



# Community Strategic Plan

Delivering Sustainable  
Sydney 2030-2050

The City of Sydney acknowledges the Gadigal of the  
Eora Nation as the Traditional Custodians of our local area.

**CITY OF SYDNEY** 

The Council of the City of Sydney  
acknowledges the Gadigal of the Eora Nation  
as the Traditional Custodians of our local area.  
We acknowledge Elders past and present and  
celebrate the diversity of Aboriginal and Torres  
Strait Islander peoples and their ongoing  
cultures and connections to Country.

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# Foreword

This community strategic plan sets directions for our city that respond to our communities' vision for a more sustainable future.

The plan positions our city as a regional leader for just and sustainable growth, creativity and innovation and it sets clear directions to help tackle the climate emergency.

It expresses our aim for a thriving 24-hour economy with opportunities for all – a more equal and inclusive city.

It also provides a vision for greater resilience, where social, business, cultural and physical connections help us withstand adversity, adapt to change, and reach our full potential.

This plan builds on the sustained conversations with local communities that began in 2006/07. The result of which was community endorsement of a more sustainable, prosperous, inclusive and liveable city. These insights helped shape the first plan we adopted in 2008, Sustainable Sydney 2030.

In developing this community strategic plan, we gathered the perspectives of people with an interest in the city and its future – workers, visitors, business owners and residents, including younger people, through a comprehensive engagement program that began in 2019. We have continued to monitor community concerns, ideas and aspirations throughout the pandemic to see if, or how, perspectives might have changed.

Contemporary research and specialist advice have informed this plan for the city for the next 3 decades. We have also taken stock of the devastating impact the pandemic has had on our communities and economy since its emergence in early 2020. By examining the available research and advice, we are confident we are on a long-term path for our city and communities to adapt and thrive.

This community strategic plan considers the progress we've made since 2008 as well as changing local and global circumstances. It provides the mechanism for the implementation of our renewed vision for the city over the next three decades, expressed in Sustainable Sydney 2030-2050 Continuing the Vision. It translates the vision into objectives and outcomes, with measures to recognise progress over time. It identifies strategies and their detailed actions that will achieve those outcomes, along with the role of the City of Sydney and key partners.

It includes an urgent imperative to address the climate emergency and adapt to our changing climate. It recognises the economic benefits for our city in transitioning to a decarbonised future. It also addresses rising inequalities and aims to build resilience in our communities, networks and city infrastructure, as we recover from the impacts of the pandemic.

But we can't do this alone. If we are to achieve the aspirations in this plan, everyone needs to act. We call on other levels of government, business, academia, civil society and individuals to work with us to realise our shared future.

**Image on previous page: Hyde Park**  
Photo: Chris Southwood / City of Sydney

## Message from Lord Mayor Clover Moore

Successful cities craft a long-term vision and then put plans in place to deliver on that vision. With foresight and shared goals, business invests with confidence, all governments work together providing essential infrastructure and services and economies and communities prosper.

That is what we have done in Sydney. When I became Lord Mayor in 2004, we set out to create a long-term plan to reflect the shared goals of our communities. Sustainable Sydney 2030 was adopted in 2008 after extensive consultation and research and working with many of the world's best urban thinkers and strategists.

It set out ambitious climate, economic, social and cultural goals. It has shaped everything we have done at the City of Sydney including reducing emissions by 26% city-wide and embarking on an ambitious greening program.

George Street's transformation into a pedestrian boulevard with light rail – an idea many thought impossible – is almost complete. It has changed how people get around and experience the city and created space for outdoor dining.

In Green Square, we created a new town centre and supported \$13b of private development with \$1.3b of public infrastructure. We created a liveable neighbourhood for current residents and those to come in future decades.

Our city's productivity, liveability and sustainability has been transformed, and we must continue this work. So, we set the course for 2050 by extending our long-term vision.

Sustainable Sydney 2030-2050 Continuing the Vision responds to all that we heard from a comprehensive and award-winning engagement program that included residents, businesses, workers, and visitors to our area.

We heard that we should continue our environmental leadership, that support for a future focussed and innovative economy is important, and that an affordable and inclusive city that welcomes everyone is imperative. We also heard that culture and creativity is essential, as is extra greenery and space for people and that we need to provide adequate walking, cycling and public transport links. The community expects this work is underpinned by good governance and stewardship.

Of course, the Covid-19 pandemic required us to re-evaluate the city's resilience. It also brought into sharper focus access to parks and open space, support for our most vulnerable communities and creative industries, and the need to foster social cohesion. It heightened our attention on the city centre as a place of entertainment, culture and innovation. And it showed us economic success and liveability have never been more intertwined.

This community strategic plan is the first step towards implementing our renewed vision. It will be accompanied by more detailed strategies and plans and importantly, the long-term financial plan.

I am honoured to lead a city that will accelerate climate action and prioritise creativity, culture and a more just and inclusive society – one with capacity to adapt and thrive. And I am proud of this document, which will guide all we do to ensure the future success of our city.

A handwritten signature in black ink, reading "Clover Moore". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Lord Mayor

**Clover Moore**

## Message from the CEO Monica Barone

We've been working toward the sustainable development of our city since 2008, as seen in Sustainable Sydney 2030. Having served as Chief Executive Officer of this city during this time, I'm proud of all we've achieved.

Sustainable Sydney 2030-2050 Continuing the Vision builds on those achievements and sets out a vision for our city over the next decades. This vision expresses our communities' values and aspirations and reflects the results of a comprehensive, award-winning community engagement program. It is informed by global trends and we analysed the latest data and scientific information to set our climate targets.

This Community Strategic Plan Delivering Sustainable Sydney 2030 – 2050 sets out how we will implement our renewed vision for our city.

As a leading city government, it's essential we are transparent and hold ourselves to account for the commitments we make on your behalf. We have set 10 ambitious targets against which we will measure and report our progress. In each of our 10 strategic directions, we have articulated the outcomes we will set out to achieve by 2050 and the measures that we will use to record our progress along the way. We'll also continue to report on broader measures of community wellbeing.

Our targets respond to your aspirations for a city that is an environmental leader, responding to the climate emergency. It is a city where resilience is embedded, and our communities are connected and cohesive. It's also a city that is prosperous, culturally alive and vibrant – and one where everyone has an opportunity to share in its success.

Achieving this vision calls for commitment and action from all of us, not only your city government. The actions we take through partnerships and as organisations and individuals will help realise this shared vision for our city to 2050.

My role as CEO is to ensure the City of Sydney provides the governance and stewardship required to meet our commitments and the needs and expectations of our residents, business and visitors, now and into the future. We must be equipped with the capability and skills to lead change, be an effective partner with other levels of government, the private sector and civil society organisations. As a local government agency, we provide infrastructure, programs and services. We seek to continuously improve to maintain our communities' trust and confidence.

In a changing and uncertain environment, our work to ensure the City of Sydney as an organisation is strong, capable and financially sustainable has never been more important. This foundation underpins Sustainable Sydney 2030–2050 Continuing the Vision that we will deliver through this community strategic plan.



Chief Executive Officer

**Monica Barone**



## Aboriginal and Torres Strait Islander statement

Aboriginal and Torres Strait Islander communities in the City of Sydney were extensively consulted more than a decade ago to inform Sustainable Sydney 2030 and this consultation continues today.

The First Peoples Dialogue Forum was an integral part of the community engagement process to ensure that Aboriginal and Torres Strait Islander voices were influential in developing Sustainable Sydney 2030–2050 Continuing the Vision. The Aboriginal and Torres Strait Islander Advisory Panel was also briefed and invited to participate in workshops and forums.

The City of Sydney is committed to listening to, working with and elevating the voices of Aboriginal and Torres Strait Islander peoples in the city. We acknowledge the harmful impact of colonisation and government policies is still impacting on the city's Aboriginal and Torres Strait Islander peoples. It has led to intergenerational trauma and disadvantage in housing, education, health and wellbeing.

By addressing housing affordability, cost of living and gentrification, we will work to prevent further displacement of Aboriginal and Torres Strait Islander peoples. The City of Sydney understands that these past injustices affect us all as a nation and must be addressed in consultation with Aboriginal and Torres Strait Islander peoples.

We recognise that the British occupation of the shores of Warrane, Sydney Harbour which began in 1788 had far-reaching and devastating impacts on the Eora nation. Longstanding ways of life were disrupted by invasion and the Aboriginal peoples' Country, lands and waterways appropriated.

Today Sydney is of prime importance as an ongoing centre for Aboriginal and Torres Strait Islander communities, cultures, traditions and histories.

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

The City of Sydney strives to reflect the needs and aspirations of Aboriginal and Torres Strait Islander communities and supports their quest for self-determination. By understanding the harsh truth of our shared past, we are laying the groundwork for a future that embraces all Australians, a future based on genuine engagement, mutual respect and shared responsibility for our land.

The ongoing custodianship of the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities.

We are working to embed principles that acknowledge the continuing cultural connection to, and care for Country by Aboriginal peoples. The principles aim to provide a new way to think about our responsibilities to the land, to heal and nurture it for future generations.

There are many sites across our local area with historical and cultural significance for Aboriginal and Torres Strait Islander communities. We have documented many of these in Barani/ Barrabugu (Yesterday/ tomorrow), a free guide to Sydney's Aboriginal histories.

The City of Sydney works with and has achieved much with Aboriginal and Torres Strait Islander peoples and the Aboriginal and Torres Strait Islander Advisory Panel since 2008. These gains are consistent with the principles of cooperation signed between us and the Metropolitan Local Aboriginal Land Council in 2006. Here are some milestones:

- 2011 – as part of the Eora journey project we committed to fund and install 7 artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living culture of First Nations Australians.

- 2015 – we adopted an inaugural Innovate reconciliation action plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.
- 2016 – we adopted the 10-year Eora journey economic development plan.
- 2020 – a stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk and *bara*, an artwork and monument to the Eora people.

Our actions and commitments will help to ensure the political, economic, social and cultural rights of Aboriginal and Torres Strait Islander peoples are embedded in subsequent economic, social, environmental and cultural change.



**Welcome to Redfern, 2016, Reko Rennie in collaboration with local youth artists**  
Photo: Adam Hollingworth / City of Sydney

## Inclusion and equity statement

Diverse communities live, work in and visit Sydney. The City of Sydney values and respects the diversity of these cultures, communities and experiences.

We value the city's Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area.

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

We value the range of identities, perspectives, experiences and lifestyles of our communities. They include older and young people, people with disability and individuals with diverse political beliefs and perspectives. We respect people with diverse gender identities and our LGBTIQ+ communities.

We value the contributions made by all individuals and believe this diversity strengthens the city.

The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

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

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

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

Our communities expressed the same aspirations when we engaged them on the future vision for the city. The Citizens Jury recommended concepts that included the active participation of Aboriginal and Torres Strait Islander peoples in the governance of the city in an embedded and respectful way. It's a model of participatory governance that genuinely engages all citizens in decision making on all levels and housing for all to ensure that the city is inclusive and promotes social and community cohesion.

Our response is a more equitable and inclusive city. We want the city to be one where everyone has an equal chance in life and the opportunity to realise their potential. Cities that are more equal are cities that thrive.

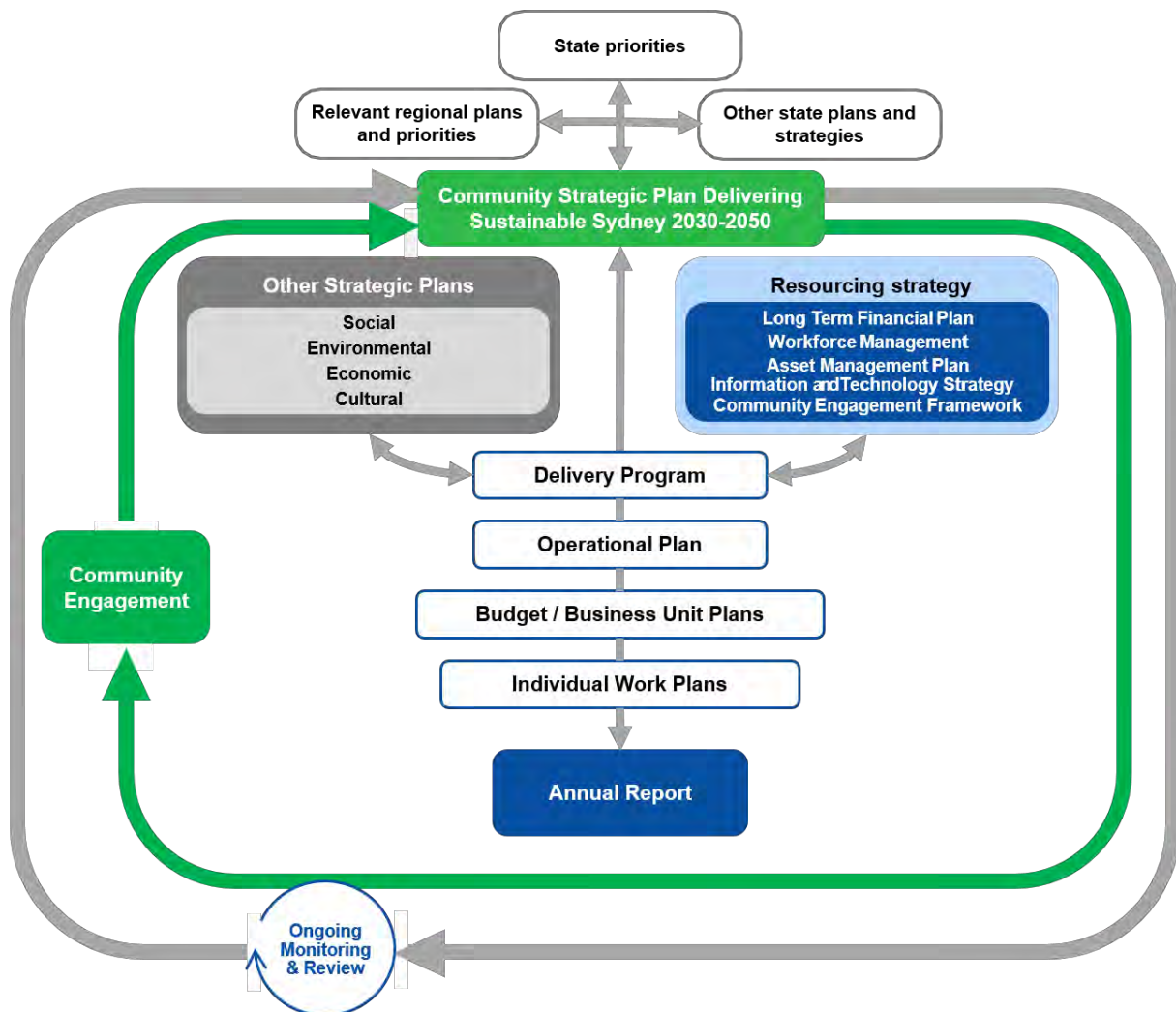
**Image on right: Celebrating Wear it Purple Day**

Photo: Katherine Griffiths / City of Sydney





# About this plan



The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision.

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to as the community strategic plan) is the highest-level plan within this framework.

It guides all our other strategies and plans. It was developed with, and on behalf of, the communities we serve.

This plan identifies the community's main priorities and aspirations and the strategies we can take to achieve these.

It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next 3 decades.

We update this plan every 4 years, in line with government requirements, and to adapt to changing circumstances and community aspirations.

The plan addresses 4 key questions for each of our 10 strategic directions:

1. **Where are we now?**

For each direction we set out: the current situation in our city, issues affecting our communities, why we need to act, and what our communities told us.



We also identify 7 major megatrends affecting cities generally, and Sydney specifically, that we respond to in this plan.

**2. Where do we want to be in future?**

Each direction includes a section of 2050 outcomes that describe the future our communities aspire to.

**3. How will we get there?**

We also identify the supporting strategies we will use for each direction. Each of these strategies will set out detailed actions to help achieve our goals.

**4. How will we know we've achieved our goals?**

10 overall targets will measure the transformation of the city, with progress reported every 4 years. Progress for each objective will also be measured and reported on every 4 years.

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## Supporting plans and strategies

The delivery program identifies the actions we will take over the next 4 years that support the community strategic plan outcomes.

The operational plan is an annual plan with more details of individual activities. It includes the City of Sydney revenue policy for rates and annual charges, the fees and charges schedule, and other relevant budgetary information.

A long-term resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes for which it is responsible, while maintaining the long-term sustainability of the organisation.

The resourcing strategy has 5 components:

- Long term financial plan: a 10-year plan that identifies current and future financial capacity to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.
- Workforce strategy: a plan that identifies the City of Sydney's current and future workforce needs. The plan ensures the City of Sydney workforce has the capacity and capability to create the outcomes in the community strategic plan.
- Asset management plan: a plan to ensure appropriate standards for maintenance and renewal of key assets, detailing status and resource requirements. These assets are valued at approximately \$13.2 billion (including land) under City of Sydney care and control.
- Information and technology strategy: a plan that sets the ICT direction and priorities that are aligned with the community strategic plan, community needs and government information and data policies. The plan guides ICT related decision making, priorities and investment.
- Community engagement strategy: a framework for how we consult diverse communities, collaborate, involve and empower communities to take part in shaping the future of the city.

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## Roles and responsibilities

The community strategic plan sets out the communities' aspirations for the local area and it will take everyone working together to achieve the desired outcomes.



## Community Strategic Plan Delivering Sustainable Sydney 2030-2050

The City of Sydney has a critical role in providing projects, programs and services that support the community strategic plan. We'll work with a range of partners across business, government, civil society and community organisations to achieve these outcomes. We will enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed. And we'll establish less formal arrangements and collaborations at other times. Many outcomes will be achieved by other levels of government or organisations.

Reference and advisory groups will provide specialist advice and guide our work.

The City of Sydney's roles under this plan include:

Leader	We seek to understand the underlying values of our communities and their needs. We put in place policies and the financial and governance frameworks to ensure we act ethically as stewards of this city.
Provider	We provide a range of infrastructure, facilities, programs, and services for the benefit of the city and its communities.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses, and academia to deliver outcomes with and for our communities.
Planner	We use our professional expertise in city planning and program and service provision to undertake research, provide information and collaborate with communities and stakeholders to develop and evaluate ways to resolve identified issues.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental, and cultural issues and solutions relevant to the city and our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We will call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and its communities.
Networker	We engage in local, national, and global networks to share and develop expertise in urban issues.
Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
Role model	We lead by example in how we run our organisation, manage our assets, and engage our employees.
Communicator	We provide timely, accurate, inclusive, and inspiring information to the target audiences of our programs, projects and services and engage them in conversation about the work we are doing.

**Image on right: Green Square markets**

Photo: Anna Kucera / City of Sydney



# Seven global trends

The world is changing and will continue to change as we plan for the city in the decades to 2050. These changes can happen through abrupt shocks, like the Covid-19 pandemic, or gradual changes that happen over decades.

We considered 7 global trends that will have a considerable influence on the future of cities, including Sydney.

1. climate emergency
2. rapid urbanisation
3. disease and health impacts
4. chronic unaffordability
5. exponential technology changes
6. economic transition and a new green deal
7. a new social contract.

We need to find local solutions to these trends that will impact in multiple ways on the economy, the environment, and how we live and interact with each other.

## 1. Climate emergency

The United Nations has called human-caused climate change a global emergency that goes beyond national borders.

Scientists have found earth has already warmed by 1.1°C above pre-industrial levels. The Glasgow Climate Pact states that limiting global warming to 1.5°C requires deep cuts to greenhouse gas emissions, including reducing carbon dioxide emissions by 45% by 2030 and reaching net zero by around 2050.

Australians have already experienced increasingly frequent and intense droughts, bushfires, floods, heatwaves and storms linked to climate change. Global heating is impacting our weather systems, ability to produce food and how we humans and other species live.

To restore a safe climate in which future generations can survive and flourish, we need to respond with urgent and unprecedented action.

Cities are a critical part of the solution. Over half the world's population already lives in urban areas. By 2050, this could increase to two thirds. Our cities currently generate 80% of all gross domestic product and 75% of carbon emissions from final energy use.

If managed well, the transition to zero-carbon, climate-resilient cities will provide economic opportunities and improve our quality of life while also addressing the global heating crisis.

## 1. Rapid urbanisation

In Australia, almost 90% of the population already live in cities. We are one of the fastest countries to urbanise in the Organisation for Economic Co-operation and Development. Our population is expected to grow to 41 million by 2060, with 8 million of those people living in metropolitan Sydney.

At the same time our population is ageing. Nationally, the proportion of working-age people is expected to reduce from 66% in 2018 to around 60% in 2060. We are likely to feel the impacts in reduced economic output, with consequences for infrastructure and services as well as government revenue.

Outside the inner cities, Australia has a low-density model of urbanisation compared to its global peers. If this continues, more productive land will be turned over for housing and the



ecology will suffer. More people will live further away from city centres, from job opportunities and services.

Our challenge is to maintain our quality of life as our city grows and transforms. Our task is also to contain urban sprawl and support a more compact, sustainable city where all residents can get good access to open space, infrastructure and services.

## **2. Disease and health impacts**

The Covid-19 pandemic has had extraordinary health and economic consequences globally and locally.

According to the European Environment Agency, the possibility of exposure to new, emerging and re-emerging diseases, to accidents and new pandemics grows with the increased mobility of people and goods, climate change and poverty.

Globally and locally, health has improved in recent decades when measured in life expectancy, although inequality still exists. In affluent societies, health outcomes are starting to be influenced by obesity. Unless this changes, we face the prospect of future generations with poorer health outcomes than earlier generations, despite advances in medical technology.

## **3. Chronic unaffordability**

Central to the affordability crisis in cities is the major challenge of providing safe and adequate housing. Even those who earn regular incomes are unable to rent or buy affordable housing.

Researchers have found the millennial generation around the world is spending more on housing than any previous generation and has a lower quality of life.

According to the United Nations, only 13% of the world's cities have affordable housing. Affordability is a global concern, not just a problem for us here in Sydney.

The high cost of housing has turned metropolitan Sydney into a city of extremes, with a growing divide between very wealthy inhabitants and those who earn less or are unemployed. An unequal city has consequences for us all, undermining social cohesion and the overall wellbeing of communities.

It can create unacceptable barriers to full participation in the social, cultural, economic and political life of the city. In contrast, a more equal city where we have addressed affordability issues, benefits all of us.

## **4. Exponential technology changes**

Known as the fourth industrial revolution, extraordinary technological advances will touch every aspect of our lives over the coming decades.

Cities all over the world will need to respond in an integrated way, involving everyone from the public and private sectors to educational institutions and civil society.

New and emerging technologies are fundamentally changing the economy and enabling healthier living – especially among ageing populations. They are advancing exploration, reshaping the urban realm, allowing new work patterns to emerge and redefining traditional relationships between governments and citizens. We are starting to reimagine the human experience of the city.

The World Economic Forum says the technological advances of the fourth industrial revolution are “merging the physical, digital and biological worlds in ways that create both huge promise and potential peril”.

The rapid changes are leading to substantial innovation. In 2019, Australia's national science agency, CSIRO, noted advances in additive manufacturing, advanced materials and precision medicine. These advances are accelerating opportunities in fields as diverse as health care, agriculture, environmental science and defence.

There are opportunities for innovators and entrepreneurs to solve global problems and to capitalise on the industrial transformation that will occur. Educational and other programs will be needed to equip citizens with new skills and tools for the future.

Governance systems need to keep up with the pace of change. Data ownership and privacy require a strong ethical framework. Securing data and protecting technology infrastructure against attacks is crucial.

There are transformative opportunities for the City of Sydney. We can improve service provision and enhance the quality of life for our communities. And by attracting leaders in scientific and technological innovations, we can support the growth of the city as a centre for innovation. The smart transformation of the city will require putting data and technology to work to make better decisions, navigate uncertainty and lead to better outcomes.



**UTS Tech Lab, Faculty of Engineering and Information Technology**

Photo: Anna Zhu / UTS

## **5. Economic transition and a new green deal**

Experts have predicted that the global population and gross domestic product will continue to grow to 2050 and beyond. This is despite a temporary decline due to the Covid-19 pandemic.

As the consequences of the climate emergency become more evident, the economic benefits and costs of moving to a low-carbon economy have become more apparent. A timely and carefully planned transition is key to success.

We see opportunities arising from modern technologies, new industries, lower costs and being among the early movers towards a new green deal. Our city will benefit from driving innovation and technological advancement, rather than depending only on imported solutions.

We expected that as technology disrupted business and work processes, the location of work would change. This transition to remote work gathered pace for some workers because of the Covid-19 pandemic. For others, the move to home offices or remote locations was temporary. Although the workforce is starting to demand more flexibility in work locations, business is still highly concentrated in cities.

Shifts in the nature of work including the growth of the gig economy, have led to precarious employment, which further exacerbates wealth and income inequalities. Institutional processes have not kept pace with these changes.

## **6. A new social contract**

Around the world, the distribution of power between governments, business and civil society continues to shift. Government authority has come under increasing pressure as the public loses faith in political leaders to represent their interests, while some corporations exercise more real power than many nation states. In western democracies, trust in all institutions – governments, businesses, non-government organisations and the media – has declined recently.

While some people move towards populism, there are also calls for greater representation in decision-making and transformative justice. Citizens are demanding improved ethical standards from government and business, including increased transparency. There is growing interest in protecting and expanding public access to the city.

The ongoing tensions must eventually be steered towards a new social contract that provides better governance, environmental, social and wellbeing outcomes demanded by society.



# Our international commitments and targets

We are part of some of the biggest international agreements on a better future for our planet. The aspiration and targets in this community strategic plan align with leading global agreements between national and city governments on climate, sustainable development and resilience.

## C40 Cities

In 2007 the City of Sydney joined C40 Cities, a network of 97 megacities representing more than 700 million citizens and one-quarter of the global economy. C40 cities collaborate, share knowledge and drive meaningful, measurable and sustainable action on climate change.

C40 cities commit to climate action, leading the way towards a healthier and more sustainable future. Their commitment is to achieve the climate goals of the Paris Agreement at a local level, as well as clean air.

## Sustainable Development Goals



In 2015 Australia was one of 193 countries to commit to the 2030 Agenda for Sustainable Development's sustainable development goals. The 17 goals provide a global roadmap for all countries to work towards a better world for current and future generations.

They aim to balance economic prosperity with reducing inequalities and addressing issues related to biodiversity loss and the climate crisis. The goals have 169 targets against which each country reports and measures their progress.

Australia has much to work on if we are to meet the 2030 targets. The *Sustainable development report 2021* ranked Australia last on action in response to climate change among 193 UN member countries. It rated Australia 35th overall on achieving all 17 development goals.

Australia has met the goal for good health and wellbeing, and scores quite well on goals such as clean water and sanitation, and sustainable cities. But the report says “major challenges remain” with taking urgent action to combat climate change (goal 13), affordable and clean energy (goal 7), responsible consumption and production (goal 12), zero hunger (goal 2), conserving and sustainably using the oceans (goal 14) and protecting, restoring and promoting sustainable use of land ecosystems (goal 15).

These goals need considerably more work and federal government and NSW Government policy changes if we are to achieve the targets by 2030. The City of Sydney sees achieving these goals

as the collective responsibility of business, civil society and all levels of government. Like our previous plan, this community strategic plan aligns with the international sustainable development goals. Through local actions, we can make a positive contribution to the development of the city and communities, in line with Australia's global commitment.

## Resilient Cities Network and Resilient Sydney

In 2015 Sydney became a member of the Resilient Cities Network, pioneered by the Rockefeller Foundation to help cities adapt to and solve the physical, social and economic challenges of the 21st century. The network consists of 98 member cities in 40 countries. It works with city-based chief resilience officers, mobilising communities, city governments, urban practitioners and partners to provide impact-driven resilience strategies and projects.

The network developed a city resilience framework<sup>1</sup> with 12 key indicators that need to be met for urban resilience. These equate to “the elements of a city's immune system”.

Resilient Sydney is part of the network and is a collaboration between all 33 metropolitan Sydney councils, the NSW Government, business and communities. Together we developed the Resilient Sydney strategy (2018) that identifies solutions and actions to build resilience across systems in metropolitan Sydney. This community strategic plan has drawn from this strategy to set the direction for the City of Sydney's actions to build the resilience of our local area and its networks, infrastructure, assets and communities.

## Sydney's major acute shocks



## Sydney's chronic stresses



<sup>1</sup> [https://resilientcitiesnetwork.org/downloadable\\_resources/UR/City-Resilience-Framework.pdf](https://resilientcitiesnetwork.org/downloadable_resources/UR/City-Resilience-Framework.pdf)

# What our communities told us

The City of Sydney held more than 90 engagement activities in 2018 to 2019 to allow people and communities to actively contribute to the development of Sustainable Sydney 2030–2050. Among those who participated were:

- 5,000 people who completed an online survey
- 1,500 people in workshops
- 2,200 people at street pop-ups and libraries
- 300 stakeholders at a one-day summit.

Through a 3-phase engagement process we captured a breadth of perspectives and explored transformative ideas. The first phase identified what our communities value. Through community sessions, surveys, pop-up activities, storytelling and workshops, we identified what was important to residents, workers, businesses, students and visitors about the future of our area.

The second phase generated ideas through a First Nations Dialogue Forum, stakeholder's workshop, Children's Summit and Youth Summit. We also made a public call for ideas.

The third phase was establishing a Citizens Jury, consisting of 43 randomly selected residents, workers and citizens from across metropolitan Sydney. Over 6 Saturdays, the jury distilled more than 2,500 ideas from the public into 8 transformative concepts that could be turned into concrete actions and carried out by 2050.

Through the process, we strove to create a robust evidence base and reach diverse communities. We sought to elevate the voices of children and young people. We wanted to build consensus for a future vision and be clear about how best to achieve this in partnership with our communities.

We checked in with communities again through a survey of 2700 residents and 1100 businesses on the impacts of the pandemic in May 2020. The themes identified as important in our consultation on the future vision for Sydney – being environmentally responsive, having liveable places for people, getting around the city easily, supporting a future focused and strong local economy and lively, culturally engaged communities remained constant. In fact, concern about the impacts of climate change and the need for action increased. There was also an increased desire to ensure there is support for vulnerable people in our communities.

We have continued to monitor community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects including environmental, greening, land use and cultural strategies and initiatives to create more public space and cycleways in the city.

Along with the findings from a comprehensive research program, what we learned from our communities has shaped the vision and outcomes for the city to 2050.

What follows is a summary of the communities' values, grouped into 5 themes, including the 8 overarching concepts recommended by the Citizens Jury.



## 1. An environmentally responsive city

Responding to climate change and the climate emergency was an important issue for everyone. This includes:

- reducing carbon emissions
- using resources such as water sustainably
- increasing recycling and reuse
- acting to reduce the impact of our city on the environment
- hearing the voices and concerns of young people about the environment because Sydney 2050 will be their future.

### Ideas

Give water a voice; understand the cultural value of water

- First Nations Dialogue Forum

An incentive program that encourages schools, universities and businesses to reduce waste expenditure by rewarding them with green credits

- Youth Summit

Provision of renewable resources off and onsite, such as solar and wind power and the shift to e-transport options

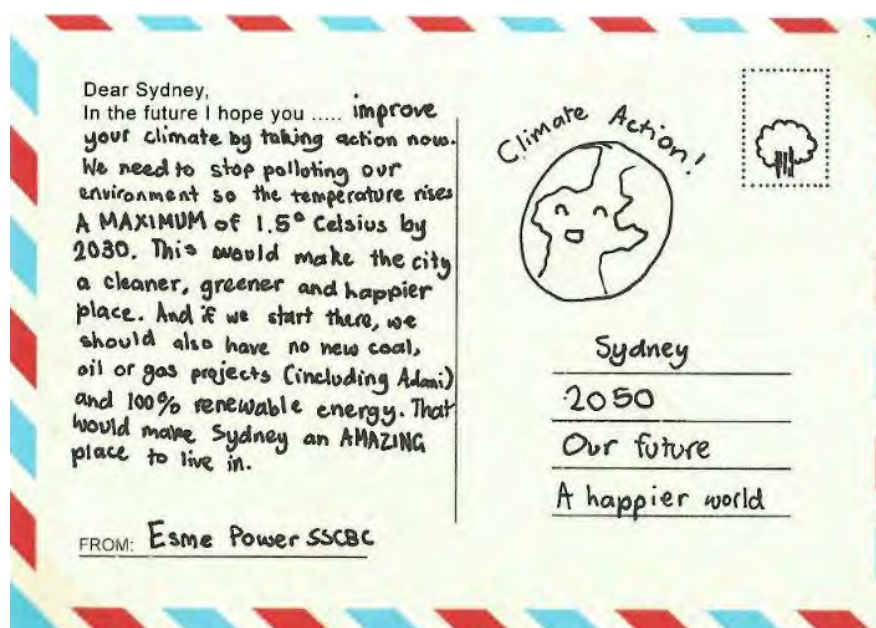
- Stakeholders Workshop

Solar-powered streetlights

- Children's Summit

### Citizens Jury concept

**Regenerative ecosystem:** the City of Sydney becomes a “leader in reversing climate change and restoring the natural environment by giving back more than it takes”. Our city has finite natural and financial resources and air pollution, water pollution and water scarcity must be addressed for a healthy city. Buildings must not contribute to the degradation of the city and we must transform waste into materials to feed back into the economy.



Postcard to the future from Esme Power

## 2. A city for people

- a city that is green with trees and plants
- quality public spaces
- diverse types of housing that are affordable
- a socially supportive community that is safe and inclusive.

### Ideas

Create new spaces where Aboriginal and Torres Strait Islander peoples can gather and connect

- First Nations Dialogue Forum

Stimulating, safe places for young people to come together with diverse programs created by young people

- Youth Summit

Create more affordable living spaces by working with community housing companies

- Youth Summit

More pet-friendly places including allowing pets on public transport

- Mandarin workshop

Greening buildings: integrate plants into architecture and not see them as 2 different things

- Youth Summit

Plant native gardens on rooftops

- Children's Summit

Greening of city lanes

- Online ideas portal

Urban rewilding

- Stakeholder's workshop

Sydney Harbour as a main street in 2050

- Business workshop

A multicultural festival where for one night you can sit together and tell stories

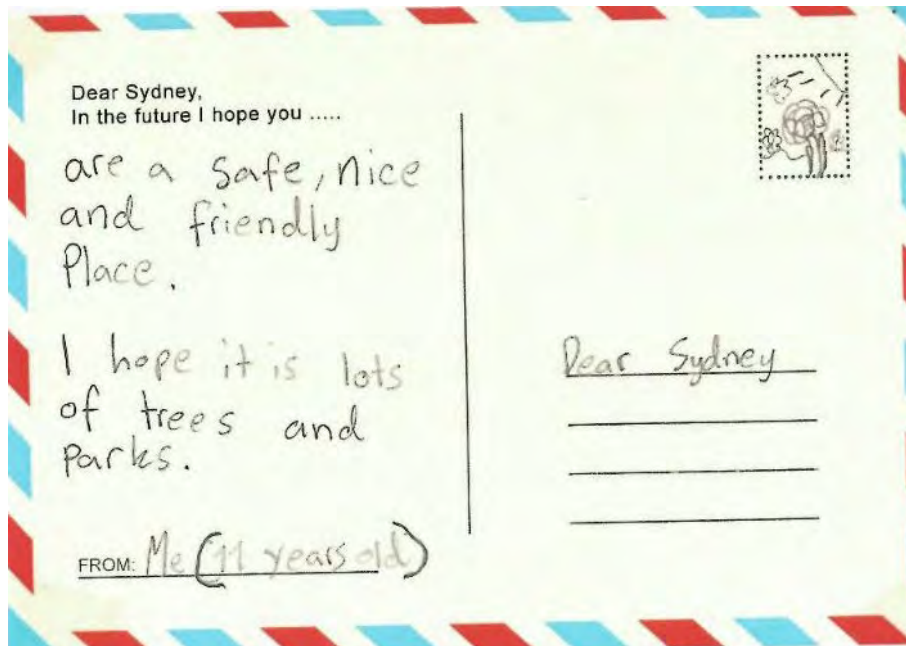
- Children's Summit

### Citizens' Jury concept

**First Peoples of Australia leadership and representation:** the "Traditional Custodians of the land play help shape the city through active participation in governance that is embedded and respectful". The jury wants Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design and functioning of Sydney (Eora).

**Participatory governance:** a new model of governance that genuinely engages citizens in decision-making on all levels, which is responsive and adaptable.

**Housing for all:** a city providing a wide range of accessible, affordable and inclusive housing options, promoting social and community cohesion. The jury recognises that the local area is currently unaffordable to many and is at risk of losing a diversity of people in its neighbourhoods and villages.



### Postcard to the future from an 11-year-old

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## 3. A city that moves

- prioritising public transport, walking and bikes
- fewer cars
- streets and public spaces for people
- a welcoming city where people can easily get to where they need to go.

### Ideas

#### Car-free Sundays

- Stakeholders' workshop

Reduce car dependency: Promote equitable access to our spaces by putting people who walk or cycle and public transport first

- Youth Summit

#### Provide 24-hour public transport

- Online ideas portal

#### Electric vehicles in the city

- Children's Summit

### Citizens' Jury concept

**Moving efficiently and sustainably:** a city with efficient, people-focused transport that is car-free, green and enjoyable. A city where there is space to walk, bike, stroll, jog, chat, rest, relax and enjoy life.



## 4. A city with a future-focused economy

- a city that is optimistic about future opportunities in education, jobs, innovation and the economy
- a city with digital infrastructure that sustains the creation of new jobs and allows businesses to respond to changing customer needs
- young people see the future of jobs as automated and highly connected.

### Ideas

Economic independence and employment pathways

- First Nations Dialogue Forum

Improve public spaces with advanced technology

- Youth Summit

Creating a circular economy that encourages recycling and reuse of material

- Stakeholders' workshop

A business hub for pollination of ideas

- Stakeholders' workshop

Investing in innovation and diversifying the economy to retain a competitive edge

- Stakeholders' workshop

"I'm excited about Sydney's future that supports entrepreneurship and innovative ideas and startups"

- Advisory panels' workshop

Reliable, high-speed internet and access to nimble, fit-for-purpose technology

- Business workshop

Sydney's brand should be the "Welcome City"

- Business workshop

### Citizens Jury concept

**Innovative and future ready:** a city ready for emerging technologies and changes not yet anticipated. To realise this concept, the jury advocates supporting the creation of fresh ideas as well as the environment to incubate those ideas into new industries. This must include affordable training, as it is essential in preparing people for future technological challenges. It also recommends the City of Sydney establishes a fund for local innovators, so the city does not lose "our brilliant ideas". The international investment community could contribute to the fund.

**A 24-hour city:** Sydney to be a vibrant, lively, culturally diverse city open 24 hours a day. A city that has a soul and an identity people can enjoy at all times. The jury wants Sydney to have safe, efficient 24-hour public transport and a thriving night-time economy that includes live music, theatre, art, shopping, health services, food and education. This is integral to making the city more liveable, lifting our economic performance and improving our global standing.

## 5. A lively, cultural and creative city

- culture and heritage woven through the city
- bold ideas and a unique identity
- diverse shopping and entertainment options, with vibrant local businesses and thriving main streets
- a lively, embracing nightlife
- a city where locals and visitors gather for cultural experiences in public spaces
- a city that artists and creative workers can continue to call home.

### Ideas

Cultural spaces and places. We need to be able to reach back into our culture and history and bring it into the present

- First Nations Dialogue Forum

Affordable space for creatives to work

- Stakeholders' workshop

"Corporate champions" as creative city ambassadors

- Stakeholders' workshop

Renovate the decommissioned railway tunnels beneath the city centre, converting them into a web of passageways for commuting, creativity and the arts

- Youth Summit

Platforms for emerging and young artists to showcase their work

- Nightlife and creative workshop

Celebration of diversity is key to the character of the city's culture

- Nightlife and creative workshop

Create a place where people share their creativity, put aside their differences and express themselves, limitless!

- Children's Summit

### Citizens Jury concept

**Embed creative arts in everyday life:** a future where creative arts are alive, interwoven and celebrated in everyday life; where creative arts are more accessible for all people and invigorate and strengthen our cultural identity. The jury wants Sydney to be lively, culturally diverse and an entertainment and recreational hub.

# The communities' vision for the future

Our communities support our green, global and connected city.  
This is what that means.

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## Green

We support a sustainable future where everyone in the city does their part to respond to the climate emergency and contributes to improving environmental conditions on the planet.

It means citizens responsibly reduce their environmental footprint by cutting what they consume, minimising waste and sharing resources.

Business and institutions take the lead in research, investment and innovation to remove carbon and transform our economy.

A regenerative circular economy is driven by new design and manufacturing techniques with producers taking responsibility for their products' life cycle.

The city is naturally cooled by trees and greenery, helping support wellbeing and improving amenity.

Our collective voices and actions influence others, locally and globally.

The city and communities adapt to be resilient to the impacts of the changing climate.

The city is planned so that housing, transport, facilities, infrastructure and open space allow people to be close to their jobs and what they need for daily life.

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## Global

We support our city being a leader in our region for just and sustainable growth, creativity and innovation. It has a thriving 24-hour economy and opportunities for all.

It means the real history of our country is acknowledged and truth telling elevated to enable us to go forward together with Aboriginal and Torres Strait Islander peoples in a true spirit of reconciliation.

Everyone in the city has an opportunity to participate in its economic, social and cultural life and reach their full potential.

Our global orientation and connections keep the city at the forefront of sustainable investment, jobs and businesses as an international gateway and leading destination for talent, business and leisure visitors.

We work collaboratively to enhance Sydney's reputation as a welcoming, diverse, inclusive and safe city that works to restore its natural environment and ecosystems.

Investment and support for creativity and innovation leads to strong economic growth.



New business models diversify our economy and business takes the lead in the transformation to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public space supports the city's thriving cultural life. Curiosity and experimentation are encouraged. Leadership, bold ideas and new talent are rewarded.

Smart, resilient infrastructure supports business investment and services our communities.

Business, government and communities are part of global networks and are active participants in global knowledge exchange.

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## Connected

We have social, business, cultural and physical connections within the city that allow us to reach our full potential and adapt to changes and withstand adversity. It means people look out for one another and feel safe.

Community cohesion is stronger because of our efforts to learn from, understand and connect with one another.

Communities, particularly children and young people are engaged, use their voices and actively participate in governance and decision-making processes.

People and organisations within the city are prepared for and able to recover from most situations.

Our city celebrates and strengthens its diverse, multicultural communities and everyone feels welcome.

Our lives are enhanced as our diverse communities contribute to the richness of the city's culture, where we record and share our stories, our history and our local creative achievements.

The city's distinctive local neighbourhoods provide strong focal points for community life, enriching experiences, recreation and simply coming together – all essential for health and wellbeing.

We can walk and ride bikes around our city and enjoy good public transport connections to the rest of metropolitan Sydney.

People feel connected to their city and to one another. These connections create the capacity to adapt to change and withstand adversity.

The City of Sydney continues its commitment to lead change through partnership and collaboration with government, the private sector and our communities.





# Ten targets to measure progress

1. **By 2035 we will achieve net zero emissions** in the City of Sydney local area.
2. **By 2050 there will be a minimum overall green cover of 40%**, including 27% tree canopy cover.
3. **By 2030 residential potable water use will be reduced to 170 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.
4. **By 2030 there will be a 15% reduction in waste generated** by each person based on 2015 levels. And by 2030 there will be **90% recycling** and recovery of residential waste, commercial and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
5. **By 2036 there will be approximately 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 2017. An increased proportion of all jobs will be secure jobs.
6. **By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings** that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable housing with this proportion maintained into the future.
7. **By 2036 there will be at least 40,000m<sup>2</sup> of new cultural production floor space** in the City of Sydney local area compared to 2017.
8. **By 2050 people will use public transport, walk or cycle to travel to and from work.** This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
9. **By 2030 every resident will be around a 10-minute walk** to what they need for daily life.
10. **By 2050 community cohesion and social interaction will have increased.** This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.

**Image on previous page: Walkers at Prince Alfred Park**

Photo: Josef Nalevansky / image Cloud Pty Ltd



# Six guiding principles

These guiding principles, based on values expressed by our communities, will be used by the City of Sydney in its decision-making.



**Town Hall, Sydney**

Photo: Katherine Griffiths / City of Sydney

**We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples**

The City of Sydney strives to reflect the needs and wants of Sydney's Aboriginal and Torres Strait Islander communities and recognise their contribution. We will work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

**We respond to the climate emergency**

The City of Sydney responds to the climate emergency by taking bold steps to reduce the city's environmental footprint and transition to a zero-carbon and regenerative economy.

We plan for the sustainable growth of the city. We step lightly on the planet and support biodiversity and nature in the city.

We promote transformative change in energy generation, resource consumption, water use, transport and climate adaptation. We encourage it be done in a way that is equitable and inclusive, with no one being left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

**We build the resilience of our society and economy**

The City of Sydney is a place where partnerships between government, business and communities strengthen the city.

We build resilience in our economy, communities, systems and infrastructure to respond, recover and adapt to a range of shock events and chronic stresses. These include our energy and transport systems failing to cope with extreme weather or other events, and a lack of affordable housing and poorly constructed buildings that fail to meet current safety, quality or sustainability standards.

Among other stresses are that our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

**Our communities are engaged in the governance of their city**

The City of Sydney is a democratic city where people of all ages can influence decisions. People are encouraged to be connected and effective community builders.

**We lead through stewardship and collaboration**

The City of Sydney will lead by facilitating social harmony and inclusion while also acting as a steward of the environment and the economy.

In our role as steward, we are required to understand what our communities' value and the values we have in common, then act in line with those shared values.

As steward of this city, we will ensure that we embrace innovation and are prepared for, respond and adapt to change.

Our communities are also impacted by decisions outside our boundaries and we seek to work collaboratively with partners, our neighbours and all levels of government for the benefit of current and future generations.

**Our organisation is governed responsibly and sustainably**

The City of Sydney has a responsibility to balance the needs and interests of current and future generations as it makes decisions.

We will ensure the organisation has the financial capacity to serve our communities now and in the future.

Fairness and equity, including intergenerational equity, underpin all our choices. High ethical standards, transparency, accountability and the involvement of our communities are integral to the governance of the city.





# Ten strategic directions

## A framework for action

The next sections of this plan sets out 10 strategic directions that gather together related issues and outcomes.

For each strategic direction, we set out:

- the current situation and why we need to act on that issue or theme
- what our communities told us
- objectives and outcomes by 2050 and how we'll measure progress over time
- the role of the City of Sydney and our key partners
- the strategies that will include detailed actions to support these outcomes

The 10 strategic directions are:

1. Responsible governance and stewardship
2. A leading environmental performer
3. Public places for all
4. Design excellence and sustainable development
5. A city for walking, cycling and public transport
6. An equitable and inclusive city
7. Resilient and diverse communities
8. A thriving cultural and creative life
9. A transformed and innovative economy
10. Housing for all

**Image on previous page:** *Ever Sun*, 2021, Rochelle Haley. Performers: Angela Goh, Ivey Wawn, David Huggins, Patricia Wood and Alice Weber  
Photo: Jess Maurer





# Direction 1: Responsible governance and stewardship

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## Why we need to act

The challenges that face cities like Sydney are complicated, perhaps more so now than at any other time. Our capacity and resilience have been tested by the impact of numerous crises in recent years, including bushfires, floods and the Covid-19 pandemic.

Our role is a provider of services. Beyond this, it is the convener and facilitator of all the other forces essential for the success of the city, bringing together governments, civil society, businesses and academia to achieve better outcomes with and for our communities.

Galvanising our communities and other levels of government to move faster to a zero-carbon future while adapting to our changing climate, water scarcity, increased heat and an increasing number of extreme weather events, are complex issues that require integrated, collaborative and sophisticated governance solutions.

Challenges facing growing cities like ours – declining housing affordability, inadequate public transport, worsening traffic congestion and insufficient infrastructure and services – are often attributed to rapid population growth. That is part of the problem.

Governance of our metropolitan area is another contributing factor. When every level of government and government agencies plan in isolation from each other, the result is poorly coordinated provision of the infrastructure and services needed.

Metropolitan Sydney needs new models of governance. Partnership, collaboration and cooperation are essential to achieve holistic outcomes for our communities.

In conjunction with these new models of collaborative governance, we must use a place-based approach in all levels of government to sequence and provide infrastructure and services.

Trust in government and other institutions has diminished and we must ensure that our communities know that our decision-making is people-centred, transparent and evidence-based.

**Image on previous page: Launch of the Resilient Sydney strategy**

Photo: Katherine Griffiths / City of Sydney



To meet changing community expectation, models for public engagement and participation in decision-making must also change. We must continue to build deeper engagement using deliberative processes and new digital opportunities, working in partnership with Aboriginal and Torres Strait Islander communities, with children and young people as our future leaders and through inclusive approaches that respect the diverse communities of Sydney. We are clear about the role the community plays in shaping projects and follow the principles and approaches adopted in our community engagement strategy.

Our provision of high-quality services, facilities and infrastructure for communities needs to be balanced with planning for long-term strategic projects, often with a consortium of partners.

Sustainable development must be underpinned by a commitment to achieving a sustainable financial position over the long term for local government. This means bringing government and business together to cooperate on development priorities, as well as financing and investment models.

A critical challenge for local government generally, and the City of Sydney specifically, is that the capping of rates revenue by the NSW Government is misaligned with the growth in demand for services, facilities and infrastructure. We need to find new ways to meet the service demands of a growing population with proportionately less revenue.

Technology and data platforms are available and can be put to work to support planning for change and growth in the local area, better decisions and service responses.

Whether as leaders of business, of civil society or of government, we all have a role to play as stewards of the city.

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## What our communities told us

Our communities wanted to be involved in shaping their city and local neighbourhoods and the city to be well-governed. They expected that in future they would have more opportunities to participate in decisions made by government. They hoped that local solutions would be created by local people working with government.

Local communities wanted transparent and accountable government. They expected governments to be more transparent, sharing information to empower citizens in their everyday lives.

Our communities had an extremely high expectation that all levels of governments would work better together for effective outcomes for the city. They had the same high level of expectation that the City of Sydney would collaborate with business, academia, and community organisations to find solutions to city and community issues.

A concept the Citizens Jury put forward was a “new model of participatory governance, that genuinely engaged citizens in decision making on all levels, and is responsive and adaptable”.

The jury also wanted our governance model to include leadership by Aboriginal and Torres Strait Islander peoples. The jury said: “We want the Traditional Custodians of the land to help shape the city, through active participation in governance that is embedded [and], respectful”.

Through our regular engagement program which includes consultation on over 70 projects a year, people are clear about the importance of having a say on decisions that affect their lives. They value the opportunity to learn about the projects that are shaping their city, to hear from each other and to be able to engage both face-to-face and online. They want engagement to be inclusive, representative and to build relationships.



**Image Upper: Children's Summit, one of the ways primary school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050.**

**Image Lower: Youth Summit, one of the ways secondary school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050.**

Photos: Photo: Katherine Griffiths / City of Sydney



## 2050 outcomes

Our organisation continues to evolve to provide governance and leadership for the city and communities.

1.1 The City of Sydney provides effective governance and leadership	1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future	1.3 The City of Sydney is financially sustainable over the long-term	1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney	1.5 The transformation of the city is enabled by successful partnerships and collaboration
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Transparent, consistent, and ethical decision making ensures the public has trust and confidence in the City of Sydney	The City of Sydney has played a role in Closing the Gap, is a culturally safe organisation and responsive to the needs of Aboriginal and Torres Strait Islander people, including through the services we fund and accommodate in our properties  * Closing the Gap priority reform three	The City of Sydney embodies best practice in its approach to corporate responsibility and financial sustainability	Collaborations with metropolitan councils and other partner organisations take advantage of opportunities and solve urban challenges	Progressive approaches to collaboration and partnerships across levels of government and with local, national, and global partners have transformed the city
Climate change considerations are embedded throughout our organisation, and are integrated in all our decisions, anchored in science, and incorporate Indigenous knowledge, intergenerational equity and social justice	The City of Sydney is comprised of people who are culturally competent and who reflect the diversity of the communities we serve	The City of Sydney's resources are managed to meet the needs of our communities and remain financially sustainable over the long term	The City of Sydney contributes to the reform of revenue and financing mechanisms for local government in NSW, ensuring sustainable levels of income are aligned with growth in infrastructure and service demand	Partnerships and collaborations with leading business, academic and community organisations deliver environmental, social, cultural, and economic benefits for the city
Fit for purpose governance systems ensure the City of Sydney can monitor performance and pursue outcomes	The City of Sydney is comprised of empowered and capable employees who serve as champions for the community and the public good	Robust financial planning, effective asset, resource, procurement, and contract management ensure the City's sustainable financial position is maintained.	Collaboration with other capital city councils and organisations achieve local and metropolitan-wide outcomes	Expertise from specialists, other city governments and those with an interest in the future of the city has contributed to the transformation of the city
Conscious and appropriate management of risk and opportunity is core to the City of Sydney's decision making	The City of Sydney is the custodian of information and data on behalf of the community it serves, committed to ethical use, equitable access, and proactive publication and sharing including providing data to support Aboriginal and Torres Strait Islander communities to close the gap  * Closing the Gap priority reform four	A diversified income base with innovative financing models ensures the City can provide the infrastructure, assets, programs, and services for our communities		
Policies and decisions are evidence-based	Our systems, resources and capability are responsive to changing service needs	Exploration of different ownership and management models enable social and cultural programs, assets and services to be sustainably delivered into the future		
	The innovative use of data and technology informs, engages, educates and improves services to the community			

1.1 The City of Sydney provides effective governance and leadership	1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future	1.3 The City of Sydney is financially sustainable over the long-term	1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney	1.5 The transformation of the city is enabled by successful partnerships and collaboration
<p><b>Measuring progress</b></p> <p>Decision making is informed by specialist advice: number and breadth of Advisory Panels, Committees and Working Groups established by Council</p>	<p><b>Measuring progress</b></p> <p>A new Community Wellbeing Indicator is proposed to be included the next and ongoing surveys to measure cultural safety.</p> <p>* Closing the Gap priority reform three</p>	<p><b>Measuring progress</b></p> <p>Operating Performance Ratio: Benchmark &gt;1</p> <p>Own Source Revenue Ratio: Benchmark &gt;60%</p> <p>Building and Infrastructure Asset Renewal Ratio: Benchmark &gt;100%</p>	<p><b>Measuring progress</b></p> <p>Summary of projects and outcomes as reported every six months</p>	<p><b>Measuring progress</b></p> <p>Formal and informal partnerships as reported in the annual report</p>
	<p>Proactive release of information and data, including with Aboriginal and Torres Strait Islander people reported annually</p> <p>* Closing the Gap priority reform four</p>			

## Our role

### City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Metropolitan Sydney councils
- Business community
- Community organisations
- Federal Government
- NSW Government
- Regulatory and standards organisations
- Resilient Sydney
- Resilience NSW
- Residents
- Peak bodies and member-based organisations
- Council of Capital City Lord Mayors

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Resourcing strategy 2021
  - Long-term financial plan
  - Asset management plan
  - People strategy
  - Information & technology strategic plan
- Investment policy (2021)

## Community Strategic Plan Delivering Sustainable Sydney 2030-2050

- Digital strategy (2017)
- Smart city strategic framework (2020)
- Corporate sponsorship policy (2019)
- Grants and sponsorship policy (2021)
- Code of conduct (2020)
- Audit risk and compliance committee charter (2012)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



### City of Sydney staff assist in the 2020 bushfire recovery

Photo: Katherine Griffiths / City of Sydney





# Direction 2: A leading environmental performer

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## Why we need to act

The climate emergency is a major challenge facing cities. To avoid catastrophic environmental change, the world must limit the global temperature rise to 1.5°C. The scale and urgency of the transformation required to achieve this is enormous.

Australia's Bureau of Meteorology recently gave evidence to the Australian Parliament that the country is on track for a warming of 4.4°C this century. This would be catastrophic for our society, health, economy and environment. Many areas would be unliveable and there would be mass extinctions.

Under the Paris Agreement and Glasgow Climate Pact, most countries, including Australia, have agreed to halt warming at 1.5°C or 'well below' 2°C above pre-industrial levels. The Glasgow Climate Pact recognises that this is the critical decade and that emissions need to be reduced by 45% by 2030 relative to 2010 levels and net zero by around mid-century.

The International Energy Agency estimates that the longer-term global emissions trajectory has shifted from above 4°C, before the Paris climate accord, to 1.8°C, after the Glasgow accord<sup>2</sup>. However, a review by Climate Action Tracker<sup>3</sup> of existing 2030 goals and policies shows a 2.4°C rise. More needs to be done to limit it to a maximum of 1.5°C.

Figures released at the COP26 Climate Summit show carbon emissions for each person in Australia are 5 times greater than the global average.

The City of Sydney's target is for net zero emissions in our area by 2035.

Around the world, cities and countries are setting even higher targets and taking action to reduce local emissions, protect water sources, manage waste innovatively, increase canopy cover and protect biodiversity.

**Image on previous page: Sapphire Wind Farm, supplier of electricity to City of Sydney**

Photo: Sapphire Wind Farm, Inverell, NSW

<sup>2</sup> <https://www.iea.org/commentaries/cop26-climate-pledges-could-help-limit-global-warming-to-1-8-c-but-implementing-them-will-be-the-key>

<sup>3</sup> [https://climateactiontracker.org/documents/997/CAT\\_2021-11-09\\_Briefing\\_Global-Update\\_Glasgow2030CredibilityGap.pdf](https://climateactiontracker.org/documents/997/CAT_2021-11-09_Briefing_Global-Update_Glasgow2030CredibilityGap.pdf)

Australian cities have a high environmental footprint for each person. Benchmarked against global peers, the carbon-intensive growth model of metropolitan Sydney – which covers 33 council areas – is becoming a distinct disadvantage. In 2021 metropolitan Sydney ranked 38th out of 48 leading global cities for per person CO<sup>2</sup> emissions. We have the resources and capabilities to accelerate action, so we must make bold steps now to reduce this footprint.

The costs of inaction now outweigh the costs of acting. There are also economic benefits for those who take a leadership role.

Environmental action has been a priority for our communities for more than a decade. It is imperative that we continue to work together, with greater urgency, to reduce our impact and build resilience to the impacts of a changing climate.

Limiting global heating to 1.5°C requires major changes to energy production and resource consumption. We need to transition faster to renewable energy and change how we live and work in our city to cope with these impacts. Buildings and infrastructure built today need to be future-proofed – ready to cope with the climate extremes of coming decades.

Around 70% of the city's emissions come from using electricity. We must make the transition from fossil fuels to 100% renewable energy as soon as possible, because every tonne of emissions increases the magnitude of climate change and future risks such as more frequent and severe heatwaves, droughts and intense storms.

Even with more renewable energy in the grid, we still need to make our buildings highly efficient. This will reduce emissions, save money, and make buildings more resilient and comfortable. The most cost-effective way of achieving energy efficiency is during the design and construction stages of new buildings. But with many older buildings that will still be in use in 2050, it is essential we invest in retrofits.

As we create new solutions to meet our challenges, we need to do so in an inclusive way. People already marginalised in our city are likely to suffer disproportionate impacts from climate change and urban hazards. We need to share responsibility for a just transformation for local and regional communities that depend on fossil fuel industries.

To date the city's emissions footprint has measured only our direct impact. If emissions associated with goods produced elsewhere but consumed here were included, it would roughly double our emissions footprint. Globally 45% of emissions come from making products.

This could be avoided by reusing, repurposing and recycling materials instead of disposing of them as waste in landfill. It is part of the shift to a circular economy, which requires transformational changes to product design, material use, producer responsibility, consumer behaviour and economic structures. New infrastructure that keeps materials in the manufacturing system for as long as possible will need to be developed.

We also need to rebuild the communities' confidence in waste and resource management. Inconsistency across the industry has led to some confusion among residents and business about what is recyclable.

These challenges cannot be successfully addressed by individual councils acting alone. The NSW Government needs to demonstrate leadership in planning for adequate waste and resource treatment capacity and use its legislative power to facilitate circular economy outcomes across all sectors.

As our city gets hotter and our regions drier, we will need to ensure an adequate water supply for drinking, to green our city and improve resilience to increased heat and drought. An increasingly variable climate means there is uncertainty over the future rainfall that will fill our dams and support our water supply system. Considering our increasing population, we clearly need to diversify our water sources.

Stormwater pollution is a major contributor to declining waterway health. We need to intercept stormwater, slow it down and treat it to improve the water quality for reuse or release into our waterways.

We want to feature water in our urban environment, creating places that people naturally come to gather, exercise, relax and celebrate. We also need to rectify damage to our waterways caused by Sydney's industrial past. Highly polluted parts of our harbour need to be cleaned up so waterways can be used for recreation and to improve biodiversity.

Intense storms and rainfall are predicted to increase in frequency and severity. This will increase the risk of flooding in some areas. In low-lying and coastal areas, this will also be exacerbated through sea level rise.

Water and greening are essential strategies to combat the growing problem of urban heat. We could see the annual number of days over 35°C in our city quadruple from 3.7 days in 2015 to 15 days by 2070. Rises in extreme heat could put a strain on infrastructure and increase community health problems such as heat stress, respiratory issues and insect-borne disease.

Planting more trees and plants will help cool the city, create more liveable places, and support our wellbeing and urban biodiversity. The tree canopy cover in our streets and open spaces has increased over the past decade. But most land in the City of Sydney area is privately owned and there has been little increase in canopy on this land. We will need improved mechanisms to equitably green the city.

Climate change poses significant risks to biodiversity, with plant and animal extinctions projected to increase. The climate crisis really is a nature crisis. We need to protect and maintain the biodiversity that exists in our city, looking after areas of urban bushland and wildlife corridors.

As shown during 2019/20, bushfires beyond our area can have a devastating impact on air quality in the city. Bushfires indirectly impact the city's food supply and the availability of emergency response staff and resources. One way to restore natural systems and mitigate risk from future bushfires is for private landowners and governments to fund cultural burning by Aboriginal practitioners around the country. For example, to offset emissions, the City of Sydney purchases carbon credits from Indigenous-owned businesses that practice traditional burning as part of land care.

Food production is highly sensitive to climate, with extremes like drought or flooding having major effects on crop yields and livestock production. While modern farming technologies and techniques help to reduce risk and boost production, the longer-term impact of recent droughts and widespread bushfires on agricultural production highlights a major potential vulnerability in the future.

Precinct-scale solutions for energy, water and waste are a major opportunity for urban renewal. But a lack of legislation, regulation and policy, as well as the pricing of energy, water and waste, limit precinct-scale infrastructure in the city.

We need to act swiftly on multiple fronts, and at all levels of government, to address these environmental challenges and create a sustainable and prosperous city. To do this our economy will need to realign with climate mitigation and adaptation needs, adopt new circular models and find alternatives to traditional sources of wealth.





### **Green Square water recycling plant**

Photo: Katherine Griffiths / City of Sydney

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## **What our communities told us**

Overwhelmingly, people wanted the City of Sydney to respond to climate change. It was an important issue for everyone, across age groups and gender and whether they are residents, workers, visitors or business owners. Acting on the climate emergency was of critical importance to young people. It continued to be a highly important concern during the Covid-19 pandemic.

Aboriginal and Torres Strait Islander peoples identified understanding water as a way of healing Country and returning to values and connections that are synchronised with the environment.

People wanted a city with sustainable management of waste and use of resources, reduced emissions, fewer cars and less congestion, more electric vehicles and more public transport and active travel. They strongly endorsed more recycling, reuse and waste reduction, especially of plastic.

People acknowledged that the most vulnerable in our communities often bear an unequal share of the consequences of climate risks or the effects of our changing climate. They clearly articulated that a green city with plants and trees is an important response to climate change.

A Citizens Jury concept envisaged the city having a 'regenerative ecosystem', being a leader in reversing climate change and restoring the natural environment. Among its recommendations was having 100% renewable energy, including multiple micro-grids and a circular economy with zero waste. They want repair, refurbish and reuse centres and micro-recycling facilities that produce products. Other ideas include expansive greening of the city, urban farms and ocean regeneration.





**Sydney Park**

Photo: Josef Nalevansky / Image Cloud Pty Ltd

## 2050 outcomes

The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.

2.1 The city reaches net zero emissions by 2035 with embodied carbon significantly reduced	2.2 Greening has increased to create a cool, calm, and resilient city	2.3 Water is managed to support a resilient, sustainable, and liveable city	2.4 A circular economy approach is embedded in products, services, and systems	2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
The city is regenerative, contributing positively to the planet, society and to peoples' lives	Increased canopy cover and landscaping keep our streets and buildings cool and improve our health and wellbeing	Water is celebrated and the harbour is a focal point for social connections and active lifestyles	Resources are retained for as long as possible within the product lifecycle and disposal is minimised	A shared responsibility for actions and environmental impact results in change
Actions are effective, reducing harm quickly and efficient, delivering the greatest benefit for the least cost	Nature is integrated with the urban landscape, providing wildlife habitat, and supporting healthy ecosystems	Potable water consumption is minimised through efficiency measures, water recycling and more effective use of rainwater and groundwater	Infrastructure and manufacturing processes are in place to capture and re-use all material streams to minimise reliance on new materials	Communities are supported to deal with the impacts of climate change and equity is improved
All activities and the built form of the city contribute to achieving net zero emissions by 2035 or sooner	Everyone has access to green spaces where trees, vegetation, and water, enhance our climate resilience	The use of recycled water at building, precinct and metropolitan scale has reduced our reliance on potable water	The full environmental impact, including embodied emissions, of all products is transparent	Climate risk is integrated into business and personal decision making
Economic growth remains uncoupled from carbon emissions to maintain our standard of living	Respectful engagement with Aboriginal and Torres Strait Islander peoples supports their aspirations to connect with and care for Country	A range of strategies ensure water quality has improved		
		Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases		
Measuring progress	Measuring progress	Measuring progress	Measuring progress	Measuring progress
As at 2019/20 emissions across the local government area have reduced by 26% from 2006 levels	Canopy cover across the local government area was 19.1% in 2020, an increase from the 2008 baseline of 15.5%. Our target is 27% by 2050	As at June 2020, potable water consumption per resident was 190.9 l/person/day, representing a 8.4% reduction on the previous year. Our target is 170 litres per person per day by 2030	As at June 2020 waste generated per person is 15% lower than in 2015, which is on target	Air quality across the area consistently meets national guidelines for particulate matter, nitrogen dioxide, ozone, and sulphur dioxide
We report emissions based on the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC) 4 – an international benchmark	Green cover across the local government area was 33% in 2022. Our target is 40% by 2050	As at June 2020, potable water consumption for commercial use was 2.34 l/m2/day. A 9% increase from the 2018/19 baseline. Our target is a 10% reduction by 2030	As at June 2020, 47% of residential waste was diverted from landfill and recycled. Our target is 90% by 2030	



## Our role

### **City of Sydney's role**

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### **Key partners and collaborators**

- Adjoining local government authorities
- Business community
- Federal Government
- NSW Government
- Industry bodies
- Regulatory and standards organisations
- Resilient Sydney
- Residents
- Community organisations
- Not-for-profits and NGO's

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Environmental strategy (2021–2025)
- Leave nothing to waste – waste strategy and action plan (2017–2030)
- Adapting for climate change (2015)
- Making Sydney a sustainable destination (2018)
- Sydney's sustainable office buildings plan (2018)
- Residential apartments sustainability plan (2015)
- Greening Sydney strategy (2021)

- Street tree masterplan (2011) (update in development)
- Urban forest strategy (2012) (update in development)
- City plan 2036: local strategic planning statement (2020)
- Green environmental sustainability progress report (annual)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



**One of the City of Sydney's fully electric Nissan LEAF vehicles**

Photo: Katherine Griffiths / City of Sydney







# Direction 3: Public places for all

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## Why we need to act

The best cities in the world are those with public places that encourage people to come together, whether as part of their daily lives or to attend large events.

We have great attributes to reinforce a unique sense of place and create a more liveable city that builds on our distinctive character and beautiful harbour landscapes. A thriving, welcoming city provides places designed for everyone, including people from a multitude of cultural backgrounds, people on low incomes and people with disability. This enables the social life of the city to flourish and for all to participate equally.

Providing high-quality, inclusive and accessible public places for people is essential. Yet access to public places is increasingly contested, and in the decades to 2050 likely to be more so. Our population is likely to grow considerably by 2050. Estimates from 2019 see as many as 2 million people occupying the city daily, up from about 1.3 million at that time. Daily occupancy numbers were significantly reduced during the height of the Covid-19 pandemic.

In the city centre, the movement of people, goods and vehicles is important. But it is essential that we make sure people feel safe, welcome and encouraged to stay. And it is also important to provide reasons to visit, so the city is not just considered a place for work and business.

When we visit or stay longer, we also engage in the life of the city, including the businesses that operate in the city. The same is true for each of our main streets. This means having more inviting, accessible places where people want to gather. Public art has a role to play, as does the equipping of some spaces for performance and other creative uses.

Barriers in public places make it difficult for people with disability and others to participate and work in our communities. Our public areas need to be inclusive and accessible.

Not everyone is able to walk, ride bikes or use public transport. People with disability and people with chronic health conditions are often reliant on private transport and access to mobility parking or places from where they can access key parts of the city, particularly in the city centre. So, it is important that while reducing our overall reliance on cars in the city, we maintain priority access for those who need it.

Evidence shows that the quality of the place matters when decisions are made on investment and business location. High-quality urban environments, including public spaces, are central to attracting and retaining talent in the city.

Our communities' desire for access to open green space has increased during the Covid-19 pandemic, particularly when public health orders required people to stay at home for much of the time. As most city residents live in apartments, communal spaces on public and private land became sought-after places for respite and recreation.

**Image on previous page: Paddington Reservoir Gardens**

Photo: Josef Nalevansky / City of Sydney

Access to space will become increasingly contested. We need to consider how additional space can be found in the city.

Large tracts of open green space, where it is possible to be close to nature, are essential for our mental and physical wellbeing. Those same green spaces also reduce heat in our urban environment. But it will be challenging to create more of these spaces within the confines of an already established city. We need to find creative solutions to opening or sharing existing space and turning grey spaces into green spaces.

We also need to find ways to manage the use of space to meet multiple needs and avoid friction. Data about how, when and by whom places are used will play an important role in achieving this.

Communal spaces help build community connections. They include parks, libraries, and community facilities. We need to involve the private sector more in future to consider incorporating public and communal spaces in retail centres, school or university facilities and grounds and apartment buildings.

We must consider the effects of a changing climate on streets and public places, building resilience to increasing heat and intensifying storms. We should use structures and trees to create more shaded, cool public places.

We must also consider the quality of the air we breathe. Air quality is impacted by bushfires outside the city, which will be exacerbated by climate change. Air quality is also impacted by traffic, so reducing vehicle movements and moving to zero emissions vehicles is important.

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## What our communities told us

People expressed their desire for a city that is green with trees and plants and has quality public spaces and places where they can be active, recharge mental health and gather to socialise. The Citizens Jury envisaged creating a city where every space is maximised for the greater community good.

People valued the unique identity and architecture of their neighbourhoods and wanted to see that protected as the city grows. They saw the village main streets as being places for social interaction and building communities rather than just for retail activity. The quality of some of our streets is compromised by the volume of vehicle traffic, so people wanted to see changes to control speed, volume and noise.

The community proposed that the notion of public places should extend to shared, communal spaces in apartment buildings, rooftops and building façades. In an increasingly dense city, these spaces needed to be put to better use – shared more often and turned into green spaces where possible. How to better connect public spaces to one another also needs to be explored.

People wanted services and public facilities to be more available to support their lives in a 24-hour city.

The community deeply valued public space during the Covid-19 pandemic. It was seen by many as an impetus to rethink how we use public space and make more areas available for walking, riding bikes, meeting and cultural and community events.

Using public outdoor space was identified by arts organisations and businesses as an alternative to indoor venues and a way to build confidence and bring people back to the city.

We also heard that the City of Sydney must maintain and indeed enhance its respected role as a “caretaker of place”. People considered this critical to the city’s economic performance.





**Upper image: Dyuralya Square, Zetland**

**Lower image: Crete Reserve, Rosebery**

Photos: Katherine Griffiths / City of Sydney



## 2050 outcomes

The city has more places for people who live, work, invest and visit here. The history of the city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe, day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters.

3.1 Aboriginal people, their history and cultures of this place are evident in the public realm	3.2 Welcoming, inclusive and connected streets and public spaces are created and maintained	3.3 Creativity and culture is embedded in the fabric of the city	3.4 Physical and visual connections to the harbour are strengthened	3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Naming conventions, heritage, design, and management plans recognise and reinforce the connection, history and cultural practice that Aboriginal and Torres Strait Islander peoples have to this place	The city centre is inviting and lively, clean, accessible and safe, with new civic squares and places where people want to spend time together during the day and evening	The city's streets and public spaces support large and small-scale civic and cultural activities	The harbour, unique to Sydney, has more visual and physical connections to the city	Healthy active lifestyles are encouraged, supporting mental and physical wellbeing of communities
Aboriginal and Torres Strait Islander peoples' cultural practice and expression continues as their right and responsibility in the public realm	Main streets are the social and economic hubs in their neighbourhoods, clean, safe accessible and inviting places for people to come together	Creativity and diversity of public art is evident across all neighbourhoods	There will be increased recreational opportunities in and around the harbour	Growing demand is supported by high standards of maintenance and servicing of existing facilities as well as investment in new facilities
Shared decision-making arrangements are in place to ensure that Aboriginal and Torres Strait Islander people benefit from continuing connection to public land in the city  * contributes to Closing the Gap priority reform one	Green and shaded avenues, public squares and local streets are more comfortable and spacious places to walk, cycle, meet and socialise	Private spaces are transformed into shared spaces, hosting large and small-scale civic and cultural events		Innovative ways to activate and share spaces are explored to unlock underused spaces
	Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk			
<b>Measuring progress</b> A summary of outcomes will be reported at the end of each four-year period	<b>Measuring progress</b> Increase in new public domain space calculated per m <sup>2</sup> on an annual basis, from acquisition, dedications, and road space conversions	<b>Measuring progress</b> Community wellbeing indicator How satisfied are you with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in your local area?  Baseline (2011) 45%, latest result (2018) 45%	<b>Measuring progress</b> A summary of outcomes will be reported at the end of each four-year period	<b>Measuring progress</b> Increase in space for parks under the City of Sydney's care and control, calculated per m2 on an annual basis

## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Development industry
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Public spaces public life study (2007, 2020)
- George Street 2020: a public domain activation strategy (2015)
- Greening Sydney strategy (2021)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Chinatown public art plan (2015)
- Open space sport and recreations needs study 2016
- City of Sydney public domain codes
- Sydney street codes (2021)
- Public domain manual (2021)

## Community Strategic Plan Delivering Sustainable Sydney 2030-2050

- Legible Sydney design manual (2019)
- Sydney Streets technical specification (2019)
- Sydney lights: public domain design code (2015)
- Inclusive and accessible public domain policy and guidelines (2019)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



### Sydney Skate Park

Photo: Chris Southwood / City of Sydney





# Direction 4: Design excellence and sustainable development

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## Why we need to act

By 2050 two thirds of the world's population will live in cities. Sustainable development can only be achieved by transforming the way we create and manage our urban spaces. It requires us to plan and develop cities to meet the needs of today without compromising the needs of future generations.

Cities globally occupy only 2% of the world's land mass, but they consume over two thirds of the world's energy and account for more than 70% of global CO<sup>2</sup> emissions. However, through good leadership and collaborative action, cities can become more efficient, minimising the use of critical resources and energy, and limiting effects on global heating.

The Covid-19 pandemic has raised questions about the future of cities and high-density living. The virus has had a devastating and sometimes profoundly uneven impact on different groups of people, even in the same city. It is the levels of inequality within a community that have caused such disparity in outcomes, not the density of population.

High-quality, well-designed housing and well-planned neighbourhoods with good access to infrastructure, jobs and services generally lead to good outcomes. When these standards are not available to everyone in the community, there are poor outcomes.

The City of Sydney grew significantly in the decade to 2018, with 30,000 homes built, 67,000 more residents and 116,000 more jobs.

The Covid-19 pandemic has disrupted long-term projections for both residential and economic growth, as much of this was driven by inbound visitors, including international students and migrants. When Australia's international border is open and the pandemic subsides globally, economic forecasts have Sydney returning to pre-pandemic rates of growth – but this may not be until the latter part of the 2020s.

In the long-term, we must continue to plan for increased capacity in the city. The City of Sydney currently can accommodate an additional 115,000 people in 56,000 new homes. We will also plan for an additional 200,000 jobs by 2036. This assumes an average yearly growth rate of about 2.1% for residents and 2% for workers in the city. But there are more people who occupy or pass through our area daily.

**Image on previous page: Green Square Library and Plaza**  
Photo: Katherine Griffiths / City of Sydney

Our challenge is to make the best use of the space and land to include the range of jobs, businesses, homes and other activities needed to support the city's regional role as well as the daily lives of all who use the city.

A further challenge is to support the people who live, work in and visit the city with adequate infrastructure, facilities and services at the right time and in the right locations. This includes infrastructure for transit, health and education, essential utilities and affordable housing, and the technological and digital infrastructure to support an innovation economy, local community facilities and a city that runs efficiently and is easy to get around.

As described in direction 7 on public places, how we provide and manage shared public spaces will become more important. Ensuring everyone has equitable access to high-quality public spaces is essential.

To maintain our competitiveness and attractiveness as a city, we must maintain high levels of amenity and protect the diversity and renowned character of our many unique precincts and neighbourhoods.

High-quality design is fundamental for private or public development. High-quality construction is also of critical importance and we need to support the work of the Building Commissioner engaged by the NSW Government to improve the quality of construction and restore trust in the industry.

We need to design for health, wellbeing and safety. We need to take lessons from the Covid-19 pandemic and make sure our buildings, public places and infrastructure provide spaces that are flexible and consider the needs of current and projected users.

Our changing climate will create risks for wellbeing, environment, infrastructure and the economy, requiring us to adapt and become more resilient. We need to take action to reduce emissions, consume less water and reduce waste. With more frequent and severe heatwaves, flash flooding, droughts and storms predicted, it will be more difficult to manage the city's landscapes and ecosystems and our communities' activities that depend on them.

We must change how we plan for and design the city, its buildings, and public spaces to respond to our already changed climate and emerging urban hazards such as more noise and poor air quality.

With the pace of technological and environmental change, the buildings we design and build today must be flexible and adaptable to avoid them becoming redundant before the end of their expected lives. We should find ways to efficiently retrofit existing buildings to cope with changing conditions.

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## What our communities told us

Our communities told us they value the protection of characteristics that make the city unique. This included making visible the presence and history of Aboriginal and Torres Strait Islander peoples. We should also protect aspects of our heritage constructed after European settlement.

Our communities called for high-quality, forward-thinking design to ensure what they described as the "good growth" of the city. A dense but attractive city was viewed as ideal, including more efficient and technology-enabled ways of living.

In planning the city, our communities wanted us to consider how we might encourage precincts to develop and foster the creative and innovation economies.

Essential to supporting the growth of the city is addressing climate change and finding ways to living more sustainably. Our communities said it was important to create a greener, more liveable city. They wanted to be provided with efficient, well-serviced public transport and be able to comfortably walk and cycle shorter distances. These views support our transition to a city that is less reliant on cars and allows more space for people.

As the city grows, our communities have challenged us to reconsider how space is used, including whether public and private spaces are inclusive and accessible and used to their fullest extent.





**One Central Park, Sydney**  
Photo: Getty Images



## 2050 outcomes

The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city.

4.1 The city's liveability will be enhanced through well planned and designed development	4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities	4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth	4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive	4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
The voices, rights and responsibilities of Aboriginal and Torres Strait Islander peoples are respected in the implementation of Designing with Country and Connecting with Country knowledge and practices	The city is productive and prosperous while maintaining liveability	Collaborative approaches to infrastructure provision will ensure that transit, health, education, open space, water, energy, technology, and other infrastructure are provided and appropriately sequenced to support the city and its communities	Design excellence is integral to major development projects	Planning policies have responded to the climate emergency
Communities live in walkable well-serviced neighbourhoods, supported by mass transit	The planning framework will facilitate a stronger more competitive city centre	Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems will be in place to support the growth of the city and communities	Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting	New buildings and major changes to existing buildings are designed and built to meet net zero standards from 2026
Well-designed neighbourhoods support inclusive, socially connected, and healthy communities	The capacity for innovative and high value economic clusters outside the city centre will be supported	Infrastructure and assets will be planned to withstand the impacts of a changing climate	Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last	The impact of a changing climate has influenced the policies that determine where and how development can occur in the city
The character of distinctive neighbourhoods and heritage and iconic places valued by communities is protected and preserved	Industry, urban services, and business are supported to grow and evolve in the southern enterprise area, including the Green Square town centre			Major urban renewal precincts offer the highest standards of environmental performance
<b>Measuring progress</b> Every resident is around a 10-minute walk to what they need for daily life Baseline (2017), the following proportions of residents lived within a 10-minute walk (800m) of the following services: fresh food – 99.96%, childcare – 99.39%, health – 100%, leisure – 99.99%, social – 94.98%, learning – 99.98% and cultural – 98.09%. Public open space will be an additional measure in future	<b>Measuring progress</b> By 2036 there are around 700,000 jobs in the local government area, including 200,000 new jobs Baseline (2017) 501,786 City of Sydney Floorspace and employment survey	<b>Measuring progress</b> Annual investment on acquiring, developing, and enhancing infrastructure and assets	<b>Measuring progress</b> Number of design excellence competitions completed A total of 146 competitive design processes have so far been completed (2021)	<b>Measuring progress</b> Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening

4.1 The city's liveability will be enhanced through well planned and designed development	4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities	4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth	4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive	4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability
	Extent of commercial floor space in the local area, including occupied and vacant business floor space  Baseline (2012) 18,096,215 m <sup>2</sup> , latest result (2017) 18,371,384m <sup>2</sup>  City of Sydney Floorspace and employment survey			



## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Advocate
- Networker
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Development industry
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- City plan 2036: local strategic planning statement (2020)
- Central Sydney planning strategy (2016–2036)
- Sydney landscape code – Volume 1: Single dwellings (2016)
- Sydney landscape code – Volume 2: All development except for single dwellings (2016)
- Public spaces public life (2007, 2020)
- Planning for net zero energy buildings (2021)
- City of Sydney public domain codes:
  - Sydney street codes (2021)
  - Public domain manual (2021)
  - Legible Sydney design manual (2019)
  - Sydney streets technical specification (2019)
  - Sydney lights: public domain design code (2015)
  - Inclusive and accessible public domain policy and guidelines (2019)
- Green Square town centre public domain strategy (2013)

## Community Strategic Plan Delivering Sustainable Sydney 2030-2050

- Green Square infrastructure strategy and plan (2015)
- City centre public domain plans
- Outdoor dining policy (2016)
- Smart city framework (2020)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



#### Harold Park

Photo: Adam Hollingworth @ Hired Gun







# Direction 5: A city for walking, cycling and public transport

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## Why we need to act

Cities and transport continuously shape each other. A well-planned city balances movement and place. It uses technology to optimise its transport systems to benefit the city, the economy and the health, wellbeing and social connections of its communities.

Cities around the world are already experimenting with how to use space differently, accelerated by the Covid-19 pandemic. They are creating more and improved spaces for people walking and riding bikes, particularly for local trips in their neighbourhoods, in city centres and on high streets. So too must Sydney embrace and adapt to these changes.

The 2021 Benchmarking Sydney's performance, an annual global comparison of metropolitan Sydney with 33 peer cities, conducted by the Committee for Sydney, rated transport and infrastructure 4 out of 10. Metropolitan Sydney ranks highly (third among 29 peers) for the number of new public transport stations opened in the past 18 months or due to open in the next 5 years.

But this investment is yet to overcome decades of underinvestment that sees our existing public transport network under strain. Before the Covid-19 pandemic, nearly half the trains to the city exceeded capacity in the morning peak and the daily population in our local area was approximately 1.3 million people. By 2050 this number could be as high as 2 million.

The Committee for Sydney's research showed that metropolitan Sydney is still a highly car-dependent city by global standards.

Emissions from the transport sector are increasing yearly. In the City of Sydney area, transport was responsible for 16% of emissions in 2018/19. Nationally, transport accounted for 18.9% of emissions (September 2019).

The Covid-19 pandemic has changed the demand for transport services. The Greater Sydney Commission reported that increased working from home and more flexibility in work location and work hours have shifted peak hour travel demand.

This could redirect the focus from planning for what was a growing peak hour to supporting increased demand across the day and evening. Longer term, demand could exist for a 24-hour network to connect the major centres across metropolitan Sydney.

In the inner city we need continued investment in new rail and metro lines and greater public transport capacity, especially for areas such as Green Square.

**Image on previous page: Central station transport interchange**

Photo: Asad Rajbhoy / City of Sydney

The bus network faces challenges. Buses struggle for speed, capacity and reliability. Bus services converge on the city centre, even in corridors where transfer to rail would be more efficient for most people.

The NSW Government's Metro City and Southwest will open in 2024, and Metro West will open in 2031. This investment can reduce the volume of buses and general vehicles, creating more space for people on major streets. We can make these spaces more attractive and greener.

We need more efficient public transport, with priority given to service and freight vehicles rather than forcing them to queue behind private cars.

Walking and riding bikes should be the first choice for short trips. It is imperative we do all we can to make it attractive and comfortable for people to walk and ride around the city. But there are currently considerable delays to walkers at signals and footpaths are narrow and congested.

Wider footpaths will make walking easier and safer from a health perspective. Upgrading ramps, signs, lighting and the quality of the footpaths will make them more accessible and safer for everyone.

We need to accommodate an even greater focus on freight, servicing and deliveries in the coming decades. The Covid-19 pandemic accelerated online shopping by 5 to 6 times the level of growth in 2019, increasing pressure from deliveries in residential areas. This trend is likely to continue.



**Walking to work, Union Square, Pyrmont**

Photo: Katherine Griffiths / City of Sydney

## What our communities told us

Our communities said they wanted a more walkable city, with fewer or no cars in the city centre.

They hoped for a quality public transport network that prioritised space for people over cars and parking. This included streets with more trees, gardens and plants, plus more space for walking, for children to play and for socialising.

Our communities were concerned about the impact of increasing congestion. They called for more frequent, reliable and affordable public transport and more walking and cycling networks.

The Citizens Jury wants a city with efficient, people-focused transport that is car-free, has connected green corridors and is suitable for all ages and mobility levels. A city where there is “space to walk, bike, stroll, jog, chat, rest, relax and enjoy life”.



**Epsom Road Cycleway**

Photo: Damian Shaw / City of Sydney



## 2050 outcomes

The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions

5.1 Street space is reallocated for people, places and planting	5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area	5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area	5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport	5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
The city is shaded and cooler, quieter, and calmer, air cleaner, and more space available for people to use the streets	An affordable, safe, and accessible network of public transport supports the 24-hour activities of the global city	People are prioritised by increasing the capacity, quality and amenity of our streets	A network of separated cycleways provides direct and safe access for people riding throughout the city	Access will be maintained for freight, delivery and service vehicles as road space is reallocated
Vehicle speeds and volumes are reduced, making the city centre and local neighbourhoods safer, healthier, and quieter	Most activities within the City are within a 10-minute walk of a rapid, high frequency public transport service	The experience of people walking will be enhanced for everyone by improving safety, quality, accessibility, and comfort including for children walking in their neighbourhoods and to school	The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use	Nearly all service and loading activity will occur off-street or off-peak; space for traffic, parking and kerbside loading is prioritised for those who need it most
The motorway and distributor network are optimised to carry more through traffic, reducing driving on city streets	People transfer between public transport services in safe, accessible and high-quality interchanges	The city is legible and intuitive to navigate, supported by a comprehensive wayfinding system.	Children can safely use the cycle network to get to school and other activities	Collaboration between businesses will minimise the number of delivery, service and waste vehicles
All public transport, service and private vehicles will be zero emissions		People are prioritised at key intersections, reducing wait times, and improving safety		
Avenues that lead into Central Sydney have been transformed to be greener, with more space for walking and cycling				
<b>Measuring progress</b> Increase in length of separated cycleways throughout the Local Government Area calculated per m on an annual basis Baseline (December 2021) 20,340.96m	<b>Measuring progress</b> Journey to work using public transport to the city centre and other locations in the Local Government Area Baseline (2016), 77% city centre, 44% other locations in the Local Government Area. The next update will be provided in 2022 ABS Census	<b>Measuring progress</b> Increase in walking in Local Government Area Twice yearly walking counts in the local area measuring average growth across a sample of locations A baseline was established in November 2021 from which change will be measured	<b>Measuring progress</b> Increase in cycling in Local Government Area Measure is total trip count at 68 intersections across the local area twice a year, in March and October Baseline (March 2010), 19,152, latest result (September 2021) 36511	<b>Measuring progress</b> Kerb space in city centre allocated to deliveries, servicing, and mobility parking A baseline will be established during financial year 2022/23 from which change will be measured on a five-yearly basis

## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Connecting our city transport strategy (2012)
- Cycling strategy and action plan 2018–2030 (2018)
- Walking strategy and action plan 2015–2018 (2015)
- Liveable green network strategy and masterplan (2011)
- Legible Sydney wayfinding strategy (2012)
- Neighbourhood parking policy (2018)
- Car sharing policy (2016)
- Central Sydney on-street parking policy (2015)
- Public spaces public life study (2007, 2020)
- Net zero performance standards (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

## Implementation of Sustainable Development Goals



## Responding to major acute shocks and chronic stresses



### Light rail and transformation of George Street, Sydney

Photo: Katherine Griffiths / City of Sydney







# Direction 6: An equitable and inclusive city

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## Why we need to act

We want our city to be a place where everyone is included and where people can flourish and fully participate in the social, cultural and economic life the city has to offer.

Everyone in our city deserves opportunity, regardless of where they have come from or what circumstances have shaped their lives.

An equitable society is founded on the principle that all people, regardless of income, should be able to afford the essentials of daily life. These include safe and affordable housing, fresh and healthy food, services such as health care and education, social supports and internet access. We want opportunities to participate in cultural and recreational activities to be accessible to all.

Our research around an equality indicator framework revealed serious inequalities for some groups within our local communities. The effects can be passed on through generations. For example, Aboriginal and Torres Strait Islander peoples experience the ongoing and devastating effects of government policy and practice. From colonisation in 1788 and until at least the 1967 referendum, Aboriginal and Torres Strait Islander peoples were discriminated against and deliberately excluded from economic participation. Children were forcibly removed from their parents and the Aboriginal population was segregated with many people moved into reserves or missions. Many were denied award wages and prevented from owning property.

Denied access to education over decades, successive generations of Aboriginal people were unable to participate fully in the economy. These inequities caused intergenerational trauma and disadvantage in housing, education, health, and opportunities.

But we can act now to redress this. This includes preventing further displacement of Aboriginal and Torres Strait Islander peoples from this area due to unaffordable housing, the high cost of living and gentrification. We recognise these communities' continuous connection to Country, their care and knowledge of Country and the significance of that connection. And we can create economic opportunities.

The National Agreement on Closing the Gap reframes the way government and Aboriginal and Torres Strait Islander controlled organisations work together to deliver services to support communities and address inequality. We will work in partnership with Aboriginal and Torres Strait Islander organisations to deliver on Closing the Gap outcomes in areas we can influence. In areas that fall outside our responsibility, we will listen to the voices of Aboriginal and Torres Strait Islander peoples and advocate in support of these issues.

**Image on previous page: Participants gather in Hyde Park ahead of the Sydney Gay and Lesbian Mardi Gras parade**

Photo: Katherine Griffiths / City of Sydney

We support the right of Aboriginal and Torres Strait Islander people to self-determination and recognise the need for Aboriginal and Torres Strait Islander voices to be elevated and centred in government decision-making. On the national stage this would be through the constitutional enshrining of a First Nations voice to Parliament.

The broader effects of an unequal society can be reflected in poor health and wellbeing, food insecurity, increased crime rates, reduced social cohesion and declining community resilience and connectedness.

Some people are excluded as opportunities for essentials such as secure work and affordable housing become increasingly out of reach. Lower educational or workforce participation rates mean our economy cannot grow to its full potential.

In our communities, poorer individuals, people with disability and Aboriginal and Torres Strait Islander peoples experience clear inequalities in distribution of income, employment rates, education and occupational skill levels, housing status and costs. The inequalities extend to areas such as health, involvement in public life, and access to and costs around transport.

State-wide evidence shows that some older adults, single-parent families and unemployed people experience some of the highest rates of poverty across metropolitan Sydney.

The Covid-19 pandemic created greater hardship for many marginalised and disadvantaged people than the general population. This included Aboriginal and Torres Strait Islander peoples, people with disability, non-citizens, women and those on low incomes or welfare.

During 2020 women and young people initially bore a greater burden of job losses because of the pandemic. Women, who lost jobs at a higher rate than men in the pandemic, will face more dire long-term consequences due to the economic shutdown. Impacts were expected to be particularly severe for young people. Research suggested they bore the brunt of job losses and cuts to working hours with social impacts expected to flow on for years.

Children and the elderly were also impacted significantly due to the restrictions on movement and access to the services they needed.

Among those who may feel excluded are migrants and other new residents. Over half of the residents counted at the last census did not live in the area 5 years before then. This level of mobility is a consistent trend and can make forming social connections difficult for some.

More than half our residents were born overseas and 40% of our communities speak a language other than English at home. Diversity in language is a strength but can also pose challenges to establishing social connections.

Feeling included and welcome can also be determined by how easily someone can physically access the city. Recent research by the City of Sydney revealed that people with disability still face significant barriers in getting around our city. This can hamper their independent access to employment, medical and government services, recreation and social and cultural activities.

Access to technology is vital for inclusion. Yet at the height of the Covid-19 pandemic, some vulnerable community members had limited or no internet access. Because of Covid-19 restrictions, even certain key services and programs that were previously offered face-to-face were only being offered online.

Addressing inequality and inclusion is complex and requires collaboration and response from all tiers of government. Local government can lead the way, as well as add our voice to broader issues, advocating for change on behalf of the communities we serve.

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## What our communities told us

Our communities wanted an inclusive city, a place where differences are celebrated. They wanted us to act as only 60% of those surveyed acknowledged that the city was a place where everyone can prosper.



The communities hoped for a just and inclusive society. For Aboriginal and Torres Strait Islander peoples, this meant the right to self-determination and implementing transformative justice models.

People told us of their deep concern about declining housing affordability and how this is undermining social diversity and forcing people to leave communities where they have always lived. This was particularly true for local Aboriginal and Torres Strait Islander communities.

Our communities identified education not only as a pathway to shared economic prosperity but also as a pathway to equal participation and influence in local decision-making.

They wanted the city's design, transport and services to include everyone, prioritising access for those most in need.

As people often experience multiple facets of disadvantage, they wanted a holistic response to issues involving all levels of government working together.

The Citizens Jury proposed a city with "First Peoples of Australia leadership and representation".

The jury said, "We need to promote First Nations' self-determination and empowerment so that ideas are not imposed on people and we don't repeat the mistakes of the past". They added we need a process of truth telling and recognition that deals with the impacts of invasion and colonisation.



**Catherine Smith visiting the Customs House library**

Photo: Katherine Griffiths / City of Sydney

## 2050 outcomes

Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just.

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	6.2 Everyone feels welcome and included in the city	6.3 Everyone benefits from equitable economic growth and has financial security	6.4 Communities are engaged and actively participate in the governance of their city	6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life	6.6 There is equitable access to education and learning opportunities	6.7 A sustainable and equitable food system that increases access to nutritious and affordable food
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Respect is the basis on which partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples	Everyone is encouraged to become involved in the city, particularly children and young people	Sydney is a city that is fair and just	Communities actively participate in governance and decision-making processes	Everyone can access the digital assets, tools and services needed to participate in economic and civic life	Adequate provision of equitable, affordable, accessible, high-quality early childhood education and care places support the 24-hour city	Everyone has enough fresh and healthy food to support an active healthy life
Formal partnership and shared decision-making arrangements are in place with the City of Sydney and other levels of government to accelerate policy and local progress on Closing the Gap targets  * contributes to Closing the Gap priority reform one	Community volunteers are encouraged and celebrated	Everyone can participate, prosper, and has access to opportunities that facilitate more equitable economic participation.	Communities are appropriately represented in the decision-making institutions and organisations	Citizens have privacy and control over their personal information through data protection, digital confidentiality, security, dignity and anonymity	High-quality public education facilities meet the needs of our communities as they grow and change	Affordable and nutritious fresh food is available and accessible to everyone
Barriers to economic, social and cultural participation and inclusion have been identified and removed	Communication will be inclusive, designed to reach diverse communities	Affordability and other barriers to participation in the economic, cultural, and social life of the city have been addressed	Communities have equitable access to information and data to help them make informed decisions	Digital innovation platforms, living labs and makerspaces enable citizens to contribute knowledge, skills and experience and experiment, collaborate, create new ideas and co-create solutions that benefit people and the city	Everyone can participate in and has access to learning opportunities throughout life	Communities are supported to live healthy, sustainable, and active lives
Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination	Barriers to advance the inclusion of people with disability in our community will be identified and addressed.	Everyone can afford the essentials of daily life: safe and secure housing, healthy food, health care and education and heating in winter	Young people are supported to develop as future civic leaders	A 'digital urban commons' ensures communities can access open data, tools and space with ethical digital protections for privacy	Everyone has access to develop digital skills and overcome the digital divide	

6.1 We will respectfully strengthen partnerships and relationships with Aboriginal and Torres Strait Islander peoples and prioritise their cultural, social, environmental, spiritual and economic aspirations	6.2 Everyone feels welcome and included in the city	6.3 Everyone benefits from equitable economic growth and has financial security	6.4 Communities are engaged and actively participate in the governance of their city	6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life	6.6 There is equitable access to education and learning opportunities	6.7 A sustainable and equitable food system that increases access to nutritious and affordable food
<b>Measuring progress</b> Number of Aboriginal and Torres Strait Islander organisations that the City has formed or maintained a formal partnership Source: Stretch RAP Annual Report * Closing the Gap priority reform one	<b>Measuring progress</b> Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44%	<b>Measuring progress</b> Community wellbeing indicator: Financially insecure Baseline (2011) 24%, latest result (2018) 16%	<b>Measuring progress</b> Community wellbeing indicator: Opportunity to have a say Baseline (2015) 44%, latest result (2018) 40%	<b>Measuring progress</b> Community wellbeing indicator: Internet access at home Baseline (2006) 73%, latest result (2016) 90%	<b>Measuring progress</b> Community wellbeing indicator: Satisfaction with access to learning and education opportunities Baseline (2011) 53%, latest result (2018) 51%	<b>Measuring progress</b> Community wellbeing indicator: Percentage of people who ran out of food and could not afford to buy anymore in the past year Baseline (2011) 8%, latest result (2018) 8%
	Community wellbeing indicator: Survey question: Is it a good thing for a society to be made up of people or different cultures and communities? Baseline (2011) 83% 'yes', latest result (2018) 90% 'yes'		Community wellbeing indicator: Participated in decision making activity Baseline (2011) 22%, latest result (2018) 36%			



## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGOs

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- Stretch reconciliation action plan (2020)
- Eora journey economic development plan (2016)
- Inclusive and accessible public domain, policy and guidelines (2019)
- Resilient Sydney (2018)
- Digital strategy (2017)
- Smart city strategic framework (2020)
- Long-term financial plan (fees and charges) (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

## Implementation of Sustainable Development Goals



## Responding to major acute shocks and chronic stresses



**OzHarvest supermarket in Waterloo**

Photo: Mark Metcalfe / City of Sydney





# Direction 7: Resilient and diverse communities

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## Why we need to act

A resilient city is prepared, connected and informed. It has networks of individuals, local neighbourhoods, businesses and communities ready to act together in response to an emergency or chronic issue.

The city and its populations, particularly people on low incomes and those experiencing homelessness, are vulnerable to extreme weather events, such as heatwaves and storms, and will be more so in future. Nor are we immune from the consequences of major droughts, bushfires or floods on the fringes of the city or in regional areas.

The complexity and interdependence of its systems makes the city vulnerable to acute shocks and exacerbates ongoing stresses in emergency situations. Extreme events can affect communications, transport, infrastructure and the servicing of the city. Being prepared will help us respond to and recover from these situations.

The Covid-19 pandemic has highlighted the devastating impact major shock events can have on communities and the economy. Existing inequities have been exposed and new ones have emerged. The pandemic required all levels of government and non-government organisations to respond with deep, broad policy, fiscal and social supports.

But it is not just these extreme situations that we need to plan for. It is also important to manage ongoing issues that can increase community stress, such as population growth, increasing living costs, high rates of personal and household debt and chronic illness. We need to plan for health impacts associated with climate change, particularly increasing heat and pollution.

Evidence shows that by working together when disaster strikes, communities, organisations, businesses, government and individuals recover faster.

Being connected to the community in which you live is essential for wellbeing and is the cornerstone of a resilient city. The better we connect with people daily, the easier it will be to cope when community members need to rally and look after each other. We especially need to care for more vulnerable community members.

Recent data from the City of Sydney's community wellbeing indicators shows that only half of our community members are confident they would get help from their neighbours, but almost all would aid their neighbours. This suggests a lot of goodwill but a lack of connection.

**Image on previous page: Celebrating the opening of Darling Square Library**

Photo: Adam Hollingworth / City of Sydney

Urban loneliness and social isolation have emerged as significant global issues that can impact on wellbeing and physical and mental health. They can also impact on the ability of communities to come together in times of need.

We have noted a decline in social cohesion across metropolitan Sydney. There are multiple risk factors for loneliness and isolation in our area. People move houses regularly and many live here only briefly. In many households residents speak a language other than English. A high proportion of people live alone. Students and younger people can be particularly at risk.

Some groups have little or no face-to-face contact with others in their local area. We need to promote opportunities for people to connect and reduce social isolation.

In the city, we have people of diverse languages, ethnicity, religion, sexuality and gender. This diversity can be a catalyst, but also a challenge to forming strong bonds between people.

In the decades to 2050, there will be limitless possibilities for connecting online. A digital city will provide alternative ways for people to connect, share and learn from each other. Digital literacy skills and access to devices for all will be critical.

Meeting in person will remain vital. With more shared spaces, fewer or smaller private spaces and more activity in public places, we need to live more harmoniously and make the city work for all of us. This includes providing community spaces in high-density living environments.

Our data shows that our communities' perception of safety is high and has either been stable or increasing over time. Property crime has decreased. But we need to reduce domestic and family violence in our area and make sure children are safe and free from harm.

We are committed to embedding the NSW child safe standards into our organisational leadership, governance and culture and to adopting strategies and acting to put the interests of children first, to keep them safe from harm.

We know from the Royal Commission into the Institutional Responses to Child Sexual Abuse that abuse that occurs within organisations is not just a past problem but continues today.

The City of Sydney recognises the significant lifelong impact abuse can have on children. We have zero tolerance of child abuse in our organisation. We recognise our moral and legal obligations to prevent child abuse.

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## What our communities told us

We heard of the importance of being truthful about our past and learning from Aboriginal and Torres Strait Islander peoples. Resilient Sydney research highlighted that the European invasion was a "sudden shock" and colonialism a "chronic stress". This reinforced the importance of making Sydney safer for Aboriginal and Torres Strait Islander peoples.

A survey undertaken by us during the Covid-19 pandemic revealed that people were overwhelmingly concerned about others. Half of those surveyed were worried about people who are important to them and 74% said it was very important for the City of Sydney to support vulnerable people during the recovery. Local resident groups noted how communities had come together to support each other. Respondents were optimistic that actions taken during the pandemic could contribute to further steps to address long-term concerns, such as ending homelessness in Sydney.

People described the city of the future as culturally diverse, with differences embraced. They wanted communities to be connected, generous and welcoming.

They envisaged a city where people trust and help each other and where people who need extra assistance are supported and included. They also described a city where communities, businesses and government work together in new and improved ways for the benefit of everyone.

People hoped for a future community that embraces sharing of spaces, resources and knowledge. Many were excited about this ideal, which they see as important for our future city. They understand that improved wellbeing is the basis for better mental and physical health outcomes. Young people expressed a desire for a supportive and collaborative city.

Our data found people strongly endorsed a safe city. This went beyond addressing specific physical safety concerns. People see safety manifested in more active and better designed public spaces, with more people out walking and riding bikes, or just living in and enjoying the city. They said feeling safe includes being free from discrimination based on gender or race and providing a more inclusive society.



**Community sewing bee at the Juanita Nielsen Centre to make animal rescue pouches**

Photo: Katherine Griffiths / City of Sydney



## 2050 outcomes

The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses, and other organisations to strengthen connections and networks, to prepare the city and be able to recover from most situations.

7.1 Communities are connected and socially cohesive	7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing	7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations	7.4 The city economy is diversified to strengthen its resilience	7.5 People feel safe in the city	7.6 Communities are empowered to lead the change they want to see in the city
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
By acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies have on Aboriginal and Torres Strait Islander peoples, we move forward together	Community and cultural facilities offer enriching experiences and bring people together	Partnerships with Aboriginal and Torres Strait Islander peoples will see their knowledge and experiences contribute to the city's resilience and adaptation	The city economy is thriving, growth is sustainable from a broadened economic base	The city is seen as a safe and secure place to live, work, visit and to do business	The City of Sydney and other levels of government support a strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector providing high quality services to meet the needs of Aboriginal and Torres Strait Islander people in the local area  * Closing the Gap priority reform two
Diversity continues to be valued and is a strength of communities	Well located, inclusive and affordable community and cultural facilities are accessible to everyone	The city, its public places, services, and infrastructure are planned to withstand impacts from a changing climate or emergency situations	The city economy comprises a diverse mix of businesses from major corporations to for-purpose, regenerative businesses	Children get the best start in life and grow up free from harm	A strong culture of community led solutions and willingness to help each other exists in the city
Organisations and institutions promote respect, connect communities, and create a sense of belonging	New models for developing, managing, and sharing spaces have led to better outcomes for communities	Business, government, and communities collaborate to ensure the city is prepared for, recover and progress from most situations	Job opportunities have been expanded and strengthened because of economic diversification	Domestic and family violence and sexual assault has been reduced	The City of Sydney involves communities most impacted by change in the design and delivery of those initiatives
Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation amongst individuals and across groups.	Improved social connections and wellbeing contributes to the communities' mental and physical health outcomes	Communities and community organisations have developed their capacity and capability for resilience	The city economy includes a higher proportion of secure jobs	Design of streets and other public spaces, technology and other preventive strategies have made the city safer	
		Our efforts to build resilience and capacity extends to communities beyond our local area, including aiding national and international communities to survive emergency situations			

7.1 Communities are connected and socially cohesive	7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing	7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations	7.4 The city economy is diversified to strengthen its resilience	7.5 People feel safe in the city	7.6 Communities are empowered to lead the change they want to see in the city
<b>Measuring progress</b> Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44% feel 'satisfied'	<b>Measuring progress</b> Community wellbeing indicator: Number satisfied with opportunities for sporting or recreational activities Baseline (2011) 57%, latest result (2018) 43%	<b>Measuring progress</b> No measure currently available	<b>Measuring progress</b> Relative size of industry sectors (top 6) measured by the number of jobs in each. Baseline (2017). Aim is for no one sector to dominate  Finance and financial services 23.1%; Professional and business services 19.8%; ICT 6.8%; Government 6.8%; Creative industries 6.6%; Higher education and research 5.7%	<b>Measuring progress</b> Community wellbeing indicators: Perceptions of safety: Walking alone near home after dark Baseline (2011) 50% feel 'safe', latest result (2018) 61% feel 'safe' Perceptions of safety: Walking alone near home in daylight Baseline (2011) 86% feel 'safe', latest result (2018) 91% feel 'safe'	<b>Measuring progress</b> Community Wellbeing Indicator: Residents have participated in at least one community engagement activity in the preceding 12 months Baseline (2011) 60%, latest result (2018) 58%
<b>Measuring progress</b> Community wellbeing indicator: Survey question: is it a good thing for a society to be made up of people or different cultures and communities? Baseline (2011) 83% 'yes', latest result (2018) 90% 'yes'	<b>Measuring progress</b> Community wellbeing indicator: Number satisfied with library access Baseline (2015) 69%, latest result (2018) 70%				Number of Aboriginal and Torres Strait Islander businesses contracted to the City of Sydney and value of spend measured on an annual basis  Source: Stretch RAP Annual Report  Value of grants to Aboriginal and Torres Strait Islander organisations measured on an annual basis  * Closing the Gap priority reform two

## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### **Key partners and collaborators**

- Metropolitan Sydney Councils
- Emergency service organisations
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Resilient Sydney
- Resilience NSW
- Not-for-profits and NGO's

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan 2018–2028 (2018)
- A city for all: inclusion (disability) action plan 2021–2025 (2021)
- A city for all: community safety action plan 2019–2023 (2019)
- Child safety strategy (in development)
- Resilient Sydney (2018)
- Smart city strategic framework (2020)
- Humanitarian Crisis Response Guidelines (2010)
- Support for Charities Guidelines (2018)



Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



**“Community’s Got Talent” showcasing performances from local community members**  
Photo: Katherine Griffiths / City of Sydney





# Direction 8: A thriving cultural and creative life

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## Why we need to act

Greater Sydney is home to almost a third of the nation's cultural workforce, the largest concentration in the country. These creative workers and professionals drive innovation, adaptation and experimentation, and are a major part of our ongoing economic strength. The cultural sector provides significant benefits to other sectors and industries including tourism, education, construction, hospitality and recreation.

Culture is an essential component of all aspects of life. It gives our city its character and creates a shared identity for our diverse and growing population. It is fundamental to an inclusive society, that helps our communities remain connected in times of change.

The greatest global cities thrive with a multitude of cultural offerings and creative industries. Sydney's culture is as much about connecting with the world through spectacular harbourside events and institutions as it is about connecting with your neighbours at a local gallery or listening to music in a pub.

For our city to succeed, we must value our unique, eclectic and diverse people by welcoming new ideas and forms of expression.

This begins by understanding the truth of our shared past, laying the groundwork for a future which embraces all Australians. The city's ongoing custodianship by the Gadigal of the Eora Nation is an essential part of this future, as is Sydney's continuing place as central to Aboriginal and Torres Strait Islander cultures and communities. We are all enriched by the stories of our city, and understanding our history helps bind and guide us towards a shared future.

The growth of the City of Sydney area and rising property prices have had unintended consequences for our cultural life, impacting the viability of venues for live music, small theatres, galleries, studios and rehearsal spaces. In the decade up to 2017, we lost more than 100,000m<sup>2</sup> of creative space in our local area.

There are significantly fewer spaces available where creative professionals can work. As former industrial areas have undergone residential development, we have lost workspaces for industries such as fashion, craft, media and design. For example, when Brand X managed Frasers Studios from 2008 to 2012 it provided free or low-cost workspace for over 20,000 artists. This ended when the buildings were redeveloped as part of the Kensington Street dining area.

Rising housing costs have divided the creative workforce along socioeconomic lines, favouring those who can afford high rental costs, and leading to a loss of skill and diversity. This is troubling, as there is a strong correlation between cultural participation and wellbeing. While the city's population has diversified, our cultural offerings are not keeping pace with that change.

**Image on previous page: *In Between Two Worlds* by artist Jason Wing, Kimber Lane, Haymarket**

Photo: Paul Patterson / City of Sydney



At last count in 2017, the creative industries employed 6.5% of the total workforce in 33,000 jobs. Around 1,800 creative businesses operated in the City of Sydney area. Since then our creative industries workforce has contracted.

The challenges were exacerbated during the Covid-19 pandemic. Creative industries were one of the first sectors to close and may be among the last to return to pre-Covid levels of activity.

The gig-based employment of many workers in the creative sector makes them particularly vulnerable to shocks and sudden change, evidenced during the pandemic. They are also affected by legislative interventions such as lockout laws and the music festivals licensing scheme. This is particularly true for artists from emerging and diverse backgrounds and early to mid-career workers who juggle multiple short-term contracts to fund their living costs and workspaces.

The creative sector includes complex, interdependent supply chains, so changes impacting on one part have a ripple effect on others. For example, Sydney has a strong film and media industry, and was named a UNESCO City of Film. But reducing local content quotas for streaming services affects employment for writers, directors, actors, technicians, set and costume designers, caterers and logistics crews.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners.

We need to harness the full potential of our creative practitioners and apply their thinking citywide, integrating it into every aspect of the city and its long-term vision.

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## What our communities told us

The constant theme was that we must celebrate the city's unique character and heritage – that of Aboriginal and Torres Strait Islander peoples as well as the diverse communities that make the city their home.

People told us they want a lively city, one that weaves its culture, heritage, public art, events and bold ideas through the very fabric of the urban environment and daily experience.

Many people were concerned that our city risked losing its own culture and identity. It could become a place lacking diversity in the creative professions with an over-reliance on the importation of culture produced elsewhere. This implies we are losing the spaces, talented people, and resources to tell our own stories.

Around half the people we surveyed said more could be done to create an inclusive cultural life, where people feel there are enough responsive, relevant opportunities for them. We need to address these issues of representation, inclusion and accessibility.

The creative and cultural sector felt it was important to diversify the city's cultural offerings, including providing platforms for emerging talent to showcase their work and for the variety of voices in our communities to be heard.

Artists are an important part of our community and should be involved in everyday decision-making about the life of the city and its future.

**Image on following page: East Sydney Community and Arts Centre**

Photo: Jessica Lindsay / City of Sydney





## 2050 outcomes

We are proud of the city. We are all able to participate in, contribute to and benefit from the city's cultural life.

8.1 We value our cultural life and champion our creative industries	8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected	8.3 An increasing number of creative workers live or work in the city	8.4 Sydney's cultural life reflects the diversity of our communities	8.5 There is an increased supply of accessible creative space
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Sydney is renowned for its world-class cultural offerings, investing in bold ideas and new talent	Cultural practice is defined and determined by Aboriginal and Torres Strait Islander peoples	Diverse creative communities can call the city home	Diverse voices are enabled and empowered to share their stories, strengthening identity, and creating connections	All neighbourhoods have affordable and accessible cultural spaces and activity, supported by public transport
By championing local cultural production, our stories, history, and local creative achievements are recorded and shared	The creative and cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples	Reform of the sector enables creative practitioners to earn a sustainable income from their work	Culture is essential to all aspects of city life – creating meaning, identity and purpose and fostering an inclusive society	A stable and increasing supply of affordable space enables creative practitioners to live and work in the city
Creativity is core to urban policies, ensuring the city is open, accessible, and renowned for quality creative experiences	Gadigal culture is acknowledged and respected	Defined creative precincts will be the focal point for growing creative living, working and production	Leadership of the creative sector represents the diversity of our communities	At-risk venues, infrastructure and cultural assets have been protected
				Innovative partnerships, financing models and revenue streams have enabled the delivery of new cultural infrastructure at scale
<b>Measuring progress</b> Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%, latest result (2018) 44% feel 'satisfied'	<b>Measuring progress</b> Community wellbeing indicator: Satisfaction with the range and quality of creative expression in the public domain. (response from Aboriginal and Torres Strait Islander peoples only) Baseline (2018) 34%	<b>Measuring progress</b> City of Sydney floor space and employment survey: creative industries workforce Baseline (2017) 33,027	<b>Measuring progress</b> Community wellbeing indicator: Satisfaction with opportunities to participate in arts and cultural activities Baseline (2011) is 54%, latest result (2018) 48%	<b>Measuring progress</b> City of Sydney floor space and employment survey: total m <sup>2</sup> for creative industries enterprise Baseline (2017) 1,502,759 m <sup>2</sup>
Community wellbeing indicator: satisfaction with the number and quality of arts and cultural events such as festivals, performances and exhibitions in your local area Baseline (2011) 60%, latest result (2018) 56%				



## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### **Key partners and collaborators**

- Adjoining local government authorities
- Cultural and creative sector
- Community organisations
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Residents

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Creative city – cultural policy and action plan 2014–2024 (2014)
- Live music and performance action plan (2014)
- Busking and Aboriginal and Torres Strait Islander cultural practice policy (2019)
- Making space for culture in Sydney – cultural infrastructure study (2020)
- OPEN Sydney strategy and action plan (2013)
- City art public art strategy (2011)
- Eora Journey: recognition in the public domain – public art plan (2011)
- City centre public art plan (2013)
- Green Square public art strategy (2013)
- Chinatown public art plan (2015)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



**Artists Camila De Gregorio and Christopher Macaluso from Eggpicnic with their work, *The Birds*, one of many designs selected by the City to be used on construction hoardings**

Photo: Katherine Griffiths / City of Sydney





# Direction 9: A transformed and innovative economy

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## Why we need to act

To sustain a position among the highest performing urban economies in the world, we must take action to recover from the current economic downturn and emerge confident that the city economy can transform, innovate, diversify and be sustainable in the long term.

We must take advantage of opportunities as well as address existing weaknesses and inequities in the economy that were exacerbated during the Covid-19 pandemic. We should respond to existing and prospective economic disruptions.

We can be leaders in decarbonising the economy. Scientific evidence indicates the next decade is crucial for action and investment. As well as helping to solve environmental problems, the business and innovation communities can take advantage of the economic prospects that will arise.

We have a robust and fast-growing green economy on which to build for the future. It contributed 2.5 to 3% of jobs and \$2.4b in economic value to the city in 2018. Green economy jobs have grown twice as fast as overall employment in the local area in recent years.

New businesses and business models will emerge in the transition to a circular economy, in which a regenerative model of consumption and production will minimise waste.

However, our economy will also bear the brunt should inaction at the national level continue, which is why we must be part of a strengthened national policy response. If not, we can expect sovereign wealth funds to further divest, and the insurance industry to be increasingly exposed to natural disasters.

Acknowledging the possible consequences of large-scale change, such as moving to a zero-carbon economy, we need to carefully plan the transition for workers in those sectors where negative impacts occur. It is important that industries and jobs are replaced so no one is left behind.

Over the 3 decades to 2050, metropolitan Sydney's economic structure will significantly change. For Sydney to be successful, there must be significant jobs growth in major centres such as Parramatta and the Western Sydney Airport region. These major economic centres need to be connected, work together, specialise and complement each other.

**Image on previous page: Researcher at work in the Clean Room of the University of Sydney's Nanoscience Hub. The Sydney Nano is unique in Australia and one of the most advanced facilities of its kind in the world. Here, the University is aiming to discover groundbreaking solutions to challenges such as water security, greenhouse gas emissions, toxicity of nanomaterials, inoperable conditions, hurdles in quantum technology development and untreatable neural diseases.** Photo: Louise Cooper / University of Sydney

Our area is forecast to grow over the next 3 decades. We must plan to accommodate this growth by creating the capacity for an additional 200,000 jobs by 2036.

Sydney and our local area have been the destination for temporary and permanent migrants, international students and visitors. The closure of Australia's international borders put a halt to this activity. The extent to which this activity will return and its timing is uncertain.

More must be done to develop the domestic tourism market to compensate for uncertainty in international travel. And when international borders are open, we must promote Sydney to the world as a safe, welcoming city.

The business/visitor sector may continue to face challenges because of the potential replacement by technology of at least some of the traditional business meeting and conference markets. The return of international students to Sydney's educational institutions may also be impacted by increased global competition from universities and increasing geopolitical tensions.

The Covid-19 pandemic has highlighted that our local economy is heavily reliant on visitor-driven industries. The arts, accommodation and food services, retail and other professional services have all suffered.

As well as supporting existing sectors to recover, the city economy should be diversified. Similarly, we need to broaden and diversify the reasons that bring people to the city centre.

The workforce and high overnight and daily visitor numbers in our city centre have traditionally supported a wide range of hospitality, retail and service businesses. Before the Covid-19 pandemic there were approximately 500,000 jobs in the city and approximately 1.3 million people in the city each day. During the pandemic the number was much lower, with fewer workers in city offices and international visitors absent.

We need strategies to generate additional activities and reasons for people to come into the city and return more frequently. This could include, for example, a stronger role for culture and creativity in our city, including events. It means we will use the city and its public spaces differently.

A vibrant and safe night-time economy is vital to our city's future. Our reputation as a city for fun and sophisticated socialising, and our ability to attract younger visitors, are in decline, so we must turn this around.

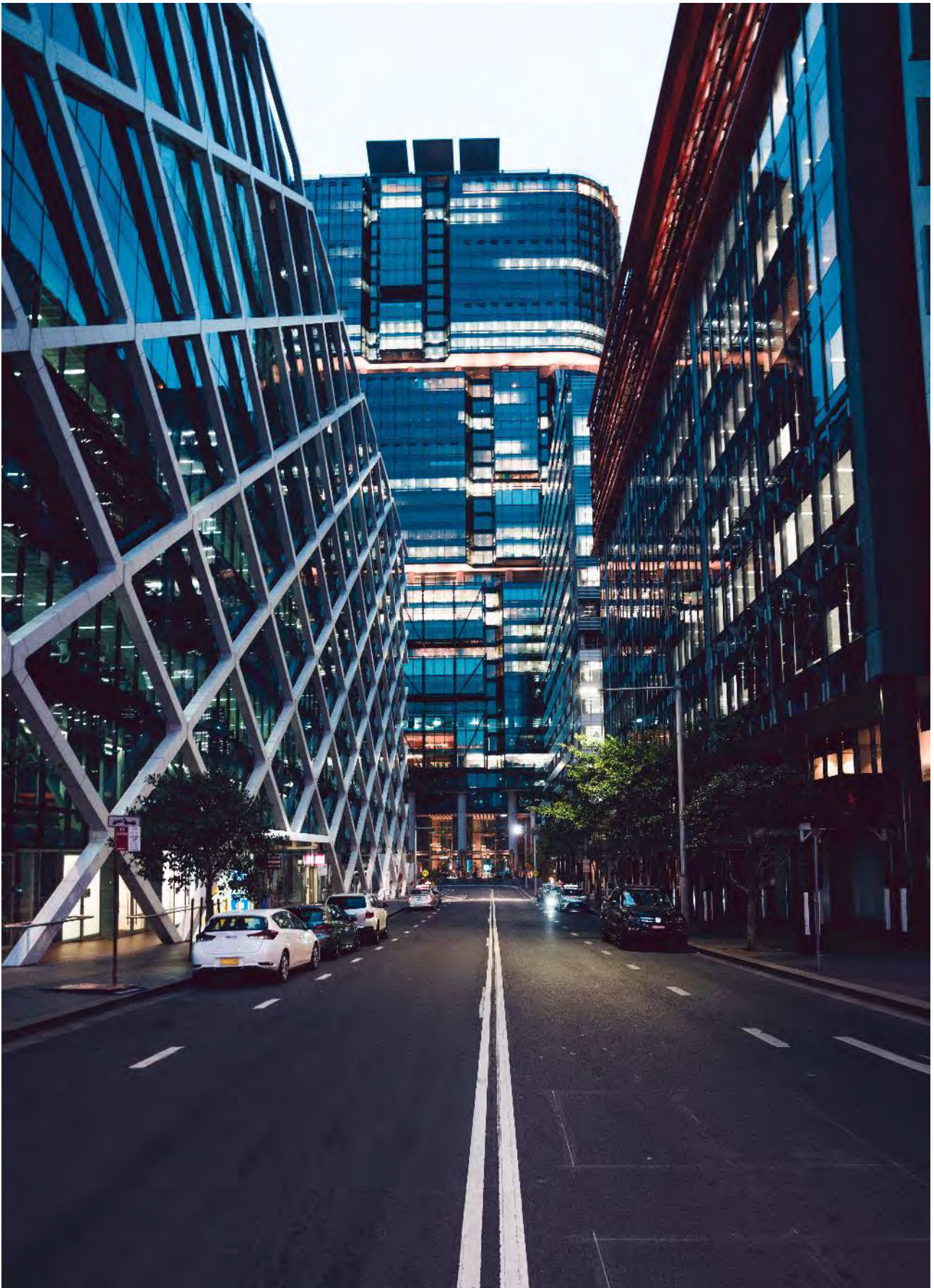
To improve Sydney's economic future, we should strengthen the size, depth and maturity of our innovation economy. Evidence suggests we are not keeping pace with our global peers so work needs to be done.

Our city needs to ensure it is a creator, not just a consumer, of ideas and technology, with a focus on bridging the gap between industry and educational institutions and encouraging collaboration more broadly. We need to develop the innovation investment system and increase the concentration of the innovation economy in key locations. We need to attract and retain talent, including fostering the pipeline of local talent currently studying in our schools and universities. We need to support job-rich industries that convert innovation and technology into valuable products and services.

We can expect greater automation and artificial intelligence to transform even traditional service roles once thought protected from such technological changes. We should continue to plan for multidimensional service experiences that encompass digital, physical and social aspects.

There are also shifts in employment, from full-time to freelance and insecure gig work. Our future workforce will need the entrepreneurial skills to craft their own career paths and our societal and institutional systems will also need to adapt.

In 2016 it was estimated nationally up to 40% of the workforce had 'non-standard' jobs. More than 4 million people were engaged as casuals, on short-term or part-time contracts, employed through labour hire companies or as 'independent' contractors. They have no employment security.



**Shelley Street, Sydney.**  
Photo: Getty Images



During the Covid-19 pandemic insecure work issues were exacerbated, often leaving people with no or insufficient income, or without support mechanisms. As a society we need to consider: whether we should structure our future economy on these inequities or strive for a more equitable future?

Our research identified other inequities within the city economy that have been exacerbated by the pandemic. Despite nearly 3 decades of economic success, some people are being left behind.

Work by the Organisation for Economic Co-operation and Development suggests that widening income inequality affects us all. The consequence is declining incomes for the lowest earners and low-income households. In addition to the social impacts, this means lower overall growth in gross domestic product.

To address these issues requires collaborative action and new perspectives on economic models. Demand is likely to rise for occupations that are not easily automated or skills that are resistant to mechanisation.

These are areas requiring creativity, original thought and innovation. We need to ensure this is addressed by our education system and lifelong learning.

Regardless of how technology will transform business in the future, we need to have an ongoing focus on the quality of the city. We know that the quality of life and amenity of the city help attract talent and investment. Metropolitan Sydney has always ranked highly, but our peers are starting to overtake us.

Given Sydney's cost of living and housing affordability pressures, we need to respond with higher levels of amenity and cultural experience. Our policy responses to address climate change will improve our competitiveness. Our city must also have the digital infrastructure to support business and personal requirements over coming decades. It will take the collective action of governments and business to keep Sydney competitive globally.

Changing geopolitical and demographic forces in Asian markets over the next 3 to 4 decades could disrupt traditionally strong economic sectors such as education and tourism, but also provide opportunities for the export of new products and services. Our need to diversify the city economy has never been greater.

We also need to diversify and expand the mix of businesses and business structures in the city. We must ensure that charities, not for profits, mutuals and cooperatives, social enterprises and B-Corp certified organisations are well represented, along with more familiar corporate structures and small businesses. Diversity offers more choice for employees.

Small, independent high-street businesses are the cultural lifeblood of our city and many will continue to struggle in this changing environment without support. Their evolution should include a more complex and engaging customer experience, becoming more digitally literate and working with one another to achieve economies of scale.

Beyond creative workers, we need to ensure that everyone can benefit from a job or their own business. We know this is not the case for many in our communities. We risk becoming a less diverse, less inclusive city and a poorer performing economy if we do not make these changes.

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## What our communities told us

Communities and businesses alike felt that the city's ongoing economic success relied on building environmental resilience into decision-making. Climate change will shape business risks and changing patterns of consumption.

Businesses were clear that stewardship of place is important. For innovation to flourish in the city, we need to create distinctive precincts with high-quality amenities, where residents and workers can live, work and visit. These precincts need appropriate infrastructure and capacity for innovative businesses to cluster and grow.

There was a high level of support for making the city more liveable, greener and more walkable. A walkable neighbourhood is one where people can comfortably walk from their home to a main street, to parks, playgrounds or other facilities in around 10 minutes. They also wanted good public transport.

They told us the city centre and main streets must be lively, welcoming and inclusive places day and night. A liveable city attracts talent, workers, visitors and residents.

As metropolitan Sydney develops in the coming decades, coordination and collaboration between the key economic centres must evolve. This includes developing new economic sectors and stimulating growth. There must be access to affordable housing and commercial space, a focus on education, skills and workforce development and clear global commercial pathways. There should be grants, incentives and other support mechanisms for startups.

We must also address our communities' concerns that not everyone has benefited from recent economic growth. Efforts to widen participation and reduce disadvantage must be a priority.

Two Citizens Jury concepts directly relate to the city's future economy. The first is that the City of Sydney should be a place that is innovative and future ready. The jury said there should be a focus on buildings and spaces with adaptive uses and that the City of Sydney should "take charge to make space for innovation."

They said: "The city should not just support the creation of new ideas but also provide the environment to incubate those new ideas into new industries." This included affordable training to prepare people for technological challenges and a fund that is "readily accessible to local innovators so that we do not lose our brilliant ideas". They recommended the fund be initiated by the City of Sydney and draw upon the wider international investment community.

The second concept from the jury was for a "vibrant, lively, culturally diverse city that is open 24 hours a day. We want a city that has a soul and an identity that people can enjoy at all times. We want Sydney to have a normalised night-time economy that includes live music, theatre, art, shopping, health services, food and education."

The Citizens Jury suggestions for realising this included introducing "late night precincts to manage night-time economy", having a dedicated "night mayor", law reform around trading hours and increased safety measures.



**City of Sydney 2022 Summer Streets program in Redfern**  
Photo: Adam Hollingworth@Hired Gun

## Tech Central – an innovation case study

In August 2018, the NSW Government announced its commitment to create a globally competitive innovation and technology precinct. The precinct includes the area from Surry Hill in the east, to Camperdown in the west, to South Eveleigh in the south and to Ultimo in the north. It has all the ingredients for a successful innovation precinct. It is known as Tech Central.

Tech Central broadly focusses on fostering the growth and development of seven industries that have the highest potential to address key societal issues and accelerated economic growth, as well as leverage the expertise and assets that are already located in the precinct.

They are:

- Medtech - developing medical techniques, products and services to revolutionise treatment, saving and improving people's lives.
- Digital Creatives - designing new products, goods and services, fuelled by increased connectivity and technological advancements.
- Artificial Intelligence - using data to solve problems, support decision-making and perform tasks autonomously.
- Quantum Technologies - devices, algorithms and computers that outperform classical technologies in their capacity to tackle complex challenges and seize emerging opportunities - by harnessing unprecedented speed, accuracy and data bandwidth.
- Connected and Autonomous Vehicles - using robotics, sensors and advanced software to automate driving, connecting the transport ecosystem to improve safety and traffic flow.
- Applied Robotics - automating complex and dangerous tasks to overcome longstanding challenges and unlock bleeding-edge opportunities.
- Cyber Security - increasingly crucial in a digital economy in both defending and protecting the economy, as well as underpinning its growth. It is critical across almost every industry.

Innovation that drives economic development requires a healthy tech startup ecosystem, a high intensity of creative activity and industry, a strong pipeline of current and future talent, active research and commercialisation, large-scale investment and a large volume of knowledge-based jobs. Sydney, like other global cities, has significant concentrations of such high-value knowledge jobs and is home to some of our country's centres of specialised expertise and leading innovation organisations.

The best environment for innovation to flourish is in a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure, and investment. High quality public domain, space for people, active and public transport, excellent pedestrian connectivity, affordable workspaces and affordable housing, sustainability outcomes and digital/tech infrastructure are all critical elements that facilitate and accelerate collaboration and innovation. Understanding and strategically planning capacity needs, land use and employment makeup of the precinct is also critical for success.

Genuine collaboration between stakeholders in the precinct is gaining traction. As this continues, the precinct has the potential to become Sydney's strongest drawcard for attracting talent, researchers, investment, startups and scaleups and global companies looking for an international office location.

The City of Sydney has been active in the precinct since its inception. In addition to a coordination role, the City's work to support innovation includes strategic planning, public domain works, infrastructure projects, marketing, data and information projects, transport projects, connectivity projects and environmental performance activities.





**UTS Tech Lab, Faculty of Engineering and Information Technology.**

Photo: Anna Zhu / UTS

## 2050 outcomes

The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably.

9.1 An expanding innovation economy will support Sydney's future prosperity	9.2 The transition to a zero-carbon economy offers new economic opportunities	9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity	9.4 Creativity and great experiences fuel the vitality of the city	9.5 Unique local neighbourhoods and the global city centre support thriving economic activity
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Innovation has been central to the growth in Sydney's economy; with new specialisations emerging	Global competitiveness is maintained by moving quickly to a zero-carbon economy	Sydney is prosperous with a globally connected economy, the wealth and benefits from which are equitably distributed locally	The city has become more than a place of work and business, it is the destination for a range of great experiences day and night	The city is shaped by the unique local areas with their own identity and character – the city centre, main streets, creative and late-night precincts – each supporting thriving economic activity
Innovation precincts, including Tech Central, have grown and intensified activities, cementing Sydney's reputation as a world-leading city of innovation	Businesses across all sectors are engaged and participate in the transition to a zero-carbon economy	The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy	Creative, inclusive, fun, and diverse range of activities enliven the city centre and local main streets enticing people to visit	Sydney is a leading local, national, and international destination for business, investment, and talent attraction
Major economic centres across Sydney are connected for strong, complementary growth	Sydney's financial and services sector supports NSW's growth as a renewable energy superpower	Opportunities for wider economic participation and more secure employment have been created	The city centre and local main streets are active throughout the day, the evening and into the night, supported by appropriate public transport options	Global connections continue to provide opportunities for local and internally connected businesses and organisations
Sydney has developed a culture of experimentation as well as a workforce equipped with the skills and supporting structures to leverage new technologies, accelerating productivity and scalability	The transition to a circular economy has resulted in new job and business opportunities	Aboriginal and Torres Strait Islander people in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations, and Aboriginal and Torres Strait Islander businesses grow and flourish	The city is a destination of choice providing experiences across the 24-hour economy, attracting local and global visitors	Economic, creative, and residential activity coexists in diverse local neighbourhoods
The city is equipped with high-speed, fit for purpose technology and data infrastructure, and the city is used as a test lab to trial new initiatives				
<b>Measuring progress</b> Benchmarking Sydney's Performance, Committee for Sydney: Innovation & Research & Development. Latest result (2021) 6/10 – score across all measures	<b>Measuring progress</b> No measure currently available	<b>Measuring progress</b> By 2036, an increased proportion of all jobs to be secure jobs. Baseline (2017) 27,015 insecure jobs. The first comparative data set will be available in 2023	<b>Measuring progress</b> Visitors to the city: Domestic overnight trips (quarterly total) June 2021: 1,189,000 International overnight visitors (quarterly total) June 2021: 7,993 International average no. of nights (quarterly average) June 2021: 7.1	<b>Measuring progress</b> Number of business establishments employing workers in the city economy. Baseline (2017) 23,511 business establishments. The next comparative data set will be available in 2023. Source: City of Sydney floorspace and employment survey.

9.1 An expanding innovation economy will support Sydney's future prosperity	9.2 The transition to a zero-carbon economy offers new economic opportunities	9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity	9.4 Creativity and great experiences fuel the vitality of the city	9.5 Unique local neighbourhoods and the global city centre support thriving economic activity
		<p><b>Measuring progress</b></p> <p>By 2031, increase the proportion of Aboriginal and Torres Strait Islander youth (15 to 24 years) from the Local Government Area who are in employment, education or training.</p> <p>Baseline (2011) 68.2%, latest result (2016) 87.5%. The National Closing the Gap target is 67%.</p> <p>Closing the Gap target 7</p>		
		<p>By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 from the Local Government Area who are employed.</p> <p>Baseline (2011) 45.1%, latest result (2016) 51.6%. The National Closing the Gap target is 62%</p> <p>Closing the Gap target 8</p>		



## Our role

### City of Sydney's role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Thought leader
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Business community
- Federal Government
- NSW Government
- Peak bodies and member-based organisations
- Regulatory and standards organisations
- Residents
- Universities and other research organisations
- Cultural Institutions
- Community organisations
- Not-for-profits and NGO's

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- Economic development strategy (2013) (update in development)
- International education action plan (2018)
- Tech startups action plan (2016)
- Eora Journey economic development plan (2016)
- Tourism action plan (2013)
- Visitor accommodation action plan (hotels and serviced apartments) (2015)

## Community Strategic Plan Delivering Sustainable Sydney 2030-2050

- Retail action plan (2013)
- OPEN Sydney: strategy and action plan (2013–2030)
- Central Sydney planning strategy (2016–2036)
- Camperdown-Ultimo collaboration precinct: innovation & collaboration study (2019)
- Smart city strategic framework (2020)
- Community wealth building policy (in development)
- Sustainable procurement policy (2021)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- City of Sydney employment lands strategy 2014–2019 (2014)
- Stretch reconciliation action plan (2020)
- A city for all, social sustainability policy and action plan (2018–2028)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

### Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses







# Direction 10: Housing for all

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## Why we need to act

The goal of all countries that committed to the United Nations sustainable development goals is to provide access for all their communities to adequate, safe and affordable housing by 2030.

Australia has committed to this target, but in metropolitan Sydney, including the inner city, we are not yet close to achieving this aspiration. There is much more to do if we are to achieve this goal.

Housing is a human right. It provides more than shelter, giving people access to a private space that is safe, secure, affordable, healthy, accessible and well-located. Housing should be culturally appropriate, good quality, well-designed and with high technological and environmental performance.

The City of Sydney understands that our communities, businesses, and other interest groups expect us to take a leadership role in addressing the city's housing needs. To accommodate our future population, we must plan for a total of 173,429 dwellings by 2036, and more as the number of residents grows.

The city has always been very diverse and the nature and mix of the housing supply must continue to support this diversity. We will remain a relatively young community. But in the next decade we can expect a growing proportion of older people will live in the inner city. Single person households are likely to remain the dominant type, but families with children are expected to be the fastest growing in coming decades.

The quality and performance of housing in the city must also be addressed. To adapt to the effects of our changing climate, housing must meet high standards of design, construction, and environmental performance. People must be able to live safely as the temperature becomes hotter, using passive design wherever possible to maintain comfort.

During the Covid-19 pandemic people spent more time at home. Well-designed, well-ventilated, energy-efficient, spacious homes that enabled a range of uses, including working from home, were highly valued. The proximity of homes to local services and public open spaces is also essential. Proximity to local jobs has always been highly valued, more so when people became uncertain about using public transport.

But not everyone has the same experience. Therefore, we must ensure that homes are designed to the highest standards, can be adapted to meet changing requirements in the future and are equitably serviced by infrastructure. To enable people to live their entire lives in the city, housing must be accessible and adaptable to support people of any age or ability.

Quality contributes to the overall amenity in local neighbourhoods. High-performing residential buildings add to the quality of life that communities expect in a medium to high-density urban setting.

Like other global cities, we are in the midst of an affordability crisis. The economic downturn induced by Covid-19 is likely to add further pressure through increased unemployment and underemployment.

**Image on previous page: Affordable housing, Portman Street, Green Square**

Photo: Paul Patterson / City of Sydney

We need to intervene to ensure we continue to attract talent and capital, maintain the richness that comes from diverse communities and provide shelter for those experiencing homelessness.

Intervention is also required to address longstanding housing issues for Aboriginal and Torres Strait Islander peoples. The Redfern and Waterloo areas hold great cultural and political significance for those communities. Both suburbs are an entry point for people coming into the city for work opportunities, shelter and connections with community and family.

For Aboriginal and Torres Strait Islander peoples, the impacts of former government policies have been intergenerational: lower incomes that have meant they often cannot invest in property, which provides the launch pad for the subsequent generation.

The 2016 Census showed that in our city twice as many households are renters (63%), compared to the rest of the country (31%).

Housing stress occurs when more than 30% of gross income of a low-income household is spent on housing payments. Research to support housing for all: City of Sydney local housing strategy (2020) estimated that 28% of households renting in our local area in 2016 were in rental stress. Around 13% of households with mortgages were in mortgage stress.

Our 2019 equality indicators research estimated that Aboriginal and Torres Strait Islander peoples are more than twice as likely to be in rental stress than other residents.

Security of tenure is another challenge facing renters. Reform is required to ensure that long-term rental is a viable alternative to home ownership.

In a wealthy city like ours, we should not have people forced into homelessness, a complex problem with complex causes. It reflects poverty, inequality, and the housing affordability crisis. It also points to insufficient social housing for the most vulnerable people.

With approximately 50,000 households in NSW on the social housing waiting list, the waiting time in 2020 for access to housing in the local area was up to 10 years.

Our data showed that for those experiencing homelessness, the average time spent living on the street or in temporary accommodation in our area is 5 years and 4 months. This is unacceptable.

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## What our communities told us

A Citizens Jury concept was of the city as a place that can be called home throughout any stage of life. They said: “We want to ensure diversity in the city by providing a wide range of accessible and affordable housing options”.

Communities wanted their city to be inclusive of all people, regardless of age, gender and cultural background, what you do as a job and how much you earn. Which is why housing affordability was of very high concern, especially for young people and women. People were concerned about the availability of rental and social housing and how this is a barrier to a diverse and equitable city.

They understood that housing options need to expand but did not want to do this at the expense of quality. People told us how much they value living in a neighbourhood that is home to people from all walks of life. They expressed concerns about being priced out of the market over time and losing their deep connections to place.

They also acknowledged that as we move to a situation where almost all new developments are apartments, the city must still cater for a diversity of household types and sizes – students and lone person households as well as families, older people and even intergenerational households.

Some people were worried about the city’s future economy and whether it would be able to attract and retain its workforce. Australian businesses compete internationally for talent and they note the comparatively high cost of housing in our city could deter candidates from accepting a job. Sydney’s future economic success may be linked to the cost of renting or purchasing housing in the city.





**Upper image: Homeless person in Woolloomooloo**

**Lower image: Eve Street, Erskineville**

Photos: Katherine Griffiths / City of Sydney



## 2050 outcomes

This is a city where everyone has a home. Social, affordable, and supported housing is available for those who need it. High-quality housing is available for everyone.

10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs	10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities	10.3 An increased supply of affordable housing supports diverse communities and the economy	10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities	10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples
Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050	Sydney by 2050
Everyone has a home	High-quality housing is available for everyone	Socially and economically diverse communities can afford to live in the local area	Innovative housing models contribute to better and wider choices for families, intergenerational households, older people, people with disability, students and lone person and co-living households	The displacement of Aboriginal and Torres Strait Islander peoples from the local area has been halted
Investment and collaborative action have resulted in accommodation, services and resources matching or exceeding the demand for them	Services and social supports are in place to enable people to live with independence and dignity	Innovative models of financing and delivery augment the supply of affordable housing	Homes built between now and 2050 are comfortable, healthy, low cost and resilient to live in	Aboriginal and Torres Strait Islander peoples have increased access to self-determined culturally appropriate housing
	Properties and their surrounds continue to be improved and maintained to a high standard	Collaboration across government contributes to an increased supply of affordable housing across metropolitan Sydney	Renting is a viable, secure, long term option to home ownership	
	Connections to local neighbourhoods and communities are preserved when redevelopment takes place		Homes are close to jobs, local services, public open spaces, and public transport	
Measuring progress	Measuring progress	Measuring progress	Measuring progress	Measuring progress
Progress will be measured by twice yearly street counts and number of people in crisis accommodation on those nights.	7.5% of private dwellings are to be social housing As at June 30, 2021 there were 9,705 social housing dwellings, representing 8% of private dwellings City of Sydney housing audit	7.5% of private dwellings are to be affordable housing As at June 30, 2021 there were 1,328 affordable housing dwellings, representing 1.1% of private dwellings City of Sydney housing audit	By 2036 there will be 156,000 private dwellings and 17,500 non-private dwellings As at June 30, 2021 there were 121,725 private dwellings and 15,127 non-private dwellings (boarding houses, student accommodation, residential aged care services) City of Sydney housing audit	Data to measure progress will be sought annually from Community and Social Housing providers and documented in the City of Sydney housing audit. This will be corroborated with five-yearly data from the ABS Census

## Our role

- Leader
- Provider
- Convenor and facilitator
- Planner
- Capacity builder
- Advocate
- Networker
- Funder
- Role model
- Communicator

### Key partners and collaborators

- Adjoining local government authorities
- Community housing providers
- Housing developers
- Community organisations
- Business community
- Federal Government
- NSW Government
- Land and Housing Corporation
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGO's

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## Supporting strategies and plans

These strategies and plans and their subsequent updates will provide the detailed actions to achieve the aspiration of this strategic direction:

- A city for all: social sustainability policy & action plan (2018–2028) (2018)
- A city for all: homelessness action plan (2020)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- Planning for net zero energy buildings (2021)

Note: the listed strategies and plans are reviewed regularly. Some may be updated during the period that this community strategic plan applies. This could include updating the content or name of the strategy or plan. Additional strategies or plans may be adopted during the period that this community strategic plan applies.

## Implementation of Sustainable Development Goals



### Responding to major acute shocks and chronic stresses



**Redfern terraces**

Photo: Katherine Griffiths / City of Sydney



# Transformative project ideas

Following extensive engagement with our communities, we have developed 10 transformative project ideas.

Developed with prominent architects, landscape architects and urban designers, the ideas demonstrate how future public space and infrastructure projects could achieve our vision for a green, global and connected Sydney by 2050. They propose long-term solutions and communicate creative responses to the opportunities and challenges facing our city.

Many are refreshed ideas from our original Sustainable Sydney 2030 plan, while some are new. They respond directly to the aspirations of our communities: a city where Aboriginal and Torres Strait Islander people and their cultures are visible. These ideas will help us become a greener city that is regenerative and innovative with thriving arts and culture.

The ideas bring to life the communities' vision, drawing on the strategic directions and actions to reimagine a future city for all. The project ideas acknowledge that long-term infrastructure and development requires commitment from all levels of government, business communities and our wider residential communities.

The ideas that illustrate how our vision for a future Sydney could be realised are:

Project idea 1: Eora Journey – Yananurala

Project idea 2: Three linked city squares

Project idea 3: The green city – increasing city greening

Project idea 4: City space improvement program

Project idea 5: The water city – making more of our harbour

Project idea 6: Connecting Green Square

Project idea 7: Metro as catalyst

Project idea 8: Building on housing for all

Project idea 9: Making space for culture

Project idea 10: Reimagining our community assets

**Image on next page: Loftus Street public domain upgrade (looking south)**  
Concept by HASSELL





## 1. Eora Journey – Yananurala

Yananurala, the harbour walk will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney harbour foreshore.



**bara, Judy Watson 2021**

Monument for the Eora above Dubbagullee (Bennelong Point)

## 2. Three linked city squares

The three squares at Circular Quay, Town Hall and Central linked by a transformed George Street to provide more space for public life in the heart of our city. These public spaces are essential to ensure our city remains liveable and sustains its role as a global economic centre.



**Town Hall Square: Sydney's civic heart**

Concept by Bates Smart, Matthew Pullinger & Paddock Landscape Architects



### 3. The green city – increasing city greening

Three ideas for a green city - green avenues, the laneway commons and expanding Sydney's lung's at Moore Park. They illustrate what our city streets and open spaces could be in the future – a future that provides more space for people and greening. Enabling greater community wellbeing and health.



**Green avenues: Park Street (looking east)**  
Concept by Bates Smart and Matthew Pullinger

### 4. City space improvement program

Temporary and permanent initiatives to transform road space into public space for people in Sydney's city centre. This could include timed road closures and temporary use of parking for lunchtime activation and outdoor dining leading to more permanent transformations that benefit public life in the city centre.



**Loftus Street public domain upgrade (looking south)**  
Concept by HASSELL



## 5. The water city – making more of our harbour

Swimming in the harbour is an ambitious idea that symbolises a water sensitive city. Rehabilitation, protection and good management of Sydney Harbour in the future could create more opportunities for recreation on the foreshore, supporting the environment, the wellbeing of our communities and our economy.



### Pirrama Park minimal intervention vision

Concept by Andrew Burges Architects

## 6. Connecting Green Square

The eastern transit corridor links Green Square town centre and rail station to a future metro station in Zetland. This corridor could support light rail, emerging trackless tram technologies or zero emission bus services. An extension could connect Sydney's city centre and other neighbourhoods.



### Connecting Green Square

Ethan Rohloff (base image) / City of Sydney

## 7. Metro as catalyst

Metro is the best way to connect current and future innovation, knowledge and employment centres to each other, the city centre and to centres across metropolitan Sydney. Well located metro stations with bus interchanges would provide better overall trip experiences.



**Sydney Metro West - Pyrmont**

Image: Sydney Metro

## 8. Building on housing for all

Additional models to increase the supply of affordable housing in Sydney are needed because Sydney, like other global cities, is becoming increasingly divided between those who can afford housing and those who cannot.



**Affordable housing on Hansard Street, Zetland**

Photo: Katherine Griffiths / City of Sydney



## 9. Making space for culture

Making space for culture is a two-part strategy for creating and preserving cultural and creative space in Sydney - precinct revitalisation and the establishment of a creative land trust. A proactive and innovative approach to the creation and preservation of affordable space for culture and creativity is needed to ensure the long-term future of creative workers in our city.



**Art Month workshop at Pine Street Creative Arts Centre**

Photo: City of Sydney

## 10. Reimagining our community assets

Reimagining our community assets explores new ideas for how our communities can use existing community assets. We want to work with our communities to understand how facilities, halls and open spaces can be transformed for future uses.



**Reimagining and activating Sydney Town Hall's edges**

Concept by City of Sydney

# The communities we serve

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## Our commitment to engage with the communities we serve

Community participation is a guiding principle of effective and accountable local government. We engage the communities that we serve – the people, organisations and businesses that have a stake in our city's future and who are impacted by the decisions made by the City of Sydney.

Our community engagement strategy provides a framework for how we engage communities in decisions made at the City of Sydney. It outlines the legislative requirements, guiding principles, engagement approaches and processes we use to ensure our engagement is clear, accountable and meaningful, inclusive and accessible. It describes the role communities play in our decisions about projects, policies and strategies, programs and services.

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## Defining community

The Local Government Act requires councils to engage 'their local community'. Defining the local communities the City of Sydney serves is complex.

We have over 1 million people – residents, workers, students, businesses and visitors who spend time in the local area, every day. A mix of cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments are based in the local area because of Sydney's role as a capital and global city. We also have non-resident property owners – with properties both large and small.

These communities are diverse. The people who rely on Sydney as the place they live, work, study, do business, access services and visit are also connected to other places around the world. The City of Sydney recognises our responsibilities that are created through these connections of our communities to other communities.

Our local communities are all of these people and organisations who have a stake in the decisions the City of Sydney makes.

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## Recognising diverse communities

One way to understand the complexity of the communities in the City of Sydney is through how communities of people relate to an issue or decision. The types of communities described below overlap and intersect.

### **Communities of place**

Many of our projects aim to improve places. Often the most interested and impacted communities are those that live or work around these projects. For example, when consulting on improvements to a neighbourhood park we aim to reach the local residents, property owners, the local school or childcare service and nearby businesses.

Communities of place also include groups of people who hold a particular connection to a place because of its historical or cultural significance, such as Aboriginal and Torres Strait Islander communities to Redfern; LGBTIQ+ people who identify with Oxford Street and the Chinese business community in Chinatown. People may also closely associate with the activities that take place there, for example members of sporting, community garden or cultural groups. They might belong to less formal groups, such as skaters who use a skate park, or people using the local library or community centre.

### **Communities of interest**

Communities of interest organise around an issue or activity. These may include:

- different business sectors, such as tech startups or hospitality
- large corporates or owners of small local businesses
- professions we engage with such as architects and urban planners
- peak bodies, advocacy and industry groups like NSW Council of Social Services, People with Disability Australia, Property Council or Committee for Sydney
- not-for-profit organisations and services with a common purpose such as sustainability or affordable housing

Communities of interest may form advocacy groups and networks that the City of Sydney can tap into such as business chambers, resident action groups, and interagency networks. Such communities may also convene around a shared activity – sporting or recreational clubs, bushcare and gardening groups, cultural and creative communities, and informal activities like dog walking.

### **Communities of identity**

These communities define themselves. They include First Nations communities, LGBTIQ+ communities, culturally and linguistically diverse communities. Within communities there may be smaller groups, such as trans and gender diverse communities. It is important to remember that there is diversity within these communities.

They may gather around cultural and religious beliefs. Communities of identity may associate by age for example groups of young people or older people. Sometimes these groups form as a result of shared experiences, for example social housing tenants who live in a particular neighbourhood.

### **Communities of need**

The Covid-19 pandemic reminded us that the needs of people must take priority. For example, in 2020 the City of Sydney community recovery plan found that 74% of people surveyed agreed it “very important that we support people that are vulnerable during the pandemic”.

These may be people who face food insecurity, housing stress or homelessness and economic hardship. They may have difficulty accessing services including digital information channels. These are people who need the City of Sydney to work in a way that ensures their vulnerability is understood and addressed so they can take part in daily life and our decision-making processes.

*“Hopefully there will be more kindness and tolerance now”*

*May 2020 City of Sydney Community Recovery Plan survey respondent*

### **Communities of the future**

Perhaps the most important communities to consider in our decision making are the communities of the future. Their perspectives are often difficult to consider. Two ways we can try to include the perspectives of communities of the future in our engagement are:

- consult children and young people who will live with the impacts of our decision making the longest.
- ask the people who we consult to consider the needs and perspectives of those who may not be here yet.



## Government and institutional stakeholders

The City of Sydney works within an environment of other levels of government that have overlapping or complimentary responsibilities. We consult each other in our strategy and project development and implementation. State government agencies also consult communities in our local area. In these circumstances, it is important that people are clear about who and which level of government – local, state or federal - is responsible for making the decisions.

We have Principles of Cooperation with the Metropolitan Local Aboriginal Land Council respecting their status under the Land Rights Act 1983.

We engage with educational institutions including the tertiary sector, schools and early learning centres which are important nodes of community connect in our local area. One example is our memorandums of understanding with the University of Technology Sydney and Sydney University.

Increasingly we are working with health providers to understand community needs, to respond to urgent situations - such as the pandemic - and to plan for the needs of future communities.

We work collaboratively with state government agencies, and local services in developing shared approaches to support social housing community members across the city and to ensure that these residents voices and needs are heard, and their needs realised in urban renewal projects.

The City of Sydney works with surrounding and metropolitan councils on issues that cross our local government areas, on the resilient Sydney strategy and program and on economic or cultural development.

And we work with state government agencies to inform the Greater Sydney and state level policies, plans and strategies they develop. We champion engagement with communities to better inform approaches to land use planning, infrastructure provision, program development and city-wide targets and benchmarking.

We are a member of national and international groups including the Council of Capital City Lord Mayors, global Resilient Cities Network and C40 Cities Climate Change Leadership Group.

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## A snapshot of our city in 2021

The City of Sydney local government area is home to an estimated 248, 736 residents (June 2020).

The City of Sydney's Gross Regional Product is estimated at \$130.22 billion (2020), which represents 20.82% of the state's Gross State Product.

There were an estimated 664,850 jobs located in the City of Sydney in the year ending June 2020.

### Demographic profile

The City of Sydney community of residents is relatively young, with a median age of around 32 years (2016). This compares with a median age of Greater Sydney residents of around 36 years.

Over 32% of residents live alone in one person households (2016). However, most city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 13% of residents.

City of Sydney residents are well-educated with 44% holding a bachelor degree or higher qualification (2016) with a further 14% attending university. This compares with 28.3% with bachelor or higher degree qualifications across Greater Sydney and 6% attending university.

Higher educational attainment is also represented in the employment profile of residents. There were more professionals amongst City of Sydney residents (2016) than any other occupation – 37.7%. Managers at 17% were the next highest occupational group. This compares with Greater Sydney where professionals represented 26.3% and clerical and administrative workers the next highest occupational group at 14.6%.

### **Cultural diversity**

Almost half of the city's residents were born overseas (2016), with 45 per cent of the overseas born residents arriving in Australia in the years 2011–2016. Residents born in Asia now comprise more than one quarter of the population of the city.

More than one third of city residents speak a language other than English at home, the most prevalent of which is Mandarin followed by Thai, Cantonese, Indonesian Spanish and Korean.

### **Work and transport**

The labour force participation rate among City of Sydney residents (2016) was 64.2%. This represents the number of people working or looking for work as a percentage of the total residential population aged over 15 years. Of this group, 94% were employed (and 6% were looking for work).

In 2016, 64.5% of the City of Sydney's resident workers were employed locally.

On Census Day in 2016 City of Sydney residents said they travelled to work by the following means: 22.1% of people travelled to work in a private car, 35.5% took public transport and 27.0% rode a bike or walked. 4.1% worked at home.

### **Housing**

City of Sydney residents were predominantly renting their home privately (47.3%). A further 30% of households were purchasing or fully owned their home and 8% lived in social housing (2016). The balance (more than 14% did not state their tenure).



**Sydney City Farm in Sydney Park, Alexandria**

Photo: Katherine Griffiths / City of Sydney



# Alignment with state priorities

The community strategic plan is aligned with NSW government economic, social, environmental, cultural, transport and land-use strategies and plans too numerous to list. Alignment with the Premier's Priorities <https://www.nsw.gov.au/premiers-priorities> follows.

Premier's Priorities	City of Sydney alignment
<b>Lifting education standards</b> <b>Increase the proportion of public-school students in the top two NAPLAN bands (or equivalent) for literacy and numeracy by 15% by 2023, including through statewide roll-out of Bump it Up</b>	Not applicable: local government is not a partner in the implementation of the School Success Model
<b>Lifting education standards</b> <b>Increase the proportion of Aboriginal students attaining year 12 by 50% by 2023, while maintaining their cultural identity</b>	Indirect contribution from City of Sydney Strategic Direction 3: An equitable and inclusive city Objective 3.6: There is equitable access to education and learning opportunities
<b>Keeping children safe</b> <b>Decrease the proportion of children and young people re-reported at risk of significant harm by 20% by 2023</b>	Indirect contribution from City of Sydney Strategic Direction 4: Resilient and diverse communities Objective 4.5: People feel safe in the city
<b>Keeping children safe</b> <b>Double the number of children in safe and permanent homes by 2023 for children in, or at risk of entering, out-of-home care</b>	As above
<b>Breaking the cycle</b> <b>Reduce the number of domestic violence reoffenders by 25% by 2023</b>	Indirect contribution from City of Sydney Strategic Direction 4: Resilient and diverse communities Objective 4.5: People feel safe in the city
<b>Breaking the cycle</b> <b>Reduce adult reoffending following release from prison by 5% by 2023</b>	Not applicable: City of Sydney does not deliver programs to support this outcome
<b>Breaking the cycle</b>	Direct contribution from City of Sydney Strategic Direction 6: Housing for all

Premier's Priorities	City of Sydney alignment
<b>Reduce street homelessness across NSW by 50% by 2025</b>	Objective 6.1: People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs
<b>Improving the health system</b> <b>100% of all triage category 1, 95% of triage category 2 and 85% of triage category 3 patients commencing treatment on time by 2023</b>	Not applicable: local government is not involved in the delivery of health care
<b>Improving the health system</b> <b>Reduce preventable visits to hospital by 5% through to 2023 by caring for people in the community</b>	Not applicable: local government is not involved in the delivery of health care
<b>Improving the health system</b> <b>Reduce the rate of suicide deaths in NSW by 20% by 2023</b>	Not applicable: City of Sydney is not delivering initiatives under the Towards Zero Suicides Priority.  City of Sydney's contribution is to the wellbeing of the community through the provision of public assets, infrastructure, programs and services.
<b>Better environment</b> <b>Increase the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023</b>	Direct contribution from City of Sydney  Strategic Direction 9: Design excellence and sustainable development  Objective 9.1: The city's liveability will be enhanced through well planned and designed development  Strategic Direction 7: Public places for all  Objective 7.5: Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing
<b>Better environment</b> <b>Increase the tree canopy and green cover across Greater Sydney by planting 1 million trees by 2022</b>	Direct contribution from City of Sydney  Strategic Direction 1: A leading environmental performer  Objective 1.2: Greening has increased to create a cool, calm and resilient city
<b>Better customer service</b> <b>Increase the number of government services where citizens of NSW only need to "Tell Us Once" by 2023</b>	Indirect contribution as the primary focus of this action is NSW government.  Emerging areas of information sharing include the NSW Planning Portal and the Easy to do Business program. The City of Sydney has adopted the 'tell us once' approach for its own digital service improvement program.

Premier's Priorities	City of Sydney alignment
<p><b>Better customer service</b></p> <p><b>Implement best-practice productivity and digital capability in the NSW public sector. Drive public sector diversity by 2025 through:</b></p> <ul style="list-style-type: none"> <li>• <b>having 50% of senior leadership roles held by women</b></li> <li>• <b>increasing the number of Aboriginal people in senior leadership roles</b></li> <li>• <b>ensuring 5.6% of government sector roles are held by people with a disability</b></li> </ul>	<p>Not applicable: City of Sydney is not included in the definition of the NSW public sector however the City of Sydney has its own strategies regarding workforce diversity and equity and digital capability.</p>



