Action Plan (in development)

Eora Journey Economic Development Plan (in development)

Street Art Policy (in development)

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

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

Green Square Public Art Strategy (2013)

Green Square Public Art Implementation Plan (2013)

Library Strategy (in development)

Live Music Live Performance Action Plan (2014)

Oxford Street Cultural Quarter Plan (2009)

Public Art in New Development Guidelines (in development)

Public Art Policy (2011)

Strategic direction 08

Housing for a diverse population

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

City context

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

Why action is needed

- An adequate supply of housing for a range of lifestyle choices and household types must be provided
- To ensure that housing is available for low to middle income workers in 'essential' activities such as teaching, nursing, police and emergency services, artists and hospitality
- The share of public housing must be preserved for very low income households and special needs groups where access to services is good
- To address homelessness amongst groups at risk
- To support social and economic diversity

City of Sydney's role

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

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



OBJECTIVE 8.1

The city has an adequate supply of housing to cater for the needs of the growing and diverse population.

City Now

Housing supply is not keeping pace with demand.

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

Housing choice is falling.

Deteriorating housing affordability.

City in 2030

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

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

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

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

OBJECTIVE 8.2

The supply of affordable housing continues to grow to meet the community's needs.

City Now

Declining housing affordability and pressure on low cost housing supply.

Loss of low cost housing stock, including boarding houses.

Lack of effective partnerships to address affordable housing issues.

City in 2030

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

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

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



OBJECTIVE 8.3

The supply of social housing in the inner city is maintained or increased to provide for the needs of very low to low income households.

City Now

Concentration of disadvantage in areas of social housing.

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

Increasing numbers of households in housing stress or housing crisis.

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

City in 2030

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

SUPPORTING STRATEGIES

Affordable Housing (Rental Housing) Strategy (2009)

Homelessness Strategy (2007)

Housing Position Paper (in development)

Social Housing Wellbeing and Safety Action Plan (in development)

Strategic direction 09

Sustainable development renewal and design

High quality urban design will bring liveability and greater sustainability.

City context

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

Why action is needed

- To respond to Sydney's changing economic geography
- Renewal areas must become extensions of the city integrated with the existing urban fabric
- To present a coherent city-wide vision to guide individual projects
- Development controls and approvals should not add unnecessarily to the cost of renewal and development
- Managing risks and ensuring the city is adaptable
- Recognising the role of the streets, parks and squares in public life
- Increasing the opportunities presented by renewal sites to achieve city-wide environmental targets
- Promoting a 'fine grain' subdivision and ownership pattern that supports mixed use, diversity and a strong identity
- Aspiring to design excellence across the city

City of Sydney's role

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

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



OBJECTIVE 9.1

The city is recognised for its leadership in sustainable urban renewal.

City Now

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

City in 2030

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

Precinct based energy and water infrastructure is utilised in renewal areas.

OBJECTIVE 9.2

Our streets, squares, parks and open space serve the community's access, recreation and social needs.

City Now

Additional open space provision is highly constrained.

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

Large areas of open space separated from surrounding residential communities.

City in 2030

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

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

OBJECTIVE 9.3

The city is recognised for design excellence.

City Now

Sydney's natural advantages threatened by poor development.

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

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

City in 2030

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

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

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



OBJECTIVE 9.4

The city's planning framework and implementation strategy ensures sustainable long-term growth.

City Now

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

City in 2030

Current planning decisions do not preclude longer term options.

SUPPORTING STRATEGIES

Digital Signage & Place Based Advertising Strategy (in development)

Green Square Placemaking Framework & Action Plan (in development)

Green Square Town Centre Public Domain (2013)

Public Domain Strategy-Epsom Park (in development)

Public Domain Strategy-Lachlan Precinct (in development)

Remediation Strategy-Ashmore Estate (in development)

Sydney Landscape Code (in development)

Sydney Lights Code (in development)

Sydney Parks Code (2011)

Sydney Signage Code (in development)

Sydney Streets Design Code (2013)

Sydney Streets Technical Specification (2013)

Strategic direction 10

Implementation through effective governance and partnerships

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

City context

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

Why action is needed

- Global warming presents an urgent need to replace ageing and unsustainable infrastructure
- There are increasing service and infrastructure expectations of local government, while effective power and control is eroded
- Access to additional revenue is tightening but costs are increasing
- To articulate a strategic agenda for other agencies with responsibilities in the City of Sydney
- To address fragmented local governance arrangements for more effective metropolitan planning
- The community, business and other layers of government have increasing expectations of good corporate governance

City of Sydney's role

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

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



OBJECTIVE 10.1

Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities.

City Now

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

City in 2030

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

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

OBJECTIVE 10.2

The community is engaged and partners with the city to achieve our shared aspirations.

City Now

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

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

City in 2030

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

OBJECTIVE 10.3

The City of Sydney is financially sustainable over the long-term.

City Now

The City is in a strong financial position, however it has to deliver major urban renewal and infrastructure projects, while growing demand will increase service costs within an environment with constrained income opportunities.

City in 2030

The City remains in a strong financial position, with an ongoing capacity to deliver the high quality services, facilities, infrastructure and innovative programs expected by its community.

The City funds this delivery through a diversified income base, with reasonable contributions from all ratepayers and customers, with alternative financing mechanisms utilised where appropriate.

Its financial sustainability is secured through robust financial planning, asset, resource and contract management.

OBJECTIVE 10.4

Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030.

City Now

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

Many worthwhile partnerships with other agencies and stakeholders.

City in 2030

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

SUPPORTING STRATEGIES

Asset Management Strategy

Digital Strategy (in development)

Information, Communication & Technology Strategy

Interim Customer Service Strategy (in development)

Investment Policy & Strategy

Long-term Financial Plan

Resourcing Strategy

Workforce Strategy

OBJECTIVE 10.5

The City is well governed and engaged in broader governance reform processes.

City Now

Lack of effective coordination between different levels of government.

National sustainability and economic productivity hampered by current arrangements.

City in 2030

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

13

Appendices

01 **Snapshot of Sydney in 2013**

02 **Major projects that will transform Sydney**
- Transforming the city centre
- Green Square

03 **Sustainable Sydney 2030
Community Engagement**

04 **State Plan Alignment**



Snapshot of Sydney in 2013

- The City of Sydney provides the image of Australia to the world. It is home to 191,918 residents and provides 437,000 jobs, and on an average day, including visitors and students, it is estimated that there are more than one million people in the city.
- Over the last decade, the City of Sydney has been both the second largest and third fastest growing Local Government Area in NSW, in terms of residential population.
- According to the city's 2012 Floorspace and Employment Survey, total employment in the city increased by more than 50,000 (13.6%) from 2007, despite the impact of the global financial crisis. Major growth industries were in Business Services, the Digital Economy, Creative Industries and the Education sector. The 2011 Population Census confirmed that with approximately 20% of the Greater Sydney employment, the city achieved almost 40% of the employment growth in the metropolitan area. This suggests that the city employment grew at twice the rate of the remainder of Sydney. In consequence, office vacancy rates have fallen in recent years, and this demand for space is anticipated to continue over the next few years.
- During 2011-12 the estimated value of economic activity in the city centre surpassed \$100 billion, representing 7.5% of Australia's GDP. It is now estimated at \$105 billion. On the latest available data, Sydney has been ranked 9th as a global finance centre and 10th in the Mercer Quality of Living Index.
- Sydney is head office to almost half the top 500 companies of Australian and New Zealand, and 60 out of the top 100 largest corporations in Australia are located here. The city has also become the Asia-Pacific regional head-quarters site for around 400 large multi-national corporations.

- The banking and finance sector is a key driver of the Sydney economy. Almost 80 per cent of international and domestic banks with an Australian head office are based in Sydney and importantly, 65 per cent of all banking and finance industry business and 70 per cent of the nation's finance services are in Sydney.
- Just below 20 per cent of Australia's exporting Advanced Business Services, including banking, investment and IT, are located in Sydney. It is also home to 14 per cent of national employment in Creative and Performing Arts activity. This proportion is even greater in more specific industries such as Internet Publishing and Broadcasting (56 per cent).

Demographic Profile

- The City of Sydney community of residents is relatively young, with a median age of 32 years – some 4 years younger than the Sydney metropolitan average.
- The 2011 Census indicated that almost half of city residents are aged between 18 and 34, compared to less than a quarter in the rest of Sydney.
- The number of younger adult residents in the City of Sydney is reflected in the high proportion of single people living here. Over 20 per cent of city residents live alone in one-person households. This compares to less than 10 per cent Sydney-wide. However, the majority (55 per cent) of city residents live in family households with a partner and/or children or other relatives. Group households accommodate just under one-in-five.
- One-quarter of city residents are currently attending an educational institution, including more than one in five of those aged 15 and over undertaking a post-school course.



- Some 48 per cent of residents have a bachelor degree or higher, compared to 27 per cent in greater Sydney. This means that all up, two-thirds of adults 18 and over either have a university degree or are currently studying for one. The comparison for greater Sydney is less than 40 per cent.
- 40 per cent of the city resident-workforce is employed in a professional occupation.

Cultural Diversity

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

Residents, workers and transport

- Increasingly, city residents are working locally. 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. The consequence is that over a quarter of City of Sydney residents walk to work (28 per cent), compared to only 4% for the Sydney metropolitan area. This exceeds the proportion of city residents who drive a car to work (24%).
- Only 60% of households in the City of Sydney own a car, compared to more than 87% for the Sydney metropolitan area. The average number of cars per household at 0.76 is half the rate for households Sydney-wide (1.52).
- In the five years between 2006 and 2011, the number of walkers-to-work increased by almost a third (31%) and those bicycling, more than doubled (115%). Despite making up only 5% of all Sydney metropolitan residents, city residents comprised over 30% of all those in Sydney who walk to work and almost a fifth (19.3%) of those who ride a bike to work.

Housing

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



Major projects to transform Sydney

Transforming the city centre

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

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

That's why the City of Sydney welcomed the NSW Government's announcement in December 2012 that work would begin soon on a \$1.6 billion, 12-kilometre light rail line, connecting Randwick and Kingsford with Circular Quay.

The city has committed \$220 million to the public domain elements of the project and is working closely with the NSW Government to provide a high capacity light rail service, and create inviting public spaces where people want to live, shop, visit and do business.

The city has signed a development agreement with Transport for NSW that sets out requirements for delivering a high quality light rail system.

In the city centre, George Street will be transformed through the introduction of a pedestrian zone from Bathurst Street to Hunter Street with light rail operating through the centre. This has the potential to unlock the city centre, reducing bus and traffic congestion and associated noise and pollution while improving travel time and reliability for commuters.

Greater space for people provides an opportunity to introduce shade from street trees and furniture for people to rest. It also means there can be improved lighting and artwork and local cafes and restaurants can introduce outdoor dining areas.

The city will also work to open up a network of vibrant lanes and small plazas which will help shops, bars and other small businesses to thrive.

This will deliver Sydney the inviting main street it needs to remain commercially competitive and draw visitors to our city.

In Surry Hills, the City is working closely with the community and the NSW Government to get the best outcome for Devonshire Street and the Surry Hills community.

The route through Devonshire Street will provide residents and workers with easy access to light rail. It will also create opportunity for new pocket parks and improved streetscapes along the route.

Light rail has a proven record in revitalising cities. Many cities around the world have successfully combined public transport investment with a policy of renewal and revival of their centres. The long life of light rail infrastructure encourages investment, and the areas in the vicinity of light rail stations usually see an increase in land values as a result of this investment.



Green Square

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

Green Square is set to become a true exemplar of green living with developments linked to high efficiency air-conditioning systems and recycled water, and people linked to shops, parks, gardens and entertainment with bike and walking routes and public transport.

The Green Square redevelopment area is 278 hectares and includes the suburbs of Beaconsfield and Zetland, and parts of Rosebery, Alexandria and Waterloo. It is just 3.5 kilometres from the city centre and 4 kilometres from the airport and has been identified as a planned major centre under the Draft Metropolitan Strategy for Sydney. It will make a vital contribution to the achievement of State Government targets for new housing and jobs in the LGA.

The city's role in Green Square is to ensure planning controls allow for growth and development that is sustainable, innovative and respects the character of existing neighbourhoods.

The provision of infrastructure by all levels of government is critical to support the \$8 billion private sector investment in the urban renewal area. This includes city and State investment in roads, drainage, utilities and footpaths. As well, the city is committed to providing good quality community facilities, parks and open spaces. In the Town Centre alone, public investment totals \$440 million with a further \$350 million public infrastructure investment in other precincts in the urban renewal area.

Green Square town centre is the heart of the project with the new retail, cultural and commercial hub centred around the train station. The first private buildings in the new Town Centre will be completed in early 2016.

The city's investment in community facilities includes:

Green Square Library and Plaza: By 2017 a new and innovative library and plaza will be developed; a new community 'living room' that accommodates books, performances, meetings, technology and events.

Community and creative spaces: By 2016/17 historic buildings on the former South Sydney Hospital site will be restored for use by the community. Possible uses include workshops and meetings, creative studios or galleries, rehearsal spaces or a theatre.

Recreation: a new aquatic centre will be built in the Epsom Park precinct by 2018/19.

Parks and open spaces: a new 6,500 square metre park will be built in the town centre, named the 'Drying Green'. A larger park of 15,500 square metres will be in the Epsom Park precinct in Zetland. A smaller park will be created on the former South Sydney Hospital site, with other parks to be built near McPherson Lane, Joynton Avenue and O'Dea Avenue.



Sustainable Sydney 2030 Community Engagement

Community input into Sustainable Sydney 2030

The Community Strategic Plan 2014 represents the City of Sydney's community vision for Sustainable Sydney 2030. To arrive at this vision, the City conducted the most extensive consultation process in its history.

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

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

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

Our Community Engagement Objectives

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



City engagement now and into the future

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

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

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

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

Opportunities for engagement

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



Regular reporting and feedback

The City uses a variety of channels to inform the community about our progress towards our Sustainable Sydney 2030 targets. We update our progress on the City's corporate website, on our 2030 website, and with regular public forums including City Talks and City Conversations and social media and traditional media. We also communicate directly with residents using community newsletters, letterbox drops, notification letters, advertising, signs and various events and workshops.

In 2013, the City produced a 2030 brochure providing a snapshot of our key achievements which has been distributed widely in the community and promoted extensively online.

2030 In Your Village

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

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

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

The outcomes of the 2030 In Your Village consultation are informing the City's key strategies and programs.



Community engagement on key strategies and programs

To provide a sense of the extent and diversity of community engagement undertaken in planning for and implementing Sustainable Sydney 2030, here is an example of engagement undertaken within the past two years relevant to each of the Strategic Directions in the Community Strategic Plan 2014.

STRATEGIC DIRECTION 1

– A globally competitive and innovative city

Open Sydney – Strategy and Action Plan

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

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

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

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

The city is continuing to work with stakeholders and the community to ensure Sydney has a safe and vibrant night life. In partnership with the State Government, the city has convened a citizens’ jury of 43 randomly selected community members to deliberate and provide recommendations on this important issue.



STRATEGIC DIRECTION 2

– A leading environmental performer

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

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

Both a community reference group and a stakeholder reference group were used to guide the development of the first green infrastructure plan, the Decentralised Water Master Plan. This engagement approach is now being implemented in the development of other green infrastructure master plans. Feedback from the community panel on the Renewable Energy Master Plan resulted in an additional chapter in the plan on community renewables.

STRATEGIC DIRECTION 3

– Integrated transport for a connected City

Connecting Our City

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

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



STRATEGIC DIRECTION 4

– A city for pedestrians and cyclists

Liveable Green Network – Cycling

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

Since 2012, three cycling projects were presented to the community which resulted in close to 100 submissions. Over 100 residents were consulted directly via door knocking and four targeted community information sessions were held. Over 10,000 notification letters were sent to the community to inform them of these projects. The cycling team also spent a large portion of 2013/14 in preparation of the upcoming CBD cycleways.

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

STRATEGIC DIRECTION 5

– A lively, engaging city centre

Next Stop: 21st Century George Street

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

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

The George Street project has been supported by extensive multimedia – an animated fly-through of the route, artist impressions showing elements of the design, even historic films of trams on George Street over 100 years ago. This suite of material is designed to help the community visualise our main street of the future. It has been shared extensively online including through our consultation hub - Transforming George Street page and guest book - which has received over 8,500 visitors so far.

The George Street Urban Design Plan went on public exhibition in December 2012, supported by a visual display at Customs House in April 2013. The Inclusion Advisory Panel, Design Advisory Panel, Public Art Advisory Panel and Retail Advisory Panel have all been engaged through the consultation process. This plan has been adopted and provided to the State Government and the City continues to work with the community, stakeholders and in partnership with Transport for NSW on the implementation of their Sydney Light Rail Program.



STRATEGIC DIRECTION 6

– Vibrant local communities and economies

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

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

This close working relationship with the community is also demonstrated through the creation of the Inclusion (Disability) Advisory Panel in 2012. Panel members selected reflect the diversity of the disability sector and were chosen for their expertise in: accessibility; urban planning; economic participation; arts; housing; transport; media; communication and legislation.

The Panel has met eight times since it was formed and has provided strategic advice on a range of Council led projects and other projects taking place within the City of Sydney Local Government Area including:

- The Legible Way Finding Strategy
- Bus stop upgrade work
- Public Toilet Strategy
- Light Rail and George Street Transformation
- Economic Development Strategy and Tourism and Retail Sector Action Plans
- Cultural Policy
- Sydney Festival
- Equity and Diversity Strategy
- Sydney Biennale
- Darling Harbour Redevelopment
- Access plans for City Playgrounds
- Development Planning Controls



STRATEGIC DIRECTION 7

– A cultural and creative city

The Eora Journey

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

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

Further engagement with the community to define and implement elements of the Eora Journey has already commenced on public art projects (Recognition in the Public Domain) and will expand to include work on an Eora Journey Economic Development Plan throughout 2014.

Consulting for a creative city

In 2013, the City commenced a significant consultation project on the Creative City Cultural Policy discussion paper. The consultation was conducted online through discussion forums on Sydney Your Say, through social media – facebook, instagram and twitter, through a creative marketing campaign on the street of Sydney and through the diverse cultural organisation and institutions in our city. Stakeholder forums and a City Talk provided a wealth of community insight to build the creative vitality of the city into the future.

Aligning with the Creative City consultation, was the Live Music Taskforce, a group of industry and community representatives who have provided the City with an extensive set of recommendations to help our live music sector flourish. This consultation also captured strong support from the community through social media and Sydney Your Say as well as through a research survey of local residents, business and live music patrons.

STRATEGIC DIRECTION 8

– Housing for a diverse population

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

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



STRATEGIC DIRECTION 9

– Sustainable development, renewal and design

Harbour Village North Public Domain Study and Green Square Library

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

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

STRATEGIC DIRECTION 10

– Implementation through effective governance and partnerships

Partnerships

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

State Plan Alignment

STATE PLAN GOALS	REBUILD THE ECONOMY						RETURN QUALITY SERVICES							
	Improve the performance of the NSW economy	Rebuilt State finances	Drive economic growth in regional NSW	Increase the competitiveness of doing business in NSW	Place downward pressure on the cost of living	Strengthen the NSW skill base	Transport				Health		Family & Community Services	
							Reduce travel times	Grow patronage on public transport by making it a more attractive choice	Improve customer experience with transport services	Improve road safety	Keep people healthy and out of hospital	Provide world class clinical services with timely access and effective infrastructure	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
COMMUNITY STRATEGIC PLAN OBJECTIVE														
A GLOBALLY COMPETITIVE AND INNOVATIVE CITY														
1.1 Plans are in place to accommodate growth and change in the City Centre and other key economic areas	●			●										
1.2 Globally competitive clusters and networks are strong, innovative and continue to grow.	●			●		●								
1.3 Sydney maintains its position as a global city.	●			●										
1.4 Sydney's tourism infrastructure, assets and brand contribute to its role as a global visitor destination	●													
LEADING ENVIRONMENTAL PERFORMER														
2.1 Energy consumption and greenhouse gas emissions are reduced across the local government area	●										●			
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 Potable water consumption and gross pollutant loads to the catchment are reduced across the local government area	●										●			
2.4 City residents, businesses, building owners, workers and visitors improve their environmental performance	●				●						●			
2.5 The City of Sydney's operations and activities demonstrate leadership in environmental performance											●			
2.6 The extent and quality of urban canopy cover, landscaping and city greening is improved	●										●			
INTEGRATED TRANSPORT FOR A CONNECTED CITY														
3.1 Plans are in place that enhance access by walking, cycling and public transport from the Sydney region to the City of Sydney	●			●	●		●	●			●			
3.2 Transport infrastructure is aligned with city growth	●			●	●		●	●	●					
3.3 Negative impacts from transport on public space in the City Centre and Villages are well managed	●						●	●	●					
3.4 There is an increased use of public transport and reduction in traffic congestion on regional roads	●			●	●		●	●	●	●				
A CITY FOR PEDESTRIANS AND CYCLISTS														
4.1 The City of Sydney and Inner Sydney has a network of accessible, safe, linked pedestrian and cycling infrastructure integrated with green spaces	●						●			●	●			
4.2 The City Centre is managed to encourage the movement of pedestrians and cyclists	●						●	●	●	●	●			
4.3 City of Sydney and Sydney businesses lead by example to increase the numbers of staff walking and cycling to work	●										●			
4.4 There is an increase in the modal share for walking and cycling	●										●			
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 comprises a number of distinctive precincts with a diversity of built form, uses and experiences	●													
5.3 Cultural, creative, retail and small business activity is supported in the City Centre	●													
5.4 The City Centre is a place for art, creative expression and participation	●													

[illegible]

State Plan Alignment (continued)

STATE PLAN GOALS	REBUILD THE ECONOMY						RETURN QUALITY SERVICES							
	Improve the performance of the NSW economy	Rebuilt State finances	Drive economic growth in regional NSW	Increase the competitiveness of doing business in NSW	Place downward pressure on the cost of living	Strengthen the NSW skill base	Transport			Health		Family & Community Services		
							Reduce travel times	Grow patronage on public transport by making it a more attractive choice	Improve customer experience with transport services	Improve road safety	Keep people healthy and out of hospital	Provide world class clinical services with timely access and effective infrastructure	Better protect the most vulnerable members of our community and break the cycle of disadvantage	Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential
1	2	3	4	5	6	7	8	9	10	11	12	13	14	
COMMUNITY STRATEGIC PLAN OBJECTIVE														
VIBRANT LOCAL COMMUNITIES AND ECONOMIES														
6.1	The city is a network of distinctive villages which provide places for communities to live, meet, shop, play, discover, learn and work	●		●										
6.2	The community has the facilities, resources, capacity, confidence and resilience to adapt to changing circumstances									●		●		●
6.3	Local enterprise and employment opportunities are diverse and sustainable	●		●		●								
6.4	Local economies are dynamic, robust and resilient	●		●										
A CULTURAL AND CREATIVE CITY														
7.1	Creativity is a consistent and visible feature of the public domain and there is support for the development of distinctive cultural precincts in the city and its villages	●												
7.2	Sydney 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 appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression is encouraged	●												
7.5	The creative use of existing resources, institutional structures, new technologies, and the skills and experiences of our diverse communities has expanded the community's access to lifelong learning and knowledge sharing													
HOUSING FOR A DIVERSE POPULATION														
8.1	The city has an adequate supply of housing to cater for the needs of the growing and diverse population	●		●	●		●							
8.2	The supply of affordable housing continues to grow to meet the community's needs	●		●	●		●							
8.3	The supply of social housing in the inner city is maintained or increased to provide for the needs of very low to low income households	●		●	●		●							
SUSTAINABLE DEVELOPMENT, RENEWAL AND DESIGN														
9.1	The City is recognised for its leadership in sustainable urban renewal	●												
9.2	Our streets, squares, parks and open space serve the community's access, recreation and social needs	●												
9.3	The city is recognised for design excellence	●												
9.4	The City's planning framework and implementation strategy ensures sustainable long-term growth	●												
IMPLEMENTATION THROUGH EFFECTIVE GOVERNANCE AND PARTNERSHIPS														
10.1	Organisational capability, planning and service delivery enables the delivery of Sustainable Sydney 2030 priorities													
10.2	The community is engaged and partners with the City to achieve our shared aspirations													
10.3	The City of Sydney is financially sustainable over the long term													
10.4	Strategic partnerships are developed and maintained to enable the delivery of Sustainable Sydney 2030	●		●										
10.5	The City is well governed and engaged in broader governance reform processes	●	●	●										

[illegible]



