

31 March 2025

At 2.00 pm

**Corporate, Finance, Properties and
Tenders Committee**

Agenda

- 1. Confirmation of Minutes**
- 2. Statement of Ethical Obligations and Disclosures of Interest**
- 3. Public Exhibition - Community Strategic Plan Refresh - Delivering Sustainable Sydney 2030-2050**
- 4. Land Classification - 10 Parcels of Land**
- 5. Compulsory Acquisition - Infrastructure NSW - Unformed Road, Adjoining Merriman Street, Barangaroo**
- 6. Tender - Reject and Negotiate - T-2024-1253 - Management of the City of Sydney Leisure (Active Wellbeing) Services / Exemption from Tender and Contract Variations - Management of Aquatic and Leisure Facilities - Belgravia Leisure**
- 7. Tender - T-2024-06 - Mattress Collection and Processing Service**

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As part of our democratic process, the City invites members of the community to speak directly to Councillors during Committee meetings about items on the agenda.

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1. Register to speak by calling Secretariat on 9265 9702 or emailing secretariat@cityofsydney.nsw.gov.au before 10.00am on the day of the meeting.
2. Check the recommendation in the Committee report before speaking, as it may address your concerns so that you just need to indicate your support for the recommendation.
3. Note that there is a three minute time limit for each speaker (with a warning bell at two minutes) and prepare your presentation to cover your major points within that time.
4. Avoid repeating what previous speakers have said and focus on issues and information that the Committee may not already know.
5. If there is a large number of people interested in the same item as you, try to nominate three representatives to speak on your behalf and to indicate how many people they are representing.

Committee meetings can continue until very late, particularly when there is a long agenda and a large number of speakers. This impacts on speakers who have to wait until very late, as well as City staff and Councillors who are required to remain focused and alert until very late. At the start of each Committee meeting, the Committee Chair may reorder agenda items so that those items with speakers can be dealt with first.

Committee reports are available at www.cityofsydney.nsw.gov.au

Item 1.

Confirmation of Minutes

Minutes of the following meetings of the Corporate, Finance, Properties and Tenders Committee are submitted for confirmation:

Meeting of 10 March 2025

Item 2.**Statement of Ethical Obligations**

In accordance with section 233A of the Local Government Act 1993, the Lord Mayor and Councillors are bound by the Oath or Affirmation of Office made at the start of the Council term to undertake their civic duties in the best interests of the people of the City of Sydney and the City of Sydney Council and to faithfully and impartially carry out the functions, powers, authorities and discretions vested in them under the Local Government Act 1993 or any other Act, to the best of their ability and judgement.

Disclosures of Interest

Pursuant to the provisions of the Local Government Act 1993, the City of Sydney Code of Meeting Practice and the City of Sydney Code of Conduct, Councillors are required to disclose and manage both pecuniary and non-pecuniary interests in any matter on the agenda for this meeting.

In both cases, the nature of the interest must be disclosed.

This includes receipt of reportable political donations over the previous four years.

Item 3.

Public Exhibition - Refreshed Draft Community Strategic Plan - Delivering Sustainable Sydney 2030-2050

File No: X012101.015

Summary

In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (community strategic plan).

The community strategic plan is the highest-level plan within the Integrated Planning and Reporting (IP&R) framework. Our community strategic plan was developed following extensive community consultation with our communities. It identifies our communities' priorities and aspirations and guides all our other strategies and plans. It takes a long-term view, identifying issues and opportunities to be addressed in the city to 2050.

Following council elections in September 2024, all local government agencies in NSW are required to review and update their community strategic plans by 30 June 2025.

The review has been completed, and the updated draft community strategic plan is provided in Attachment B.

The refreshed community strategic plan has been informed by community feedback from our extensive community engagement program over the past two years. This community feedback is summarised in a Community Insights Report 2024 located in Attachment A.

The refreshed draft community strategic plan includes:

- a review of research, data and community insights that informed the previously endorsed community strategic plan including:
 - updated community insights, priorities, and aspirations from 2022 to 2024
 - updated global trends informed by evidence and research
 - new data e.g. Census data, 2023 Wellbeing Survey results, and Floorspace and Employment Survey outcomes
- alignment with new City strategies since 2022 e.g. Cultural, Economic Development, Environmental and Access strategies
- alignment with the new Resilient Sydney Strategy, and reaffirmed alignment with our commitment to C40 Cities and the National Agreement on Closing the Gap
- refreshed objectives, outcomes and measures to monitor progress under each strategic direction, aligning with new research, data and City strategies
- embedding the community's voice throughout the document by updating community insights, phrasing and tone.

A review of our progress in implementing the effectiveness of the community strategic plan was presented to the Council in the State of our city report (Attachment C) in November 2024.

This report recommends that Council adopt the refreshed draft community strategic plan to be placed on public exhibition for 28 days.

Recommendation

It is resolved that:

- (A) Council note the Community Insights Report 2024 as detailed in Attachment A to the subject report;
- (B) Council endorse the refreshed draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 for public exhibition as required under section 402 of the Local Government Act 1993 and as detailed in Attachment B to the subject report;
- (C) Council note that the Community Strategic Plan Delivering Sustainable Sydney 2030-2050, including any recommended changes, will be reported to Council for adoption following the exhibition period;
- (D) Council note the State of our City Report 2024 as detailed in Attachment C to the subject report; and
- (E) authority be delegated to the Chief Executive Officer to make minor editorial corrections if necessary, for publication.

Attachments

- | | |
|----------------------|--|
| Attachment A. | Community Insights Report 2024 |
| Attachment B. | Refreshed Draft Community Strategic Plan - Delivering Sustainable Sydney 2030-2050 |
| Attachment C. | State of our City 2024 and Addendum |

Background

1. In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050.
2. Following Council elections in September 2024, all local government agencies in NSW are required to either update their current community strategic plan or develop a new community strategic plan. These are to be endorsed by Councils by 30 June 2025.
3. Council endorsed the current community strategic plan in 2022. As a result, it was decided to undertake a review and refresh of the community strategic plan only.
4. Sustainable Sydney 2030-2050 Continuing the Vision remains unchanged. This overarching vision, established by the community in 2022, will continue to guide how the City delivers on the community's priorities and aspirations to 2050.

Integrated Planning and Reporting (IP&R) framework

The Community Strategic Plan, Delivery Program and Operational Plan

5. The IP&R framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. The community strategic plan is the highest-level plan in this framework.
6. We developed this plan with, and on behalf of, our community. The community strategic plan identifies the community's main priorities and aspirations. It takes a long-term view, identifying issues and opportunities to be addressed in the city to 2050. It will take all levels of government, key stakeholders, organisations and the community working together to achieve the desired outcomes and targets.
7. The update to the plan builds on Sustainable Sydney 2030-2050 Continuing the Vision. It retains the same 10 strategic directions and 10 associated targets. Each strategic direction includes objectives and outcomes, with related measures to recognise progress over time. It identifies related City strategies and their actions to achieve the targets and outcomes over time.
8. A four-year delivery program and a one-year operational plan are being developed to support the implementation of the refreshed community strategic plan. Additionally, a resourcing strategy, covering the long-term financial plan, asset management, workforce, information technology and community engagement strategies, is also being created. Together, these plans outline the priorities and resources for the City's implementation of the community strategic plan in the short, medium, and long term.
9. Relevant feedback received on the community strategic plan will be incorporated into the delivery program, operational plan and resourcing strategy which will be submitted to Council in May seeking approval to place on public exhibition for 28 days.
10. Following public exhibition, the suite of integrated plans, including the finalised community strategic plan, will be presented to Council in June 2025.

Community engagement and insights

11. From 2018 to 2022, we worked with our diverse communities to develop Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. We began the process by asking people to tell us their hopes for Sydney and what excited and concerned them about the future. This helped us explore the high-level themes, values and issues the community sees as important. The community strategic plan is informed by these values along with 10 strategic directions and 10 targets to measure our progress.
12. Since 2022, we've continued to engage with our diverse communities to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing, and food security.
13. A Community Insights Report (Attachment A) has been developed to inform updates to the refreshed draft community strategic plan. It summarises what we heard from the community during our extensive community engagement program over the past 2 years.
14. We analysed more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024 to understand and confirm if community values and priorities have changed.
15. Overall, our community's aspirations and priorities remain strongly aligned to what they were in 2022.
16. The State of our city report was presented to Council in November 2024 to provide an update on progress towards the outcomes in the community strategic plan. A copy is attached (as Attachment C) to this report in line with the Integrated Planning and Reporting requirements.

Key updates to the refreshed draft Community Strategic Plan

17. The following table provides an overview of key updates undertaken to refresh the community strategic plan. These updates have been informed by community feedback and insights, new research and data and endorsed City strategies from 2022 to 2024.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
Lord Mayor and CEO messages About this plan	The Lord Mayor and CEO messages have been reviewed and updated. Within the "About this plan" section: • Updates have been made to new IP&R documentation and references. • Greater emphasis has been made on the role of the City in coordinating, supporting and leading key partnerships and collaborations to achieve outcomes. • - Greater emphasis has been made on the role and responsibility of other levels of government and organisations for delivering projects, programs and services that also contribute to outcomes and targets.
Seven global trends	A review and update of the seven global trends. The seven global trends have been refreshed to reflect current day global impacts that our communities are experiencing. Some of these have been heightened since 2022. The new global trends have greater focus on housing affordability and cost of living, density and demographic change, trust, social polarisation and truth, and social isolation and connectedness. The global trends of climate emergency, rapid advances in technology, and economic transition remain unchanged.
Our national and international commitments and targets	A section has been added to reaffirm our ongoing commitment to the National Agreement on Closing the Gap. Minor updates have been made to our ongoing commitment to C40 Cities. New information has been added to reflect the City's role in the Resilient Cities Network and new Resilient Sydney Strategy.
How we engaged our communities	Our community's aspirations and priorities remain strongly aligned to what they were in 2022. Additional text has been included on how we engaged our communities from 2022-2024 throughout the document. The five community values remain unchanged.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
The community's vision for the future	The community's vision remains unchanged.
Ten targets to measure progress	Targets that remain unchanged include: • Targets 1, 2, 5, 6, 7, 8, and 9. Targets that have been amended include: • Targets 3, 4 and 10. Target 3 Current target: 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. Amended target: By 2030 residential potable water use will be reduced to 204 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels. Reason for update: This target, along with the non-residential water use target, was set in 2021 as part of the endorsement of the Environmental Strategy 2021-2025. Local Government Area water use targets were determined following a research project undertaken in 2020. The research considered challenges and opportunities related to how the City of Sydney can influence water use in the LGA, as well as considering broader trends. We settled on a target of 170 litres/person/day, which assumed reductions would be achieved through the following interventions by 2030: • Uplift in BASIX water requirements – has not yet occurred.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
	• Expansion of City of Sydney water efficiency programs which were at the time being delivered in partnership with Sydney Water – Sydney Water withdrew its support for the partnership and our delivery of these programs has retracted. • The CBD recycled water pipeline would be operational and connected to private and public customers – this has not occurred and is unlikely to do so by 2030. Given these things have not eventuated as anticipated, it is unlikely that the Local Government Area water efficiency target of 170 litres/person/day by 2030 is achievable. Therefore, we propose adjusting the target to match recent usage (average of last five years): "Reduce residential potable water use to 204 litres/person/day by 2030". Target 4: Current target: 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. Amended target: By 2035 there will be a 15% reduction in waste generated by each person in the local area based on 2023 levels. And by 2035 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. Reason for update: Waste reduction targets are being updated to a more recent and reliable baseline, previously we have used 2015. We are proposing to maintain a 15% reduction but using the more recent baseline of 2023. Note: Since 2015 we have reduced waste per person by 18%. We had previously adopted a target of 90% by 2030, we know that achieving this target without advances in residual waste treatment is unlikely and we have extended this timeline to allow for the development of new waste infrastructure in NSW.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
	Target 10: Current target: 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. Amended target: By 2050 community cohesion and social interaction will have increased in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours. Reason for update: Community cohesion and social interaction are closely aligned to all three targets of feeling part of the community, trust, and getting help from neighbours. The three targets have been included to better reflect the overarching concept of community cohesion and social interaction. These three individual targets are also consistent with how they are reported in the City of Sydney Community Wellbeing Indicators Report. Note - the previous 75% target was a combined average target of all three and did not accurately reflect the progress of each indicator independently.
Six guiding principles	The six guiding principles remain unchanged.

Chapters within the community strategic plan	Key updates and refreshed sections within the community strategic plan
Ten strategic directions	The ten strategic directions remain unchanged. The narrative introduction for each priority has been adjusted so that under each direction, the community priorities and aspirations are read first, followed with "why we need to act". The community priorities and aspirations across all directions have been reviewed and refreshed to reflect any new community insights from 2022-2024. The "why we need to act" sections across all directions have been reviewed and refreshed to include new research, trends and data. A new image has been included at the beginning of the ten strategic directions section on "How to read this document". This visual will assist readers to better understand each direction and related objectives, outcomes and measures to monitor progress. Minor edits to the objectives, outcomes and measures have been made to reflect new research, data, and reporting. Each direction includes updated Resilient Sydney reference icons that reflect each shock and stress the direction is responding to. Supporting strategies and plans have been updated across each direction, including new City strategies that have been endorsed since 2022.
Transformative project ideas	The transformative project ideas remain the same. They reflect the ten 'big ideas' outlined within Sustainable Sydney 2030-2050 Continuing the Vision.
The communities we serve	Our commitment to engage with the communities we serve remains the same. The "snapshot of our city" has been updated to include new data from the 2021 Census.

Other key updates

18. Embedding the community's voice within the document through updated phrasing, wording and tone. This is the community's strategic plan which has been developed and is being delivered by the City of Sydney on behalf of our community.
19. The current NSW Government does not specifically articulate Premier's Priorities. This section has been removed. A statement is included within the "About this plan" section that outlines the community strategic plan's alignment to current NSW government strategies and plans.
20. Aboriginal and Torres Strait Islander content has been reviewed and refreshed across the community strategic plan.

Key Implications**Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision**

21. Sustainable Sydney 2030-2050 Continuing the Vision renews the community's vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress.
22. The community strategic plan directly aligns to Sustainable Sydney 2030-2050 Continuing the Vision and outlines how the City will deliver on the community's aspirations and priorities for Sydney to 2050.
23. The refresh of the community strategic plan will continue to be implemented by the City through the Delivery Program and Operational Plan as required by the IP&R framework.

Organisational Impact

24. The community strategic plan (as refreshed), 2022-2029 Delivery Program, 2025/26 Operational Plan and 2025 Resourcing Strategy will be implemented from financial year 2025/26. At that time, the organisation's resources will be aligned to the priorities identified for the 10+year, four year and one-year periods of those plans.

Risks

25. The community strategic plan identifies community priorities and aspirations for the local area. While the City of Sydney has a critical role in delivering projects, programs and services that support the community strategic plan, many other levels of government and organisations are also responsible to contribute to the targets and outcomes in the plan.
26. The Risk Appetite Statement provides guidance about the amount of risk the City of Sydney is willing to take in order to achieve our strategic goals, while ensuring the protection of our assets, reputation and the wellbeing of our employees and community.
27. We accept that in order to achieve our strategic vision and objectives that we must accept some risks that are proportionate to the potential reward, especially where growth, transformation and innovation is involved.

28. Our primary objectives in managing risk are to:
- protect the wellbeing of our community, employees and stakeholders
 - safeguard our people, assets, reputation and financial resources
 - ensure compliance with applicable laws, regulations and standards
 - enable innovation and growth while balancing potential risks
 - optimise service delivery and operational efficiency.
29. The community strategic plan is consistent with the City of Sydney's risk appetite statement, specifically:
- We comply with our legal and regulatory requirements.
 - We encourage considered risk taking that supports innovation, efficiency and the achievement of our strategic objectives.

Social / Cultural / Community

30. The community strategic plan represents the community's aspirations and priorities for an equitable and inclusive city, where everyone can thrive and reach their full potential. It aims to strengthen and build resilience in our communities by enhancing the connections and collaboration among people, organisations, and all levels of government. It also aims to create a city where everyone can actively engage, participate in, and contribute to its cultural life.
31. The community strategic plan includes a definition of the communities we serve. It includes the many people who rely on our area as the place to live, work, study, do business, access services and visit. It recognises the national and global connections and commitments the City of Sydney and our communities have to others across Australia and around the world.
32. The community strategic plan also includes several objectives where outcomes beyond the boundaries of our local government area are defined, including:
- 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.
 - 7.3 - Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses.
33. The Cultural Strategy 2025-2035, the Resilience Strategy 2023-2028, 'A City for Walking' strategy and action plan - Continuing the Vision 2024, the Access Strategy and Action Plan 2023, and A City for All: Social Sustainability Policy and Action Plan 2018-2028 all align with the community strategic plan.

Environmental

34. The community strategic plan responds to the community's aspirations and priorities for action on climate change. It aims for a more sustainable future where everyone does their part to respond to the climate emergency. It also aims to manage environmental risk and protect our natural environment, support sustainability within our built environment, reduce resource use and adapt to climate change.
35. The forthcoming Environmental Strategy 2025-2030 aligns with the community strategic plan.

Economic

36. The community strategic plan represents the community's aspirations and priorities for an innovative, green, and inclusive economy. It aims for the city to maintain a position locally, nationally, and internationally as a destination where business, investment and talent flourishes.
37. The Economic Development Strategy 2025-2030 aligns with the community strategic plan.

Financial Implications

38. The 2025 Resourcing Strategy, which includes the Long-Term Financial Plan, will be aligned with the community strategic plan with implementation commencing from financial year 2025/26. Ensuring long term financial sustainability will remain a fundamental principle of future planning and may impact timing of deliver of some elements of the vision.

Relevant Legislation

39. Section 402 of the Local Government Act 1993 requires Councils to have a community strategic plan that identifies the main priorities and aspirations for the future of the local area. The plan must be of at least 10 years in duration and include strategic objectives together with strategies for achieving those objectives. The plan must be adopted by June 30 following the election of a new Council.

Critical Dates / Time Frames

40. The refreshed community strategic plan must be adopted by Council by 30 June 2025.

Public Consultation

41. From 2018 to 2022, we worked with our diverse communities to develop Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050. We began the process in 2018 by asking people to tell us their hopes for Sydney and what excited and concerned them about the future. This helped us explore the high-level themes, values and issues the community sees as important. The community strategic plan is informed by these values along with 10 strategic directions and 10 targets to measure our progress.
42. Since 2022, we've continued to engage with our diverse communities to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing, and food security.
43. The City's engagement programs and activities have been conducted in line with the City's Community Engagement Strategy which was adopted in June 2024.
44. A Community Insights Report (Attachment A) has been developed. This report brings together what we heard from the community during our extensive community engagement program over the past 2 years.
45. The Community Insights Report analysed more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024 to understand and confirm if community values and priorities have changed.
46. The outcomes from the Community Engagement over the past 2 years has helped inform the refresh of the community strategic plan.
47. It is proposed that the community strategic plan be placed on public exhibition for a period of 28 days from 8 April until 6 May 2025.

KATE DEACON

Executive Director Strategic Development and Engagement

Ben Dowler, Strategy Advisor - Social

Attachment A

Community Insights Report 2024

Community insights report 2024



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Overview

Why we're doing this

The vision, hopes and aspirations of local communities are the foundation of every community strategic plan.

In June 2022 Council adopted Sustainable Sydney 2030–2050 Continuing the Vision and the community strategic plan.

We worked with our communities for more than 18 months to develop the vision for Sydney in 2050. We began the process in 2018 by asking people to tell us their hopes for Sydney and what excites and concerns them about the future. This helped us explore the high-level themes, values and issues the community sees as important.

Our engagement activities included surveys, pop-up events and community workshops with Aboriginal and Torres Strait Islander peoples, small businesses and cultural and nightlife sectors. We also worked with children and young people and set up a citizens jury.

Overwhelmingly, our communities said they wanted:

- a city for people
- a city that moves
- an environmentally responsive city
- a lively, cultural and creative city
- a city with a future focused economy.

The community strategic plan is informed by these values along with 10 strategic directions, 10 targets and 10 ambitious project ideas.

Following local government elections in September 2024, we're required to update the community strategic plan for the new Council to adopt in June 2025.

This community insights report has been developed to help inform the new community strategic plan. It highlights what we've heard from our communities during our extensive community engagement program over the past 2 years. These insights will help us check, validate and explore what's most important to the community now and if there's been a shift in people's values and priorities for Sydney's future.

The process has been guided by our community engagement strategy. Its engagement principles are shown in [Attachment A](#).

How we engaged the community

Since the community strategic plan was adopted by Council in 2022, we've continued to engage our diverse communities on our plans to achieve the vision for Sydney in 2050.

Over the past 2 years, we've consulted the community extensively to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing and food security.

We also asked people what they value most about their local area to develop local neighbourhood visions and plans. And we checked in on the wellbeing of those who live, work or study in our local area to provide an in-depth picture of everyday life in our city and how it's changed since 2018.

Throughout 2023 and 2024 the Resilient Sydney Office engaged the wider Sydney community to develop the new Resilient Sydney strategy.

This report analyses more than 13,500 pieces of community feedback across 27 key consultation projects between 2022 and 2024. These projects were chosen for this report as they relate directly to the strategic directions and the feedback collected was from a diverse range of community members. The participants represent communities of place, identity, need, interest and the future.

A list of these projects is available in [Attachment B](#).

Our reporting approach

This report integrates community insights drawn from numerous engagement activities between 2022 and 2024.

We reviewed 13,790 pieces of feedback from 27 consultations and analysed 7,724 comments collected from open-field survey questions. Each comment was categorised according to its alignment with the community values identified in the community insights report 2022, which informed the community strategic plan adopted in 2022.

Each consultation project was examined for specific feedback and themes that aligned with or diverged from the strategic directions in the community strategic plan. This process allowed us to compare current community aspirations and concerns with what the community told us 2 years ago.

Our review focused on capturing both consistent themes and emerging issues across the reports, providing a comprehensive understanding of how community priorities are evolving. The feedback represents a broad cross-section of our communities, including community groups, resident action groups, business groups, sustainability advocates, residents, workers, students and visitors to our area.

Community insights

Key themes

Community priorities remain focused on creating a **liveable, sustainable, and inclusive** city that supports diverse communities, offers accessible public spaces, and actively addresses the challenges posed by climate change.

Across our consultations, residents expressed strong support for environmental action, particularly with increased urban greenery, regeneration of waterways and land, renewable energy initiatives and sustainable waste management practices. Community members consistently prioritised safe and accessible public spaces that foster social connections and accommodate diverse needs, from families to older adults.

Housing affordability emerged as a critical issue, with ongoing support for diverse and affordable housing options that prevent displacement and allow people from all backgrounds to live and work in Sydney. Economic resilience and innovation were also top priorities, with respondents advocating for a city that embraces technology and a green and inclusive economy that supports local businesses and creates opportunities for emerging industries.

Culture was another significant focus, with community members emphasising the importance of affordable, accessible spaces for creative expression and the celebration of Sydney's cultural diversity. There was strong support for inclusive cultural precincts, local events and the representation of diverse voices, including those from First Nations and culturally diverse communities.

Equity and inclusivity were recurring themes, especially in public space design and community services, where residents highlighted the need for spaces that are welcoming to all, including priority communities. Overall, these insights reflect a community deeply committed to a city that is environmentally responsible, culturally vibrant, socially inclusive and economically resilient.

Advisory panels

The City of Sydney set up community and sector advisory panels to provide ongoing advice on complex issues affecting priority communities.

In 2023 and 2024 advisory panel members shared their priorities for the year ahead through several workshops and planning sessions.

Aboriginal and Torres Strait Islander Advisory Panel

The panel highlighted the need for systemic change built from truth-telling, education and cultural awareness, and the importance of self-determination where Aboriginal and Torres Strait Islander people have authority to make their own decisions in their own lives.

The panel raised the importance of building strong relationships with Aboriginal and Torres Strait Islander peoples and strengthening respect for Aboriginal and Torres Strait Islander people's knowledge, cultures, histories and rights. Direct community interaction and early engagement is important for building trust, accountability and transparency.

Creating economic opportunities for Aboriginal and Torres Strait Islander peoples and organisations by supporting local Aboriginal and Torres Strait Islander businesses and employment opportunities was also a key priority. Strengthening ties and relationships with Aboriginal community controlled organisations is also important.

The panel advocates for more Aboriginal community owned and operated spaces to support their own self-determined needs.

Removing barriers and addressing discrimination to support social justice, and community wellbeing is important. More affordable housing operated and owned by Aboriginal community housing providers and preventing further displacement of Aboriginal and Torres Strait Islander people from local areas are critical issues.

Multicultural Advisory Panel

The panel asked for greater understanding of the City of Sydney's changing internal diversity, inclusion and leadership data, strategies and initiatives to achieve access, equity and inclusion. They sought to share advice and information to build workforce diversity, cultural safety, strengthen inclusion, broaden participation and representation to ensure the organisation reflects the multicultural communities it serves.

Improving the City of Sydney's strategic approach toward cultural, linguistic and religious diversity, equity and inclusion was another key focus. Racism in society was seen as a key issue, and the need to help inform anti-racism strategies, programs and training initiatives.

Disability (Inclusion) Advisory Panel

Panel members spoke about the social model of disability against the medical model of disability and using enabling language around disability.

Accessible and affordable housing, including innovative and inclusive disability housing options was a key priority, especially considering the increased cost of living and challenges people with disability face living on a limited budget. Improving meaningful employment for people with disability, including leadership opportunities was also a key priority.

The importance of embedding universal design in City of Sydney infrastructure, assets and services was raised, along with educating businesses to improve access and inclusion. Panel members sought to share insights in living a good life with their disabilities, including advice to young people with disability.

Young people

Perhaps the most important community for us to consider when developing our long-term strategic plans are our young people – our **communities of the future**.

“Age is not a barrier to producing great ideas. Involving youth in conversations surrounding them and their future should be prioritised moving forward”.

– Resilient Sydney youth engagement participant

Since the community strategic plan 2022 was adopted, we've continued to engage young people across a broad range of issues to help develop plans for the future of our city.

In 2023, 300 young people (aged 16 to 29) participated in our wellbeing survey. They told us what matters most to them now and what they hope for in the future. Overwhelmingly, we heard they value a city that is **safe, friendly and affordable**. Affordability was the main concern for young people. Many commented that they like their local area, but it was becoming too unaffordable to live in.

“I love my local area but unfortunately rising housing prices will likely mean we will leave this area in the next couple of years.”

– Young person's comment (wellbeing survey 2023)

They also value a city that is **accessible**, close to parks and **green spaces**, and amenities like cafes and restaurants. It also needs to be easy to get around by walking, cycling or public

transport. Young people said they wanted to live in a city that was thriving, not surviving. Many commented that Sydney lacks **affordable recreation** options for young people.

“There is nothing to do at night for young people. Young people have nowhere to dance, sing, hang out, listen to and play music, see performances – everything like this in this city is too expensive.”

– Young person’s comment (wellbeing survey 2023)

“Above everything, affordable and SAFE for people of varying incomes ... Once that is fixed, one that is community focused, with arts and culture festivals, local sports, and a thriving nightlife. Also really strong walkability within neighbourhoods.”

– Young person’s comment (wellbeing survey 2023)

These themes were echoed in 2024 through our ‘shaping your city’ consultation, where younger respondents (aged 18 to 34) placed greater importance on **affordable housing** and **equitable access** to participate in the economy. Far higher percentages rated these as very important compared to overall averages. 100% of respondents aged 18 to 34 felt that affordable housing is very important and 90% of respondents aged 18 to 34 felt that equitable access to participate in the economy is very important. An active response to climate change and safe, accessible and inclusive public spaces also resonated more with young people compared to overall averages.

School students who participated in our environment strategy consultation in 2024 strongly supported all priority areas in the strategy. The strongest support was received for the regeneration of waterways and land, preventing pollution and working towards zero emissions transport. They felt the City could help them **live more sustainably** by supporting solar power in schools and homes, by providing more drinking fountains, planting more trees, improving footpaths and bike lanes, and incentives to make it cheaper to recycle.

Throughout 2023 and 2024, the Resilient Sydney Office engaged young people across Greater Sydney to develop the Resilient Sydney strategy, with 116 young people participating in workshops and 127 responding to a survey. They shared their thoughts on why listening to young people is important, what issues affect them, and how they would make Sydney a better place to live if they were in charge.

Themes from this engagement were consistent with themes from the wellbeing survey and shaping your city consultation highlighting several recurring challenges faced by young people today.

The **cost of living** and **unaffordable housing** were continuous issues, which impact all aspects of young people’s lives including housing, education options, mental health, transport, food options and accessing arts and cultural events for social connection. They also identified the emergence of an **intergenerational divide** in wealth.

These issues are delaying young people from transitioning into adulthood and are impacting their independence. Young people mentioned they rely on parental support or try to work more jobs to support themselves.

An increasing uncertainty and anxiety for the future is lowering resilience, with 30% of young respondents stating they struggle with a **mental health** condition.

Young people said it was important to capture their perspectives as they were open-minded, had fresh perspectives, and they will inherit today’s decisions and planning. There was also hope that bridging the gap between generations would help solve problems.

They raised the importance of having young people within positions of power and **influence** across **all levels of government** to create greater trust in the system and more diverse perspectives and solutions. They identified the need for **student leadership** programs to foster young people as leaders in their communities, schools and government.

Emerging trends

A city for people

In 2022 people told us they want a city that is green with trees and plants, has quality public spaces and different types of housing that is affordable. They want to live in a socially supportive community that is safe, and inclusive.

Community feedback between 2022 and 2024 shows continuing support for quality public spaces, a city green with trees and a just and inclusive society. There is a strong call for more affordable housing, particularly for young people and artists, Aboriginal and Torres Strait Islander peoples and people with disability, to prevent displacement and being pushed out of the city due to high living costs.

The importance of integrating arts and culture into public spaces is highlighted, as it fosters community engagement and connection, and vibrancy. There is also a focus on improving accessibility for people with disability, including better infrastructure like ramps and wide footpaths, and more accessible public transport. The community highly values public spaces like community centres and libraries for social interaction and cultural expression, with suggestions for more public art, community events, and spaces that cater to diverse needs.

Overall, the feedback reflects a desire for a city that is inclusive, vibrant, and supportive of all its residents.

A city that moves

In 2022 people told us they want to move around the city using public transport and bikes, and by walking. They talked about a future with fewer cars, where streets and public spaces are easily accessible to people.

Community feedback between 2022 and 2024 calls for more bike lanes and people-friendly spaces, with a continued focus on reducing car use and promoting sustainable transport options. Living in an area close to transport continues to be very important for people.

However, many comments express concerns about the accessibility and reliability of public transport, particularly for people with disability and older people. There are calls for better suburb-to-suburb connections, more accessible bus stops, and improved public transport servicing major destinations without excessive walking.

Some suggest making public transport free for people with disability and ensuring that lifts and escalators are operational. There is also significant discussion around expanding light rail, with mixed opinions. Some support the idea, believing it would enhance connectivity and reduce car dependence, while others worry about potential traffic congestion and disruption to local businesses.

Overall, the comments support a continuing desire for a more integrated, accessible and environmentally friendly transport system.

An environmentally responsive city

In 2022 people told us they want an active response to climate change. They want a city that sustainably manages waste and use of resources. People want to see a reduction in emissions,

greater recycling and reusing of products and changes to how we use our city to reduce our impact on the environment.

Community feedback between 2022 and 2024 emphasises the need for sustainable waste management. This includes increasing access to recycling programs, advocating for further regulation on plastic packaging and expanding composting and food waste disposal options. There is a call for more information and education on recycling and proper waste disposal.

Comments show a strong desire to transition to a green economy and for sustainable urban growth, with support for initiatives like sustainable transport, less car dependence, green spaces, regenerating waterways and land and preventing pollution.

Overall, the feedback shows support for practical, accessible solutions to make the city more environmentally sustainable and responsive.

A lively, cultural and creative city

In 2022 people told us they want a vibrant city, weaving its culture, heritage, entertainment throughout public spaces. They called for a city that has diverse shopping and entertainment options and a lively nightlife, where locals and visitors gather in public spaces for events and cultural experiences.

Community feedback between 2022 and 2024 sees the integration of arts and culture into urban planning as crucial for placemaking and community engagement. The comments suggest that culture and cultural activities contribute to community identity, health and wellbeing, and the local economy.

Feedback emphasises the need for accessible and affordable spaces for artists to live, work, and perform. There is a call for more exhibition spaces, live performance venues and public art elements to enhance the vibrancy of the city. The importance of supporting grassroots and emerging creators is highlighted, along with the need for transparent decision-making processes in funding and space allocation.

There is also a strong desire for more late-night venues and events to revitalise the city's cultural scene, with a focus on inclusivity and diversity across all cultural expressions.

A city with a future focused economy

In 2022 people told us they want a city that is supported by digital infrastructure, that sustains the creation of new jobs and allows businesses to respond to changing customer needs. People were optimistic about the opportunities that will be available in terms of education, jobs, innovation and the economy.

Community feedback between 2022 and 2024 highlights the importance of development in driving economic growth, creating employment opportunities and enhancing city liveability. There is a strong emphasis on the need for improving connectivity and infrastructure, particularly in the Tech Central precinct in Camperdown to unlock its potential. Suggestions include extending the light rail network, enhancing pedestrian access, and reducing car lanes to improve walkability and connectivity between key hubs like UTS, University of Notre Dame and University of Sydney.

There is a call for sustainable development practices, such as using renewable energy in new projects and integrating green spaces. Many comments stress the importance of transitioning to a green economy and preparing for climate change impacts. They also highlight the need for resilient communities and proactive communication about climate risks being essential for a future-focused economy.

Strategic directions

This section outlines community feedback on each of the 10 strategic directions that guide our approach to creating a sustainable, inclusive and resilient future. The feedback received between 2022 and 2024 is closely aligned with the community insights that shaped the community strategic plan adopted in 2022.

As the City of Sydney progresses toward implementing specific projects and initiatives, recent consultations have provided more detailed and targeted feedback, reflecting the community's responses to concrete plans and actions designed to achieve these strategic goals.

Strategic direction	What the community told us: 2022	What the community told us: 2022-24
1. Responsible governance and stewardship	- Strong desire for transparent governance - More community engagement in decision-making - Support for ethical, accountable leadership	- More transparency from council on feedback received and how it influences decisions would help improve level of trust - A forward-thinking council that collaborates with community, government and partner organisations is very important - Important to involve young people in decision making that will impact their lives
2. A leading environmental performer	- Broad support for climate action and emissions reduction - Desire for increased tree canopy and green spaces - Focus on waste reduction and energy efficiency	- Strong support for increasing tree canopy and addressing urban heat. Focus on species diversity and green roofs - Strong support for regeneration of waterways and land and preventing pollution - Growing concerns about impacts of waste on the environment (plastics) - Continued focus on renewable energy solutions - Calls for retrofitting older buildings for energy efficiency and climate resilience
3. Public places for all	- Desire for more green, accessible public spaces - Call for inclusive spaces for social interaction - Demand for parks, plazas, and more greenery	- Continued demand for green, accessible and vibrant public spaces - Emphasis on welcoming, inclusive, safe spaces for diverse communities - Strong support for more shade, seating, and public art

Strategic direction	What the community told us: 2022	What the community told us: 2022-24
4. Design excellence and sustainable development	- Support for sustainable and attractive developments. - Desire for energy-efficient buildings and heritage preservation. - Interest in environmentally friendly urban design	Libraries and community centres as spaces for social connection and refuge during extreme weather - Strong call for climate-responsive design, including green spaces and water features - Feedback emphasises Indigenous design and knowledge - More focus on sustainable infrastructure (solar panels, smart design) - Desire for balance between modernity and heritage in development projects
	- Strong desire for safer conditions for walking and cycling through better infrastructure - Call for better public transport options - Vision for fewer cars on the road	- Emphasis on improving safety and connectivity for people walking through better footpaths and more crossings - Highlights integration of walking and public transport - Calls for light rail and metro expansion - Concerns about conflicts between bike riders and people walking in shared spaces
6. An equitable and inclusive city	- Concern about housing affordability and social services - Focus on supporting vulnerable and marginalised populations - Demand for social housing	- Continued focus on affordable housing and preventing displacement, particularly for First Nations people, young people and priority communities - Strong calls for inclusive public space design particularly for people of diverse sexualities and genders and people with disability - Concerns about equitable access to services, particularly in waste management and climate adaptation Support for underrepresented artists in cultural spaces - Concerns about high levels of discrimination experienced by Aboriginal and Torres Strait Islander peoples

Strategic direction	What the community told us: 2022	What the community told us: 2022-24
7. Resilient and diverse communities	- Value for social connection and diversity - Call for stronger support networks and local resilience - Desire for community participation in decision-making	- Continued calls for social connection and community participation in decision-making - Recognise and listen to First Nations people - Strong support for emergency preparedness and resilience-building efforts - Focus on climate adaptation and climate-resilient housing - Highlights community gardens and Sustainable food system as key elements - Support for community spaces for shelter and support during emergencies
8. A thriving cultural life	- Support for cultural diversity and creative expression - Desire for more affordable spaces for artists - Interest in 24-hour city and nightlife	- Strong support for cultural precincts, for example Haymarket and Chinatown - Recognising First Nations history and culture in public spaces - Continued focus on affordable creative spaces and long-term support for cultural infrastructure - Emphasis on more inclusive cultural spaces for First Nations and culturally diverse artists - Calls for sustainable investment in the arts
9. A transformed and innovative economy	- Support for innovation and new technologies - Desire for Sydney to become a hub for entrepreneurship - Interest in education and training for future jobs	- Strong support for innovation and transition to green economy - Emphasis on attracting investment to boost Sydney's global competitiveness - Focus on inclusive growth, particularly in supporting First Nations enterprises, key workers and creatives - Need for better public transport and infrastructure in innovation precincts like Tech Central
10. Housing for all	Major concerns about rising housing costs	Affordable, suitable housing continues to be a critical issue

Strategic direction	What the community told us: 2022	What the community told us: 2022-24
	• Call for more social and affordable housing • Desire for mixed-income, diverse communities	• Continued support for suitable, affordable housing to prevent displacement of priority communities from local areas • Support for build-to-rent models and strong focus on preserving smaller, affordable dwellings • Feedback on the need for climate-resilient housing • Concerns about how development impacts priority communities and artists

1. Responsible governance and stewardship

This direction focuses on ensuring effective and ethical governance while promoting collaboration between government, business and the community. The City of Sydney aims to strengthen partnerships, facilitate inclusive decision-making, and ensure long-term financial sustainability to manage the challenges of a rapidly growing city. Effective stewardship of city resources is vital for a resilient and adaptable future.

In 2022 people told us they expect greater transparency, ethical decision-making, and more opportunities for participation. People want to be involved in shaping local neighbourhoods and expect local government to collaborate with businesses, academia and civil society. The citizens jury also called for a governance model that includes active leadership by Aboriginal and Torres Strait Islander peoples.

Community feedback from our **wellbeing survey** in 2023 revealed only a quarter of respondents believe their views will be listened to, reflecting a low level of trust in government. Also, a lower proportion of people agreed with the statement 'there are enough opportunities for me to have a say on issues that are important to me' than in previous years, with 34% agreeing in 2023 compared to 44% agreeing in 2015. Participation in community engagement remains steady, with 58% of respondents saying they participated in an engagement activity over the past 12 months. Lack of time remains the top barrier to participating in community activities.

Responses to the **shaping your city** survey in 2024 revealed 95% of people feel it's important to have a forward-thinking council that collaborates with community, government and partner organisations. People said it was important to feel heard and listened to. Better communication and seeing how community feedback has been considered in decision making would help improve trust in government.

Resilient Sydney consultations in 2023 found that people feel there is a lack of care from decision-makers and service providers. Respondents stressed the need for government to listen to and learn from community experiences and work together on solutions to build resilience. Aboriginal and Torres Strait Islander respondents called for genuine partnerships with Aboriginal community controlled organisations to provide independent and culturally safe services for the best outcomes. They asked to elevate First Nations voices in planning and policymaking to ensure sustainable, resilient outcomes for future generations.

Young people highlighted the importance of capturing their ideas as they were open-minded, had fresh perspectives, and would be most impacted by today's decisions and long-term plans. They called for more power and influence across all levels of government to improve trust in the system

and give diverse perspectives and solutions. They identified the need for student leadership programs to foster young people as leaders in their communities, schools and government.

Responses to the **inclusion (disability) action plan** survey in 2024 called for greater collaboration with disability advocacy groups and local service providers to help challenge discrimination and negative attitudes towards disability that are still widely experienced. The importance of building capacity for disability-led changemaking, self-advocacy and leadership was highlighted. They called for the promotion of positive images and stories of people with a diverse range of disabilities, alongside their contributions to the community and workplaces to help change public perceptions. Involving people with disability in decision-making was raised as crucial to promoting inclusivity and ensuring policies reflect their needs, contributing to a more positive attitude in the community. The importance of accessible information and communication was also highlighted, including providing information in alternative formats, ensuring digital accessibility and in-person support.

This feedback continues to emphasise the importance of collaboration between government, business and the community, and inclusive decision-making. These themes align with the goals of this strategic direction.

2. A leading environmental performer

This direction aims to position Sydney as a leader in environmental sustainability. The City of Sydney wants to achieve net zero emissions by 2035, enhance renewable energy use, promote energy-efficient buildings and implement waste management practices aligned with the circular economy. We're preparing for the impacts of climate change, increasing canopy cover and improving biodiversity.

In 2022 the community emphasised the urgent need for climate action, calling for the City of Sydney to lead on reducing carbon emissions and adopt more sustainable practices. Concerns about waste management, water conservation and energy efficiency were frequently raised, alongside a desire for increased green spaces and tree planting to combat the effects of urban heat.

Between 2022 and 2024 we engaged our communities on developing a waste strategy, resilience strategy, an urban forest strategy, street tree masterplan and on revising our environment strategy.

Feedback from the **urban forest strategy** highlighted strong community support for increasing urban tree canopy as part of environmental sustainability efforts. Respondents were particularly concerned about mitigating urban heat and improving green spaces, with a focus on species diversity to enhance resilience and provide habitat for wildlife.

Key themes consistent with feedback in 2022 include calls for more greenery, increased canopy cover and better tree management. New concerns emerged about the impact of invasive species and the desire for a more significant focus on the benefits of green roofs.

Community feedback on the development of the **street tree master plan** also emphasised the importance of increasing canopy cover to improve environmental outcomes, with most respondents supporting more tree planting in median strips and streets. There was strong advocacy for using native species, although some respondents recognised the need for a balanced approach between native and non-native trees for diverse environmental benefits.

Responses to developing our revised **environment strategy** in 2024 showed there is strong support for all priority areas of the strategy, in particularly regenerating waterways and land, preventing pollution, working towards zero emissions transport, encouraging renewable electricity including on-site solar, and recycling and reusing instead of buying new. Priority areas were seen as important ways to protect the environment and liveability of the City.

A survey on waste reduction, food and plastic packaging gathered community insights to inform the development of **waste reduction programs**. The responses demonstrated that the community recognises its role in environmental sustainability, particularly in reducing waste and plastic

packaging. While food waste reduction was commonly practiced, reducing plastic packaging was seen as a growing priority. Residents expressed concerns about the broader impacts of waste on climate change and the need for more council-led initiatives to reduce landfill of common items in the red lid bin, including food and soft plastics.

Community feedback on the draft **resilience strategy** stressed the urgency of addressing climate change. Participants emphasised the need for more green spaces, tree planting and better-designed infrastructure to cope with extreme weather events like heatwaves and flooding. Many people advocated for renewable energy solutions such as solar panels, and for retrofitting older buildings to be more energy-efficient, which aligns with the City of Sydney's sustainability goals.

In consultation on the **Haymarket and Chinatown revitalisation strategy**, respondents expressed support for more green spaces, shade trees, and greenery in public areas to improve comfort and reduce urban heat. This aligns with the goals of sustainability and reducing the environmental impact in urban spaces.

In sector consultation on the draft **economic development strategy 2025–2035**, respondents emphasised the need for Sydney to transition towards a green and circular economy. Feedback included support for renewable energy initiatives, reducing waste and sustainable business practices, which align with sustainability goals. Support emphasised the importance of including local communities, particularly Aboriginal and Torres Strait Islander knowledge in the transition process. There was a call for better consultation and engagement with entrepreneurs and small businesses to foster community wealth and ownership opportunities.

This feedback complements the emphasis in 2022 on reducing emissions, with a strong focus on the need to reduce waste as part of environmental performance. These themes continue to align with the goals of this strategic direction.

3. Public places for all

This direction seeks to create high-quality public spaces that are accessible, inclusive and sustainable. The City of Sydney will prioritise the greening of public areas, ensuring equitable access to parks, plazas and streets. We'll provide and promote public spaces that encourage social interaction and community engagement.

In 2022 our communities told us they want more open and green spaces that are safe, inclusive and accessible to all. Many people called for better design of public areas to accommodate diverse community needs, including spaces for children, older people and people with disability. The desire for more places to gather and connect with increased greenery and shade was a common theme.

In the 2023 **wellbeing survey** the top 4 features of the local area important to respondents included being close to transport (78%), close to work/study (69%), close to parks, gardens, and trees (68%) and being close to places to go out/socialise (61%).

Feedback from the **inclusion (disability) action plan** survey in 2024 highlighted accessibility is paramount for liveability, enabling dignity and independence. Continuing to improve the accessibility of streets, footpaths, parks, facilities and open spaces should remain a high priority, with opportunities for people with disability to have a say on the designs. Providing safe and welcoming places for people with a diverse range of disabilities to come together and connect, share and advocate was another high priority.

When we consulted our communities about an **LGBTIQ+ social and cultural place strategy for Oxford Street**, the community strongly emphasised the need for safe, welcoming and inclusive public spaces in the area. People expressed support for increasing outdoor events and performances, as well as beautifying the streetscape with greenery and public art. A consistent theme was the desire for more spaces where people of diverse sexualities and genders could gather, feel safe and express their identity, which aligns with the goals of providing inclusive, high-quality public spaces.

Feedback on the **Redfern neighbourhood plan** highlighted a strong community desire for green, accessible and well-maintained public spaces. The feedback emphasised the importance of parks for social activities and community gatherings, reflecting a consistent desire for public spaces that foster connection, a sense of belonging, and social interaction.

When we asked about a vision for **Wentworth Park** people told us they wanted a unified, multipurpose green space that supports social activities. There was strong support for creating spaces that allow for both quiet relaxation and community events, with an emphasis on providing seating, picnic areas and venues for public performances. This vision is consistent with the goal of making public places inclusive, accessible, and vibrant hubs for the community.

In 2023 we consulted our communities about **activities and services in community centres and libraries**. People value public spaces in community centres and libraries as places for social connection and learning. Many people emphasised the role of these spaces in fostering community interaction, particularly through affordable, accessible programs and events, aligning with the broader goals of public spaces that support social engagement.

Feedback on the City of Sydney draft **resilience strategy** highlighted the importance of public spaces as safe, climate-resilient refuges. During extreme weather, people valued air-conditioned public facilities like libraries and community centres as places of refuge. People expressed support for increasing greenery and shaded areas in public spaces to make them more comfortable and accessible during heatwaves.

Feedback from the **Haymarket and Chinatown revitalisation strategy** highlighted the importance of enhancing public spaces with better seating, more shade, and improved pedestrianisation. Participants supported the creation of more flexible spaces for events, outdoor dining and public performances, reflecting a strong desire for vibrant, inclusive public areas that can accommodate various activities.

Across this group of consultations people told us they want inclusive, green, and well-designed spaces that facilitate social connection, with emphasis on safety, amenities and accessibility. These themes align closely with the goals of this strategic direction.

4. Design excellence and sustainable development

This direction ensures that new developments in Sydney meet the highest standards of design excellence and sustainability. It focuses on creating buildings and urban spaces that contribute to a liveable, resilient city while addressing the environmental and social impacts of growth. Sustainable construction and urban design will be key to creating long-term value for residents and the environment.

In 2022 people expressed the need for sustainable, attractive developments that enhance their quality of life. There was strong support for designs that incorporate energy efficiency, accessibility and environmental considerations. People told us they want developments that reflect the city's unique character, with a balance between modernity and heritage preservation.

Throughout 2023 and 2024 community feedback continues to show strong support for sustainable development and urban design. Responses to our revised **environment strategy** consultation showed strong support across all priority areas including reducing carbon emissions and reliance on fossil gas, encouraging renewable electricity and on-site solar, regenerating waterways and land, encouraging recycling and reuse and working towards zero emission transport. Respondents felt the City could help them reduce energy use and emissions by supporting solar adoption, particularly for apartments, and supporting renters to make sustainability changes to their homes.

In our consultation on the **Redfern neighbourhood plan**, community feedback on park redesigns called to honour the history of The Block and foster a strong connection to Country, ensuring the space is respectful, educational and celebratory of the local Aboriginal culture and community. People asked for sustainable and climate-responsive design, with a focus on green spaces, native

plants and water play areas. Respondents suggested the inclusion of Indigenous design and knowledge in Yellomundee Park, aligning with sustainable development principles.

Community responses to the **Haymarket and Chinatown revitalisation strategy** emphasised the importance of the area being a vibrant, bustling place that celebrates diverse Asian cultures, preserves its history and unique character while embracing contemporary forms of cultural expression.

In feedback on the **access strategy and action plan**, the community supported transforming areas such as Broadway and Park Street into greener, more pedestrian-friendly spaces. Respondents advocated for reducing traffic and creating more space for trees, public transport and active transport. This aligns with the goal of design excellence, calling for sustainable development that prioritises people over vehicles.

In consultation on developing our **resilience strategy**, people called for more sustainable urban design to address climate impacts, particularly through improved building infrastructure and public spaces. Respondents called for the incorporation of green building features, such as solar panels and energy-efficient designs, in both new developments and retrofitting older buildings. There were also suggestions for more green spaces, water-sensitive urban design and better drainage systems to reduce the risk of flooding.

Feedback on the draft **resilience strategy** reinforced the need for sustainable design in future developments. People emphasised the importance of creating buildings that are not only resilient to climate impacts but also designed to enhance liveability, with features such as better ventilation, heat management and the use of renewable energy. There were also calls for smart urban infrastructure that incorporates green spaces and promotes biodiversity, as well as the use of environmentally friendly building materials and methods.

Feedback across this group of consultations continues to align with the goals of this strategic direction.

5. A city for walking, cycling and public transport

This direction aims to prioritise walking, cycling and public transport to make Sydney more liveable, sustainable and accessible. The City of Sydney will focus on making it easier and safer to walk, calming vehicle traffic, expanding the cycling network and improving access to public transport to create a city where residents and visitors can get around easily and sustainably with less dependence on using vehicles.

In 2022 community members expressed a strong desire for a walkable city with safe and connected cycling infrastructure. They told us they want better public transport options, with many calling for 24-hour services. There was a shared vision of fewer cars on the road, with streets designed for people rather than vehicles.

In the 2023 **wellbeing survey**, respondents rated being close to transport as the most important feature of a local area (78% responses). Over four-in-five of respondents were satisfied with access to parks and open spaces (84% satisfied), and almost three-quarters were satisfied with access to public transport (74% satisfied).

Feedback from the **inclusion (disability) action plan** consultation in 2024, highlighted the need for greater accessibility and improved wayfinding in Central Sydney to enable the liveability, dignity and independence for people living with disability.

In 2024 we consulted the community on our draft **walking strategy and action plan**. People expressed strong support for creating a more walkable city, with a focus on making walking safer, more convenient and enjoyable. Key themes included the need for more pedestrian space, better footpaths and improved crossings. Respondents highlighted the importance of integrating walking with public transport, reducing car dominance in the city and increasing amenities such as trees, seating and public toilets.

In 2023 we collected feedback on our draft **access strategy and action plan**. Feedback focused on improving the integration of walking, cycling and public transport. People expressed support for projects that prioritise pedestrians, such as widening footpaths, reducing speed limits and creating more cycling infrastructure. There was also a desire for better public transport connections, with suggestions to enhance accessibility and reduce wait times at crossings.

Feedback from both reports reinforce the need for a walkable, accessible city with strong support for pedestrian-friendly initiatives and public transport improvements, consistent with the goals outlined in the 2022 community strategic plan.

Responses to the **Haymarket and Chinatown revitalisation strategy** supported pedestrianisation projects and safer walking paths. Some raised concerns about conflicts between pedestrians and bike riders, emphasising the need for improved cycling infrastructure. Participants also called for improved public transport and better cycle paths in areas like Sussex Street and Central station.

In the **Tech Central precinct** engagement, community feedback focused on the need for improved public transport infrastructure, with strong support for light rail and metro connections. There were calls for better cycling infrastructure and safe pedestrian access throughout the precinct.

The priorities and concerns raised in these consultations emphasise the need for fewer cars, calmed street and more people-friendly infrastructure. These themes align closely with the feedback from 2022 and the goals of this strategic direction.

6. An equitable and inclusive city

The City of Sydney wants to ensure Sydney is a place where everyone feels welcome and included, regardless of background, ability or income. This direction promotes social cohesion, supporting a more equitable community and providing additional support and consideration due to systemic barriers. The focus is on creating a city that supports trust, connection and belonging.

In 2022 our communities consistently highlighted the importance of equity for a socially just and resilient City, particularly in terms of housing affordability and social services. Many voiced concerns about the cost of living and the risk of marginalisation of priority communities. The need for an inclusive city that provides opportunities for everyone, including social housing and support for those in need, was a key theme in feedback.

Consultations throughout 2023 and 2024 continue to stress the importance of an equitable and inclusive city. Housing affordability and cost of living continue to be critical issues, particularly for priority communities, and are recurring themes across consultation projects over this period.

The **wellbeing survey** in 2023 highlighted that 89% of respondents agreed 'it is a good thing for a society to be made up of people from different cultures and communities'. It also indicated fewer than half (45%) respondents are satisfied with feeling part of their community, and 45% say they experienced some form of discrimination in the past year.

We heard from our **activities and services in community centres and libraries** engagement in 2023 that people value our centres because they connect people and provide equitable access to community services, resources and learning opportunities.

In 2024 less than a quarter of people living with disability who responded to our **inclusion disability action plan** survey felt welcome and included in the City of Sydney local area. Also, 84% of respondents with disability had experienced discrimination. Responses highlighted the need to build capacity for self-advocacy. They also highlighted the importance of continuing to listen to and involve people with disability in council decision making. This included co-design opportunities to help make open spaces, community venues, programs and events more accessible and inclusive.

Less than half of respondents with disability were in paid employment, reflecting the disproportionate employment rates for people with disability. Increasing meaningful employment

opportunities for people with disability, from entry-level to leadership was another key priority, aligning with the objective to achieve equality of opportunity for all.

In feedback on the draft **LGBTIQA+ social and cultural place strategy for Oxford Street**, there was a strong emphasis on creating safe, inclusive public spaces for all, including recognition and support for marginalised groups and gender diverse communities. This feedback reflects the goal of ensuring Sydney is an equitable and welcoming city.

Feedback on the draft **access strategy and action plan** also highlighted a desire for more inclusive design in public spaces, particularly ensuring access for people with disability and older people. Concerns were raised about accessibility, emphasising the need for improvements to create an inclusive urban environment.

Responses to the draft **economic development strategy 2025–2035** emphasised the importance of a fairer and more inclusive economy, including support for First Nations enterprises. There was strong consensus on the need for targeted investment and support for First Nations entrepreneurs, including access to low-cost finance and resources to address systemic barriers.

Feedback on the **waste reduction survey** reflected broader issues of equity and inclusion, as some people from culturally diverse backgrounds felt they lacked the resources or information to manage waste effectively, raising concerns about equitable access to services.

When consulted about the draft **resilience strategy**, people placed significant emphasis on the need for equity, particularly in terms of climate adaptation. Social housing tenants and renters expressed concerns about their inability to make their homes more climate resilient due to cost or rental restrictions. There was also a strong focus on ensuring that vulnerable groups – such as low-income residents, people with disability and renters – are not left behind in resilience-building efforts. The community called for more affordable housing equipped to handle climate stresses.

The draft **cultural strategy 2025–2035** feedback included significant calls for better inclusion and diversity in Sydney's cultural life. Respondents highlighted the need for equitable access to resources, affordable spaces for underrepresented groups, and support for First Nations and culturally diverse artists.

Key themes from these consultations continue to align with the goals of this strategic direction focused on creating a city that embraces social cohesion, equality and opportunity for all including priority communities.

7. Resilient and diverse communities

This direction is about building strong, connected and resilient communities that can withstand and adapt to shocks and stresses, such as climate change, economic disruptions and social challenges. The City of Sydney will work to foster social cohesion, encourage community participation and support diverse neighbourhoods.

In 2022 community members told us they value diversity and want to live in socially connected and resilient neighbourhoods. Many expressed the need for stronger support networks, especially in times of crisis. There was a call for more opportunities for people to connect and participate in local decision-making, with an emphasis on fostering inclusivity.

Respondents to our **wellbeing survey** consistently agreed that 'it is a good thing for a society to be made up of people from different cultures and communities' (89% respondents agreed in 2023, 90% agreed in 2018 and 88% agreed in 2015).

In 2023 we consulted the community on the development of the City of Sydney's **resilience strategy**. Community feedback stressed the importance of strong social connections and well-prepared communities. People consistently expressed the need for more accessible information on emergency preparedness, with many calling for better communication and resources in simplified formats. There was also significant concern about the ability of renters, particularly in social

housing, to adapt their homes to cope with climate impacts like heatwaves and cold weather. Food security was another key issue, with many advocating for community gardens and local markets to improve access to fresh food.

Feedback from the draft **resilience strategy** highlighted community support for building inclusive and connected communities to enhance resilience. There was a strong focus on the need for climate adaptation measures, such as improved building designs and access to affordable housing that's resilient to climate change. The feedback emphasised the role of community collaboration and the importance of local initiatives like food security programs, public green spaces and emergency preparedness education to foster community resilience. New feedback included support for community spaces where people can seek shelter and support during emergencies.

People with disability who participated in our **inclusion (disability) action plan** consultation identified the need for person-centred emergency preparedness and developing responsive programs and advocacy to prevent violence, abuse, neglect and exploitation of people with disability in line with the Disability Royal Commission recommendations.

Similar themes were raised in the Resilient Sydney Office's community engagement for **Resilient Sydney**, where people agreed there needs to be a stronger focus on building social connections to improve resilience. Concerns were raised about the impact of racism and discrimination in undermining social connectedness. Cost of living pressures, including a lack of affordable and quality housing, were also raised as undermining people's resilience. Helping all groups have their voices heard, including priority communities would reduce vulnerability and increase social cohesion and inclusion. People stressed the importance of recognising and drawing experience from First Nations people's wisdom to enable more resilience, while learning from thousands of years of lived experience and best practice.

Feedback on the **Redfern neighbourhood plan** in 2023 included integrating Aboriginal history into public spaces, with support for community gardens featuring bush tucker plants and cultural elements. This feedback supports the creation of spaces that foster cultural resilience and social connection.

The key messages from these consultations consistently align with the goals of building resilient and diverse communities.

8. A thriving cultural life

This direction focuses on promoting Sydney as a vibrant cultural hub, where creativity and the arts are central to the city's identity. The City of Sydney will support artists, cultural institutions and creative industries, while ensuring cultural activities are accessible to all. There will be a strong focus on integrating culture into everyday life and creating spaces where creativity can flourish.

In 2022 our communities told us they value Sydney's cultural diversity and want to see it reflected more visibly in public life. Many people called for more affordable spaces for artists, better support for creative industries and a greater emphasis on cultural events and festivals. People expressed a desire for a vibrant, 24-hour city with a thriving nightlife and diverse entertainment options.

Participants in the **Resilient Sydney** consultations emphasised the value of arts and culture in building resilience and giving people a voice. People mentioned the role creative expression can play in breaking down barriers and helping educate and advocate on issues. The joy and positivity art can bring to people's lives was also raised. Participating in arts and culture was also seen to help build social connections, reduce social isolation and improve mental health.

In 2023 we consulted our communities on the draft **Haymarket and Chinatown revitalisation strategy**. Feedback showed strong support for revitalising Haymarket and Chinatown as vibrant cultural precincts, with an emphasis on creating spaces for cultural events, festivals and public art that reflect the area's Asian heritage. There were calls for creative lighting and public art to enhance the precinct's cultural identity and vibrancy at night. Greater flexibility for businesses

through extended trading hours, outdoor dining and late-night trading for bars, restaurants and entertainment was raised as important.

In 2024 we consulted our community on a refresh of our **cultural strategy 2025–2035**. Community feedback emphasised the need for more affordable creative spaces and long-term support for cultural infrastructure. Many participants stressed the importance of collaboration between the City of Sydney, local councils and private developers to provide spaces for cultural production. There was significant support for creative precincts and public spaces that reflect Sydney's diverse cultural communities. Calls for sustainable, long-term investment in the arts echoed the goals of fostering a thriving, inclusive creative sector.

Feedback on the draft cultural strategy reinforced the importance of creating more affordable and accessible cultural spaces for artists and creatives, particularly in underused areas. The community expressed a strong desire for more inclusivity, ensuring that diverse voices, particularly First Nations and culturally diverse artists, are well represented in Sydney's cultural landscape. Respondents also highlighted the need for financial support for emerging artists and called for the revitalisation of key cultural precincts, consistent with the goals of supporting cultural participation and diversity.

Consistent themes across these consultations include the importance of a thriving cultural city, and the need for more accessible cultural spaces, increased support for diverse cultural expression and better integration of arts and culture into public spaces. These themes align with the goals of this strategic direction.

9. A transformed and innovative economy

The goal of this direction is to support Sydney's sustainable economic growth by embracing innovation, supporting diverse industries and promoting strong local centres and industry precinct clusters. The City of Sydney aims to foster an environment that encourages entrepreneurship, attracts investment and provides education and training opportunities to prepare residents for the jobs of the future.

In 2022 our communities were excited about the potential for a future-focused economy that embraces new technologies and industries. Many wanted Sydney to become a hub for innovation, with strong support for local businesses and entrepreneurs. There was a desire for investment in education and training to ensure residents can adapt to the changing economic landscape.

Consultation in 2024 on the draft **economic development strategy 2025–2035** highlighted the ongoing desire for Sydney to position itself as a global leader in innovation, with strong support for attracting investment in technology and green industries. There was also emphasis on strengthening the night-time economy and ensuring Sydney remains competitive by fostering collaboration between government, business and educational institutions.

Participants stressed the importance of ensuring that economic growth benefits all sectors of society, particularly through the development of affordable housing for key workers and creatives.

The need for targeted investment and support for First Nations entrepreneurs was also raised, with feedback stressing the value of First Nations culture as an asset that contributes to Australia's identity and economy.

People with disability who responded to our **inclusion (disability) action plan** survey in 2024 stressed the importance supporting inclusive open employment opportunities, including disability-led businesses.

Feedback from local businesses collected in our **2023 business needs survey** emphasised the need for greater support in getting new customers, marketing capabilities and technology adoption. Many businesses expressed concerns about macroeconomic pressures such as inflation and labour market shortages but remained optimistic about their individual business prospects. There was significant interest in using digital platforms to strengthen business resilience, and a growing

focus on cyber security and new technologies, which aligns with the goals of fostering a technology-driven economy.

When we consulted on the **Tech Central precinct**, the community showed strong support for setting up Tech Central as a hub for innovation, with calls for integrating health, education, and technology sectors to drive economic growth. Respondents emphasised the need for improved infrastructure, such as public transport and active transport links to support the precinct's development. There was strong interest in ensuring the Tech Central precinct supports local businesses and creates opportunities for startups, with an emphasis on inclusive growth and sustainability.

Key themes across these engagement projects include the need for technological innovation, inclusive economic growth, and better infrastructure to support Sydney's transformation into a globally competitive and innovative economy. These themes are consistent with the goals of this strategic direction.

10. Housing for all

This direction focuses on providing a range of housing options that are affordable, accessible and sustainable. The City of Sydney will work to ensure there is sufficient housing supply to meet the needs of all residents, with a focus on social and affordable housing. The goal is to create mixed, inclusive communities where everyone can access secure housing.

In 2022 we heard that the affordability and accessibility of housing were major concerns for our communities. Many people expressed frustration with rising housing costs and the difficulty of finding affordable homes, particularly for low-income earners and young people. There was strong support for more social housing and initiatives to ensure housing is available for all, not just the wealthy.

In 2024 we continued to hear a lack of suitable and affordable housing is a critical issue for people, particularly young people, Aboriginal and Torres Strait Islander peoples and priority communities. The **wellbeing survey** highlighted that the top reasons for people considering leaving the City of Sydney area are the high cost of rent and house prices. The need for a continued focus on affordable housing and preventing displacement continues to be raised.

In 2024 we consulted our communities on a **build-to-rent and co-living proposal** in Central Sydney. Community feedback was mixed. About half of the submissions supported the proposal, citing its potential to address Sydney's housing shortage, provide long-term rental options and enhance housing diversity, particularly for key workers and students. Some industry stakeholders praised the proposal as a step towards a more sustainable and globally competitive city. But some respondents expressed concerns about overcrowding, potential negative impacts on city aesthetics and traffic congestion. These views align with the goals of addressing the housing crisis but introduce concerns about urban density and infrastructure.

In 2024 our communities also expressed strong support for a **dwelling retention proposal** to limit the loss of dwellings in residential redevelopment, recognising the importance of maintaining a diverse housing supply, particularly smaller, more affordable units. Many respondents voiced concerns about the loss of affordable housing in areas like Potts Point and Kings Cross, where redevelopments often result in fewer, larger and more expensive apartments. Some suggested stricter controls on dwelling loss, while others emphasised the need for flexibility to meet future housing demands. Feedback consistently supported measures to retain affordable housing, preserve community diversity and ensure sustainable urban growth, aligning with the goals of providing housing for all.

Feedback from both **resilience strategy** consultations strongly supported the need for climate-resilient housing. Many respondents, particularly those living in rental properties, expressed frustration about their inability to improve the energy efficiency or climate readiness of their homes.

There was widespread support for improving public and affordable housing, particularly to ensure homes are adapted to cope with extreme weather events.

Feedback on the **Redfern neighbourhood plan** raised concerns about the need to balance green space with housing needs. There were suggestions to include affordable housing in urban renewal projects, ensuring that public space upgrades don't displace priority communities.

In consultation on the **cultural strategy 2025–2035**, people told us they have strong concerns about unaffordable housing displacing artists and creatives, which impacts Sydney's cultural sector. Respondents called for more affordable housing and subsidised creative spaces to support cultural workers, aligning with the broader housing goals of inclusivity and affordability.

The **Tech Central precinct** engagement raised concerns about the potential impact of high-density development on local communities. Some respondents advocated for affordable housing and low-rise development to ensure the area's growth benefits existing residents while preventing displacement.

Across these consultations feedback consistently highlights the importance of increasing affordable and diverse housing options. These themes align with the goals of this strategic direction.

Attachments

Attachment A – Engagement principles

Our approach to community engagement is guided by the following principles:

Our engagement processes have integrity.

We will make sure our engagement is clear in scope and purpose. Our engagement will be timely, accessible, well-planned and meaningful.

Our engagement activities are inclusive and accessible.

We will strive to capture a range of values and perspectives. We will design engagement activities that overcome barriers to people being able to participate. We will strengthen the capacity of our communities to participate in decision-making.

Our engagement is two-way.

When we engage, we will promote dialogue and open up genuine discussion. We will support people with accurate information and create a space to weigh up options and develop common understanding.

Our engagement influences the decisions we make.

We will publicly report the outcomes of community engagement and show how these influenced the decision. We will provide feedback to participants on the results of their contribution. People will be able to see and understand the impact of their involvement.

These principles are informed by the core values of the International Association of Public Participation. They apply to everyone who participates in the City of Sydney's engagement process no matter their age, gender, views, interest in the outcome, wealth or cultural background.

Attachment B – Engagement projects

This table summarises the consultation projects carried out from 2022 to 2024 where community feedback was analysed to develop this insights report.

Responses	Project	Audience	Strategic direction
429	A city for walking strategy & action plan engagement (2023)	- Community - Inclusion (disability) groups	A city for walking, cycling & public transport
123	Access strategy & action plan engagement (2022)	- Community - Inclusion (disability) groups	- Design excellence & sustainable development - A city for walking, cycling & public transport - An equitable & inclusive city

Responses	Project	Audience	Strategic direction
			Resilient & diverse communities
774	Activities & services in community centres & libraries engagement (2023)	- Community - Multicultural groups - Special interest groups	- Public places for all - An equitable & inclusive city - A thriving cultural & creative life
23	Build-to-rent & co-living in Central Sydney engagement (2024)	- Community - Landowners	- A leading environmental performer - A city for walking, cycling & public transport - A transformed & innovative economy - Housing for all
504	Business needs survey (2023)	Businesses	- A city for walking, cycling & public transport - An equitable & inclusive city - A transformed and innovative economy
94	Cultural strategy 2025–2035 public consultation (2024)	- Community - Creative industries	- An equitable & inclusive city - A thriving cultural & creative life
1,340	Cultural strategy refresh engagement (2024)	- Community - Creative industries	- An equitable & inclusive city - A thriving cultural & creative life
181	Developing a resilience strategy engagement (2023)	- Young people - First Nations - Community	- A leading environmental performer - An equitable & inclusive city - Resilient & diverse communities
394	Dwelling retention engagement (2024)	- Community - Landowners	- Public places for all - Design excellence & sustainable development - An equitable & inclusive city - Housing for all
164	Environment strategy (2024)	- Young people - Community	- A leading environmental performer - Design excellence & sustainable development

Responses	Project	Audience	Strategic direction
1,194	Haymarket community vision engagement (2022)	• Multicultural groups • Community • Businesses	• Public places for all • An equitable & inclusive city • A thriving cultural and creative life
385	Haymarket revitalisation strategy engagement (2023)	• Multicultural groups • Community • Businesses	• Public places for all • An equitable & inclusive city • A thriving cultural and creative life
160	Inclusion disability action plan survey (2024)	• People with disability and carers • Inclusion (disability) groups	• Public places for all • A city for walking, cycling & public transport • An equitable & inclusive city
504	Micromex waste reduction & plastic packaging survey (2022)	• Community	• A leading environmental performer • An equitable & inclusive city
173	Oxford Street LGBTQIA+ social & cultural place strategy (2022)	• LGBTQIA+ communities • Businesses	• Public places for all • An equitable & inclusive city • A thriving cultural and creative life
255	Redfern neighbourhood vision engagement (2022)	• First Nations • Community	• A leading environmental performer • Public places for all • Design excellence & sustainable development • Resilient & diverse communities • Housing for all
196	Redfern neighbourhood plan phases 2 & 3 engagement (2023)	• First Nations • Community	• A leading environmental performer • Public places for all • Design excellence & sustainable development • Resilient & diverse communities • Housing for all
198	City of Sydney resilience strategy public exhibition (2023)	• Young people • First Nations • Community	• A leading environmental performer • An equitable & inclusive city

Responses	Project	Audience	Strategic direction
			Resilient & diverse communities
1,501	Resilient Sydney Office: Resilient Sydney strategy engagement (2024)	- Young People - First Nations - Multicultural groups - Community	- An equitable & inclusive city - Resilient & diverse communities
116	Resilient Sydney Office: Resilient Sydney youth workshops (2024)	Young people	- An equitable & inclusive city - Resilient & diverse communities
127	Resilient Sydney Office: Resilient Sydney youth survey (2024)	Young people	- An equitable & inclusive city - Resilient & diverse communities
31	Sector consultation for draft economic development strategy (2022)	Businesses	- A transformed and innovative economy - Design excellence & sustainable development - A city for walking, cycling & public transport
290	Shape your city survey & community poll (2024)	Community	Responsible governance and stewardship
559	Street tree masterplan early engagement (2022)	- Community - Environment groups	- A leading environmental performer - Public places for all - A city for walking, cycling & public transport
116	Economy development strategy public consultation (2024)	- Businesses - Community	A transformed and innovative economy
360	Tech Central precinct engagement (2023)	- Community - Universities	- A leading environmental performer - Public places for all - A city for walking, cycling & public transport - A transformed and innovative economy
28	Urban forest strategy engagement (2022)	- Community - Environment groups	- A leading environmental performer - Public places for all

Responses	Project	Audience	Strategic direction
			• Design excellence & sustainable development • A city for walking, cycling & public transport • An equitable and inclusive city
3,222	Wellbeing survey (2023)	• Young people • First Nations • Inclusion (disability) groups • Community	• Responsible governance and stewardship • Public places for all • An equitable and inclusive city • Resilient & diverse communities • A thriving cultural & creative life
349	Wentworth Park community vision phase 1 engagement (2022)	• Community	• Public places for all • A city for walking, cycling & public transport • An equitable and inclusive city

Engagement report – Shaping your City



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Overview

Project background

The City of Sydney is a democratic city where people of all ages can influence decisions. We're committed to empowering everyone in our communities to have a say on what happens in their city. Community feedback helps guide our work and we want to make it easier for a diverse range of people to get involved.

In October 2024, we introduced new ways for community members to have their say on the decisions that shape our city and our local neighbourhoods.

- Quick polls: A fast and easy way to share an opinion on key issues.
- Ideas board: An online noticeboard to share ideas about a project open for consultation, see what others are saying and vote on the suggestions you agree with.
- Consultation tab on your City of Sydney dashboard: Community members can now log in to give feedback and track the projects they've commented on.

Purpose of engagement

From **16 October to 14 November 2024**, we asked our community for feedback on the new consultation tools and on their general experience of participating in consultations. Their feedback will guide the use of our new tools and the design of future consultations.

We also asked people about their hopes and concerns for the future of Sydney to help inform the update of our Community Strategic Plan.

Engagement report

This report outlines the engagement activities that took place in October and November 2024 to gather feedback on what's important to our community members for the future of Sydney, and how we can make it easier for everyone to take part in shaping their city.

It summarises the key findings from this consultation, which have been used to inform the Community Insights Report 2024, and in turn the Community Strategic Plan.

Throughout this report, percentages and summaries of responses refer to the total number of people who answered the relevant survey question.

Key findings

Respondent overview

In total, 1543 people engaged with the consultation by viewing the webpage or casting a vote on the ideas board or quick poll.

A total of 86 people submitted feedback by completing the survey, suggesting an idea for the online board or sending an email. A total of 204 people shared a response by voting on the quick poll or on the community ideas board.

The respondents are a good mix of age groups from 18 years to over 65 years.

- 51% of respondents live in the area.
- 31% of respondents work in the area.
- 24% own property in the area

The rest study, visit or own a business in the area.

Shaping your city

We asked people to try our new consultation tools and to tell us about their experience of taking part in a consultation.

Most people said they have given feedback on a City of Sydney consultation before. The most common motivation to take part was to improve the local area.

Most people said there is nothing that makes it difficult to participate. Of the people who did find it difficult, the most common reason was time constraints.

Most people do trust that their feedback influences decision making. People told us we can improve their trust in how feedback is used by improving post-consultation updates, being more transparent about the use of feedback, and by acting on feedback.

The quick poll results show strong support for the new consultation tools, with 58% of votes agreeing it will make it easier to have their say, and 33% in favour of trying the new tools before they decide.

Respondents were interested in taking part in future consultations. The most supported idea on the online ideas board was “More consultations with the community on wider range of topics”.

Hopes and concerns for the future of Sydney

The survey presented a series of concepts and values relevant to the Community Strategic Plan and asked respondents to tell us what was important to them for the future of Sydney.

All the concepts presented received very strong support.

Some concepts resonated more with younger respondents aged 18-34 including an active response to climate, affordable housing, equitable access to the economy and safe, accessible, and inclusive public spaces.

Figure 1. Summary of engagement activity

Quantity	Description of activity
77	Surveys were submitted
79	Quick poll votes were cast
1	Written submission was received via email
8	Comments were submitted to the Community Ideas Board
125	People cast 683 votes on the community ideas board
290	Responses were received
1253	People viewed the Sydney Your Say webpage (2439 total views)
1543	Total people engaged in the consultation

Taking part in shaping your city

Participating in consultation

We asked survey respondents if they had taken part in a consultation with us previously, what motivates them to participate, and if anything makes it difficult.

Most people (73%) said they have given feedback on a City of Sydney consultation before.

The most utilised consultation activities are:

- Giving feedback by survey (44 responses)
- Giving feedback by email (36 responses)
- Visiting the Sydney Your Say webpage (36 responses)

People said they are motivated to participate:

To improve the local area	23 responses	37%
Because they are personally impacted by the project	9 responses	14%
By a sense of civic engagement	7 responses	11%
To contribute a balanced perspective	7 responses	11%
To ensure informed decision making	5 responses	8%
Because participating makes them feel valued and heard	5 responses	8%
To help build and improve the local community	4 responses	6%
To help future generations	1 response	1.5%
To protect green spaces	1 response	1.5%
To stay informed	1 response	1.5%

Most people (64%) said there is nothing that makes it difficult to participate.

From the remaining 36% of responses, people found it difficult to take part in consultations due to

- Time constraints (8 responses)
- Finding out about the consultation (5 responses)
- Understanding how to take part (2 responses)
- Being unsure of the benefit (2 responses)
- Difficulty travelling to onsite sessions (1 response)
- Lack of information to inform a responses (1 responses)
- The website (1 response)

Trust in the consultation process

We asked survey respondents how much they trust that their feedback influences decision making, what would help improve that trust in how feedback is used, and what would encourage or empower them to take part in consultations more often.

72% of respondents trust that their feedback **does** influence decision making somewhat (40%), mostly (26%) or completely (6%).

14% have a little trust that their feedback influences decisions, and **13%** feel no trust.

People told us we can improve trust in how feedback is used by improving post-consultation updates, being more transparent about the use of feedback, and by acting on feedback.

The responses requesting **improved updates** emphasised the importance of regular, clear communication about how community feedback is being considered and acted upon. People asked for more frequent updates detailing the outcomes of consultations, including any changes made or reasons why feedback was not used. They asked for updates to be either directly emailed to respondents or made more easily available online. This information would help build trust and ensure contributors feel their input is heard and valued.

The feedback calling for more **transparency** asked for more openness about how decisions are made and how feedback influences outcomes. Respondents want clear explanations, including why certain feedback is adopted or rejected, and information about external factors or constraints affecting decisions. Transparency is seen as essential to fostering trust and ensuring the consultation process feels fair and genuine.

The responses on the theme of **acting on feedback** reflect a strong desire to see changes resulting from community input. People asked for their requests to be implemented and for updates that itemise changes made because of community feedback.

Other suggestions to improve trust included providing detailed personalised responses to submissions, valuing input and inclusive consultations.

The level of trust was lowest in the 34–44 age group, with 8 out of 12 respondents feeling no or only a little trust. These respondents said there is nothing that makes it difficult for them to participate. They felt that greater transparency of how feedback is used and acting on feedback would help improve their level of trust.

The level of trust was strongest in the 45 – 54 age range. All respondents in this age range felt some level of trust that their feedback was used in decision making. In all other age groups, the level of trust aligned to the overall figures.

People who own property in the area have very good levels of trust that their feedback influences decision making. Of the 15 responses from people who own property, 13 feel a good level of trust (somewhat, mostly or completely), 1 feels a little trust, and 1 has no trust.

The Quick poll

The Sydney Your Say webpage featured an interactive quick poll on the question

“Will the new ways to share your feedback encourage you to participate more often?”

79 people responded to the poll. They were able to see the live results after they selected one of four response options.

The results show strong support for the new consultation tools.

58%	Yes, it makes it easier to have my say
33%	Maybe, I'll need to try them first
6%	Not sure yet
3%	No, I prefer the old ways

The Community Ideas Board

On our interactive online forum we asked people to answer the question

“How do you get involved in shaping your local community?”

The question encouraged consideration of civic engagement opportunities beyond consultation projects. People could see each other's comments and vote to agree (up-vote) or disagree (down-vote). The following ideas were published in answer to this question, arranged here from most to least up voted.

Comment	Up Votes	Down Votes
I subscribe to the Sydney Your Say newsletter, so I hear about community consultations.	55	34
I volunteer at my local community garden.	55	48
I belong to a resident action group.	52	55
Find other local residents with the same interest in booking sport facilities, sport courts, in my neighbourhood.	19	17

Additionally, four comments were submitted that do not respond to the question but are relevant to the topic of shaping your city. Comments out of the consultation scope were not published.

Comment	Up Votes	Down Votes
More consultations with the community on wider range of topics will be useful.	104	3
Better information on how to get involved in or champion localised suggestions/decision-making. E.g., park upgrades or new community gardens (not all suburbs in the LGA have one).	42	3

Simple, clear, easy to follow and action instructions in how to create interest groups to lobby council. For example, I want a crossing installed but can't find who to contact about it or how. Counsellors are busy so having residents collectively organise could be easier.	19	3
I would like to see more engagement with conservative people in the area, rather than Greens type voters, for example (who can be loud and given more attention by Council and drown out conservative voices).	18	34

Email response

One email response was received during the consultation. The email respondent is motivated to participate in consultations by concern that new developments complement or enhance their area. They find having accounts with state and local government departments to give feedback difficult. They have no trust that their feedback influences decisions and feel that having feedback considered would help improve their trust.

Hopes and concerns for the future of Sydney

We asked people to tell us what was important to them for the future of Sydney. The survey presented a series of concepts and values relevant to the Community Strategic Plan and asked respondents to rate each one as not important, somewhat important or very important. Respondents could also select 'not sure' if they had no firm opinion about that concept.

The concepts were grouped into three themes.

- Public spaces and places
- The future of the environment
- The city we live in

All concepts in all three themes received very strong support.

Public space and places

In the theme of public spaces and places, the concept most identified as very important is that **public spaces are well designed, sustainable and attractive.**

All the *public spaces and places* concepts received strong support, with at least 93% of respondents finding each one somewhat or very important.

90% of respondents aged **18-34** think it is **very important** for public spaces to be safe, accessible and inclusive.

94% of respondents aged **34-45** think access to places where people can gather and socialise is **very important**.

89% of respondents aged **55-65** and **100%** of respondents **over 65** think it is **very important** that History, heritage and culture are visible in public spaces.

Figure 1 shows the percentage of respondents who nominated each level of importance for the concepts related to public spaces and places.

Figure 2. Responses to the question 'Thinking about our public spaces and places, how important to you are the following'.

Public spaces and places	Very important	Somewhat important	Not important	Not sure
Access to places where people can gather and socialise	83%	13%	4%	nil
Unique local neighbourhoods	71%	22%	7%	nil
History, heritage and culture are visible in public spaces	83%	11%	3%	1%

Public spaces and places	Very important	Somewhat important	Not important	Not sure
Public spaces are well designed, sustainable and attractive	88%	10%	3%	nil
Public spaces are safe, accessible and inclusive	69%	24%	7%	nil

The future of the environment

In the theme of the future of our environment, the concept most identified as very important is **good quality public transport, walking and cycling networks**, followed closely by **a city that is green with plants and trees**.

All the *future of the environment* concepts received strong support, with at least 87% of respondents finding each one somewhat or very important.

90% of respondents aged **18-34** consider an active response to climate change is **very important**, significantly higher than the overall average of 68%.

93% of respondents aged **over 55** consider sustainable waste management to be **very important**, higher than the overall average of 76%.

Respondents aged **18-34** and **over 55** place greater importance on an innovative economy, with far higher percentages (80% & 86%) rating these as **very important** compared to the overall average of 64%.

Figure 2 shows the percentage of respondents who nominated each level of importance for the concepts related to the future of the environment.

Figure 3. Responses to the question 'Thinking about the future of our environment, how important to you are the following'.

The future of our environment	Very important	Somewhat important	Not important	Not sure
Sustainable management of waste and use of resources	76%	18%	4%	2%
An active response to climate change	68%	19%	10%	3%
A city green with plants and trees	89%	11%	Nil	nil
An innovative economy that's resilient to the impacts of climate change	64%	25%	7%	4%
The opportunity to grow green industries and jobs	51%	38%	8%	3%
Good quality public transport, walking and cycling networks	90%	7%	1.5%	1.5%

The city we live in

In the theme of the city we live in, the concept most identified as very important is a **lively, cultural and creative city**.

All the *city we live in* concepts received strong support, with at least 89% of respondents finding each one somewhat or very important.

Respondents aged **18-34** place greater importance on affordable housing and equitable access to participate in the economy, with far higher percentages rating these as **very important** compared to the overall averages.

100% of respondents aged 18-34 feel that affordable housing is very important.

90% of respondents aged 18-34 feel that equitable access to participate in the economy is very important.

Figure 3 shows the percentage of respondents who nominated each level of importance for the concepts related to the city we live in.

Figure 4. Responses to the question 'Thinking about the city we live in, how important to you are the following'.

The city we live	Very important	Somewhat important	Not important	Not sure
A welcoming and inclusive society	74%	22%	3%	1%
A lively, cultural and creative city	85%	14%	Nil	1%
Affordable housing	64%	25%	10%	1%
Equitable access to participate in the economy	60%	33%	1%	6%
A forward-thinking council that collaborates with community, government and partner organisations	82%	13%	2.5%	2.5%

Other comments

We asked survey respondents if they had any other hopes or concerns about Sydney's future.

Many comments related to public spaces and liveability, including human centred design, streets for socialising, the mix of shops in each neighbourhood, and the balance of business and community needs.

Many comments mention housing affordable housing and the cost of living.

Other themes in the comments include prioritising active transport, protecting green and heritage spaces, vibrant public spaces and the importance of council leadership and governance.

Appendices

Appendix A: Communications overview

The following is a snapshot of outcomes from marketing and communications activities undertaken to support the consultation. Activities reached a range of audience segments existing through City of Sydney channels.

Activity	Outcome
Sydney Your Say webpage	• 2439 views
Notification email to key stakeholders	• To 5316 unique recipients on 18 October 2024
enewsletter	
Sydney Your Say October edition	• 5136 subscribers sent on 18 October 2024 – 2845 unique opens
Sydney Your Say November edition	• 5136 subscribers sent on 11 November 2024 – 2637 unique opens

Appendix B: Communications activities

Sydney Your Say web page:

Vision setting

Your say on shaping your city

We're making it easier for you to have your say.

 **Under review**

Contributions to this consultation are closed for evaluation and review. The project team will report back on key outcomes.

18 OCT 2024

16 NOV 2024

Consultation opens

Consultation closes

What we're doing

We're introducing new ways for you to have your say on the decisions that shape your city and your local neighbourhood. Your feedback helps guide our work and we want to make it easier for you to get involved.

We're adding new ways for you to share your thoughts with us:

- Quick polls: A fast and easy way to tell us what you think on key issues.
- Ideas board: Share your ideas, see what others are saying and vote on the suggestions you agree with.
- Consultation tab on your City of Sydney dashboard: [Log in to give your feedback](#) and track the projects you've commented on.

Laonle Hancock
SENIOR COMMUNITY ENGAGEMENT COORDINATOR

📞 02 9265 9233

✉ sydneyyoursay@cityofsydney.nsw.gov.au
COPY EMAIL ADDRESS

 Quick poll

 Survey
2 minutes to complete

Why we're doing this

The City of Sydney is a democratic city where people of all ages can influence decisions.

We're committed to empowering everyone in our communities to have a say on what happens in their city.

These new options will make it easier for you to get involved and help shape the future of Sydney.

Speak up. Sign up.

Get our regular newsletter to have your say.

[Subscribe!](#)

New ways to share your feedback ✓

How you can give feedback

Consultation closes at 5pm on Thursday 14 November 2024.

- 1 Try the new feedback options like the quick poll.
- 2 Create a [City of Sydney login](#) to access more features.
- 3 Complete the survey.
- 4 Email your feedback to sydneyyoursay@cityofsydney.nsw.gov.au.

Inclusion in Sydney Your Say newsletter on 18 October and 11 November:



Your say on shaping your city

Thank you for being an important part of our community consultations. Your input has helped shape many of the decisions that impact the future of Sydney.

We're introducing new ways for you to have your say on projects, strategies and plans. We'd like you to explore updated feedback options and get your ideas about how we can make it easier for everyone to be involved.

Share your feedback by Thursday 14 November.

[Read more](#)

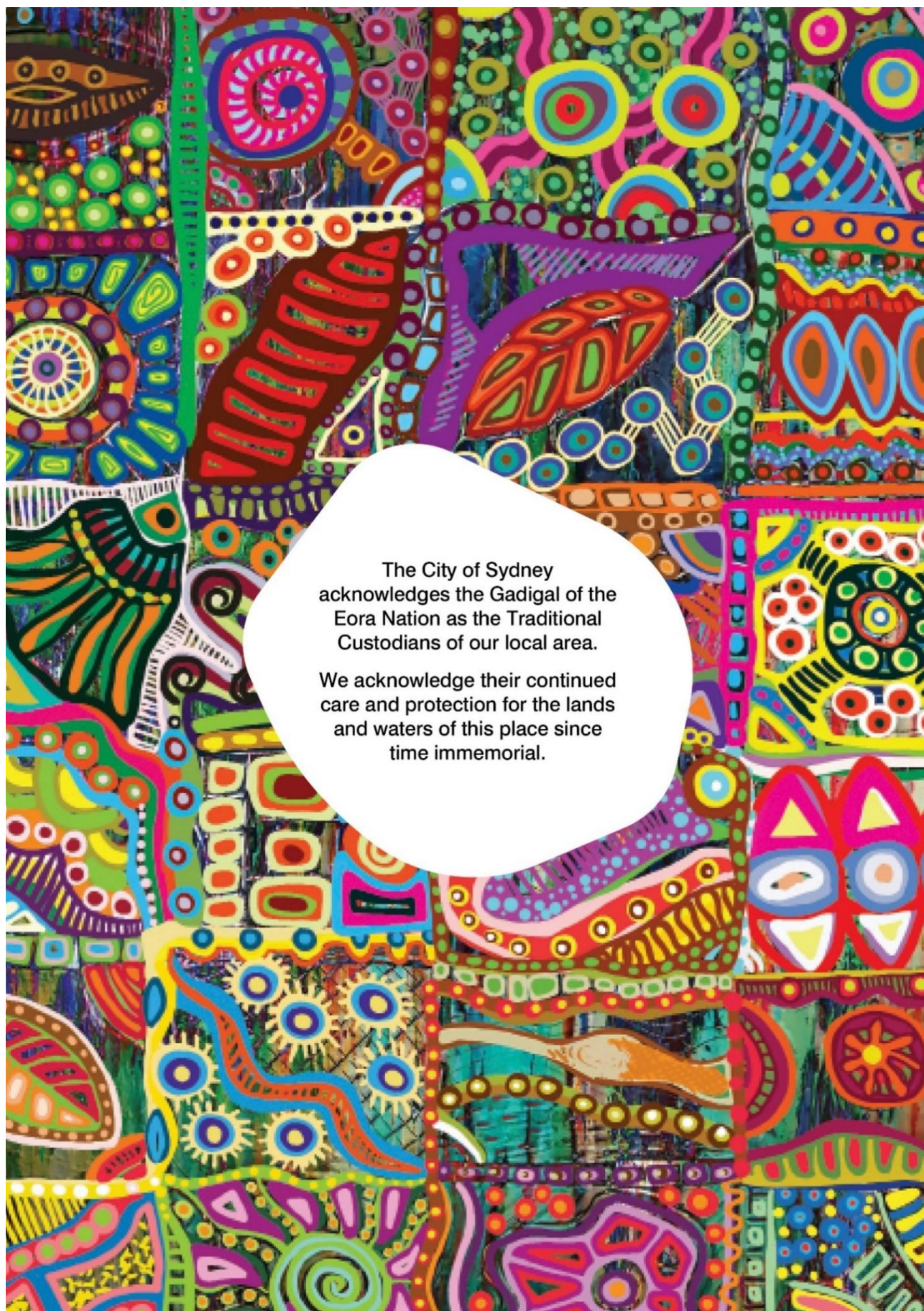


Attachment B

**Refreshed Draft Community Strategic Plan
– Delivering Sustainable Sydney 2030-2050**

Community Strategic Plan 2030—2050





Kim Healey, *Jagun* (detail), 2022

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Front cover images (from top left to right):

Sydney Streets, Pyrmont

Photo: Katherine Griffiths / City of Sydney

George Street Light Rail

Photo: Adam Hollingworth / City of Sydney

Bara Judy Watson (2021)

Photo: Chris Southwood / City of Sydney

Green Square Library, Zetland

Photo: Jessica Lindsay / City of Sydney

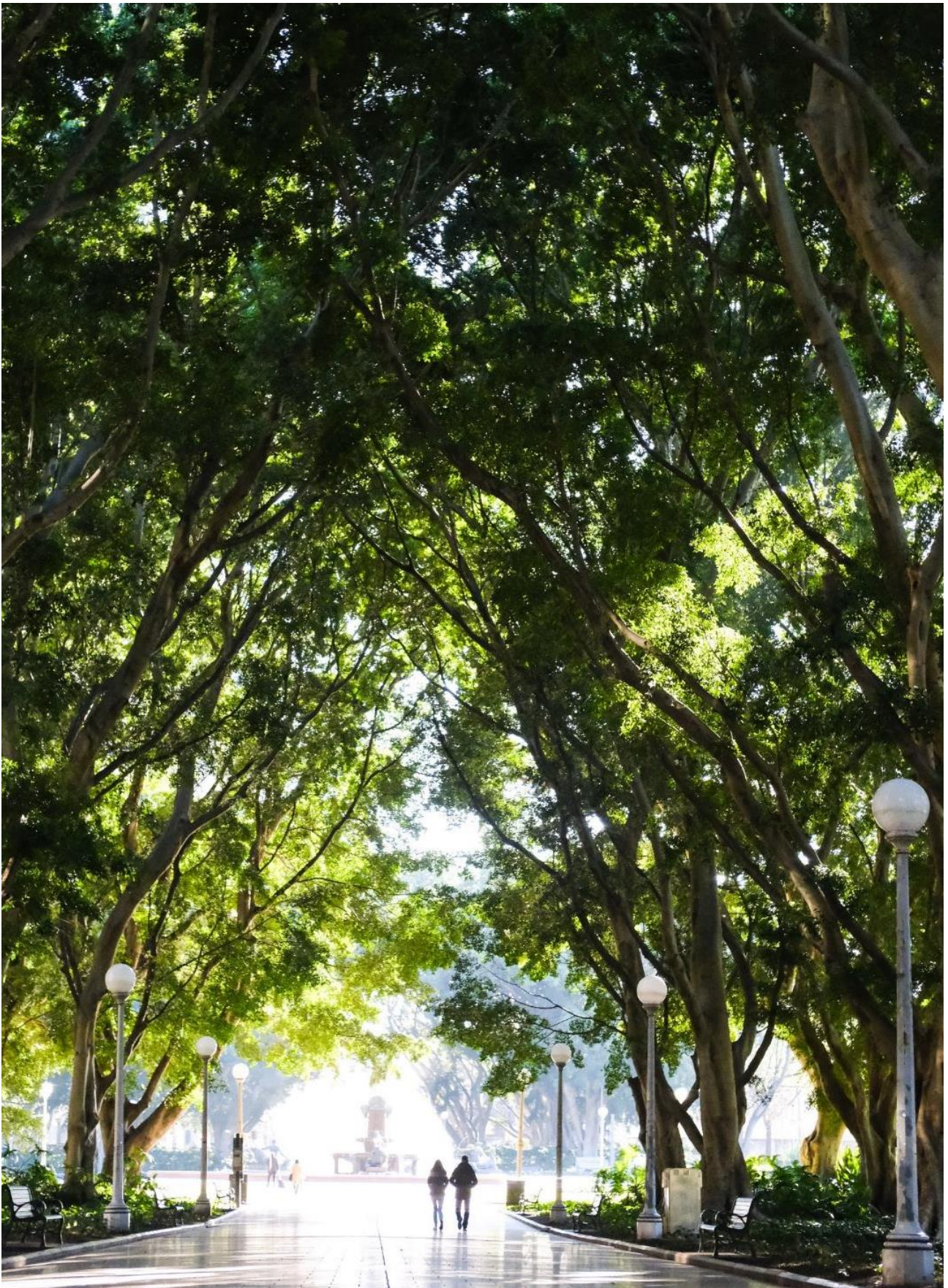


Image: Hyde Park
Photo: Chris Southwood / City of Sydney

Message from Lord Mayor Clover Moore

Successful cities create a clear long-term vision and develop plans to achieve it. By looking to the future and aligning common goals, businesses are confident to invest, all levels of government work together on providing essential infrastructure and services, ensuring the economy and local communities thrive.

That is what we've 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. After extensive community consultation and research and working with many of the world's best urban thinkers and strategists, we adopted Sustainable Sydney 2030 in 2008.

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

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

Light rail should be rolled out further. A line is needed down Parramatta Road and through to Green Square, where we have invested \$1.3 billion in public infrastructure to create a new town square and unlock \$13 billion in private development. We have created a liveable neighbourhood for today's 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 extended our long-term vision and set the course to 2050.

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 need to continue our environmental leadership, that support for a future focused and innovative economy is important, and that an affordable and inclusive city which welcomes everyone is imperative. We also heard that culture and creativity are essential, alongside increased greenery and spaces for people to connect, and that we need to provide adequate walking, cycling and public transport links. The community expects this work is carried out by good governance and stewardship.

This community strategic plan is a crucial guide for implementing our renewed vision. It will be followed by more detailed strategies and plans and importantly, the long-term financial plan for the City of Sydney.

I am honoured to lead a city that accelerates climate action and prioritises creativity, culture and a more just and inclusive society – one with capacity to adapt and thrive. I am proud of this plan – the community's plan – which guides all we do to ensure the future success of Sydney.

A handwritten signature in black ink that reads "Clover Moore". The signature is fluid and cursive, with a long horizontal stroke underneath the name.

Clover Moore AO
Lord Mayor of Sydney

Message from the CEO Monica Barone

We've been working toward the sustainable development of our city since 2008 when we adopted Sustainable Sydney 2030. As the City of Sydney's chief executive officer during this time, I'm proud of all we've achieved for our communities.

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

This community strategic plan sets out how we'll implement and achieve our renewed vision for the city on behalf of our communities.

As a leading city government, it's essential we're transparent and hold ourselves to account for the commitments we make on your behalf. We've set 10 ambitious targets against which we'll measure and report our progress. In each of our 10 strategic directions we've articulated the outcomes we'll set out to achieve by 2050, including the measures we'll use to show 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. A city where resilience is embedded, and our communities are connected and inclusive. A city that is also prosperous, culturally alive and vibrant – one where everyone has an opportunity to share in its success.

Achieving this vision calls for commitment and action from all of us. The actions we take through partnerships with organisations and as 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, businesses and visitors, now and in the future. This requires a proactive approach in connecting and coordinating local partnerships to address complex social issues, which demands collaboration between many stakeholders. We play an important role in these partnerships by bringing together community members, various levels of government, the private sector and community organisations.

As a local government organisation we're always looking to improve how we engage with and support our communities. This means continuously evaluating and refining our efforts to ensure we're not only meeting current needs but also building a foundation for future success. Alongside the services we provide, we want to create an environment where partnerships thrive, ensuring the diverse needs of our communities are met in a holistic and effective way. These collaborative efforts will better position our city to meet the evolving challenges of our time and make the City of Sydney a more inclusive, resilient and vibrant place for everyone.

In a changing and uncertain environment, our work to ensure the City of Sydney is a strong, capable and financially sustainable organisation has never been more important. This foundation underpins Sustainable Sydney 2030–2050 Continuing the Vision, which we aim to achieve through this community strategic plan on behalf of our communities.



Monica Barone PSM
Chief Executive Officer

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 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'll 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 Cove which began in 1788 had far-reaching and devastating impacts on the Eora Nation. Longstanding ways of life were disrupted by invasion and Aboriginal people's 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're laying the groundwork for a future that embraces all Australians. A future based on genuine engagement, mutual respect and shared responsibility for the 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're 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've documented many of these in Barani / Barrabugu (Yesterday / Tomorrow), a free walking tour guide about 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's part of our commitment to celebrate the living cultures of First Nations peoples.
- 2015 – we adopted our first 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 – the Stretch reconciliation action plan built on our success and extended our actions. It has led to increases in employment of Aboriginal peoples, spending with Indigenous businesses and Aboriginal and Torres Strait Islander cultural learning activities for all employees.
- 2024 – we opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, completing another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

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, Reko Rennie in collaboration with young local artists (2016)

Photo: Adam Hollingworth / City of Sydney

Inclusion and equity statement

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

Aboriginal and Torres Strait Islander peoples, and the Gadigal of the Eora Nation as the Traditional Custodians of this local area are valued.

Sydney's multicultural society and the many languages, traditions, religious and spiritual practices of the people who call the city home are valued.

Together 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. People of diverse sexualities and genders and intersex people are respected.

Together the contributions made by all individuals to the city's 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 vision for the city to 2050. 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.

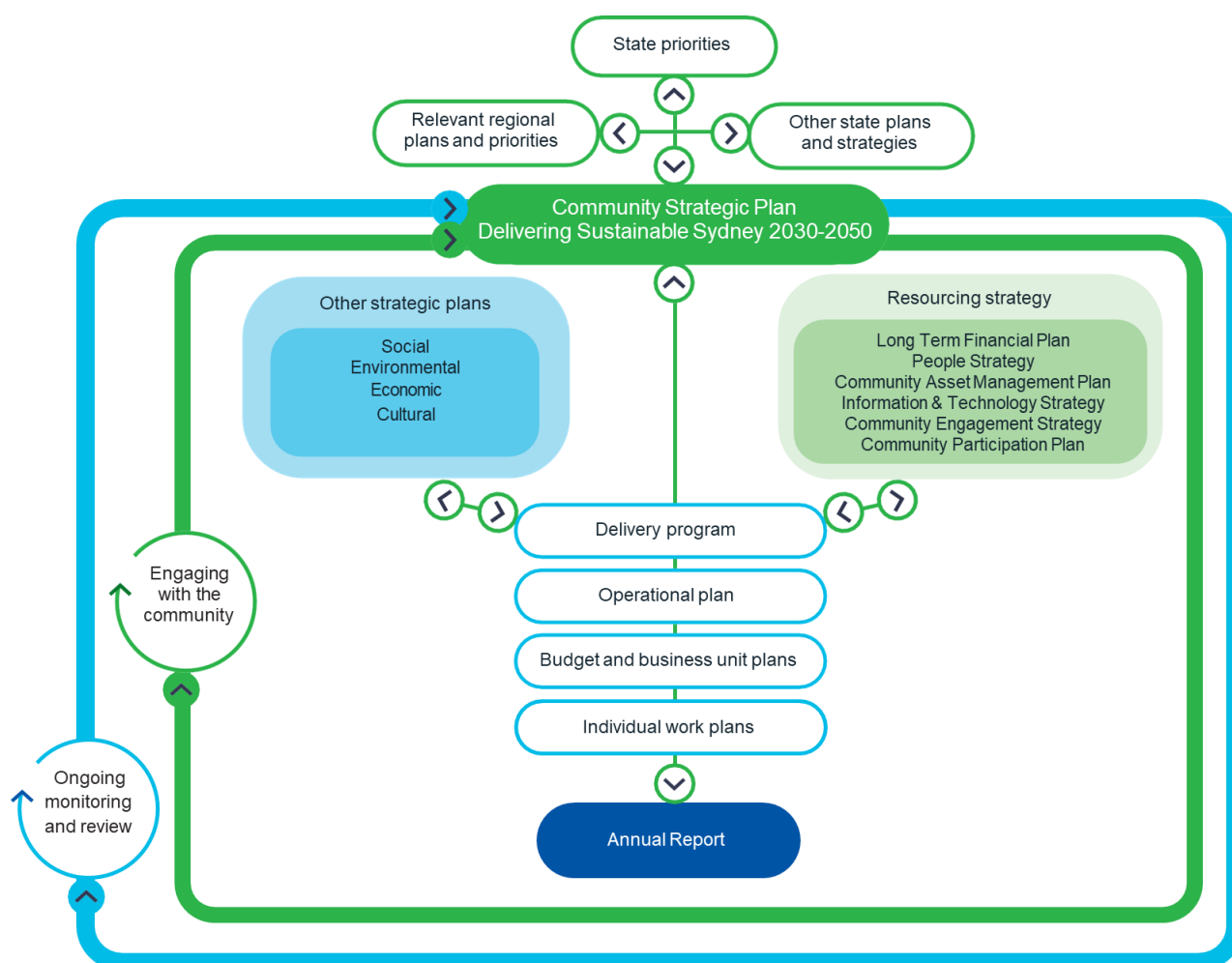
Our response is a more equitable and inclusive city. We want the city to be one where everyone has an equal chance in life and the opportunity to realise their potential.

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



In June 2022, Council adopted Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (community strategic plan).

The integrated planning and reporting framework provides the mechanism for implementing Sustainable Sydney 2030–2050 Continuing the Vision. The community strategic plan is the highest-level plan in this framework.

The City of Sydney developed this plan with, and on behalf of our communities, which guides all our other strategies and plans.

This plan identifies the community's main priorities and aspirations and includes 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.

The plan is updated every 4 years in line with NSW Government requirements and when it needs to adapt to changing circumstances and community aspirations.

The NSW Government is reviewing and updating their priority policy areas. The community strategic plan aligns with current NSW Government economic, social, environmental, cultural, transport and land-use strategies. These plans and strategies are available on the NSW Government website [here](#).

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

1. Where are we now?

For each direction we set out community priorities and aspirations, the current situation in our city, the issues affecting our communities and why we need to act.

The plan identifies 7 global trends affecting cities, and Sydney specifically, that we respond to in this plan.

2. Where do we want to be in future?

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

3. How will we get there?

The plan also identifies supporting strategies for each direction. Each of these strategies sets out detailed actions to help achieve the community's priorities and aspirations.

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

Ten overall targets will measure the transformation of the city, with progress reported in the annual report. Progress for each objective will also be measured and reported every 4 years in the state of our city report.

Supporting plans and strategies

The City of Sydney will work towards meeting community priorities and aspirations through plans and strategies developed within the integrated planning and reporting framework.

The delivery program identifies the actions Council 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 budget information.

The long-term resourcing strategy ensures the City of Sydney has adequate resources to achieve the planned outcomes it's responsible for, 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 of Council to act on the aspirations of the community strategic plan, including providing high quality services, facilities and infrastructure to the community.
- People strategy: identifies the City of Sydney's current and future workforce needs. It ensures the workforce has the capacity and capability to create the outcomes in the community strategic plan.
- Community asset management plan: ensures appropriate standards for maintenance and renewal of key assets under City of Sydney care and control. This plan provides details of the status and resource requirements of these assets.
- Information and technology strategy: sets the information and communication technology direction and priorities for the City of Sydney, which are aligned with the community strategic plan, community needs, and government information and data policies. The plan guides decision making, priorities and investment.
- Community engagement strategy and community participation plan: a framework for how the City of Sydney consults diverse communities, collaborates, involves and empowers people to take part in shaping the future of their city. The community participation plan includes information on strategic planning, development assessments and how to engage with Council on land use planning matters.

Roles and responsibilities

The community strategic plan sets out community priorities and aspirations for the local area. It will take everyone working together to achieve the desired outcomes and our targets.

The City of Sydney has a critical role in delivering 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 reach our targets and achieve the desired outcomes. We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding as needed, and we may set up less formal arrangements and collaborations at other times. Many other levels of government and organisations are responsible for delivering projects, programs and services that contribute to our outcomes and targets.

Reference and advisory groups will provide specialist advice to guide this 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 our 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 achieve outcomes with and for our communities.
Planner	We use our professional expertise in city planning and program and service provision to carry out research 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 develop 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 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 our 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 people involved in our programs, projects and services, and we engage them in conversations about the work we're doing.



Green Square markets

Photo: Anna Kucera / City of Sydney

Seven global trends

As we plan for the city in the decades to 2050, the world is changing. These changes can be abrupt shocks, such as pandemics, bushfires and international conflicts. They can also be gradual changes over decades, such as increasing social inequality and climate variability.

In developing this plan, we considered 7 global trends that will have a considerable influence on the future of cities, particularly Sydney.

1. Climate emergency
2. Housing affordability and cost of living
3. Density and demographic change
4. Rapid advances in technology
5. Trust, social polarisation and truth
6. Social isolation and connectedness
7. Economic transition

These trends will impact our environment, our economy and how we all live and interact with each other. While there are challenges with each trend, there are also opportunities.

Our response to these dynamic issues – through our strategic directions – aims to ensure our communities can face the challenges and share the benefits of the opportunities ahead.

1. Climate emergency

The United Nations climate reports state that human influence on the climate is clear, and recent emissions of greenhouse gases from human-related activities are the highest in history.

Since 2023, global temperatures have already reached 1.5°C above pre-industrial levels. The Glasgow Climate Pact¹ outlines that limiting global heating 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 are already experiencing climate change, with more frequent and intense droughts, bushfires, floods, heatwaves and storms. While climate change is impacting our weather systems, it's also affecting our ability to produce food and how we live alongside other species.

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

Cities are a critical part of the solution. More than half the world's population already lives in urban areas. By 2050 this could increase to two thirds. Our cities now generate 80% of all gross domestic product alongside 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 climate emergency.

¹ https://unfccc.int/sites/default/files/resource/cma2021_10_add1_adv.pdf

2. Housing affordability and cost of living

Recent decades have seen a decline in housing affordability across global cities. There are many factors affecting access to housing and goods and services, such as labour markets, housing prices, supply chains and local economies.

The housing crisis has been exacerbated by the cost-of-living crisis that saw inflation reach record highs in 2022². Recent research has found no housing in Greater Sydney is affordable to buy for someone on the NSW median income³, a trend that intensifies with proximity to Sydney's city centre. In the City of Sydney area, median weekly rent for a 2-bedroom unit rose by 32% from \$710 in 2022 to \$939 in 2024⁴.

We know unaffordability creates barriers to full participation in the social, cultural, economic and political life of a city. A high cost of living impacts the health and wellbeing of our communities by preventing access to safe housing, adequate food, daily services and technology. Those most affected include people relying on uncertain incomes, those who are unemployed or have ill-health, and people with disability or caring responsibilities. People whose incomes don't keep up with rising costs can also become displaced from their local areas and communities.

Our communities have told us they value living in neighbourhoods that are welcoming and inclusive of people from diverse backgrounds. To create a city where everyone is included and can thrive, the City of Sydney takes a leading role to advocate and tackle the city's housing challenges and cost of living pressures.

3. Density and demographic change

Cities accommodate growing populations in higher density neighbourhoods to ensure all residents have good access to open space, infrastructure and services, while protecting the environment and increasing tree canopy cover.

Sydney prides itself on being home to an incredibly diverse population. As our population grows, the demographic make-up of our communities will shift. The city has a uniquely young population with a median age of 34 and smaller average household sizes when compared to Greater Sydney.

A growing and changing population requires us to balance the needs of both current and future communities. We must ensure the qualities people value in our area are not compromised by future growth. This can be challenging when deciding on development scale, the types of activities near residences, and how to preserve heritage and neighbourhood character.

Well-designed high-density buildings and neighbourhoods play an important role in supporting changes due to population growth. High-density housing needs to be located close to transport and amenities. It also needs to incorporate good design qualities such as access to green space, natural light and good ventilation.

These principles of good design ensure our communities retain their sense of connection to place in high-quality, liveable neighbourhoods. The right policy settings will ensure the desirability of these liveable neighbourhoods doesn't undermine access to diverse housing options. When these factors are balanced, new development meets current and future community needs.

² OECD (2023), "Confronting the cost-of-living and housing crisis in cities", *OECD Regional Development Papers*, No. 49, OECD Publishing, Paris, <https://doi.org/10.1787/7a6008af-en>.

³ <https://www.uts.edu.au/news/business-law/sydney-housing-unaffordable-median-full-time-income#:~:text=New%20research%20suggests%20Sydney's%20housing,until%20at%20least%20the%202030s.&text=Having%20a%20stable%20and%20regular,according%20to%20a%20new%20stud>

⁴ Housing Audit 2024, available at <https://www.cityofsydney.nsw.gov.au/research-reports/city-monitor-reports>

4. Rapid advances in technology

Extraordinary technological advances will continue to impact our communities over the coming decades. Technology has great potential to enrich and improve people's lives, but also comes with risks and can represent a danger when misused. It can quickly evolve and have long-lasting positive and negative impacts. It can significantly shift economies towards their sustainability and resilience goals, but it can also worsen the 'digital divide'⁵ between those who have access and opportunity and see the benefit of digital engagement, and those who don't.

For example, recent advances such as artificial intelligence have improved efficiency in the home and workplace by automating and simplifying tasks. But for creative industries, generative AI challenges the way original creative content is valued. And for the broader community, generative AI is making it harder to tell what is fact or fiction online, leading to rising concerns about misinformation.

We also know our communities are concerned about the privacy and security of their information. When advancing technologies are abused, the potential for data leaks and scams represents a danger to the community, especially those who have lower digital literacy, such as older people and people from multicultural communities.

Concerns about emerging technologies are held across our communities – around their safety online and their ability to share in the benefits and opportunities technology offers. Digitally excluded people miss out on social and economic benefits that connectivity provides. While we don't yet know what the next major advances will be, we need to remain responsive to changes and be prepared to support our communities to safely and confidently engage with new technologies.

5. Trust, social polarisation and truth

Around the world, the distribution of power between governments, businesses and communities continues to shift. Research shows that communities expect more transparency in the way governments and businesses operate, with clearer governance and recognition of how decisions that impact communities are made.

Power imbalance weakens social resilience, erodes trust in institutions, political leaders, and one another. In a highly political and consumable media environment, divisions based on culture, economics and political affiliation can deepen due to the way complex issues are framed. These conditions create an environment where populist ideologies and polarisation can spread within and between communities. Research⁶ shows that social cohesion contributes to social resilience – when disaster strikes, communities recover faster by working together. International movements and conflicts impact our communities, prompting us to consider our role in the global society. While they can fuel negative attitudes and discrimination, they can also highlight the resilience of those fighting for justice and equality, inspiring local progress.

In today's world, truth is increasingly contested. Misinformation presents a real risk to evidence-based policy making and undermines trust in good governance and leadership.

The World Economic Forum identified "erosion of social cohesion and societal polarisation" as the 5th most significant global risk in 2023.

⁵ The Australian Digital Inclusion Index measures digital inclusions across the domains of accessibility, affordability and digital ability. <https://www.digitalinclusionindex.org.au/>

⁶ https://globalaccesspartners.org/GAP_IIERA_Trust_and_Resilience_Report_Feb21.pdf

To authentically advocate for truth in the decisions we make now, we must address inaccuracies in recordings of the past.

Truth-telling is crucial for healing, reducing division and rebuilding trust. In many situations, understanding and sharing the truth is key to creating a future that includes all Australians even when those truths are difficult to share. For Aboriginal and Torres Strait Islander communities, truth-telling is especially important to build a future based on respect, genuine engagement and shared responsibility for the land.

6. Social isolation and connectedness

Globally and locally, health has improved in recent decades when measured in life expectancy. But inequality still exists in more nuanced health outcomes. Amid a mental health crisis, there is greater awareness around how health risks affect quality of life as well as length of life. Social isolation and loneliness are considered one such health risk by the World Health Organization. When people are isolated and don't have social or community connections, they're more likely to have poor health outcomes⁷, such as heart disease and dementia, and lower quality of life, including poor mental health.

Some Australians experience higher levels of loneliness than others, including young people, parents, older people and people who live alone. Certain community groups, including Aboriginal and Torres Strait Islander peoples, people of diverse sexualities and genders, and migrants were also found to experience higher levels of loneliness compared to national averages⁸.

Responses to our 2023 wellbeing survey show that 3 in 5 residents in our communities strongly identify with the places where they live, but there's also an opportunity to support our residents to feel more connected with their neighbours and the broader community.

Local community organisations and our community facilities such as libraries, community centres and parks, provide opportunities for people to connect and build relationships. The design of buildings and public spaces in our local area also influences a sense of belonging. We support community organisations and create key infrastructure and spaces to meet the diverse needs of our communities. We also advocate for good social, cultural, economic and environmental outcomes across all levels of government that address social isolation and create community connection.

7. Economic transition

City economies are constantly changing, but major shocks like the pandemic force us to reflect on how these changes impact different communities.

The pandemic highlighted shifts in how we work, both individually and globally. While remote work became more common, giving some workers more flexibility, those in the gig economy faced less job security. This has particularly affected priority communities, worsening their working conditions. The pandemic also revealed our dependence on global supply chains that are subject to disruption by disasters, geopolitical shifts and resource shortages.

⁷ <https://www.who.int/teams/social-determinants-of-health/demographic-change-and-healthy-ageing/social-isolation-and-loneliness>

⁸ <https://www.groundswellfoundation.com.au/post/connections-matter-a-report-on-the-impacts-of-loneliness-in-australia>

Economic change also brings significant opportunities. While cities still have many businesses in their central areas, they're now also being used more by visitors and locals who aren't there for work. These changes are encouraging cities to rethink how people's experiences can make their city more appealing to visitors, skilled workers and investors.

And at an industry level, the path to a more sustainable future is creating opportunities for new and growing industries in a greener economy. A green economy will see many sectors innovating and adapting to different ways of doing business.

The workforce and consumers are impacted differently. The workforce community is experiencing opportunities to upskill, get new jobs, spend more time with family by working flexibly, and build local wealth. And the consumer community is seeing their values reflected in sustainable business and social enterprise, and their neighbourhoods prosper as centres of local economic and cultural activity.



UTS Tech Lab, Faculty of Engineering and Information Technology

Photo: Anna Zhu / UTS

Our national and international commitments and targets

We're part of some of the biggest international agreements on a better future for our planet and people. The aspirations and targets in this community strategic plan align with the National Agreement on Closing the Gap, and leading global agreements between national and city governments on climate, sustainable development and resilience.

National Agreement on Closing the Gap

The City of Sydney is committed to the National Agreement on Closing the Gap⁹ and taking an active role in achieving its 17 socio-economic outcomes and 4 priority reforms, including one NSW-specific priority reform¹⁰.

The 5 priority reform areas are:

1. Formal partnerships and shared decision making
2. Building the community-controlled sector
3. Transforming government organisations
4. Shared access to data and information at a regional level
5. Employment, business growth and economic prosperity.



Priority reform areas are identified across relevant outcomes within our 10 strategic directions. The aim is to ensure our organisation:

- is culturally safe and responsive
- improves access to locally relevant data for Aboriginal and Torres Strait Islander people
- strengthens pathways to education and employment for Aboriginal and Torres Strait Islander people
- builds the local community-controlled sector

⁹ *Commonwealth Closing the Gap 2024 Annual Report and 2025 Implementation Plan*, featuring artwork by Jordan Lovegrove, Ngarrindjeri

¹⁰ https://www.lgnsw.org.au/common/Uploaded%20files/Misc/Closing_the_Gap_Factsheet_for_Local_Councils.pdf

- empowers Aboriginal and Torres Strait Islander people to share decision-making authority with governments.

C40 Cities

In 2007 the City of Sydney joined the C40 Cities network of nearly 100 cities representing just under 600 million people and 22% of the global economy. These cities collaborate, share knowledge and drive meaningful, measurable and sustainable action on climate change.

C40 cities are committed to using an inclusive, science-based and collaborative approach to cut their fair share of emissions in half by 2030, help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

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.

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

Australia has much to work on if we're to meet the 2030 targets. The Transforming Australia: SDG Progress Report 2024 stated Australia is only on track to meet around 30% of its 2030 targets – with 34% even going backwards¹¹.

Compared to other nations in the Organisation of Economic Co-operation and Development, Australia has made promising advancements in reducing the gender gap in superannuation, wages and women in parliament (goal 5), renewable energy (goal 7) and greenhouse gas emissions (goal 13). The nation is also doing well on average life expectancy (goal 3), tertiary education attainment (goal 4), average per capita water consumption (goal 6), levels of air pollution (goal 11) and feelings of safety (goal 16).

But increasing inequality threatens the wellbeing of many Australians and the nation's progress on goals 1 (poverty), 2 (zero hunger) and 10 (reduced inequalities). Wealth disparity continues to grow in Australia, with the highest 20% of households holding 63% of the nation's wealth in 2020. Australia's environment continues to raise significant sustainability challenges, with continued declines in threatened species (goal 15), and worsening impacts from natural disasters (goal 13). Australia is falling behind peer nations when it comes to the circular economy and efficient resource use (goal 12).

¹¹ https://www.monash.edu/data/assets/pdf_file/0010/3898900/MSDI-Transforming-Australia-SDG-Progress-Report-2024.pdf

These goals need considerably more work alongside Australian Government and NSW Government policy changes if we're 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 its 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, formerly the 100 Resilient Cities initiative, pioneered by the Rockefeller Foundation. It includes 98 member cities in 40 countries that work with city-based chief resilience officers, mobilising communities, city governments, urban practitioners and partners to provide impact-driven resilience strategies and projects.

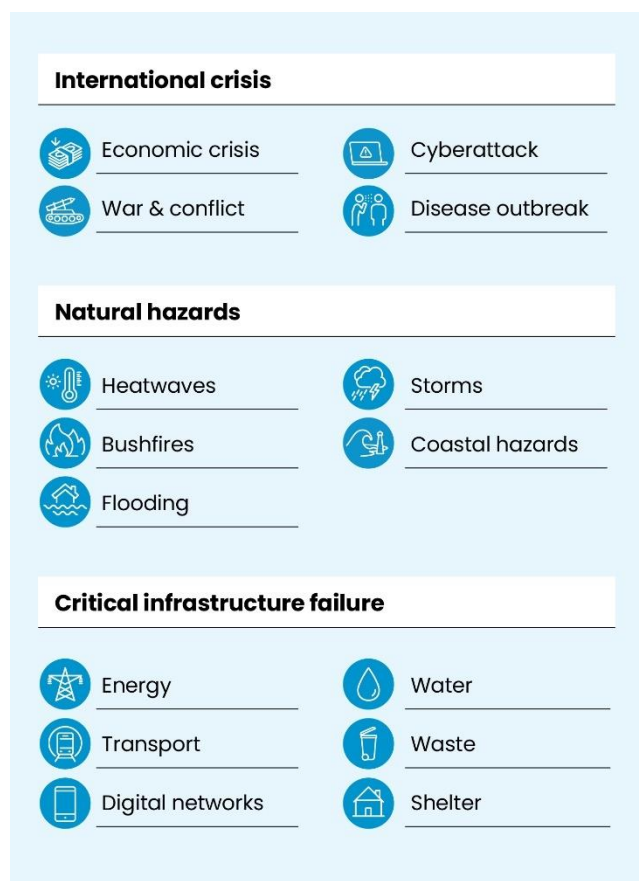
The City of Sydney is a member of Resilient Sydney and hosts the Resilient Sydney Office.

Resilient Sydney is a collaborative governance network of all 33 Greater Sydney councils, which is funded by them. Its regional steering committee includes representatives from Greater Sydney councils and the NSW Government. The work of the network is guided by the Resilient Sydney Strategy.

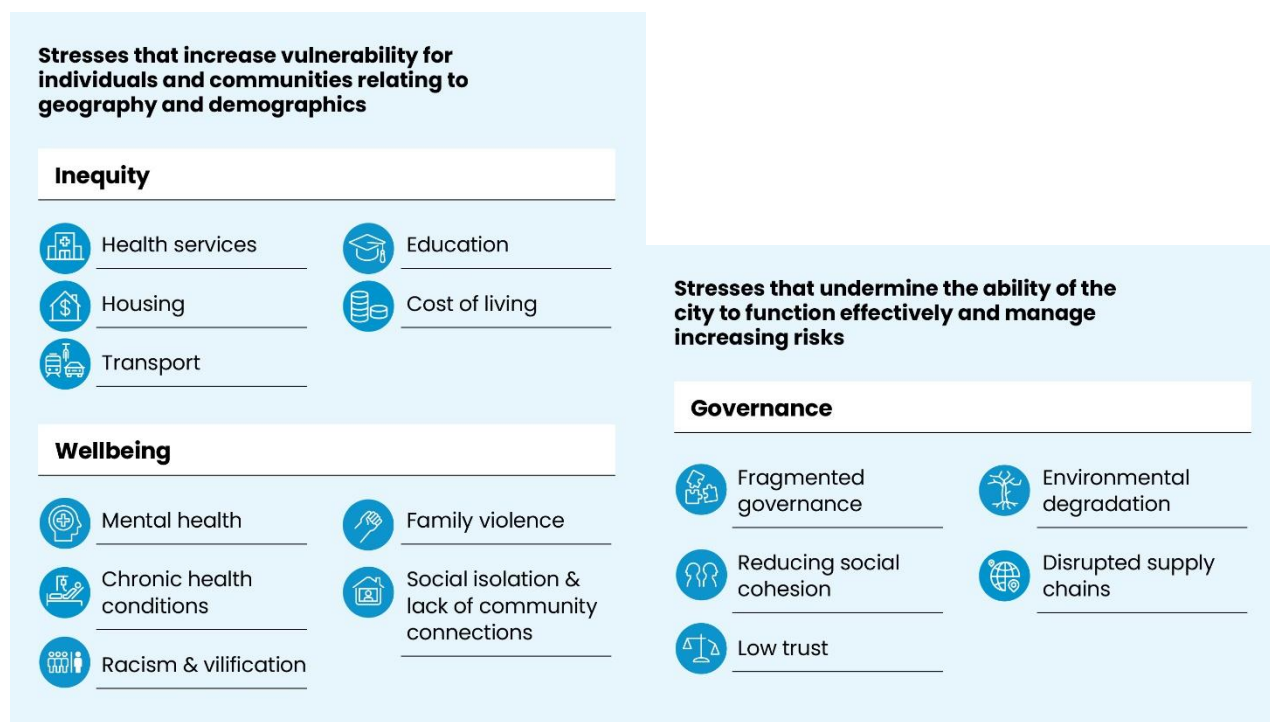
The first strategy was adopted in 2018. The current strategy, Resilient Sydney Strategy 2025–2030 is based on comprehensive community engagement and resilience risk assessment carried out in 2023/24. This was funded under the joint Australian Government – NSW Government national partnership agreement on disaster risk reduction.

This community strategic plan has drawn from the strategy to set the direction for the City of Sydney's actions to build resilience of our local area and its networks, infrastructure, assets and communities.

Sydney's major acute shocks



Sydney's chronic stresses



How we engaged our communities

We held more than 90 engagement activities in 2018 to 2019 to allow people to actively contribute to the development of Sustainable Sydney 2030–2050 Continuing the Vision. This included:

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

Our engagement process is based on social justice principles of equity, access, participation and rights. Throughout the engagement process, we aimed 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.

In 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 the local 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 setting up a Citizens Jury, made up 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.

We checked in with communities again through a survey of 2,700 residents and 1,100 businesses on the impacts of the pandemic in May 2020.

We continue to engage our diverse communities on our plans to achieve the vision for Sydney in 2050. Over the past 2 years we've consulted the community extensively to develop new strategies that address key issues including resilience, climate and sustainability, economic development, cultural life, walking and access, affordable housing and food security.

We also asked people what they value most about their local area to develop local neighbourhood visions and plans. And we checked in on the wellbeing of those who live, work or study in our local area to provide current picture of everyday life in our city.

What our communities told us

The themes identified as important in our consultation on the future vision for Sydney remain constant. These include 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. In fact, concern about the impacts of climate change and the need for action has increased. There was also an increased desire to ensure there is support for vulnerable people in our communities.

From more than 13,500 pieces of feedback drawn from 27 key consultations carried out between 2022 and 2024, community priorities remain focused on several key areas. These include creating a liveable, sustainable and inclusive city that supports diverse communities, offers accessible public spaces and actively addresses the challenges posed by climate change. While we progress toward implementing specific projects and initiatives, recent consultations have provided more detailed and targeted feedback on our plans and actions designed to achieve these strategic goals.

People expressed strong support for environmental action, particularly through increased urban greenery, renewable energy initiatives and sustainable waste management practices. Community members consistently prioritised safe and accessible public spaces that foster social connections and accommodate diverse needs, from families to older adults.

Housing affordability emerged as a critical issue, with ongoing support for diverse and affordable housing options that prevent displacement and allow people from all backgrounds to live and work in Sydney. Economic resilience and innovation were also top priorities, with people advocating for a city that embraces technology and a green economy, supports local businesses and creates opportunities for emerging industries.

Culture was another significant focus, with people emphasising the importance of affordable, accessible spaces for creative expression and the celebration of Sydney's cultural diversity. There was strong support for inclusive cultural precincts, local events and the representation of diverse voices, including those from First Nations and multicultural communities.

Equity and inclusivity were recurring themes, especially in public space design and community services, where residents highlighted the need for spaces that are welcoming to all, including priority communities.

Overall, these insights reflect a community that continues to be deeply committed to a Sydney that is environmentally responsible, culturally vibrant, socially inclusive and economically resilient.

What our communities value

We worked with our communities for more than 18 months to develop the vision for Sydney in 2050. We began the process in 2018 by asking people to tell us their hopes for Sydney and what excites and concerns them about the future.

This helped us explore the high-level themes, values and issues the community sees as important. Community feedback between 2022 and 2024 shows continuing support for these values.

Overwhelmingly, our communities said they want:

1. An environmentally responsive city

Our communities want us to respond to the climate emergency through practical and accessible solutions that make the city more environmentally sustainable and responsive into the future.

This includes:

- reducing carbon emissions
- using resources sustainably, such as water
- increasing reuse, recycling, and more sustainable waste management
- sustainable urban growth, sustainable transport, green spaces and reducing car dependency to lower pollution
- hearing the voices and concerns of young people about the environment because Sydney 2050 is their future.

2. A city for people

Our communities want a safe, healthy and inclusive city that is vibrant, creative and welcoming of everyone.

This includes:

- a city that is green with trees and plants
- quality and accessible public spaces, services and events
- diverse types of housing that are affordable and prevent displacement
- a community that is connected, feels safe and inclusive
- a city with a thriving cultural life.

3. A city that moves

Our communities want integrated, sustainable and accessible transport options for everyone.

This includes:

- prioritising public transport, walking and bike riding
- accessible and reliable public transport, especially for people with disability and older people
- streets and public spaces for people with fewer cars
- a city where people can easily get to where they need to go.

4. A city with a future-focused economy

Our communities want Sydney to be a global leader in innovation, technology and green industries. People want our economic growth and prosperity to be shared by all.

This includes:

- a city optimistic about future opportunities in education, jobs, innovation and the economy
- a city with digital infrastructure that creates new jobs and allows businesses to respond to changing customer needs
- transitioning to a green economy
- ensuring economic growth benefits all sectors of society, including supporting First Nations enterprises, key workers and creatives
- strengthening the night-time economy
- young people who see the future of jobs as automated and highly connected.

5. A lively, cultural and creative city

Our communities want us to protect affordable spaces for artists to live, work and perform. People value highly how art and culture contribute to community identity, health, wellbeing and the local economy.

This includes:

- 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 city, embracing nightlife with more late-night venues and events
- a city where locals and visitors gather for cultural experiences in public spaces
- a city with accessible and affordable spaces for artists and creative workers
- affordable and accessible entertainment options
- a city with diversity across all cultural expressions.

The community's vision for the future

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

Green

We support a sustainable future where everyone does their part to lessen their impact to the planet by reducing carbon emissions and regenerating the environment around them.

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

Businesses 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 the life cycle of their products.

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 its 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.

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 is 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. The city is 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 businesses take the lead in transforming to a zero-carbon economy.

Sustained investment in infrastructure, icons, amenities and public spaces support 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.

Connected

Social, business, cultural and physical connections in the city 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 in 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 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 local communities.



Walkers at Prince Alfred Park

Photo: Josef Nalevansky / image Cloud Pty Ltd

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 in our local area.
3. **By 2030 residential potable water use will be reduced to 204 litres a person a day** in the City of Sydney local area. Non-residential potable water use will be reduced by 10% from 2018/19 levels.
4. **By 2035 there will be a 15% reduction in waste generated** by each person in the local area based on 2023 levels. And by 2035 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 around 700,000 jobs** in the City of Sydney local area including 200,000 new jobs compared to 501,786 in 2017. An increasing 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** in the local area that include boarding houses and student accommodation. Of the private dwellings, 7.5% will be social housing and 7.5% will be affordable rental and diverse housing with these proportions maintained into the future.
7. **By 2036 new cultural production floor space** in the City of Sydney local area will have increased **at least 40,000m²** from 1,212,900m² in 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** in the local area **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** in the local area. This is based on at least 75% of the local resident population feeling part of the community, 65% agreeing most people can be trusted and 90% saying they can get help from their neighbours.

Six guiding principles

This community strategic plan is centred around 6 guiding principles, based on the values expressed by our communities.



Town Hall, Sydney

Photo: Katherine Griffiths / City of Sydney

1. We're accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples

The city strives to reflect the needs and aspirations of Sydney's Aboriginal and Torres Strait Islander peoples and recognise their rights.

We'll work to authentically strengthen relationships with Aboriginal and Torres Strait Islander peoples and help build self-determining communities.

2. We respond to the climate emergency

We respond to the climate emergency by taking bold steps to reduce the city's environmental footprint and ensure we're prepared for the transition to a circular and zero carbon 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 to be done in a way that's equitable and inclusive, with no one left behind or bearing an unfair burden because of long-term structural change to jobs and industries.

Our strategies promote climate resilience, and mitigation and adaptation. This includes emissions reduction, renewable energy and helping the community prepare for climate change. Our strategies also promote equity by ensuring communities who are impacted more by climate change are provided with the resources and opportunities to adapt to the changing climate.

3. We build the resilience of our society and economy

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 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, our health services are under pressure and some vulnerable communities may be isolated or experience increasing inequity.

4. Our communities are engaged in the governance of their city

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

5. 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're 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'll ensure we embrace innovation and are prepared for change by responding and adapting.

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

6. 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 when it makes decisions.

We'll 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.



Image: *Ever Sun*, Rochelle Haley (2021). Performers: Angela Goh, Ivey Wawn, David Huggins, Patricia Wood and Alice Weber

Photo: Jess Maurer

Ten strategic directions

A framework for action

The following sections set out 10 strategic directions for the community strategic plan.

Each strategic direction covers:

- community priorities and aspirations
- the current situation and why we need to act
- objectives and outcomes by 2050 and how progress will be measured over time
- role of the City of Sydney and key partners
- strategies with detailed actions to support these outcomes.

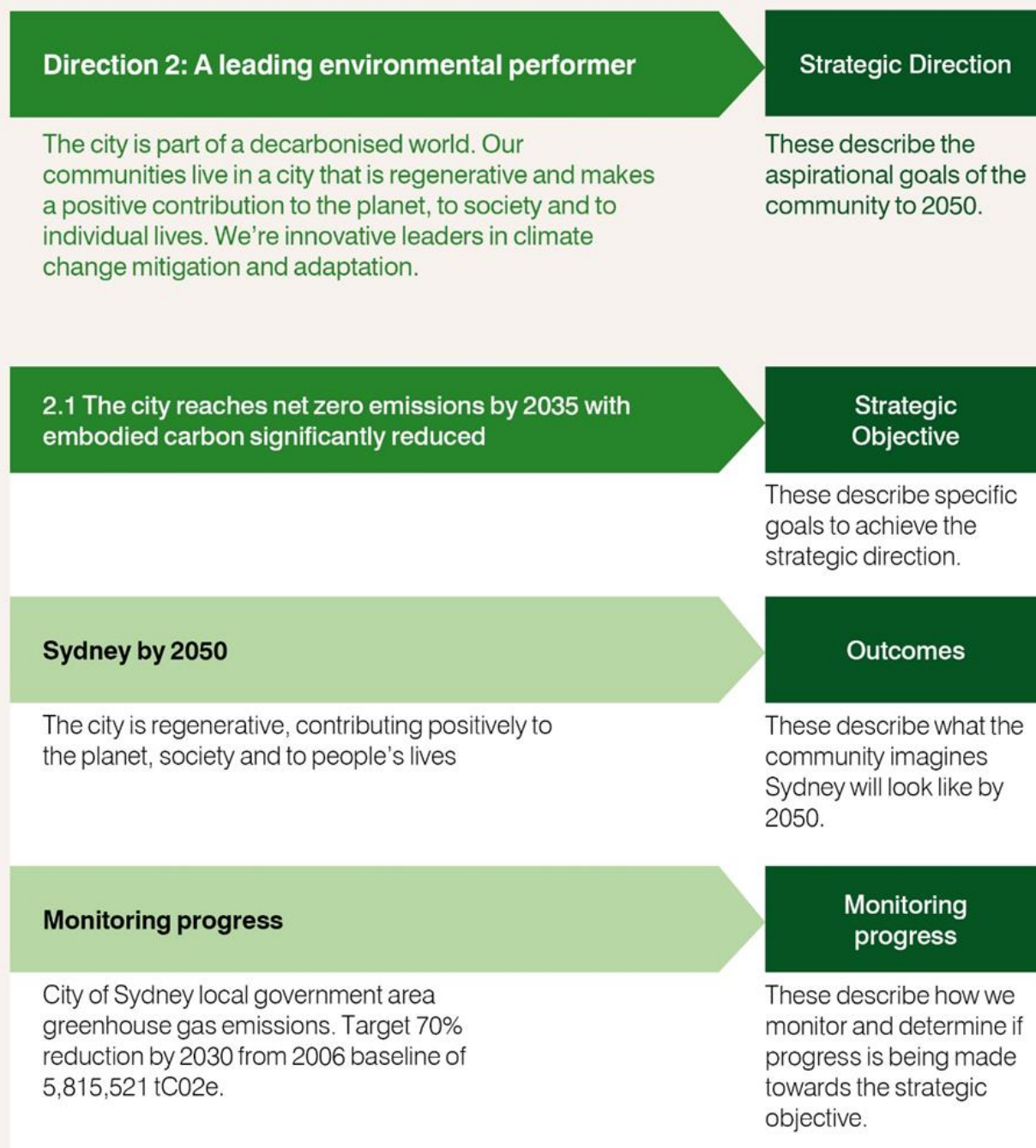
The responsibility for meeting each strategic direction is shared between the City of Sydney and our partners. These roles will intersect and change under this plan over the next 25 years. Further detail on how we will achieve these strategic directions is outlined in City of Sydney strategies and plans.

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

How to read this document

The community strategic plan identifies the main priorities and aspirations of our communities to 2050. The City of Sydney writes this plan on behalf of the community.





Declaration of the 2024 poll

Photo: Pheobe Pratt / City of Sydney

Direction 1: Responsible governance and stewardship

Community priorities and aspirations

Our communities want to be involved in shaping their city and local neighbourhoods, and for the city to be well-governed. Local communities want transparent and accountable government.

They expect in future to have more opportunities to participate in government decisions. They hope local solutions will be created by local people working with government. They expect governments to be more transparent by sharing information to empower citizens in their everyday lives.

Our communities expect all levels of governments to work better together for effective outcomes for the city. They also expect the City of Sydney finds solutions to city and community issues by collaborating with business, academia and community organisations.

A concept the Citizens Jury put forward in our 2050 consultations was a “new model of participatory governance, that genuinely engaged citizens in decision making on all levels, and [that] is responsive and adaptable”.

The jury also recommended our governance model include leadership by Aboriginal and Torres Strait Islander peoples, saying “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 more than 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. They continue to highlight the importance of being transparent about how community feedback has been considered in the decision-making process to help improve the level of trust in governments.

Why we need to act

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

We need to move faster to a zero-carbon future while adapting to the changing climate, water scarcity, increasing heat and more extreme weather events. These complex issues 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, it results in poorly coordinated infrastructure and services for the community.

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

While trust in government and other institutions is diminishing, we must ensure our communities know that our decision making is people-centred, transparent and evidence-based. The City of Sydney will do its part to bring together governments, civil society, businesses and academia to achieve better outcomes with and for our communities.

To meet changing community expectations, our engagement approaches must be fit for purpose. We will continue to build deeper engagement using deliberative processes and new digital opportunities. We must also make it easy for people of all ages and backgrounds to participate. We need to do this while working in partnership with Aboriginal and Torres Strait Islander communities, children and young people as our future leaders, and through inclusive approaches that respect the diverse communities of Sydney.

We need to be clear about the role our communities play in shaping projects and always follow the principles and approaches outlined in our community engagement strategy.

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

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

A critical challenge for governments across Australia is the misalignment between the growth in demand for services, facilities and infrastructure and available funding. We need to find new ways to meet the service demands of a growing population with proportionately less revenue.

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



First image: Children's Summit, one of the ways primary school students could have their say on the issues affecting the city and their future.

Second image: Youth Summit, one of the ways high school students could have their say on the issues affecting the city and their future during the development of Sustainable Sydney 2030–2050 Continuing the Vision.

Photos: Katherine Griffiths / City of Sydney

2050 outcomes

Our city's leaders continue to evolve to provide good governance and leadership for us.

1.1 The City of Sydney and other civic leaders provide 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 our civic leaders, including 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 peoples, including through the services we fund and accommodate in our properties Closing the Gap priority reform 3	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, including Resilient Sydney	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 and integrated in all our decisions, anchored in science and incorporate Indigenous knowledge systems, intergenerational equity and social justice	The City of Sydney comprises 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 achieve environmental, social, cultural, and economic benefits for the city
Fit for purpose governance systems ensure all levels of government, including the City of Sydney can manage risk, monitor performance and pursue outcomes	The City of Sydney comprises 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 of Sydney'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 government, including 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. This includes providing data to support Aboriginal and Torres Strait Islander communities to close the gap Closing the Gap priority reform 4	A diversified income base with innovative financing models ensures the City of Sydney can provide the infrastructure, assets, programs and services for our communities		Shared decision-making processes with the local Aboriginal and Torres Strait Islander community integrate Indigenous knowledge systems and practices
Policies and decisions for our civic leaders 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 and other civic leaders provide 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
Monitoring progress Specialist advisory panels, committees and working groups established by the City of Sydney Council to assist in decision making	Monitoring progress Summary of City of Sydney participation in Reconciliation Australia's barometer survey Closing the Gap priority reform 3	Monitoring progress City of Sydney operating performance ratio. Benchmark >0%	Monitoring progress The City of Sydney's participation in formal and informal partnerships	Monitoring progress The City of Sydney's transformational projects and outcomes
	Proactive release of information and data, including with Aboriginal and Torres Strait Islander people, by the City of Sydney Closing the Gap priority reform 4	City of Sydney own source revenue ratio. Benchmark >60%		
		City of Sydney building and infrastructure asset renewal ratio (alternate to industry standard). Benchmark >100%		

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

- 33 Greater Sydney councils
- Business community
- Community organisations
- Australian Government
- NSW Government
- Regulatory and standards organisations
- Resilient Sydney
- NSW Reconstruction Authority, formerly Resilience NSW
- Residents
- Peak bodies and member-based organisations
- Council of Capital City Lord Mayors

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Resourcing strategy (annual)
 - Long-term financial plan (annual)
 - Community asset management plan (annual)
 - People strategy 2022–2026
 - Information & technology strategic plan 2022–2026
- Investment policy (annual)
- Investment strategy (annual)

Implementation of sustainable development goals



A grid of 24 blue circular icons arranged in two rows of twelve. The icons represent various themes: technology (laptop, smartphone, house with Wi-Fi), environment (solar panel, wind turbine, water drop, tree), health (person with heart, microscope, hand, person in bed), education (graduation cap, book, person with magnifying glass), and social issues (factory with plus, database, car with plus, group of people, puzzle pieces, people silhouettes, globe with plus, scales of justice).



Photo: Katherine Griffiths / City of Sydney



Direction 2: A leading environmental performer

Community priorities and aspirations

Overwhelmingly, people want the City of Sydney to respond to the climate emergency. It's an important issue for everyone, including residents, workers, visitors and business owners, across age groups and gender.

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

People want 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 endorse more recycling, reuse and waste reduction, especially plastic. Transitioning to a green, circular economy is seen as important.

People acknowledge the most vulnerable in our communities often bear an unequal share of the consequences of climate risks or the effects of our changing climate. There are calls to retrofit older buildings for energy efficiency and climate resilience.

People also see that a green city with plants and trees is an important response to addressing urban heat and climate change. A focus on species diversity will enhance resilience and provide habitat for wildlife.

Why we need to act

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

Australia has the resources and capabilities to accelerate action and prosper from a cleaner economy, so we must make bold steps now to reduce emissions. The costs of inaction outweigh the costs of acting and there are economic benefits for those who take a leadership role.

The climate emergency is a major challenge facing cities. To avoid catastrophic environmental change, the world must limit global temperature increases. Yet global emissions continue to rise. The scale and urgency of the transformation required to turn this around is enormous.

The Paris Agreement aims to limit global heating to well below 2°C by the end of the century and it encourages efforts to keep warming below 1.5°C.

Globally, 1.5°C was exceeded for a full 12 months for the first time in February 2024, according to the Copernicus Climate Change Service. This doesn't mean the world has failed to achieve the goal of the Paris Agreement – yet. But global heating above 1.5°C is fast becoming inevitable. Minimising its magnitude and duration is essential.

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. Every tonne of emissions increases

the magnitude of climate change and future risks, such as more frequent and severe heatwaves, droughts and intense storms.

We need to make our buildings highly efficient and more resilient, which will reduce emissions, save money and put less strain on the grid. The most cost-effective way to achieve energy efficiency is in the building design and construction stages. But with many older buildings that will still be in use in 2050, it's essential we invest in retrofits.

While 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 greater impacts from climate change and urban hazards. We need to make sure people on low incomes, those living in apartments and renters don't miss out on the benefits of clean energy and upgrades. We also need to share responsibility for a just transformation for local and regional communities.

New infrastructure that keeps materials in the manufacturing system for as long as possible need to be developed. Reusing, repurposing and recycling materials instead of disposing of them as waste in landfill can significantly reduce emissions. It's part of the shift to a circular economy, which requires changes to product design, material use, producer responsibility, consumer behaviour and economic structures.

We also need to rebuild community confidence in waste and resource management. Inconsistency across the industry has led to some confusion among residents and businesses about what can be recycled. 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 need to ensure an adequate water supply for drinking, greening our city and improving resilience to increased heat and drought. An increasingly variable climate means there is uncertainty over future rainfall to fill our dams and support our water supply system. Considering our increasing population, we clearly need to make use of recycled water sources.

Stormwater pollution is a major contributor to declining waterway health. We need to harvest stormwater by slowing it down and treating it to improve its quality for reuse or release into our waterways.

We want to create places that people naturally come to and gather, exercise, relax and celebrate by featuring water in our urban environment. We also need to rectify waterway damage 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 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 quality and greening are essential strategies to combat the growing problem of urban heat. By 2050 we could see the annual number of days above 35°C in our city double from a baseline of 5 days to 10 days. Rises in extreme heat put 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 and create more liveable places while supporting 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'll need improved mechanisms to green the city equitably.

Climate change poses significant risks to biodiversity, with plant and animal extinctions projected to increase. The impacts of climate change have significant impacts on nature. We need to be nature positive by protecting and maintaining the biodiversity that exists in our city, looking after areas of urban bushland and wildlife corridors.

The 2019/20 bushfires beyond our area had a devastating impact on local air quality. Bushfires indirectly impact the city's food supply and the availability of emergency response staff and resources.

One way to restore natural systems and reduce risk from future bushfires is for private landowners, governments and businesses to fund cool season cultural burning by Aboriginal practitioners around the country. We've been purchasing carbon credits from First Nations businesses that practice traditional burning which reduces emissions and improves nature.

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

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 grow a cleaner economy.



Sydney Park

Photo: Katherine Griffiths / City of Sydney

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're innovative leaders in climate change mitigation and adaptation.

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 Our community has the capacity to understand risk, take action and collaborate for sustainable outcomes
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 people's lives	Increased canopy cover and landscaping keep our streets and buildings cool and improve 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, ensuring 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 reuse 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	A range of strategies ensure water quality has improved	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	Investment in flood management and technological solutions keep people and infrastructure safe as the number of storm events increases		
Monitoring progress	Monitoring progress	Monitoring progress	Monitoring progress	Monitoring progress
City of Sydney local area greenhouse gas emissions. Target 70% reduction by 2030 from 2006 baseline of 5,815,521 tCO ₂ e.	Green cover across the City of Sydney local area. Target 40% by 2050	City of Sydney local area residential potable water use per person per day. Target 204 litres by 2030	City of Sydney local area residential waste collected. Target 10% reduction by 2030 and 15% reduction by 2035 from 2023 baseline of 300.44kg/capita	A summary of outcomes will be reported at the end of each 4-year period
Net zero greenhouse gas emissions in the City of Sydney local area by 2035	Tree canopy cover across the City of Sydney local area. Target 27% by 2050	City of Sydney local area non-residential potable water use. Target 10% reduction by 2030 from 2018/19 baseline of 2.32 litres/sqm/day	City of Sydney local area residential waste diversion rate. Target 80% by 2030 and 90% by 2035	

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

- Neighbouring local government authorities
- Business community
- Australian Government
- NSW Government
- Industry bodies
- Regulatory and standards organisations
- Resilient Sydney
- Residents
- Community organisations
- Not-for-profits and NGOs

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Environmental strategy (2025–2030)
- Leave nothing to waste – waste strategy and action plan (2017–2030)
- Adapting for climate change (2015)
- Greening Sydney strategy (2021)
- Urban forest strategy (2023)
- Street tree master plan (2023)
- Tree management and donation policy (2023)
- City plan 2036: local strategic planning statement (2020)

- Green environmental sustainability progress report (annual)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



City of Sydney's first electric truck
Photo: Jennifer Leahy / City of Sydney



Image: Paddington Reservoir Gardens
Photo: Josef Nalevansky / City of Sydney

Direction 3: Public places for all

Community priorities and aspirations

People want a city that is green with trees and plants and well-designed spaces that support social connection, with an emphasis on safety, amenities and accessibility. They want quality public space and places where they can be active and recharge their mental health. The Citizens Jury envisaged a city where every space is maximised for the greater community good.

People value the unique identity and architecture of their neighbourhoods and want to see that protected as the city grows. They see public spaces and village main streets as 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 want to see changes to control speed, volume and noise.

Overwhelmingly, people want their neighbourhoods to be safe and welcoming places for people to come together and connect. Accessibility of streets, footpaths, parks, facilities and open spaces continues to remain a high priority, particularly for people living with disability and older people.

People want services and public facilities to be more available to support their lives in a 24-hour city. Community centres and libraries are important places for social interaction, particularly through affordable, accessible programs and events. They also provide safe, climate-resilient refuges during extreme weather, with air conditioning in libraries and community centres. People support increasing greenery and shaded areas in public spaces to make them more comfortable and accessible during heatwaves.

We continue to hear that the City of Sydney must maintain and enhance its respected role as a 'caretaker of place'. People consider this is critical to the city's economic performance.

Why we need to act

The best cities in the world are those with public places that encourage people to come together as part of their daily lives or to attend large events. Our city has great attributes to reinforce a unique sense of place and create a more liveable place that builds on our distinctive character and beautiful harbour landscapes.

A thriving, welcoming city provides places designed for everyone, including people from many cultural backgrounds, people on low incomes and people with disability. This enables the social life of the city to flourish and for everyone 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, with as many as 2 million people in the city every day, up from about 1.3 million in 2019. We need to consider how more space can be found in the city.

In the city centre, the movement of people, goods and vehicles is important. But it's essential we make sure people feel safe, welcome and encouraged to stay. It's also important to provide people with 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 creating more inviting, accessible places where people want to gather. Three city squares will be linked by the new pedestrian boulevard on George Street to provide more space for public life in the heart of our city. Public art has a role to play, as does enabling 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 often rely 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's important while reducing our overall reliance on cars in the city, we maintain priority access for people 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.

The pandemic highlighted the importance of public space as places for respite and recreation. As most city residents live in apartments, communal spaces on public and private land are people's backyards and are critical to support living in dense urban environments.

Large areas of open green space, where it's 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 in an already established city. We need to find creative solutions to opening or sharing existing space and turning grey spaces into green spaces for wider community benefit.

We also need to find ways to manage the use of space to meet many needs while avoiding friction. Data about how, when and who accesses places 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 emission vehicles and active transport is important.



First image: Dyuralya Square, Zetland
Second 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 spaces. 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 character.

3.1 Aboriginal people's history and cultures, and truth-telling of this place, are evident in the public realm	3.2 Welcoming, inclusive and connected streets and public spaces are created, upgraded 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
Truth-telling, naming conventions, heritage design and management plans all recognise cultural practice and reinforce the history and connections that Aboriginal and Torres Strait Islander peoples have in this place	The city centre is inviting and lively, clean, accessible and safe, with a new Town Hall Square and upgraded 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 people's cultural practice and expression continues as their right and responsibility in the public realm	Main streets are the social and economic hubs of 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 are more recreational opportunities in and around the harbour	Growing demand is supported by public space improvements, investment in new facilities as well as high standards of maintenance and servicing of existing facilities
Shared decision-making arrangements are in place regarding public land, to ensure Aboriginal and Torres Strait Islander peoples benefit from continuous connections to Country Closing the Gap priority reform 1	Green and shaded avenues, public spaces 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 unlock, activate and share spaces for wider inclusive community use are explored
	Local streets have fewer cars and more trees, making them safe for children to play and for all people to walk			
Monitoring progress A summary of outcomes will be reported at the end of each four-year period	Monitoring progress New public domain space in the City of Sydney local area from acquisition, dedications and road space conversions	Monitoring progress City of Sydney residents satisfied with the range and quality of creative expression in the public domain such as art installations, murals, busking and street art in the local area	Monitoring progress A summary of outcomes will be reported at the end of each four-year period	Monitoring progress Green open space under the City of Sydney's care and control (excluding civic spaces)
				City of Sydney residents satisfied with access to parks and open space in the local area
				City of Sydney residents satisfied with access to public sports and recreational facilities such as pools and courts in the local area

City of Sydney's role

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

Key partners and collaborators

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

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Haymarket and Chinatown revitalisation strategy (2024)
- Haymarket public domain plan (2024)
- City north public domain plan (2023)
- 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)
- Eora Journey harbour walk storytelling report (2019)
- City centre public art plan (2013)
- Green Square public art strategy (2013)

- Open space, sport and recreations needs study 2016
- 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)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Sydney Skate Park

Photo: Chris Southwood / City of Sydney



Green Square Library and plaza
Photo: Katherine Griffiths / City of Sydney

Direction 4: Design excellence and sustainable development

Community priorities and aspirations

Our communities value protecting the characteristics that make the city unique. This includes 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.

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

Essential to supporting the growth of the city is addressing climate change and finding more sustainable ways of living. Our communities say it is important to create a greener, more liveable city. They want climate resilient buildings and infrastructure to cope with extreme weather.

They want efficient, well-serviced public transport and to walk and cycle shorter distances comfortably. 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 challenge us to reconsider how space is used. How public and private spaces are inclusive and accessible, and used to their fullest extent.

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 today's needs without compromising the needs of future generations.

Cities globally occupy only 2% of the world's land mass, but they consume more than two thirds of the world's energy and account for more than 70% of global CO² emissions. But cities can become more efficient through good leadership and collaborative action by minimising the use of critical resources and energy and limiting the effects of global heating.

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, the outcomes are poor.

The City of Sydney area grew over the past decade, with 29,000 homes built, 35,000 more residents and 84,000 more jobs.

In the long term, we must continue to plan for increased capacity in the city. The City of Sydney's housing target to 2036 is for at least 156,000 private dwellings. From 2024, we need 32,000 new

homes to meet the 2036 target or around 2,300 homes a year. In 2024, the NSW Government imposed short term housing targets for councils to assist the state in meeting its share of the National Housing Accord. The target for the City of Sydney area is 18,900 private dwellings from 2024 to 2029. We will also plan for an extra 200,000 new jobs by 2036 (2017 baseline).

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 people in 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 places. This includes infrastructure for transit, health and education, essential utilities and affordable housing. It also includes the technological and digital infrastructure to support an innovation economy, local community facilities, a city that runs efficiently and is easy to get around.

How we provide and manage shared public spaces will become more important. It's essential to ensure everyone has equitable access to high-quality public spaces.

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 and high-quality construction is critically important. We need to support the work of the building commissioner engaged by the NSW Government to improve construction quality and restore trust in the industry.

We need to design for health, wellbeing and safety. We need to make sure our buildings, public places and infrastructure provide flexible spaces that consider the needs of users today and in the future.

Our changing climate will create risks for wellbeing, environment, infrastructure and the economy. This requires 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 forecast, it will be more difficult to manage the city's landscapes and ecosystems and the community's activities that depend on them.

We must change how we plan for and design the city, its buildings and public spaces, to respond to an 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 becoming redundant before the end of their expected lives. We should find ways to efficiently retrofit existing buildings to cope with changing conditions.



One Central Park, Sydney
Photo: Getty Images

2050 outcomes

The city continues to grow sustainably and with good design. Communities are inclusive, socially connected, healthy and live in walkable well-serviced neighbourhoods supported by public transport. Places support economic activity and innovation. The impact of our changing climate is factored into the policies that influence development in the city.

4.1 The city's liveability is enhanced through well planned and designed development and public spaces	4.2 Productivity is supported by planning for jobs, innovation and enterprise activities	4.3 Communities are supported by the provision of infrastructure and assets that are aligned with growth	4.4 Good design leads to buildings 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, fosters innovation and ensures economic opportunities for all	Collaborative approaches to infrastructure provision ensure transit, health, education, open space, water, energy, technology and other infrastructure are appropriately sequenced to support the city and its communities	Design excellence is integral to major development projects	Neighbourhoods, public places and buildings are planned, designed and built so the community is resilient to the impacts of climate change and other environmental hazards
Communities live in walkable well-serviced neighbourhoods supported by mass transit with access to jobs and recreation	The planning framework supports a stronger more competitive city centre	Technological infrastructure and the intelligent use of data, integrated with physical infrastructure and city systems, supports the growth of the city and communities	Collaborative approaches across governments at all levels ensure that standards are lifted and high quality, sustainable buildings are built to last	Development continues to reduce its impacts on the environment and the reduction
Well-designed neighbourhoods support inclusive, socially connected, and healthy communities	The capacity for innovative and high value economic clusters outside the city centre are supported	Infrastructure and assets are planned to withstand the impacts of a changing climate		Buildings and places are designed to reduce emissions and waste and use water efficiently
The character of distinctive neighbourhoods and heritage and iconic places valued by communities is respected and celebrated	Industry, urban services and business are supported to grow and evolve in the southern enterprise area and Green Square town centre			
Public and private spaces in the city are healthy, attractive, inclusive, safe, and inviting				
Monitoring progress City of Sydney residents living around a 10-minute walk (800m) to the following services: fresh food, childcare, health, leisure, social, learning, cultural and public open space	Monitoring progress Jobs in the City of Sydney local area. Target 700,000 by 2036	Monitoring progress Investment on acquiring, developing, and enhancing infrastructure and assets in the City of Sydney local area	Monitoring progress Architectural design excellence competitions completed for proposed development in the City of Sydney local area	Monitoring progress Outcomes are reported in Strategic Direction 2 in reduced emissions, reduced water, waste and energy consumption and increased greening
	Commercial floor space in the City of Sydney local area, including occupied and vacant business floor space			

City of Sydney's role

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

Key partners and collaborators

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

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Contributions plan
- 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)

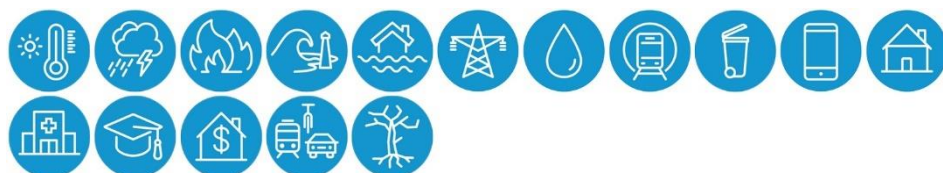
- Inclusive and accessible public domain policy and guidelines (2019)
- Green Square town centre public domain strategy (2013)
- Green Square infrastructure strategy and plan (2015)
- City centre public domain plans
- Outdoor dining policy (2016)
- Smart city framework (2020)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

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

Community priorities and aspirations

Our communities want a more walkable city, with fewer or no cars in the city centre. They want a focus on making walking safer, more convenient and enjoyable.

Living in an area close to transport continues to be very important for people. They hope for a quality public transport network that prioritises space for people over cars and parking. This includes streets with more trees, gardens and plants, plus more space for walking, for children to play and for socialising.

They also want more accessibility for people with disability, including better infrastructure like ramps and wide footpaths, and more accessible public transport.

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

They continue to support a more integrated, accessible and environmentally friendly transport system.

Why we need to act

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

Our access strategy and action plan moves away from the idea that all movement and mobility is good and instead, focuses on providing good access. We're taking an integrated, multimodal approach to transport planning where we'll provide the right level of access for goods, services and daily needs with the minimum amount of mobility. This approach will elevate factors such as place, health, productivity and equity.

The City of Sydney's built footprint is essentially fixed. Planned growth will result in more density, but we cannot create more surface space to support that. Instead, we focus on the best use of this limited public space. To achieve this, we apply a transport framework that supports the growth of the city by prioritising the most efficient modes for different transport functions in different streets. The framework acknowledges the importance of access for construction and for goods and services for businesses.

This means a shift away from prioritising space for private vehicles, which take up a large proportion of public street space because they use space very inefficiently, and cause major impacts in terms of emissions, noise and injuries. By using our streets more efficiently and equitably it means we can create more space for people and places.

No city has been able to build their way out of traffic congestion, and the City of Sydney's approach reflects that of other successful global cities. We prioritise walking, cycling and public transport, while maintaining access for business.

Our electrification of transport strategy and action plan documents that walking, cycling and public transport all produce lower emissions and use road space more efficiently than private vehicles.

Public transport supports Sydney's global competitiveness because it provides access for workers, businesses, students and visitors to come to the city or move around it. It is crucial to improving access to, from and within the growing city. The inner city needs continued investment in new metro and light rail lines and greater public transport capacity, especially for areas such as Green Square and Broadway/Parramatta Road.

The NSW Government's Metro City and Southwest opened in 2024, and Metro West will open in 2032. 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.

Improving the quality and reach of public transport services will rely on high-quality transfers between services. Better cross-city connections with transfer hubs are a feature of most comparable cities. Inner Sydney could have fewer bus services running parallel to rail lines and create more bus services connecting across rail lines – with transfers made almost seamless.

Walking and riding bikes should be the first choice for short trips. Walking is sustainable, space efficient, low emission and low cost. It promotes community by enabling people to interact and spend time with each other in formal and informal ways. It's also a well-used form of recreation and brings mental and physical health benefits.

It's 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.

Cycling is also sustainable and space efficient. Creating a city for cycling brings many of the same benefits as improving walking conditions. Many people took up cycling for the first time during the pandemic, and we can build on this movement with safer, separated cycleways.

The number of bike trips continues to increase. Our cycleway counters on Bourke, Castlereagh, George (in Waterloo), Miller and Kent streets show a 16% increase in the February 2025 daily average compared with February 2024. There are currently 10,000 share bike trips in the local area each week. If the NSW Government legalises e-scooters and other e-mobility devices these will add more people to our cycleways, shared paths and road network, which will increase friction between people walking and riding.

We supplement these active and public transport options with support for car share that provides many households with an alternative to owning a car – they book a car share vehicle when they need one.

We need to accommodate an even greater focus on freight, servicing and deliveries in the coming decades. The 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



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

132	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, as walking is the most attractive and convenient choice for short trips in the local area	5.4 More people ride more, as it's an attractive, convenient and safe option for everyday transport	5.5 Freight, servicing and kerbside space is 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, with cleaner air 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 is maintained for freight, delivery and service vehicles as street space is reallocated
	Vehicle speeds (max 30km/h in all areas of high pedestrian activity, max 40km/h elsewhere) and volumes are reduced, making the city centre and local neighbourhoods safer, healthier and quieter	Most activities in the city are within a 10-minute walk of a rapid, high frequency public transport service	The experience of people walking is enhanced for everyone with improved safety, quality, accessibility and comfort, including for children walking to school and within their neighbourhoods	The cycleway network is connected to desirable destinations and is shaded, legible and comfortable to use	Nearly all service and loading activity occurs off-street or off-peak. Space for traffic, parking and kerbside loading is prioritised for those who need it most
	The existing 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 easy 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 minimises the number of delivery, service and waste vehicles
	All public transport, service and private vehicles are zero emissions		People are prioritised at key intersections, waiting no longer than 45 seconds, ideally no more than 30 seconds, so no more than 15% of a walking journey is spent at traffic signals	It is safer to ride on all roads where everyone who drives behaves safely and courteously	
	Avenues that lead into Central Sydney are greener, with more space for walking and cycling				
	Monitoring progress	Monitoring progress	Monitoring progress	Monitoring progress	Monitoring progress
	Separated cycleways in the City of Sydney local area	Journey to work in the city centre using public transport	Walking count in the City of Sydney local area	Cycling counts in the City of Sydney local area	Kerb space in city centre allocated to deliveries, servicing, and mobility parking A baseline was established in 2023 from which change will be measured
		Journey to work in City of Sydney locations other than the city centre, using public transport			

City of Sydney's role

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

Key partners and collaborators

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

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- A city for walking: strategy and action plan – continuing the vision (2024)
- Access strategy and action plan (2023)
- Cycling strategy and action plan 2018–2030 (2018)
- Liveable green network strategy and masterplan (2011)
- Electrification of transport strategy and action plan
- Legible Sydney wayfinding strategy (2012)
- Neighbourhood parking policy (2025)
- Car sharing policy (2025)
- Central Sydney on-street parking policy (2025)
- Public spaces public life study (2007, 2020)
- Net zero performance standards (2021)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

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



Participants gather in Hyde Park before the Sydney Gay and Lesbian Mardi Gras parade
Photo: Katherine Griffiths / City of Sydney

Direction 6:

An equitable and inclusive city

Community priorities and aspirations

Our communities want a safe and inclusive city, a place where differences are celebrated. Connected communities will also enhance resilience.

Results from our wellbeing survey show that fewer than half (45%) of respondents are satisfied with feeling part of their community and 45% say they experienced some form of discrimination in the past year.

People hope for a just and inclusive society. For Aboriginal and Torres Strait Islander peoples, this means the right to self-determination and implementing transformative justice models.

People living with disability want greater collaboration with advocacy groups to help challenge discrimination and negative attitudes towards disability that are still widely experienced.

People are deeply concerned about declining housing affordability and how this is undermining social diversity and forcing people to leave communities where they've always lived. This is particularly true for young people, local Aboriginal and Torres Strait Islander people and vulnerable communities.

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

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

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.

An equitable society is founded on the principle that all people, regardless of income or ability, 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, internet access, welcoming public spaces and the ability to participate in social and cultural activities and programs.

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

Our community tends to be younger (median age 34), more than 50% were born overseas and 38% speak a language other than English at home. In housing, 65% rent, 41% live alone, 97% live in medium and high-density dwellings, and 7.3% of households are in social housing. More than 20,000 people are in low-income households with the largest age group 20 to 24 years.

More than half of residents counted at the last Census did not live in the area 5 years prior. This level of mobility is a consistent trend and can make forming social connections difficult for some.

Our community wellbeing indicators show inequalities for some groups in our local communities. These groups are impacted a lot more by the cost of living and the ability to access daily needs. These groups are a priority for us to support and create a more socially just city. They include people with disability, people of diverse sexualities and genders, people over 65 years, young people and people with English as a second language. We recognise the importance of intersectionality, where people identify as more than one of these priority communities. Our wellbeing indicators also shows people who may feel excluded are recent arrivals to the local area.

Since 2018 there have been significant stressors and shocks locally and globally, including the Covid-19 pandemic. During the pandemic we supported our communities by establishing food relief grants. After the pandemic, a cost-of-living crisis and an extended period of high inflation has resulted in significant financial hardship for many residents and local businesses. The worsening housing affordability crisis has also placed significant strain on household budgets, outpacing wage growth for an extended period.

We know the effects of shocks and stressors can be passed on through generations. For example, Aboriginal and Torres Strait Islander peoples experience ongoing and devastating effects of government policy and practice. From colonisation in 1788 until at least the 1967 referendum, Aboriginal and Torres Strait Islander peoples were discriminated against through being deliberately excluded from economic participation and denied access to education for decades.

This resulted in successive generations of Aboriginal people being 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 the community's 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 community-controlled organisations work together to provide services to support communities and address inequality. We will work in partnership with Aboriginal and Torres Strait Islander organisations to achieve 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.

We support Aboriginal and Torres Strait Islander people's right to self-determination and recognise the need for their voices to be elevated and centred in government decision-making. On the national stage this would be through the respectful recognition of Aboriginal and Torres Strait Islander peoples in the constitution.

The rising cost of living, alongside the impacts of the pandemic, have drawn attention to existing inequalities in our communities. Some people are excluded from opportunities for essentials such as secure work and affordable housing, and adequate nutritious food becoming increasingly out of reach. This is particularly impacting people on low incomes and income support payments. Lower educational or workforce participation rates mean our economy cannot grow to its full potential.

Nationally we're seeing an increase in loneliness and social isolation. We know that people with a sense of belonging in their neighbourhood and social connection are less likely to feel isolated and more likely to be happy and trust other people. The ability to connect is supported through a

network of walkable streets and public open spaces, as well as our libraries and community centres that provide direct and indirect wellbeing benefits free of charge or at low cost.

In our communities, people on a low income, 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.

Feeling safe, included and welcome also impacts how and where we can move around the city. People with disability still face significant barriers in getting around. This can hamper their independent access to employment, medical and government services, recreation and social and cultural activities. Women and girls and people of diverse sexualities and genders also don't feel as safe as the general community, particularly at night.

An important aspect of feeling safe is for people to feel welcome and respected for who they are. Creating culturally safe and welcoming spaces for everyone is important, particularly for our priority communities such as Aboriginal and Torres Strait Islander peoples, people of diverse sexualities and genders, people from multicultural communities and people with disability.

Access to technology is vital for inclusion. While technology is a great enabler of people, rapid advances in technology risk worsening the 'digital divide' in our communities between people who have access and see the benefit of digital engagement, and those who don't have access or opportunity.

We cannot achieve the vision for a socially just and resilient Sydney alone. It requires all levels of government, business, service providers and communities working together.

Addressing inequality and inclusion is complex and requires collaboration and responses from all levels 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.



Catherine Smith visiting 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.

140	6.1 Strengthen partnerships and relationships that enable shared decision making 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 has equitable access to participate in our economic growth and share in our prosperity	6.4 Everyone is engaged and actively participates in the governance of their city	6.5 Everyone has 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, everyone can participate in a creative practice	6.7 A sustainable food system that provides access to safe and nutritious 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 when partnerships are formed, leading to positive outcomes for Aboriginal and Torres Strait Islander peoples	Everyone can participate and become involved in the city, particularly children and young people	Sydney is a city that is fair and socially just	Everyone actively participates in governance and decision-making processes	The 'digital divide' is addressed with everyone having access to the digital assets, tools and services to participate in economic and civic life	Everyone has equitable access to affordable, high-quality early childhood education and care	Everyone has access to fresh, nutritious and healthy food
	Partnerships and 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 Closing the Gap priority reform 1	Community volunteers are supported and celebrated	Everyone can prosper with opportunities for equitable economic participation	Everyone is appropriately represented in decision-making by institutions and organisations	Everyone has the skills to protect and control their privacy and personal information ensuring data security and confidentiality	Public education facilities meet the needs of our growing and diverse communities	Everyone is supported to live healthy, sustainable, and active lives
	Barriers to economic, social and cultural participation and inclusion are identified and removed	Communication is inclusive and accessible to reach diverse communities	Affordability and other barriers to participation in the economic, cultural, and social life of the city are identified and addressed	Everyone has equitable access to information and data to help them make informed decisions	Digital innovation empowers everyone to share knowledge, skills and experiences, fostering an environment where we can experiment, collaborate and create solutions that benefit everyone	Everyone can participate in and has access to learning opportunities throughout all stages of life	
	Aboriginal and Torres Strait Islander peoples are supported in their right to self-determination	Barriers to advance the inclusion of people, including children and young people, and people with disability in our communities are 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 become future civic leaders	Everyone can access open data, tools and space with ethical digital protections for privacy	Everyone has access to spaces and equipment for creativity and opportunities to develop digital skills and overcome the digital divide	

6.1 Strengthen partnerships and relationships that enable shared decision making 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 has equitable access to participate in our economic growth and share in our prosperity	6.4 Everyone is engaged and actively participates in the governance of their city	6.5 Everyone has 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, everyone can participate in a creative practice	6.7 A sustainable food system that provides access to safe and nutritious food
Monitoring progress Aboriginal and Torres Strait Islander organisations that the City of Sydney has formed or maintained a formal partnership Closing the Gap priority reform 1	Monitoring progress City of Sydney residents who are satisfied with feeling a part of the community	Monitoring progress City of Sydney residents who say they are financially insecure	Monitoring progress City of Sydney residents who agree there is enough opportunity for them to have a say on issues important to them	Monitoring progress City of Sydney residents with internet access at home	Monitoring progress City of Sydney residents satisfied with access to learning and education opportunities in the local area	Monitoring progress City of Sydney residents who ran out of food at any point in the past year and could not afford to buy more
	City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	Socio-Economic Indexes for Areas (SEIFA) – measure of relative socio-economic advantage and disadvantage	City of Sydney residents who participated in decision-making activities (defined as attending body-corporate meeting and/or sitting on a decision-making board or committee, such as a corporate board, school council, sports club committee or church committee) in last 12 months			

City of Sydney's role

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

Key partners and collaborators

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

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Community engagement strategy and community participation plan (annual)
- A city for all: social sustainability policy and 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 strategy (2018)
- Smart city strategic framework (2020)
- Long-term financial plan (annual)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



OzHarvest supermarket in Waterloo

Photo: Mark Metcalfe / City of Sydney



Celebrating the opening of Darling Square Library

Photo: Adam Hollingworth / City of Sydney

Direction 7: Resilient and diverse communities

Community priorities and aspirations

We continue to hear the importance of being truthful about our past and learning from Aboriginal and Torres Strait Islander peoples. Resilient Sydney research highlights that the European invasion was a 'sudden shock' and colonialism a 'chronic stress'. This reinforces the importance of making Sydney safer for Aboriginal and Torres Strait Islander peoples.

People agree there needs to be a stronger focus on building social connections to improve resilience, and there are concerns about the impact of racism and discrimination in undermining social connectedness.

Cost of living pressures, including a lack of affordable and quality housing are seen to be undermining people's resilience, particularly impacting young people and priority communities. Helping all groups have their voices heard, including priority communities would reduce vulnerability and increase social cohesion and inclusion.

There is a strong call for climate adaptation measures, such as improving building designs and access to affordable housing that's resilient to climate change.

People also acknowledge the role of community collaboration and the importance of local initiatives like food security programs, public green spaces, and emergency preparedness education to foster community resilience. People stressed the importance of recognising and drawing experience from Aboriginal and Torres Strait Islander people's wisdom to support us to become more resilient and learn from thousands of years of lived experience and best practice.

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

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

People hope for a future community that embraces sharing of spaces, resources and knowledge. They understand that improving wellbeing is the basis for better mental and physical health outcomes. Young people express a desire for a supportive and collaborative city.

Our data shows people strongly endorse a safe city. This goes beyond addressing specific physical safety concerns. People see safety manifested in more active and better designed public spaces, with more people 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.

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/or living in poor quality housing and those experiencing homelessness, are vulnerable to extreme weather events and will be more so in future, such as heatwaves and storms. We're also not immune from the consequences of major droughts, bushfires or floods surrounding 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 services in the city. Being prepared will help us respond to and recover better from these situations.

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

Evidence shows that communities with strong social bonds tend to be more resilient. Building social cohesion takes time and it's crucial to invest in reinforcing these connections during more stable periods to ensure people can collaborate effectively when disaster occurs. Just as importantly, strong social cohesion and connection is critical during times of stress and loss within local communities ensuring people come together to support each other, particularly in priority communities.

Incidents of anti-social behaviour, family and domestic violence and deaths in the community all impact on people's mental and emotional wellbeing. It's important at these times people feel supported and have access to the services and programs they need.

Being connected to the community where you live is essential for wellbeing and is the cornerstone of a socially sustainable and resilient city. The better we connect with people daily, the more protected we are from loneliness and its impacts on wellbeing, and 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 53% of our community members are confident they could get help from their neighbours, but almost all would help their neighbours. This suggests a lot of goodwill but lack of connection.

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've noted a decline in social cohesion across metropolitan Sydney. There are multiple risk factors for loneliness and social 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 are particularly at risk of social isolation.

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. These diversities and the intersections between, can be a catalyst, but also a challenge to forming strong bonds between people. The City of Sydney is one of the most culturally and linguistically diverse areas in NSW and Australia. Almost 50% of our residents were born overseas, and 34.8% of people speak a language other than English at home. Most spoken languages include Mandarin,

Cantonese, Thai, Spanish and Indonesian. Furthermore, a significant number of international students study and work in the City of Sydney area.

We are committed to increasing knowledge and understanding of diverse multicultural communities across the city and facilitating partnerships that nurture cultural diversity, increased community connections and a sense of welcome and belonging for all.

Our communication and engagement with multicultural communities is inclusive. We consult with and co-design our programs and activities with local multicultural communities to promote capacity building, inclusion and combat racism and discrimination.

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 community's 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.

Our mobility and freedom to move around the city is impacted by our perception of safety and this differs across genders. Sydney is regularly ranked one of the safest cities, and our 2023 wellbeing survey found people feeling safe while walking alone after dark, increased from 50% in 2011 to 63% in 2023. But the 2023 survey results show that 27% of women say they feel 'unsafe' or 'very unsafe' walking alone near home after dark, compared to 10% of men.

An important aspect of feeling safe is for people to feel welcome and respected for who they are. Creating culturally safe and welcoming spaces, and importantly providing a safe, respectful and welcoming environment for Aboriginal and Torres Strait Islander peoples continues to be a focus.

We're committed to embedding the NSW child safe standards into our organisational leadership, governance and culture. We'll adopt strategies and act 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, it 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.



Community sewing bee at the Juanita Nielsen Community Centre in Woolloomooloo 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 and support long term health and wellbeing. We work with communities, businesses, and other organisations to strengthen connections and networks, and the city is prepared and able to recover from most situations.

149	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	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
	We move forward together through truth-telling and by acknowledging and addressing the history of our local area, including the impact of colonisation and subsequent policies on Aboriginal and Torres Strait Islander peoples	Community and cultural facilities offer welcoming and inclusive experiences that support wellbeing and quality of life for everyone	Aboriginal and Torres Strait Islander peoples' knowledge and experiences contribute to the city's resilience and adaptation	The city economy is thriving, and growth is sustained from a diverse economic base	The city is seen as a safe and secure place where everyone lives, works, visits and does business, free from discrimination	A strong and sustainable Aboriginal and Torres Strait Islander community-controlled sector provides high quality services to meet the needs of Aboriginal and Torres Strait Islander peoples in the local area Closing the Gap priority reform 2
	Diversity continues to be valued and is a strength of communities	Community and cultural facilities are inclusive, affordable, and accessible to everyone	The city, its public places, services and infrastructure are ready to withstand natural hazards, critical infrastructure failure and international crisis	The city economy comprises a range of business sizes from major corporations and small to medium enterprises, to startups, scaleups for-purpose and social enterprises	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 prevails in the city
	Organisations and institutions promote respect, connect communities and create a sense of belonging	Community and cultural spaces are designed with the community and managed to support social connection and wellbeing	Business, government, and communities collaborate to ensure the city is prepared for, can respond to, and recover from acute shocks and chronic stresses	Job opportunities have been expanded and strengthened by reinforcing Sydney's competitive advantages and addressing underlying economic vulnerabilities	Domestic and family violence and sexual assault has been reduced	Communities are empowered to engage and participate in the design and success of projects and initiatives that impact them
	Community initiatives strengthen social inclusion, enable connectedness and reduce social isolation within and across communities	Improved social connections and wellbeing contributes to everyone's 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	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
Monitoring progress City of Sydney residents who are satisfied with feeling a part of the community	Monitoring progress City of Sydney residents satisfied with opportunities for sporting or recreational activities in the local area	Monitoring progress City of Sydney residents who agree they are prepared for a major emergency	Monitoring progress Top 6 industry sectors in the City of Sydney local area ranked by proportion of jobs in each. Aim is for no one sector to dominate	Monitoring progress City of Sydney residents who feel safe walking alone near home after dark	Monitoring progress City of Sydney residents who participated in at least one community engagement activity (defined as attendance at a community meeting, public hearing or discussion; meeting with, phoned, or written to any local politician; joined a protest or demonstration and /or participated in an online discussion about political or local community issues) in the past 12 months
City of Sydney residents who agree it a good thing for a society to be made up of people from different cultures and communities	City of Sydney residents satisfied with library access in the local area	City of Sydney residents who agree they have a bag of essential items prepared in case of an emergency		City of Sydney residents who feel safe walking alone near home in daylight	Suppliers engaged by the City of Sydney who identify themselves as Aboriginal and Torres Strait Islander Closing the Gap priority reform 2
					City of Sydney spend with Aboriginal and Torres Strait Islander businesses. Target \$2m annually Closing the Gap priority reform 2
					Grants to Aboriginal and Torres Strait Islander organisations Closing the Gap priority reform 2

City of Sydney's role

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

Key partners and collaborators

- Metropolitan Sydney councils
- Emergency services organisations
- Community organisations
- Business community
- Australian Government
- NSW Government
- Peak bodies and member-based organisations
- Residents
- Resilient Sydney
- NSW Reconstruction Authority, formerly Resilience NSW
- Not-for-profits and NGOs

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- City of Sydney resilience strategy 2023–2028 (2023)
- A city for all: social sustainability policy and 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 strategy (2018)
- Smart city strategic framework (2020)
- Humanitarian crisis response guidelines (2010)

- Support for charities guidelines (2018)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

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



In Between Two Worlds by artist Jason Wing, Kimber Lane, Haymarket
Photo: Paul Patterson / City of Sydney

Direction 8: A thriving cultural life

Community priorities and aspirations

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. Participating in arts and culture is seen as central to our way of life, it helps build social connections, reduces isolation and improves mental health. It also plays a role in our identity, both individually and as a community.

The constant theme is that we must celebrate our city's unique character and heritage. That begins with feeling pride in our connection to Aboriginal and Torres Strait Islander culture and history as well as the diverse communities that make Sydney their home.

People acknowledge that the richness of culture we experience can be fragile. They want to see it prioritised and protected.

Young people feel Sydney lacks affordable cultural and recreation options for them. Many people are concerned that our city risks 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. If this continues, we will lose the spaces, talented people and local resources to tell our own stories.

People see the need for more affordable creative spaces and long-term support for cultural infrastructure.

People 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. As mid-to-high density housing becomes the norm, we need to ensure there are spaces and programs available where everyone can participate in a creative practice.

The creative and cultural sector feels it is important to diversify the city's cultural offerings, providing opportunities at every stage of creative development and career progression including platforms for emerging talent, through to mid-sized spaces and mid-career opportunities that showcase a variety of voices from our local communities.

People believe artists are an important part of our community and should be involved in everyday decision-making. We should better harness the full potential of our creative practitioners and apply their thinking citywide, integrating it into every aspect of city life and a bold, innovative, meaningful, culturally inclusive long-term vision for our future.

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're 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, artist studios and rehearsal spaces. In the decade up to 2022, we lost more than 170,000m² 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've lost workspaces for industries such as fashion, craft, media and design.

In recent years an even more urgent existential threat has emerged – the cost of housing is pricing artists out of our local area. The average cost of a one-bedroom rental in Sydney is now the equivalent of 62% of the average artist income.

Our creative industries have entered a period of extreme housing stress. These rising housing costs are dividing the creative workforce along socioeconomic lines, favouring those who can afford to live here 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 and our cultural workforce is becoming smaller and more uniformly 'Anglo-Australian'.

Cultural and creative occupations make up 15% of the total workforce in the City of Sydney area. These industries continue to be vital to our local economy, but they're retracting. The loss of creative workers is most apparent in the core cultural professions (artists, writers, musicians and performers) which have declined by more than 11% in the past decade. Sydney is the only capital city in Australia experiencing a reduction in artist population.

The gig-based employment of many workers in the creative sector makes them particularly vulnerable to shocks and sudden change, which was seen during the pandemic. This is particularly true for artists from emerging and diverse backgrounds and early to mid-career sole traders who juggle multiple short-term contracts and create their own work.

Legislative interventions like the lock out laws, liquor licensing schemes, user-pays policing, land use planning and building regulations all can impact the viability of creative professions. Likewise, the rise of streaming services, generative technology, and changes to local content quotas will have further consequences for artists, writers, directors and musicians.

A city that aspires to a strong cultural life needs to value its artists, musicians, writers, filmmakers, designers and other creative practitioners. This begins by acknowledging the complexity and precarity of these industries. We need to understand that the creative sector includes broad, interdependent supply chains, so changes impacting one part have a ripple effect on others.



Image: East Sydney Community and Arts Centre
Photo: Jessica Lindsay / City of Sydney

2050 outcomes

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

8.1 Aboriginal and Torres Strait Islander peoples and their cultural practices are valued and supported	8.2 We value our cultural life and champion our creative industries	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
Cultural practice and rights is defined and determined by Aboriginal and Torres Strait Islander peoples	Sydney is renowned for its world-class cultural offerings and investment in bold ideas and new talent	Diverse creative communities 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
The cultural life of the city has strong connections to the history of this place and to Aboriginal and Torres Strait Islander peoples	By championing local cultural production, our stories, history, and local creative achievements are recorded and shared	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
Gadigal culture is acknowledged and respected	Creativity is core to urban policies, ensuring the city is open, accessible and renowned for quality creative experiences	Defined creative precincts are 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 are protected
	We celebrate the many cultures of our diverse, multicultural and inclusive city			Innovative partnerships, financing models and revenue streams enable new cultural infrastructure at scale
Monitoring progress Aboriginal and Torres Strait Islander peoples' satisfaction with the range and quality of creative expression in the public domain	Monitoring progress City of Sydney residents who are satisfied with feeling a part of the community	Monitoring progress Creative industries workforce in the City of Sydney local area	Monitoring progress City of Sydney residents satisfied with opportunities to participate in arts and cultural activities in the local area	Monitoring progress Creative industries enterprise space in the City of Sydney local area
	City of Sydney residents satisfied with number and quality of arts and cultural events such as festivals, performances and exhibitions in local area			

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

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

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Cultural strategy 2025–2035
- 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, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

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 for the creative hoardings program

Photo: Katherine Griffiths / City of Sydney



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. 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

Direction 9:

A transformed and innovative economy

Community priorities and aspirations

Communities and businesses alike believe the city's ongoing economic success relies on building environmental resilience into decision-making. Climate change will shape business risks and changing patterns of consumption. There is an ongoing desire for Sydney to position itself as a global leader in innovation, with strong support for attracting investment in technology and green industries.

Businesses are 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 is 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 want good public transport.

People feel 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 community concerns that not everyone has benefited from recent economic growth. Efforts to widen participation and reduce disadvantage must be a priority.

People feel it is important that economic growth benefits all sectors of society, particularly through the development of affordable housing for key workers and creatives. Targeted investment and support for Aboriginal and Torres Strait Islander entrepreneurs was also raised, acknowledging the value of First Nations culture as an asset that contributes to Australia's identity and economy.

Why we need to act

Work by the Organisation for Economic Co-operation and Development suggests that widening income inequality affects us all. The consequence of declining incomes for the lowest earners and low-income households also creates social impacts that lead to lower overall growth in gross domestic product.

Addressing these issues requires collaborative action and new perspectives on economic models. Demand is likely to rise for occupations that aren't easily automated or skills resistant to mechanisation. These areas require creativity, original thought and innovation. We need to ensure this is addressed by our education system and lifelong learning.

While Sydney ranks among the highest performing urban economies in the world, we must act to sustain and enhance this position. We must embrace the changes brought about by the pandemic and economic downturn to emerge confident that the city's economy can transform, innovate, diversify and be sustainable in the long term.

Despite the pandemic, our floorspace and employment survey in 2022 shows that jobs in the City of Sydney area grew to 520,000 from 500,000 in 2017. There's also anywhere between 50,000 to 100,000 transient, construction and home-based business jobs in the city each year.

In 2016 it was estimated up to 40% of the Australian workforce had 'non-standard' jobs with no employment security. 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. In our local area, the number and proportion of insecure jobs increased between 2017 and 2022 from 27,000 (5.4%) to 34,000 (6.5%), largely due to the impacts of Covid on smaller businesses.

The widespread adoption of working from home practices has impacted how often workers commute across the week, with Central Sydney office occupancy rates lower than before the pandemic. This presents challenges and opportunities as use patterns in the city shift and continue to shift in the future. Maintaining a vibrant and active city centre will be critical to the health of the Greater Sydney economy.

While the pandemic closed borders and saw visitor numbers plummet, year on year the industry has recovered with international visitor numbers nearing pre-pandemic levels. The quality of the international, domestic or local visitor experience is a major driver of future economic growth.

To support a vibrant city economy with more visitors, we need strategies to generate more activities and reasons for people to visit the city and return more frequently. This should include a stronger role for culture and creativity in the city, including events and activations.

A vibrant and safe night-time culture is also vital to our city's future. Our reputation as a city for fun and sophisticated socialising and our ability to attract young people is in decline. Given Sydney's cost of living and housing affordability pressures we need to respond with higher levels of amenity and cultural experience.

We can become leaders in the transition to a green economy. Scientific evidence indicates the next decade is crucial for action and investment and the economic opportunity is significant. It's projected Australia will see \$4 trillion in green investment by 2030, resulting in a net increase of 11,000 jobs in NSW. New businesses and business models will emerge in the transition to a circular economy which will reduce waste and may also find innovative solutions to other environmental problems.

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

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

To drive an innovation-led transformation across our economy, we're targeting 70% of these new jobs to be in knowledge and innovation intensive industries – finance and financial services, professional and business services, higher education and research, ICT, and creative industries.

These high-value jobs will be clustered in defined precincts across our city, with clustering supporting specialisation, innovation and productivity. The success of these precincts will be critical to growing our economy, improving equitable access to employment opportunities and spurring the

innovation that will help solve some of the biggest challenges our communities face, including climate change. Tech Central is Australia's largest innovation precinct in Camperdown, Haymarket and Eveleigh, all within the City of Sydney area.

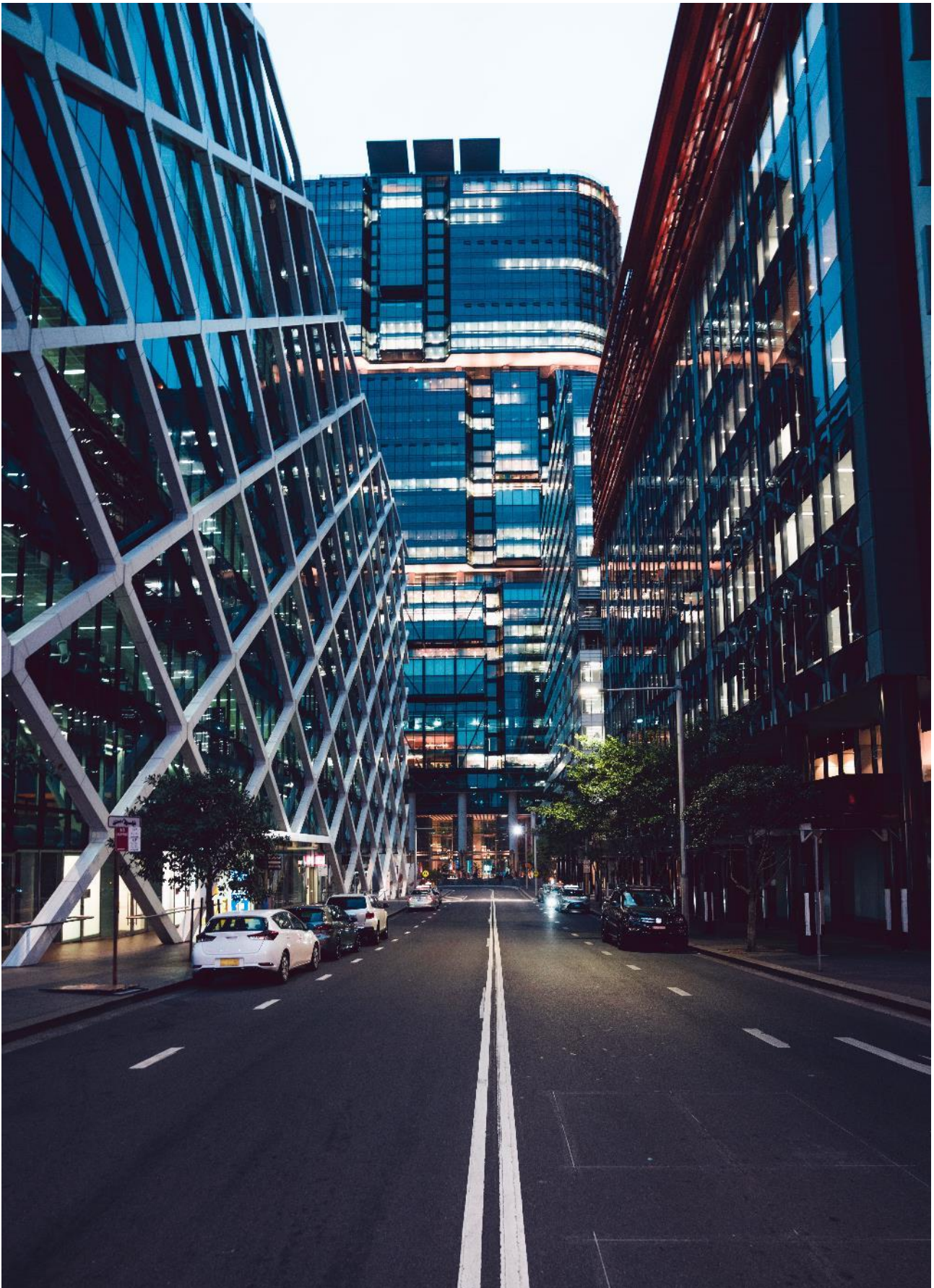
Our city needs to ensure it's a creator of ideas and technology, not just a consumer, with a focus on bridging the gap between industry and educational institutions and encouraging collaboration more broadly. We need to develop the innovation investment system and increase the concentration of the innovation economy in key precincts. 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, particularly those that will support the transition to net zero.

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.

Small, independent high-street businesses keep our neighbourhoods lively. Many will continue to struggle in this changing environment without support such as street events, digital skills courses, and business networks and partnerships. 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.

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. 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.

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 don't make these changes.



Shelley Street, Sydney.
Photo: Getty Images



2022 Sydney Streets program in Redfern

Photo: Adam Hollingworth@Hired Gun



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 resulting in transformation across all industries. Wealth and benefits are shared equitably.

9.1 An expanding innovation economy supports Sydney's future prosperity	9.2 The transition to a net zero 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
New specialisations emerge with innovation central to the growth of Sydney's economy	Sydney is a global champion of net zero	Sydney is prosperous with a globally connected economy, with the wealth and benefits 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	Global competitiveness is maintained by moving quickly to a net zero economy	The principles of community wealth building are embedded, resulting in an inclusive and more sustainable economy	A range of creative, inclusive, fun and diverse 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	Businesses across all sectors are engaged and participate in the transition to a net zero economy	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 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	Sydney's financial and services sector supports NSW's growth as a sustainable economy powerhouse	Aboriginal and Torres Strait Islander peoples in the City of Sydney are empowered to access pathways through education, training and employment that align with their aspirations	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 trials new initiatives and is equipped with high-speed, fit for purpose technology and data infrastructure	New job and business opportunities come from the transition to a circular economy	Aboriginal and Torres Strait Islander businesses grow and flourish Closing the Gap priority reform 5		
Monitoring progress Worker productivity in 5 knowledge and innovation intensive industries in the City of Sydney local area	Monitoring progress Sydney's position on the Global Destination Sustainability Index	Monitoring progress City of Sydney gross regional product	Monitoring progress Trips made in the Sydney city centre on public transport	Monitoring progress Business establishments employing workers in the City of Sydney local government economy
Jobs in the 5 knowledge and innovation intensive industries in the City of Sydney local area		Secure jobs in the City of Sydney local area	Domestic visitors – average number of nights stayed in City of Sydney local area	

9.1 An expanding innovation economy supports Sydney’s future prosperity	9.2 The transition to a net zero 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
		Aboriginal and Torres Strait Islander young people (15 to 24 years) from the City of Sydney local area who are in employment, education or training. The National Closing the Gap target is 67%. Closing the Gap target 7	International visitors – average number of nights stayed in City of Sydney local area	
		Aboriginal and Torres Strait Islander people aged 25-64 from the City of Sydney local area who are employed. The National Closing the Gap target is 62%. Closing the Gap target 8	International visitors staying overnight in City of Sydney local area	
			City of Sydney residents attending cultural activities, events, performances, and venues	

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

- Neighbouring local government authorities
- Business community
- Australian 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 NGOs

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Economic development strategy (2025–2035)
- International education action plan (2018)
- Eora Journey economic development plan (2016)
- 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 statement (in development)
- Sustainable procurement policy (2021)
- City plan 2036: local strategic planning statement (2020)
- Housing for all: City of Sydney local housing strategy (2020)
- Stretch reconciliation action plan (2020)
- Cultural strategy (2025–2035)
- A city for all: social sustainability policy and action plan (2018–2028)

Note, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses

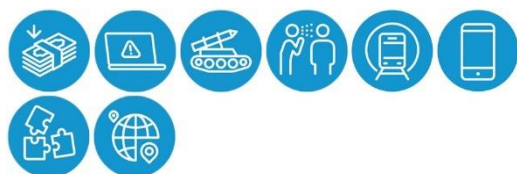




Image on previous page: Affordable housing, Portman Street, Green Square

Photo: Paul Patterson / City of Sydney

Direction 10: Housing for all

Community priorities and aspirations

Our communities want their city to be inclusive of all people, regardless of age, gender and cultural background, what they do for work or how much they earn. This is why housing affordability is a very high concern for priority communities, especially young people and Aboriginal and Torres Strait Islander peoples. The availability of rental and social housing and how this is a barrier to a diverse and equitable city concerns people.

Social housing tenants and renters are concerned about their inability to make their homes more climate-resilient due to cost or rental restrictions. They want climate-resilient housing and want to ensure homes are adapted to cope with extreme weather events.

People understand housing options need to expand but not at the expense of quality. People value living in a neighbourhood that is home to people from all walks of life. They express concerns about being priced out of the market over time and losing their deep connections to place.

There is also a call for more affordable housing and subsidised creative spaces to support artists and creative workers.

They acknowledge as the city moves toward almost all new developments being apartments, the city must still cater for a diversity of household types and sizes – students and single person households as well as families, older people and even intergenerational households.

The city's future economy and if it will be able to attract and retain its workforce also concerns people. Australian businesses compete globally for talent, and people 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.

Why we need to act

All countries committed to the United Nations sustainable development goals are aiming to provide adequate, safe and affordable housing by 2030, for everyone in their communities. Australia has committed to this target, but in metropolitan Sydney including the inner city, we're not yet close to achieving this aspiration. There's much more to do if we're to achieve this goal.

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

The City of Sydney understands 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 173,500 dwellings by 2036, and more as the number of residents grows. In 2024, the NSW Government also imposed short term housing targets for councils to assist the state to meet its share of the National Housing Accord. The target for the City of Sydney area is 18,900 private dwellings from 2024 to 2029. New housing supply needs to include social, affordable and diverse housing.

The city's population has always been very diverse so the nature and mix of housing must continue to support this diversity. This means keeping existing low-cost housing in the area and supporting the growth of new social, affordable and diverse housing.

While the local community will remain relatively young, in the next decade we can expect a growing proportion of older people living in the inner city. Single person households are likely to remain the main housing type, but families with children are expected to be the fastest growing in coming decades. Aboriginal and Torres Strait Islander residents represent an overall younger population and have notable differences in housing needs including size, accessibility and affordability.

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 temperatures rise by using passive design wherever possible to maintain comfort. High-performing residential buildings add to the quality of life that communities expect in a medium to high-density urban setting.

The community values well-designed, well-ventilated, energy-efficient, homes that support people's health and wellbeing. The proximity of homes to local services and public open spaces is essential. Proximity to local jobs has important economic and social benefits for individuals, households and the broader community.

The availability and affordability of housing has continued to decline, especially for those with limited capacity to pay and with extra support needs. This dire situation is worse than in previous years, which has been driven by challenges in creating new supply with increases in finance costs, construction costs and materials availability and labour shortages. At the same time, housing affordability is forecast to likely worsen in the near term due to increasing demand.

Diverse and affordable housing is needed to attract talent and investment as well as support our diverse communities, including people experiencing homelessness.

Longstanding housing issues for Aboriginal and Torres Strait Islander people in the Redfern and Waterloo areas also need to be addressed. Both suburbs hold great cultural and political significance for the community and are an entry point for people coming to 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 are intergenerational. Systemic barriers, less generational wealth and lower incomes mean they often cannot invest in property, which otherwise provides the 'launch pad' for the next generation. Aged care is a priority to ensure culturally appropriate care for Aboriginal and Torres Strait Islander Elders and older people to maintain access to family, community and support services.

The City of Sydney recognises the significance of housing and other services being managed by Aboriginal community-controlled organisations and supports efforts to ensure future expansion of the sector locally.

The 2021 Census shows that twice as many households are renters (65%) in our area compared to the rest of the country (31%).

Housing stress occurs when more than 30% of gross income in a low-income household is spent on housing. The 2021 Census shows among all households in the local area that 33% of renters spend more than 30% of their income on housing. This increases considerably for low-income households to 69% who rent.

In comparison, 36% of Aboriginal and Torres Strait Islander households in the local area who rent spend more than 30% of their income on housing. Conversely, for low-income Aboriginal and Torres Strait Islander households, 58% who rent spend more than 30% of their income on housing.

Another challenge facing renters is housing security. Reform is required to ensure long-term rental is a viable alternative to home ownership. The rights of tenants need to recognise that many renters will rent long term and even lifelong.

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

With around 63,000 households in NSW on the social housing waiting list, the waiting time in 2024 for access to housing in the local area was 10 or more years for non-urgent applicants.

People without Australian residency status who are experiencing homelessness in the city are ineligible for housing assistance. In a highly unaffordable and constrained housing market, this makes them vulnerable to exploitation and exposes them to sub-standard housing.



First image: Homeless person in Woolloomooloo

Photos: Katherine Griffiths / City of Sydney



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 people who need it. High-quality housing is available for everyone.

10.1 People sleeping rough or at risk of 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 our communities	10.3 An increased supply of affordable rental and diverse housing supports our communities and the economy	10.4 Our city has a mix of housing accommodating diverse and growing communities	10.5 There is an increased supply of culturally appropriate and self-determined 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	Supply of affordable rental and diverse housing supports a socially and economically diverse community	There is more housing that better meets the needs of families, intergenerational households, older people, people with disability, students, lone person and co-living households and other cohorts.	Aboriginal and Torres Strait Islander peoples are no longer displaced from the local area
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	A strong community housing sector continues to grow supply of affordable rental and diverse housing	Homes built between now and 2050 are comfortable, healthy, cost efficient 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 rental and diverse housing across Greater Sydney	Renting is a viable, secure and long-term housing option	Increased supply of culturally appropriate and self-determined social and affordable rental housing for Aboriginal and Torres Strait Islander peoples
	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	The Aboriginal community housing sector has grown its capacity to provide housing Closing the Gap priority reform 2
Monitoring progress People sleeping rough in the City of Sydney local area on the night of the annual street count	Monitoring progress Private dwellings that are to be social housing in the City of Sydney local area. Target of 7.5% by 2036	Monitoring progress Private dwellings that are affordable rental housing units and / or diverse housing dwellings in the City of Sydney local area. Target of 7.5% by 2036	Monitoring progress Private dwellings in the City of Sydney local area. Target 156,000 by 2036	Monitoring progress Projects led by or partnered with Aboriginal community-controlled organisations to provide culturally appropriate housing (supported by the City of Sydney through funding, or discounted land or asset sales)
People in crisis accommodation in the City of Sydney local area on the night of the annual street count			Non private dwellings (boarding houses, student accommodation, residential aged care services) in the City of Sydney local area. Target of 17,500 by 2036	Number and proportion of Aboriginal households in the local area that live in affordable housing provided by St George Community Housing, Bridge Housing, and City West Housing

City of Sydney's role

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

Key partners and collaborators

- Neighbouring local government authorities
- Community housing providers
- Housing developers
- Community organisations
- Aboriginal community controlled organisations
- Business community
- Australian Government
- NSW Government
- Homes NSW
- Peak bodies and member-based organisations
- Residents
- Not-for-profits and NGOs

Supporting strategies and plans

These strategies and plans provide the detailed actions to achieve the goal of this strategic direction:

- Economic development strategy (2025–2035)
- Cultural strategy (2025–2035)
- A city for all: social sustainability policy and action plan (2018–2028)
- 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, these strategies and plans are reviewed regularly. During this community strategic plan's timeframe, some may be updated, and new strategies or plans may be adopted.

Implementation of sustainable development goals



Responding to major acute shocks and chronic stresses



Redfern terraces

Photo: Katherine Griffiths / City of Sydney

Transformative project ideas

After we engaged our communities, we developed 10 transformative project ideas. These ideas are outlined in Sustainable Sydney 2030–2050 Continuing the Vision.

The ideas were developed with prominent architects, landscape architects and urban designers. They demonstrate how future public space and infrastructure projects could achieve our vision for a green, global and connected Sydney by 2050.

The projects propose long-term solutions by using creative responses to the opportunities and challenges facing our city. Many are refreshed ideas from our original Sustainable Sydney 2030 vision, while some are new.

They respond directly to the priorities and aspirations of our communities – a city where Aboriginal and Torres Strait Islander peoples and their cultures are visible, for example. These ideas will help us become a greener city that is regenerative and innovative with thriving arts and culture.

The ideas bring the community's vision to life, drawing on the strategic directions and actions to reimagine a future city for all. They acknowledge that long-term infrastructure and development requires commitment from all levels of government, businesses and our residents.

These ideas illustrate how our vision for a future Sydney could be realised:

1. Eora Journey – Yananurala
2. Three linked city squares
3. The green city – increasing city greening
4. City space improvement program
5. The water city – making more of our harbour
6. Connecting Green Square
7. Metro as catalyst
8. Building on housing for all
9. Making space for culture
10. Reimagining our community assets



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) Photo: Chris Southwood, City of Sydney
Monument for the Eora above Dubbagullee (Bennelong Point)

2. Three linked city squares

The 3 squares at Circular Quay, Town Hall and Central linked by a transformed George Street will 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 lungs at Moore Park. They illustrate what our city streets and open spaces could become. A future with more space for people and greening to reduce heat and enable better 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. This would support the environment and 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 train 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

More models to increase the supply of affordable housing in Sydney are needed because like other global cities, Sydney 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 with precinct revitalisation and setting up 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 ones. 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

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 the City of Sydney makes.

Our community engagement strategy provides a framework for how we engage local communities. 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.

Defining community

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

More than one million people – residents, workers, students, businesses and visitors – spend time in the local area, every day.

Sydney's role as a state capital and global city sees a mix of organisations based in our local area. These include cultural organisations, educational institutions, international tourism sector, corporate headquarters, peak bodies, advocacy groups and government departments. The city is also made up of non-resident property owners with properties large and small.

These communities are diverse. The people who rely on Sydney as their place to 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 between our communities and other communities.

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

Recognising diverse communities

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

Communities of place

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

Communities of place also include groups of people who hold a particular connection to a place due to its historical or cultural significance. Examples include Aboriginal and Torres Strait Islander communities with Redfern, people of diverse sexualities and genders with Oxford Street and diverse Asian cultures with Haymarket and 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 visiting their 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 such as the 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 the City of Sydney can tap into, such as business chambers, resident action groups and interagency networks. These communities may also convene around a shared activity including 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 Aboriginal and Torres Strait Islander communities, people with disability, LGBTIQ+ communities and multicultural communities. It's important to remember there is diversity in these communities meaning there may be smaller groups within them.

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

Communities of need

The pandemic reminded us that the needs of people must take priority. In 2020 the City of Sydney community recovery plan survey found that 74% of people agreed it's 'very important that we support people that are vulnerable during the pandemic'.

These may be people facing 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."

— City of Sydney community recovery plan survey respondent (May 2020)

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 by:

- consulting children and young people who will live with the impacts of our decision making the longest

asking the people who we consult to consider the needs and perspectives of those who may not be here yet.

“We are the ones who are going to have to live through the things we choose right now.”

– 2050 Youth Summit participant

Government and institutional stakeholders

The City of Sydney works in an environment of other levels of government with overlapping or complementary responsibilities. We consult each other when we develop and implement our strategies and projects. State government agencies also consult communities in our local area. When this happens its important people are clear about who and which level of government – local, state or federal – is responsible for making 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 that provide important community connections in our local area. An example is our memorandums of understanding with the University of Technology Sydney and the University of Sydney.

We’re working more with health providers to understand community needs, respond to urgent situations and 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 residents across the city and to ensure their voices and needs are heard and understood, particularly with urban renewal projects.

The City of Sydney works with the 33 Greater Sydney councils on issues that cross local government boundaries on the Resilient Sydney strategy and programs focusing on economic, environmental, cultural and governance development.

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

We’re 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.

A snapshot of our city

The City of Sydney local area is home to an estimated 231,086 residents (June 2023).

The area’s Gross Regional Product is estimated at \$141.7 billion (2022/23), which represents 20.8% of NSW’s Gross State Product.

In the 2022 floor space and employment survey, 520,000 jobs were counted across 21,500 businesses in the local area.

Demographic profile

City of Sydney residents are relatively young, with a median age of around 34 years (2021). This compares with a median age of around 37 years for residents across Greater Sydney.

The fastest growing household type in the local area is residents living alone (41.1%) in one-person households (2021). Almost half (47.4%) of city residents live in family households with a partner and/or children or other relatives. Group households accommodate another 11.6% of residents.

City of Sydney residents are well-educated with 58.1% holding a bachelor's degree or higher qualification (2021), with a further 11.7% attending university. This compares to 36.3% with bachelor or higher degree qualifications across Greater Sydney and 5.8% attending university (2021).

There are more professionals among City of Sydney residents (2021) at 42.4% than any other occupation. Managers are the next largest occupational group at 18.7%. This compares with Greater Sydney where professionals represent 29.9% and managers represent 15.5%.

Cultural diversity

More than half (52.1%) of the city's residents were born overseas (2021), with 35.9% of these residents arriving in Australia between 2016 and 2021. Residents born in eastern, south-eastern, and southern Asia now make up more than one quarter (25.9%) of the city's population.

More than one third (37.5%) of residents speak a language other than English at home. The most prevalent is Mandarin followed by Thai, Cantonese, Spanish, Indonesian and Vietnamese.

Work and transport

The labour force participation rate among City of Sydney residents (2021) is 74.2%. This represents the number of people working or looking for work, as a percentage of the total residential population aged over 15 years. In this group 94.4% are employed and 5.6% are looking for work.

Almost two thirds (63.5%) of local resident workers (2021) are employed locally.

On 10 August 2021 (Census), City of Sydney residents said they travelled to work by the following means:

- 14.1% by private car (as a passenger or driver)
- 9.5% by public transport
- 10.9% by bike or walking
- 54.2% worked at home.

Please note, the 2021 Census was carried out during pandemic restrictions, so data on mode of transport to work may not reflect typical travel patterns.

Housing

City of Sydney residents are mainly renting their home privately (57.6%). A further 33.5% of households are purchasing or fully own their home, and 7.3% live in social housing (2021).



Sydney City Farm in Sydney Park, St Peters

Photo: Katherine Griffiths / City of Sydney

Green Global Connected

Attachment C

State of our City 2024 and Addendum



State of our city 2024

Noted by Council 25 November 2024

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

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Aboriginal and Torres Strait Islander Acknowledgement

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.



Image 1. Jeffrey St Wharf, Kirribilli (31 December 2021) Sydney New Year's Eve 2021 started with a traditional Smoking Ceremony performed by an Aboriginal Elder aboard the Tribal Warrior ship. (Photo by Matt Lambley/City of Sydney)

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 seven artworks by Aboriginal and Torres Strait Islander artists in public areas. It is part of our commitment to celebrate the living cultures of Aboriginal and Torres Strait Islander people.
- 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 and Torres Strait Islander peoples, spending with businesses, cultural learning activities for all staff and major public works such as the harbour walk Yananurala and bara, an artwork and monument to the Eora people.
- 2024 We opened the local Aboriginal knowledge and culture centre at 119 Redfern Street, delivering another project from our Eora Journey commitments. This provides a place for local Aboriginal and Torres Strait Islander communities to gather, share and support their needs.

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.

Message from the Lord Mayor

Through the last term of Council we continued to achieve great outcomes for those who live, work and visit our City, now and in the future.

We also experienced significant challenges, including the rising cost of living, housing affordability, extreme weather events and the Covid-19 pandemic.

These challenges make our work, to create and support communities, incredibly important.

Breathing life back into the city post-Covid

We have come a long way since the pandemic devastated our businesses, particularly hospitality, retail, tourism and entertainment. The City's quick response with a Community Recovery Plan played a key role in mitigating the damage and supporting the economy and community which continued into this term, at a cost to the City of more than \$149 million.

However, we know many of those sectors still continue to struggle including cultural and creative industries. The draft Economic Strategy 2025-2035, endorsed for public exhibition at the end of the term, charts a way forward for ongoing recovery, while championing a global economy that unlocks innovation, which is sustainable and inclusive, and provides great local experiences.

We have spent \$2.1 billion over the last term supporting residents and local businesses including through grants, building capital works projects, maintaining community facilities and parks, and working with other levels of government and key stakeholders to help deliver more affordable and diverse housing than any other Council in Australia.

We also ran multiple series of successful Sydney Streets events, produced precinct activations like Neon Playground in Haymarket and Hollywood Quarter in Surry Hills, extended free outdoor dining to the end of 2025 with over 700 businesses trading on footpaths and roadways as part of the alfresco dining program.

Increased diverse and affordable housing

We continue to use every lever available to maximise the amount of affordable and diverse housing in our local area including through planning mechanisms such as developer contributions and planning agreements, selling discounted land to Community Housing Providers, and through grants from our Affordable and Diverse Housing Fund.

As a result, the City has contributed to 3,323 affordable homes in our area either built or anticipated in the future. The City's Affordable Housing levy scheme, which covers all of the Local Government Area since 2021, is projected to deliver a further 1,950 affordable dwellings.

This term we have collected levies, sold land at a discounted rate and approved grants to community housing providers totalling \$73.4 million. That includes \$60 million dollars collected in development levies that we provided to City West Housing and we approved over \$7.4 million in discounted land sales, and cash grants of \$6 million from our Affordable and Diverse Housing Fund to not-for-profit Community Housing Providers.

We have met 71 per cent of our previous State Government set housing target within just 7 years of our 20-year goal, with over 21,000 dwellings built and over 19,000 in the pipeline. This term alone, the City has determined about 5,300 development applications and modification worth \$8.5 billion.

In May, the NSW Government gave us a new housing target of around 18,900 new private homes to be completed by July 2029. We are committed to working with the NSW Government on a Local Housing Accord to ensure more opportunities for housing that deliver well-designed, sustainable homes and attractive neighbourhoods, as market conditions allow.

Continuing our Long Term Vision

Our ongoing achievements are the direct result of having a long term plan for the future as well as strong financial management and governance. We have consistently delivered debt free budgets that have received unqualified audits, which have allowed us to deliver on priorities while keeping rates among the lowest in the metropolitan area, with free rates for pensioners.

Emerging from the pandemic, in 2022 we adopted an update to our long-term strategic plan: Sustainable Sydney 2030-2050 Continuing the Vision. The new plan builds on Sustainable Sydney 2030, which underpinned the City's work to create a greener, more connected, affordable and equitable city for over a decade.

The new plan has ten strategic directions that set a framework for action, ten targets to measure progress and future transformative projects we're already realising like increasing the supply of affordable housing and unlocking more green space at Moore Park Golf Course. The plan reinforces the community's priorities, extends targets and pushes us harder to ensure Sydney's liveability, sustainability and diversity now and into the future.

Climate action

Action on climate change remains a key priority. We committed in 2008 to reduce our emissions by 70% by 2030 and achieved that goal nine years early in 2021. Our operations are powered by 100% renewable electricity.

In an Australian-first, Council endorsed our Net Zero planning controls that require applications for new office buildings, hotels and shopping centres and major redevelopments to comply with minimum energy ratings and to achieve net zero by 2026 – ensuring buildings help the City reach our target of net zero emissions by 2035.

We enabled the foundation of a new climate innovation hub called Greenhouse, at 180 George Street, with a \$7 million contribution to the building fit out and \$22 million in rent abatement over the next decade.

We have established a food scraps recycling trial and are feeding our food scraps to maggots, whose manure can become protein-rich animal feed and fertiliser.

And our new Electric Vehicle strategy is lowering the barriers to EV use, with on-street chargers and work to support strata communities install chargers on site.

Our partnerships that focus on reducing emissions, water use and waste in building continued to deliver impressive results.

In 2021 we approved our new Urban Forest Strategy and Street Tree Master Plan to guide our work to create an even more cool, calm, and climate change-resilient city. Our ambitious Street Tree Master Plan received a prestigious award at the 2023 NSW Landscape Architecture Awards.

We planted 1,949 street trees, installed over 26,455 square metres of public domain landscaping and installed six new raingardens, and added over 185,000 new plants in our open spaces.

Because of our extensive planting, we are the only city in the country to increase our canopy cover over the past decade. Now we're readying to go even further – to plant more trees, plants and shrubbery, and make sure they are species that are hardy and resilient to our changing climate.

Street upgrades, parks and facilities

In the last 20 years, we've invested \$474 million creating 36 new parks and open spaces, adding over 30.8 hectares of new open space and upgraded 143 neighbourhood parks. In the last term, these included the Drying Green in Green Square, Butterscotch Park and Honeykiss Way in Rosebery, Wimbo Park in Surry Hills, Lawrence Hargrave Reserve in Potts Point, and Peace Park in Chippendale.

We created four new sports fields at Gunyama Park in Zetland, Getiela Park and Perry Park in Alexandria, and at the Crescent in Annandale, using synthetic turf. These fields provide an extra 11,000 playing hours per year, achieving about 70 per cent of our target for sports and recreation needs by 2030.

After years of campaigning, the NSW Premier committed to converting up to 20 hectares of the Moore Park Golf Course to publicly accessible parkland for the growing communities of Green Square, Waterloo, Zetland and Redfern, with funding allocated to progress planning. We called for the expanded parkland to be used for informal recreation with improved connectivity and no more parking.

We increased the budget for our community centres by 20 per cent, added more than 70 new programs and activities at our community centres and introduced fee waivers for eligible community groups using our venues. We are nearing completion of the \$11 million upgrade to Pyrmont Community Centre and will soon reopen a refreshed Darlington Activity Centre.

We also approved \$7.9 million plans to upgrade the Redfern/Darlington Community Centre Open Space, Yellomundee Park and Hugo Street Reserve, including to keep the basketball court in its place.

We successfully completed major upgrades of Macleay Street, Potts Point, Macdonald Street, Erskineville, and George Street South, the \$34 million upgrade of Crown Street is moving at pace, and we have committed to a \$44 million plan to rejuvenate Chinatown, which includes major public domain upgrades, support for businesses and more community events as well as grant funding and changes to planning controls.

This term work was also completed on George Street south and Devonshire Street in Surry Hills in August 2023. We are now pedestrianising George Street north from Hunter Street to Essex Street, which will be extended to Alfred Street later on when the NSW Government's Circular Quay Redevelopment project is completed.

We approved a major public domain upgrade for the Town Hall precinct, including the redevelopment of Sydney Square – the next obvious step in the transformation of George Street. We're also providing greener and calmer public spaces under the City North Public Domain Plan as the new metro stations and large development proposals bring more workers, residents and visitors.

We have delivered 25km of separated cycleways, over 66km of shared paths and 45km of other cycling infrastructure, more than doubling the number of bike trips in the city area since 2010 when counts began.

This term we completed cycling infrastructure on Portman Street, Zetland Avenue and the first section of Ngamuru Avenue in Green Square, Swanson, Macdonald, Ashmore, and Harley streets and Henderson Road, Railway Parade and Bridge Street in Erskineville, Huntley Street and Mitchell Road in Alexandria, Gadigal Avenue and Potter and Crystal Streets in Waterloo, Pitt Street North, King Street (between Pitt and Phillip streets) and College Street in central Sydney, and Booth Street in Glebe.

With four more cycling infrastructure projects currently under construction including Oxford and Liverpool cycleways, Castlereagh Street walking and cycling improvements, Ngamuru Avenue (between O'Riordan and Bourke Streets) and Glebe to Ultimo cycleway, five in detailed design and three in early planning stages - we remain committed to connecting the bike network.

This term Council also approved three key strategies and actions plans that underpin what the City will continue to do to create a city for walking, cycling and public transport including Electrification of Transport in the City - Strategy and Action Plan, the City Access Strategy and Action Plan and A City for Walking Strategy and Action Plan.

We began aligning the stars for Oxford Street's long-term success, with new planning controls that encourage investment and create more creative and cultural space, and the major redevelopment of City-owned properties. The new planning controls are complemented by the Oxford Street LGBTIQA+ Social and Cultural Place Strategy, a first in Australia for an LGBTIQA+ precinct.

Celebrating and supporting our First Nations peoples

In 2022, at a headland ceremony reminiscent of traditional Gadigal gatherings, First Nations dancers unveiled one of the city's most significant public artworks: bara, our Monument to the Eora, the first peoples of Sydney. Created by artist Judy Watson, bara represents the fish hooks crafted and used by Gadigal women for thousands of generations, the work has a gleaming finish reminiscent of local seashells.

We also began installing signage for Yananurala, a nine-kilometre walk that will highlight Aboriginal history and culture at places along the Harbour foreshore and opened the doors to our new Aboriginal and Torres Strait Islander knowledge and cultural centre at 119 Redfern Street.

Supporting a creative city

In June 2022 we increased our stock of affordable creative space with the opening of our five-storey City of Sydney Creative Studios in Bathurst Street, leased from the developer Greenland for a peppercorn rent for 99 years. This state of the art facility provides affordable spaces to suit all kinds of artists, musicians, podcasters, performers and other creatives.

We have also begun to work to restore the historic Sydney Park brick kilns for cultural and community use and events.

In June this year we unanimously signed off on the closure of the Creative City Cultural Policy and Action Plan 2014- 2024, with 97 per cent of the 208 actions commenced, underway or completed. The remaining three per cent are the sole responsibility of the Commonwealth Government.

Championing inclusion

This term we also created a new \$4.5m food relief grant program to help organizations distribute food to struggling households as the cost-of-living soars. The first round of grants funded 21 community organisations who in turn support over 200 agencies providing the equivalent of 350,000 meals for food insecure people in our City. Through our Food Operations Working Group and a dedicated staff member, we help source over one tonne of fresh produce weekly so members also share resources, and connect to the broader food system to develop circular solutions.

We transitioned to flying the Progress Pride flag, a design that represents greater inclusion, embracing the breadth of identity within the LGBTIQA+ community and allocated more than \$1.7 million in funding to support the marquee international pride event, WorldPride, in February and March 2023. We provided seed funding to Qtopia Sydney, the new home of Queer History and Culture, exhibitions, live performances, education programs, events and community programs, and funded free entry on Sundays.

In the face of increased violence at queer events and places, we hosted an LGBTIQA+ Safety Summit in conjunction with ACON, bringing together key stakeholders to create a path for a safe and inclusive city.

Delivering design excellence and planning for our future

The City has achieved greener, more humane, innovative and beautifully designed buildings and public domain areas through mechanisms such as our Design Excellence Policy and the competitive design process. More than 160 competitive processes have been completed since its inception over 24 years ago, with many developments acknowledged by local and international design and development industry awards.

This term we also continued to deliver the Green Square Urban Renewal area along with our \$1.8 billion infrastructure plan and 40 parks, places and facilities planned. This is an example of density done well.

And in Central Sydney, we worked with developers to deliver not just impressive, sustainable office towers but also a network of retail lanes, public art and community facilities at the Quay Quarter Precinct, which includes Quay Quarter Tower, the world's largest upcycled tower building and 180 George Street which includes a 20-metre high canopy artwork by Aboriginal artist Daniel Boyd above the first new public plaza to be dedicated to the City in decades.

We also refurbished significant City-owned buildings like the Corporation Building in Haymarket and 343 George Street in the city centre.

During the term ahead we continue to engage with the community and businesses to refresh and update key strategies such as:

- Resilience Strategy 2023-2028 – how we plan to strengthen our community's ability to prepare for, withstand and adapt following major disruptions.
- A 'City for Walking' strategy and action plan – continuing the vision of the 12 actions we'll carry out to improve walking.
- Access Strategy and Action Plan – continuing the vision includes 17 projects, initiatives and programs that translates the strategy into an action plan to manage access and transport to support environmental, social and economic outcomes.
- Electrification of Transport in the City – Strategy and Action Plan that outlines our approach to achieving zero emissions transport by 2035.
- Greening Sydney Strategy – how we will be a cool, calm and resilient city, and how we will increase greening and share its benefits with the entire community.
- Economic Development Strategy 2025-2035 – currently under development. Embedded in this strategy is our priority to transition to a green and circular economy.
- Cultural Strategy 2025-2035 – currently under development to show how we plan to support Sydney's creative industries through both current challenges and future ambitions.

I look forward to working with our new council to meet the challenges that lie ahead for our city and our many communities. I thank our dedicated City staff, under the wonderful leadership of Chief Executive Officer Monica Barone, who have risen to the many serious challenges over recent years, ensuring our city not only survived Covid 19 but is thriving once more.

A handwritten signature in black ink that reads "Clover Moore". The signature is fluid and cursive, with a long horizontal stroke underneath the name.

Lord Mayor

Clover Moore

Message from the Chief Executive Officer

This Council term saw the need for us to continue to adapt and respond to the impacts of the pandemic and weather events. We tailored our services and programs to provide the best services we could during this period.

As pandemic restrictions began to lift across our city in 2021 the council focussed on encouraging reconnection and helping those impacted by the rising cost of living. We did that through many ways such as providing community emergency quick response grants and food relief donations to OzHarvest, Foodbank and SecondBite.

While visitation to our city is rising, small businesses in our area and vulnerable communities face increasing challenges from the rising cost of living and housing crisis.

Through our programs, since July 2021 we have assisted 550 people to exit homelessness into long term housing and prevented another 490 people from becoming homeless. In 2023/24 we provided \$1,349,590 in grants to support 4 specialist homelessness services in the Inner City area. To help with the supply of affordable housing, the City joined with Common Equity NSW in Sydney's first dedicated affordable housing project for transgender women. Through our excess land program, seven properties in Darlinghurst were sold in March 2024, at a significant discount to get this project started.

Our event and festival programming continued to focus on encouraging reconnection in the community and supporting local businesses. We have sponsored and supported many events and festivals bringing people together and back to our city including Sydney WorldPride in late summer 2023, our ongoing successful Sydney Streets program which commenced in 2021/22, Sydney Fringe Festival, Sydney Festival, Sydney Writers' Festival, Sydney Film Festival, Vogue American Express Fashion Night Out, Biennale of Sydney, Sydney Gay and Lesbian Mardi Gras Parade, Yabun Festival, Australia Day in Sydney, Vivid's XCelebrate live music program, Australian Fashion Week, SXSW Sydney and a community event as part of the 50th anniversary of the Sydney Opera House in 2023.

Additionally we supported and hosted many cultural events celebrating the diversity of our community with highlights such as our Lunar Festival, Australian South Sea Islander Recognition Day, Reconciliation Week events, Australian sports program events engaging newly arrived people to learn about Australian culture through sport, Refugee Week ambassador speaker events, a community event with the Aboriginal Medical Service to celebrate NAIDOC Week, and Aboriginal Star Stories of the Dreaming event in Green Square Amphitheatre.

Overall visitor numbers to our aquatic and leisure centres, libraries and sports field are returning to pre-pandemic levels. It's encouraging to see visitors at our aquatic and leisure centres have increased again in 2023/24, reaching 1.99 million, an 11.1% increase from the previous year. Library attendances also increased, with 2023/24 seeing an 18% increase in attendance from the previous year.

We continue to make progress towards making our operations more sustainable including deploying our first fully electric commercial vehicle, installing solar PV panels at Perry Park bringing the total on City of Sydney rooftops to about 2,300 kW and generating over 3,000 MWh of clean energy a year, taking part in programs to include crushed recycled glass and other recycled products into road building, working closely with Ausgrid to complete the change-over of Ausgrid-owned residential street lighting to energy-efficient LEDs. Over 3,000 light fittings have been upgraded to LED, reducing the City's electrical consumption by approximately 750 MWh a year, representing 2.5% of the City's grid electricity use.

On average more than 72,000 plants were planted in City of Sydney parks and street gardens each year between 2021/22 and 2024/25 with key planting sites being Hyde Park, Cook and Phillip Park, Jubilee Park, Gunyama Park and Sydney Park, and in Green Square, Paddington and Woolloomooloo.

We completed the George Street south pedestrianisation and received the Built Projects – City and Regional Scale Award for its transformation of George Street.

Other highlights from our activities include:

- creating the new Getiela synthetic sports field at Alexandria while increasing the area of parks and open space managed by the City of Sydney to more than 215ha
- completing construction of separated cycleway upgrades in Annandale and new cycleways in the city, Green Square, Waterloo and Erskineville that expands the bike network by 4.8km since July 2021
- rejuvenating the Archibald Fountain in Hyde Park
- completing a 3-year, staged 5,000m² road reconstruction in O'Dea Avenue to replace concrete road with sustainable asphalt while reducing traffic noise
- opening our Ultimo Recycling Pop-Up at Bay Street Depot for residents to walk up and recycle items with the most popular being electronics, batteries and light bulbs and upgrading our recycling stations by adding an extra stream for small electronics and increasing the number of stations to 16 locations
- launching our Aboriginal and Torres Strait Islander workforce strategy
- consulting and adopting our urban forest strategy, street tree master plan, tree management policy and electrification of transport in the city strategy and action plan
- adopting our resilience and walking strategies, and working on our, cultural and economic development strategies to revitalise the city centre, transition to a green and circular economy, build an innovation economy and strengthen the inclusive economy

The City continues to strive to be a leader in equal employment, diversity and inclusion by providing employees with benefits such as care and culture leave, and workplace flexibility. I am proud to lead an organisation which was reaccredited as a Disability Confident Recruiter for a third successive year and to be awarded the 2024 Local Government Professionals Australia (NSW) Excellence Award for Organisational Diversity and Inclusion for our Employee Networks.

I wish to acknowledge the great work that all of our committed staff perform each day across our local government area, whether it is our front line or support services, to support our growing community of residents, workers, visitors and businesses.



Chief Executive Officer

Monica Barone

Introduction

This State of our city report focuses on how effective the City has been in delivering social, environmental, economic and civic leadership objectives over the term of the previous council. It reports against the high-level strategies and priorities of our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 and has a community focus.

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 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 builds on the sustained conversations with local communities that began in 2006/07.

Sustainable Sydney 2030-2050 Continuing the Vision continues our vision for a more sustainable future. Ten targets enable change to be measured over time. Six guiding principles that consider the values expressed by the community inform the City of Sydney in its decision-making.

Ten strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities. Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050.

In developing the 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 continued to monitor community concerns, ideas and aspirations throughout the pandemic to see if, or how, perspectives might have changed. We have also taken stock of the impact the pandemic has had on our communities and economy since its emergence in early 2020.

Legislative requirements

The City of Sydney is a local government organisation governed by the requirements of the *Local Government Act (1993)* and Regulations, the *City of Sydney Act (1988)* and other relevant legislative provisions.

The Local Government Act includes principles for local government, which identify the matters councils need to consider when carrying out their responsibilities. Integrated planning and reporting is included as one of the principles.

The Integrated Planning and Reporting framework provides for each council to identify the priorities of its many communities and create a holistic approach to planning to achieve those goals in a sustainable way, given the resources available. The NSW Government's framework, introduced in 2009, applies to all councils in the state.

Using this framework, the City has prepared a number of plans which detail how we intend to deliver on the communities' priorities identified through consultation and engagement and articulated in the community strategic plan.

Integrated Planning and Reporting

The Integrated Planning and Reporting framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (also referred to in this document as the community strategic plan) and other key documents.

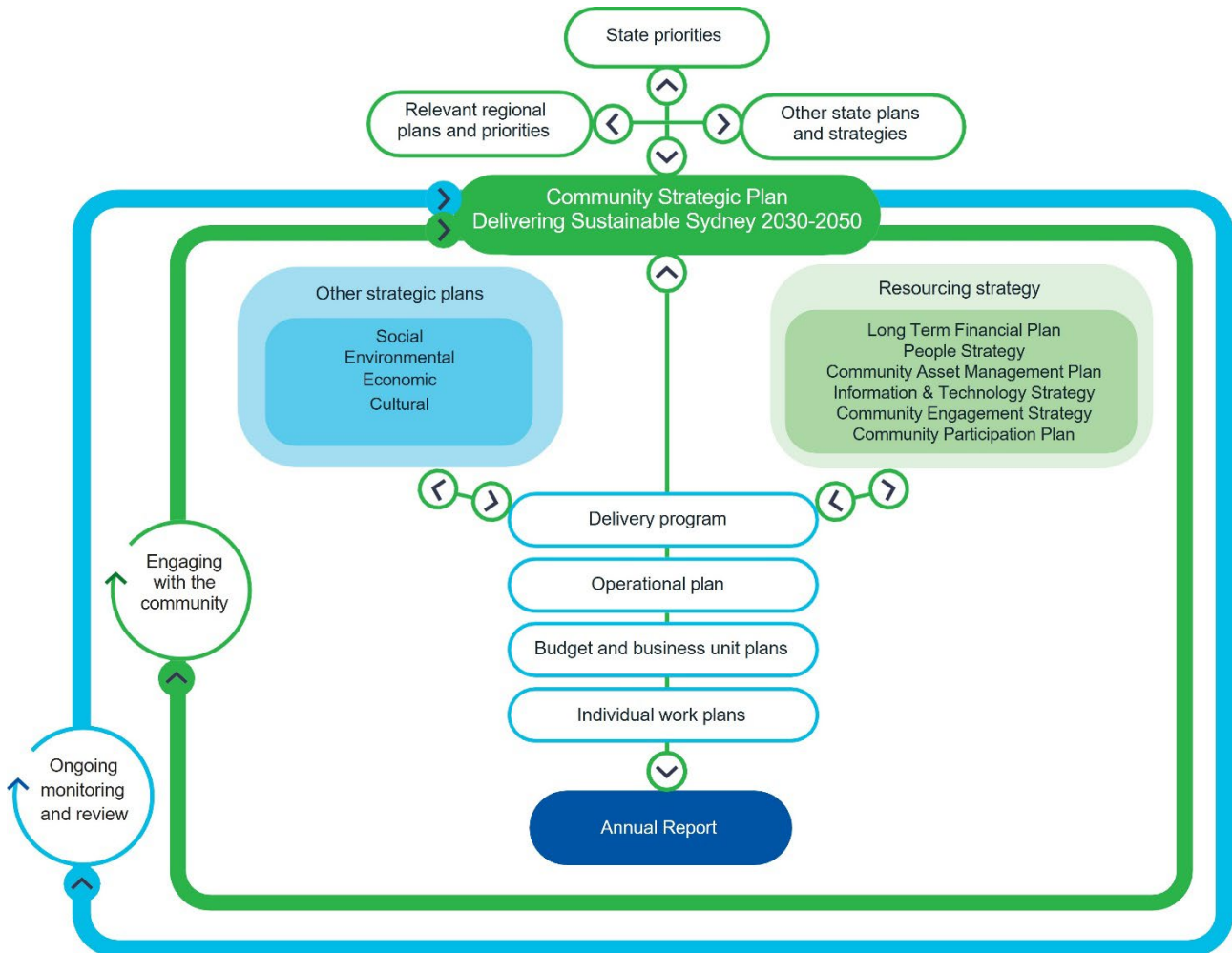


Figure 1. The City's Integrated planning and reporting framework diagram adapted from the Office of Local Government. In the above framework the State of our city report comprises part of the annual reporting process in the year of a council election, and the document will be appended to the City's annual report.

The Council

The City of Sydney and all other councils in NSW operate within a legislative framework determined by the state government.

Councillors are usually elected for a 4-year term by residents and non-residents. However, due to the 2020 election being postponed, the most recent Council term was only 2 years and 9 months. At the City of Sydney, the Lord Mayor is popularly elected. The Deputy Lord Mayor is elected by the councillors each year. All councillors represent the entire area as the City of Sydney is not divided into wards.

The primary role of a councillor is to make informed decisions and develop policies that guide our activities. Councillors provide leadership and guidance and facilitate communication between the Council as a governing body and our communities. Councillors discuss matters at council committees and make decisions at council meetings. Members of the public can address committee meetings and may also attend council meetings.

We consult our communities regularly to seek the opinions of residents, business owners and other interested parties to ensure they play a role in the decision-making process.



Image 2. City of Sydney councillors as at September 2024 (in order of left to right) Councillor Sylvie Ellsmore, Councillor Lyndon Gannon, Councillor Shauna Jarrett, Deputy Lord Mayor – Councillor Robert Kok, Lord Mayor – Councillor Clover Moore AO, Councillor (Waskam) Emelda Davis, Councillor Adam Worling, Councillor HY William Chan, Councillor Linda Scott, Councillor Yvonne Weldon AM.

How we measure progress

Our Community Strategic Plan Delivering Sustainable Sydney 2030-2050 outlines 10 targets to measure progress.

Community Strategic Plan Delivering Sustainable Sydney 2030-2050 10 targets

	Sustainable Sydney 2030-2050 targets	Progress
	By 2035 we will achieve net zero emissions in the City of Sydney local area	As at June 2023, annual greenhouse gas emissions were 3,429 tonnes CO ₂ -e, a decrease of 41% across the local government area, based on 2006 levels.
	By 2050 there will be a minimum overall green cover of 40%, including 27% tree canopy cover	Total canopy cover of the local government area has increased from 15.5% in 2008 to 20.9% in 2024. In our area 33.2% was green cover.
	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	In 2022/23, each person in the City of Sydney local area used 221 litres of water each day. Non-residential potable water use has decreased 29% from the 2019 baseline.
	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	In 2023/24 there was an 18% reduction in the amount of residential waste collected per capita from the 2015 baseline. 50% of residential waste from our local area was diverted from landfill in 2023/24. Results for diversion of waste from landfill for commercial and industrial businesses and construction and demolition projects in our local area are derived from NSW EPA data for the whole state and a study completed in 2021. We estimate 47% of commercial and industrial waste is being diverted from landfill (data from 2021 study of local area). 78% of construction and demolition waste in our local area was diverted from landfill in 2022/23 (NSW EPA data for the state).

Sustainable Sydney 2030-2050 targets	Progress
 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	There were 519,839 jobs in the local area at last count in 2022. This is an increase of 18,000 jobs between 2017 and 2022. Growth was strongest in the finance and financial services sector.
 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	As at June 2024, in the local area there were: – 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024, – 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036, – an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings, – 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings, – 556 affordable and diverse housing dwellings in the development pipeline, and – a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage. The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings. If considered all together, the built, pipeline, expected and projected number of affordable and diverse housing dwellings is expected to exceed 5,200 by 2036. This equates to roughly 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036.

Sustainable Sydney 2030-2050 targets Progress



By 2036 there will be at least 40,000m² of new cultural production floor space in the City of Sydney local area compared to 2017

Between 2017 and 2022, the city's creative floor space decreased by 63,992m² from 1,212,900m² to 1,148,908m².

The next release of data will be available when the City of Sydney Floorspace and Employment Survey is undertaken in 2026/27.



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

At the time of the 2021 Census, the proportion of workers who used public transport, walked or cycled to come to work in our area was 51.4%. (70.4% in 2011, 74.0% in 2016).

The 2021 Census was conducted during a lockdown where many people worked from home and the result of 51.4% using public transport / cycling / walking is not an accurate representation of the longer term trends of public and active transport use.

However, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.



By 2030 every resident will be around a 10-minute walk to what they need for daily life

As at June 2022 the following proportions of residents lived within a 10-minute walk (800 metres) of the following services:

- fresh food – 99.95%,
- childcare – 99.38%,
- health – 100%,
- leisure – 99.97%,
- social – 99.94%,
- learning – 99.3%,
- cultural – 97.5%
- public open space – 100%.

Sustainable Sydney 2030-2050 targets Progress



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

The 2023 wellbeing indicators showed that:

- 72% of those surveyed believed that most people can be trusted. That was unchanged from 2018, up from the baseline of 67% in 2011 but slightly lower than the 2015 result of 75%.
- 46% of those surveyed felt satisfied with feeling part of the community. This is slightly higher than the 2018 result of 44%, but a little lower than the 49% baseline in 2011.
- 53% of those surveyed say they can 'definitely' or 'sometimes' get help from their neighbours when needed, which is higher than the 2018 results of 50%, but lower than the 2011 baseline of 55%. This is in contrast to 72% of those surveyed saying they are definitely willing to help their neighbours.

Ten Strategic directions

Strategic Direction 1 **Responsible governance and stewardship**

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

Strategic Direction 2 **A leading environmental performer**

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.

Strategic Direction 3 **Public places for all**

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.

Strategic Direction 4 **Design excellence and sustainable development**

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

Strategic Direction 5 **A city for walking, cycling and public transport**

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.

Strategic Direction 6 **An equitable and inclusive city**

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.

Strategic Direction 7 **Resilient and diverse communities**

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.

Strategic Direction 8 **A thriving cultural and creative life**

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

Strategic Direction 9 **A transformed and innovative economy**

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.

Strategic Direction 10 **Housing for all**

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.

Strategic Direction 1 – Responsible governance and stewardship

2050 Outcome:

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

Good governance results in public trust and confidence in the leadership of our city and better outcomes for the community. Our community relies on us to represent their collective interests and to facilitate their participation in decision making.

The City of Sydney engaged with communities extensively to develop Sustainable Sydney 2030-2050—Continuing the Vision. The Integrated Planning and Reporting Framework provides the mechanism for the implementation of this Vision through the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 (adopted by Council in June 2022), and other key documents.

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

We continue to monitor community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects including environmental, resilience, cultural and economic strategies and initiatives to create more public space and cycleways in the city.

The City of Sydney's Long Term Financial Plan demonstrates that we have the financial capacity to progress the significant initiatives of the Delivery Program and provides an ongoing prudent financial budgeting framework to facilitate future decision-making. Our recent strong financial position has been built upon a diverse income base, significant business rate income and our commitment to control and deliver services, facilities and infrastructure that are both effective and efficient.

We remain in a strong financial position in the face of some economic uncertainty, which can be attributed to sound financial management over the preceding years. This enables the ongoing transformation of the urban environment and the ability to respond to emerging issues like food insecurity in order to meet the needs of residents and workers alike.

Highlights

- We are a member of global networks – C40 Cities and the Resilient Cities Network. The City of Sydney hosts the Resilient Sydney office on behalf of all 33 metropolitan Sydney councils. In June 2023, a new three-year contract with the potential to extend to 7 years was confirmed for the Resilient Sydney Platform, supporting a longer-term approach to sharing data and knowledge across Sydney to support collaborations between councils and with the NSW Government focussed on urban heat, urban greening, resilient places, affordable housing policy and net zero planning. The City of Sydney's own local Resilience Strategy 2023-2028 was adopted by Council in December 2023.
- We implemented City Connect which delivered a refreshed and enhanced online dashboard for community members to make, manage, and track their requests with us. The solution comprised 3 integrated projects: City Connect online services portal and dashboard, smart digital forms and a new customer relationship management tool – One CRM. Together they increase our online services from 30 to 84, allowing people to lodge and track their requests. The project won a Sydney Design Awards gold award for digital government services and recognised as the NSW Customer Experience Initiative of the Year – Digital Transformation at the Auscontact Excellence Awards.
- We implemented a refreshed purpose and values for our staff, providing a current reflection of the feedback from our workforce in how they wish to interact and care for our community. In June 2024 we won the Local Government Professionals, NSW award for Organisational Diversity and Inclusion. The award acknowledges how our employee networks support diversity and inclusion and strengthen relationships between colleagues.
- We developed an Aboriginal and Torres Strait Islander workforce strategy as a commitment of our Stretch Reconciliation Action Plan. The strategy aims to make the City of Sydney a workplace where Aboriginal and Torres Strait Islander people feel welcome and encouraged to apply for roles and access employment opportunities. It aims to increase retention and promotion of employees and create a culturally aware, skilled and respectful workplace.
- Our work to deliver effective governance is ongoing. We continually refine and enhance the City's compliance practices and we have implemented a new risk management system, updated our risk management framework and a new compliance management procedure. Additionally, our safety management system was externally audited and found to be effectively meeting WHS legislation and operating efficiently.
- Audit activities continue and a new strategic audit plan has been developed together with regular Audit Risk and Compliance Committee meetings.
- The City of Sydney's Annual Financial statements for 2021/22 and 2022/23 financial years received unqualified audit opinions from the Audit Office of NSW with the 2023/24 being completed at the time of this report.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 1.1 The City of Sydney provides effective governance and leadership

Indicator	Comment / Performance
Decision making is informed by specialist advice: number and breadth of Advisory Panels, Committees and Working Groups established by Council	The City of Sydney has established community and sector advisory panels, committees and working groups to provide ongoing, specialist advice on complex issues affecting specific communities or areas of expertise. These advisory panels are critical to implementing our long-term strategic vision and also addressing key challenges such as recovery from the pandemic. They include: the Aboriginal and Torres Strait Islander advisory panel, the Inclusion (Disability) advisory panel, the Multicultural advisory panel, the Housing for all working group, the Business, Economic Development and Covid Recovery advisory panel, the Creative and Cultural Sector Recovery advisory panel, the Design advisory panel, the Public Art advisory panel and the Cycling advisory committee.

Objective 1.2 The City of Sydney has the capacity, capability, information, data and systems to serve the community into the future

Indicator	Comment / Performance
Proactive release of information and data, including with Aboriginal and Torres Strait Islander people reported annually	In 2023/24 the total number of open data products on the City of Sydney data hub is 175. This includes an Indigenous business interactive map along with a capture tool to crowd-source Indigenous businesses which was published in 2022/23.
* Closing the Gap priority reform four	In 2023/24 the City of Sydney website was used by 2,257,434 users, for 3,700,594 sessions, and 7,155,682 page views. Since 2021 more than 27,000 new items were published to the Archives & History Resources Catalogue now with approximately 997,000 items. During this period curated collections were compiled to support easier access, including about First Nations, World War I and II, the Liberate! exhibition (LGBTIQA+ for Sydney World Pride), coronations, cycling and entertainment venues, markets, and significant City streets such as Liverpool Street Darlinghurst, King Street Newtown and Crown Street.

Indicator	Comment / Performance
A new Community Wellbeing Indicator is proposed to be included the next and ongoing surveys to measure cultural safety * Closing the Gap priority reform three	For the 2015 and 2018 City of Sydney Wellbeing surveys, the response rate from Aboriginal and Torres Strait Islander people was low. We undertook targeted engagement to increase the number of responses from Aboriginal and Torres Strait Islander people in the most recent 2023 survey, resulting in a 39% increase for 2023. In the 2023 Wellbeing Survey almost 85% of Aboriginal and Torres Strait Islander respondents indicated that they had experienced racism in the preceding 12 months. We will partner with the Aboriginal and Torres Strait Islander panel and consult with the community for advice on the most appropriate way to proceed to measure cultural safety.

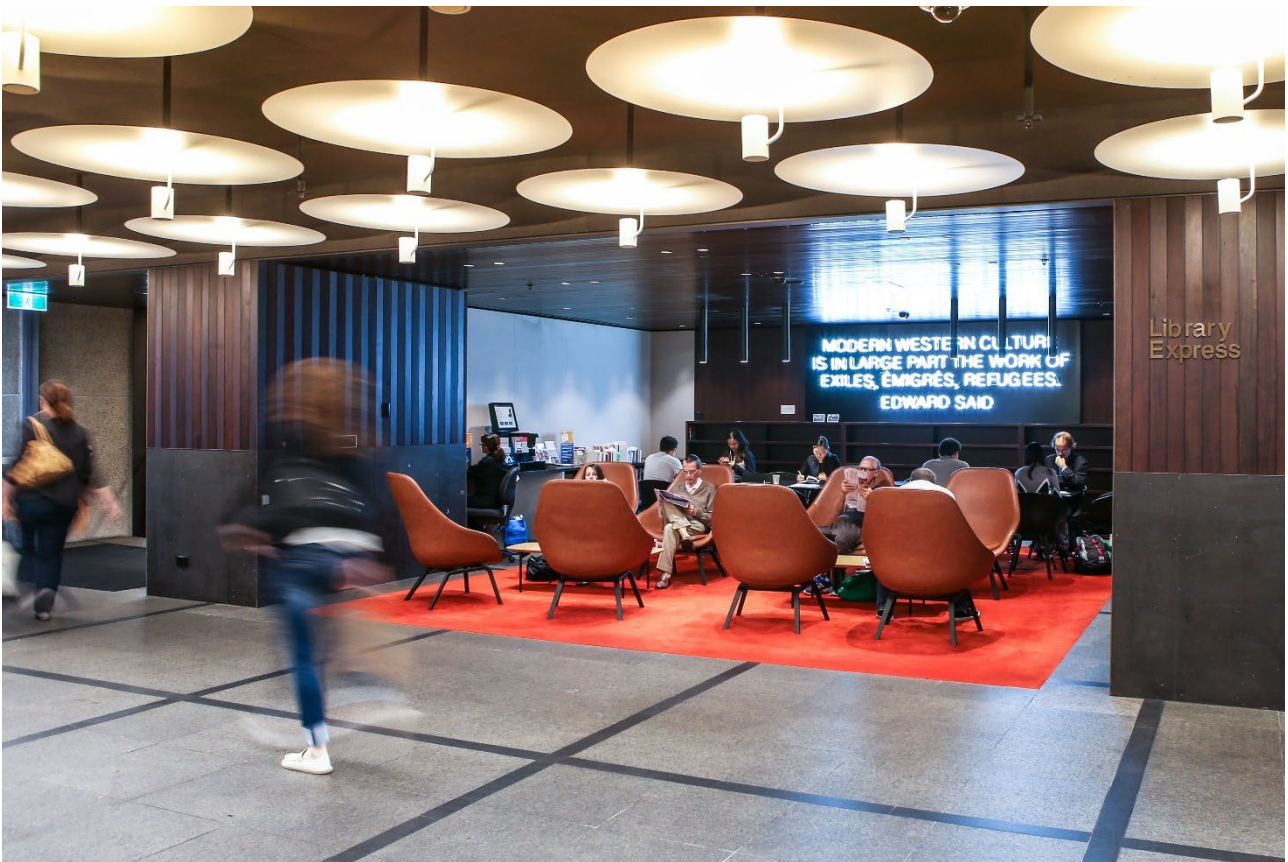


Image 3. Town Hall Library Express, located in Town Hall House. Photo by Katherine Griffiths / City of Sydney

Objective 1.3 The City of Sydney is financially sustainable over the long-term**Indicator****Comment / Performance**

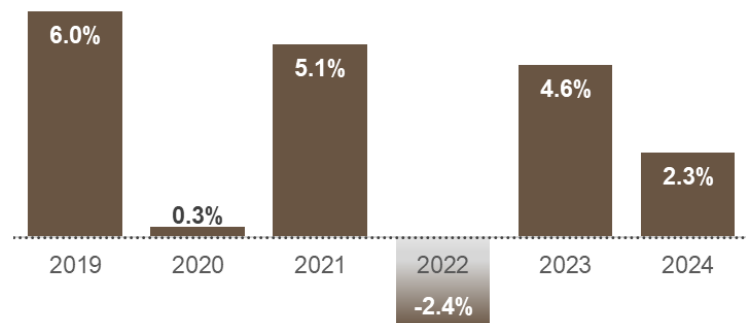
Operating Performance Ratio:
Benchmark >1

Own Source Revenue Ratio:
Benchmark >60%

Building and Infrastructure Asset
Renewal Ratio: Benchmark >100%

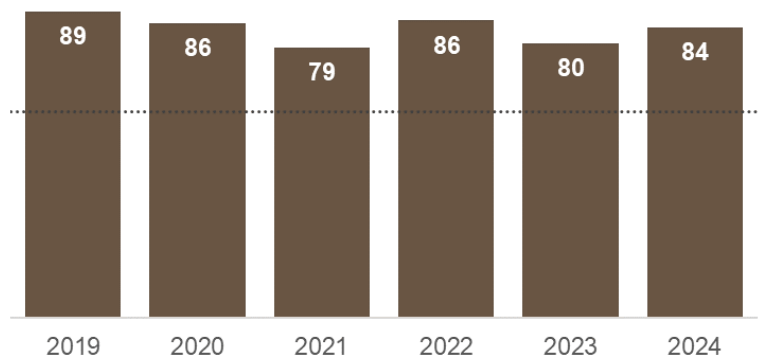
The operating performance ratio includes operating expense adjustments for a one-off land tax cost and one-off expenses arising from capital construction projects. Above-benchmark performance reflects an improved operating result in 2023/24, driven by a continued improvement in operating and interest income and contained expenditure increases.

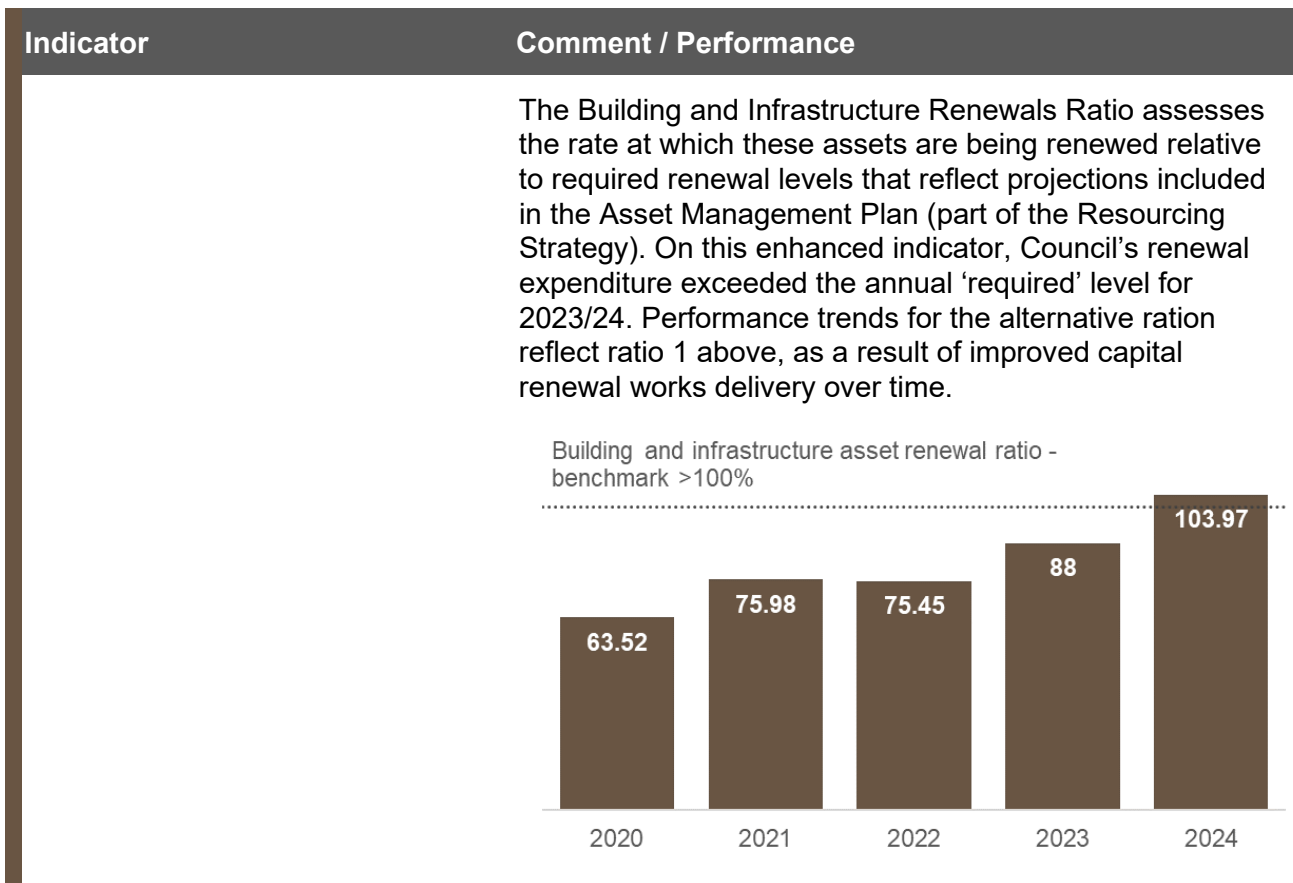
Operating performance ratio (excluding non-recurrent income and expense items) - benchmark 0%



The Own Source Operating Revenue Ratio results reflect a continued high level of own source revenue and perform well above the benchmark. Underlying operating revenues remain largely consistent with (or higher). However, a decrease in capital income received via developer contributions for 2023/24 relative to 2022/23 meant that 'Own Source' revenue increased as a proportion of Continuing Operating Revenue, compared with the prior year.

Own source revenue ratio (benchmark 60%)





Objective 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney

Indicator	Comment / Performance
Summary of projects and outcomes as reported every six months	We continue to make submissions to the NSW and Federal Governments on a wide range of matters impacting the city, our workers, visitors and residents. Submissions covered topics ranging from rental affordability and homelessness, planning and climate change, electric and hybrid vehicles, arts and creative industries, the National Construction Code, feedback on state significant developments, biosecurity and food safety, State government rezoning proposals, liquor licensing reform, the Office of Local Government's procurement guidelines, freight policy reform and the NSW visitor economy strategy 2030.

Objective 1.5 The transformation of the city is enabled by successful partnerships and collaboration

Indicator	Comment / Performance
Formal and informal partnerships as reported in the annual report	We continued to engage with a wide range of local, regional, state and national partners to ensure shared objectives are achieved. Key sector partnerships and collaborative relationships include: - World Cities Culture Forum - Better buildings partnership - Sustainable Destination partnership - Tech Central Alliance - Resilient Sydney - Cityswitch - Council of Capital City Lord Mayors - Southern Sydney Regional Organisation of Councils (SSROC) - Local Government NSW - Australian Local Government Association, and - Community housing providers. - C40 Cities More detail on our partnerships can be found in our Annual Report – Statutory Returns.

Future challenges

Our society is facing social and cultural changes that impact our local communities. We recognise that diverse and innovative public engagement processes will help us understand the needs and expectations of our residents, businesses, workers, students and visitors to address these challenges thoughtfully.

We recognise that engaged communities together with connected organisations provide better opportunities to deal with the shocks and stresses of the future and as a result we recognise the value of partnering and working together with key agencies and all levels of government.

The City of Sydney, like all local councils, faces financial sustainability challenges. Growing demand for infrastructure and services amidst a period of extended period of high inflation has resulted in significant economic and financial hardship for many of the City of Sydney's businesses and residents.

Strategic Direction 2 – A leading environmental performer

2050 Outcome:

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.

Significant global climate records have been broken recently. We know every fraction of a degree makes a difference. This is why we set a net zero target for the local area on 2035 and continue to take serious action in our own operations.

While the City of Sydney can't tackle the climate crisis alone, we can lead and encourage others to do the same. Our programs, grants and partnerships support building owners, residents and businesses to improve energy efficiency and switch to renewable energy. We actively support and campaign for zero emissions transport, buildings and energy supplies. In our local area we encourage the use of transport with no emissions, or reduced emissions.

In our own operations we measure, reduce and offset our operational greenhouse gas emissions.

We monitor our energy consumption to identify ways we can reduce energy use and emissions. Each year we prepare a detailed emissions inventory and verify it independently to ensure accuracy. Our emissions and activities are reported yearly in Climate Active public disclosure statements and our annual environmental report.

We achieve energy and emissions savings in our buildings, plant and equipment, and public lighting through efficiency upgrades and electrification and we're transitioning our parks maintenance equipment to electric options.

We're starting to focus on carbon intensive materials in our roads and buildings. We prioritise renovating and reusing structures rather than demolishing them. We consider options to reduce the amount of concrete we use and choose low carbon concrete where available. We continue to include recycled content in our asphalt.

Our travel policy requires employees to prioritise walking, cycling and public transport for work trips. Employees use our fleet of e-bikes, e-cargo bikes and pedal bikes at Town Hall House and Alexandra Canal Depot. We offer training to build confidence and improve safety.

We've installed more than 2 megawatts of solar panels, supplying electricity directly where it's used. We purchase 100% renewable electricity through a power purchase agreement. We offset unavoidable emissions, increasingly purchasing from quality Australian projects. These projects also support regional initiatives, ecosystem regeneration and biodiversity.

To improve the sustainability of our local area, we support strata communities, commercial building owners and tenants, and accommodation, entertainment and cultural venues. Together we partner to achieve our environmental targets and move towards net zero by 2035.

Our long-term waste objectives for our local area are to reduce waste, reuse and recycle as much as possible while retaining a material's highest value and treat what is left over in the most sustainable way.

Highlights

Our Operations

Our operational emissions have fallen by 76% from our baseline year of 2006. Since July 2020 we buy 100% renewable electricity from 2 wind farms and one solar farm in regional NSW.

We're electrifying our plant and equipment. This includes installing heat pumps, converting gas hot water units to heat pumps or electric storage tanks and transitioning more of our vehicles to electric. We're reducing the use of our cogeneration and trigeneration systems. We'll use lower global warming potential refrigerants in our heating and cooling systems where available, and all our new buildings will be fully electric with no new fossil fuel connections. Over 15% of our vehicle fleet is now electric.

Most of the street lighting in our area now uses LED lighting, following a major 5-year project between the City of Sydney and Ausgrid to upgrade lighting. Public lighting is one of highest uses of electricity for councils, so this project has been important in targeting energy use and reducing our operational costs.

Our 20 park-scale water recycling systems supplied around 53 megalitres of recycled water for park irrigation in 2023/24. This is a capacity increase of 8% on the previous year and enough to meet 81% of irrigation demand for the parks supplied by these systems.

Through improved water use monitoring we identified and fixed leaks faster in toilets, taps, and pipes. In 2022/23 we upgraded park water harvesting and recycling systems. Water saving was a focus of the restoration works on the Archibald Memorial Fountain in Hyde Park. The upgrades reduced water use by 50% compared to the 2019/20 baseline.

We installed food waste dehydrators at 3 of our biggest sites. The dehydrators convert food waste into a soil conditioner we use in our parks, creating a circular solution. This project reduces waste to landfill, avoids future methane emissions from food decomposing in landfill, adds nutrients to the soil, and reduces the amount of water needed to keep the park green.

From April 2023 to June 2024 we trialled a uniform recycling program with our cleansing and parks teams, by sending their old uniforms to an Australian textile recovery company. Non-branded garments in good condition were donated to a charity for reuse. Items with logos or in poor condition were recycled into infill fibre for pet bedding, furniture and insulation. By the end of the trial more than 500kg of uniforms were collected for reuse or recycling.

In the community

Since 2008/09 our parks and open spaces have increased from 188 to 217 hectares.

In 2021, we approved our new Urban Forest Strategy and Street Tree Master Plan to guide our work to create an even more cool, calm, and climate change-resilient city. Our ambitious Street Tree Master Plan received a prestigious award at the 2023 NSW Landscape Architecture Awards.

Since 2008, our canopy cover has increased from 15.5% to 20.9%. This increase has occurred across the streets, parks and property, showing stakeholders are working together to create a green, cool and calm city.

The new Greenhouse Climate Tech Hub near Circular Quay has brought together innovators, investors, climate action groups, academics and corporates to find solutions to our climate problems. The hub accommodates more than 400 people dedicated to climate action with coworking space, event spaces and meeting rooms. It is supported by a City of Sydney \$31 million accommodation grant. This 10-year rental subsidy will assist emerging climate-tech businesses to grow and bring their big ideas to market.

Our sustainability partnerships and programs are supporting building owners progress toward net zero emissions. The Sustainable Destination Partnership has achieved a 24 per cent reduction in carbon emissions and water consumption from a 2017/18 baseline. The Better Buildings Partnership has achieved a 95% stationary emissions intensity reduction since 2005/06 and procured 92% of its base building electricity from renewables in 2023/24. Its best practice toolkit on circular office fit-out has been released along with a Creating Resilient Communities guide.

Through CitySwitch, 80% of tenancies in Sydney have switched to renewable electricity and the average NABERS energy rating is 5 stars for these buildings. The Renewables for Business Masterclass series resources have been published and shared across government and industry. The Smart Green Apartments program has encouraged owners corporations to invest \$4,299,834 in upgrades, delivering significant savings across their lifespan, including saving \$11,224,423 in running costs and avoiding 61,488 tonnes of carbon emissions. Our landfill diversion rate has declined since 2018. This is caused by continued high use of red lid bins by residents, and NSW EPA legislative changes in 2019 which meant our waste service provider was no longer able to convert organic material from red lid bins into a land remediation product. To address this shortfall, since 2019 we've increased the number of services and materials we can accept for recycling to make it easier for our residents to avoid putting waste in the red lid bin. We've also stepped up our advocacy at a state and federal level.

In 2023/24, our employees produced 483 activities for 4,830 residents and visitors across the local area to help people embrace circularity, avoid waste and make things last.

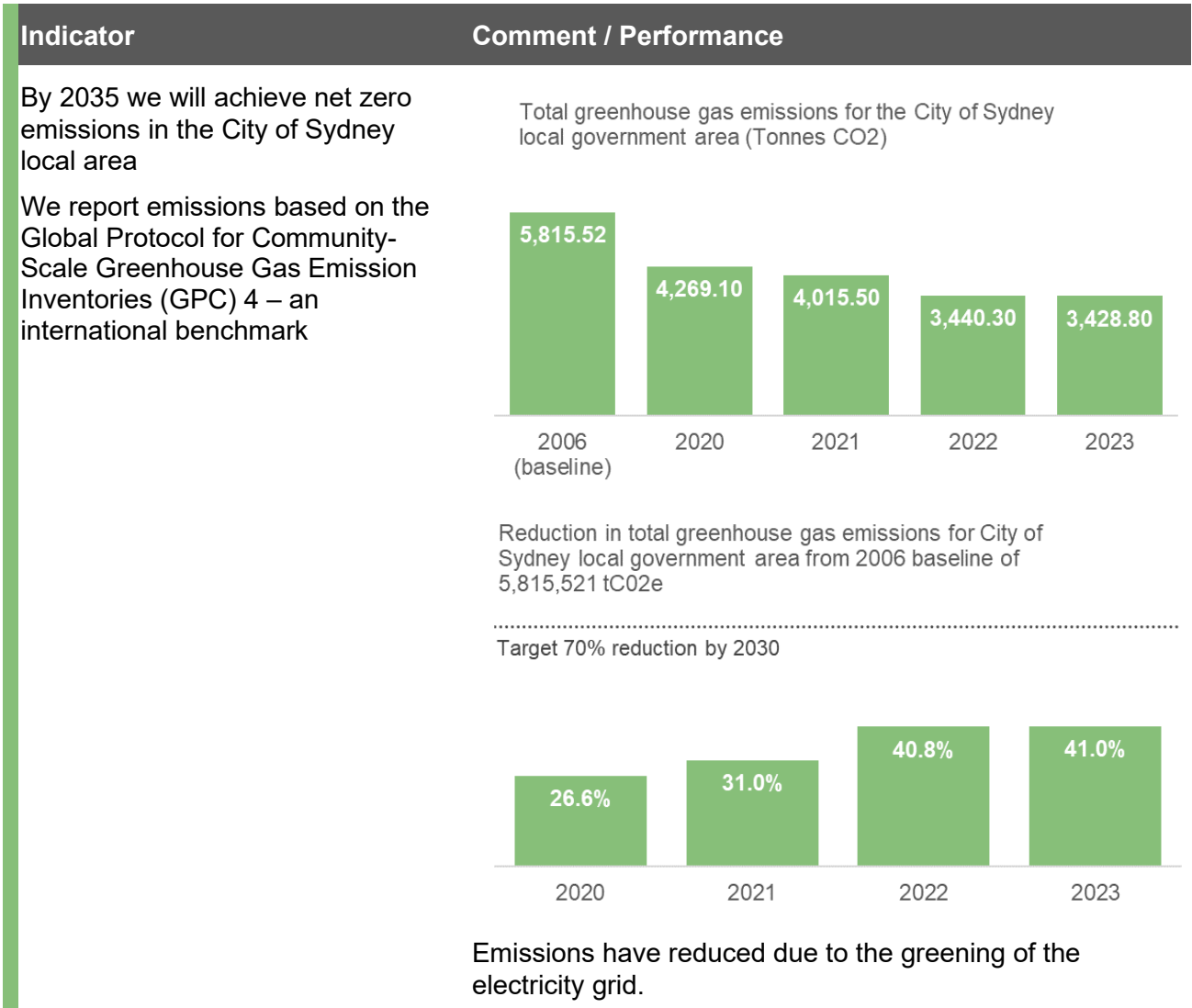


Image 4. Scene from Hyde Park in the city centre. Photo by Mark Metcalfe / City of Sydney

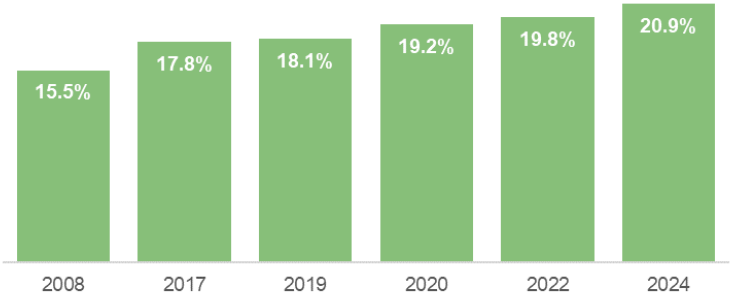
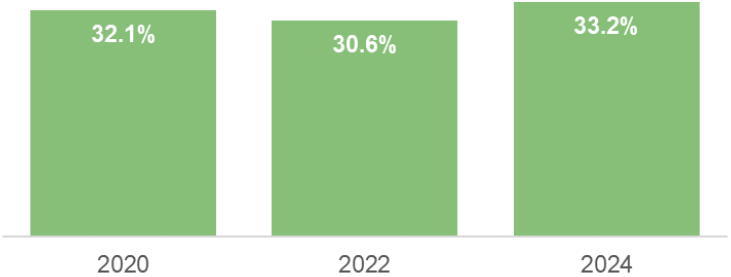
Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 2.1 The City of Sydney local area reaches net zero emissions by 2035 with embodied carbon significantly reduced



Objective 2.2 Greening has increased to create a cool, calm and resilient city

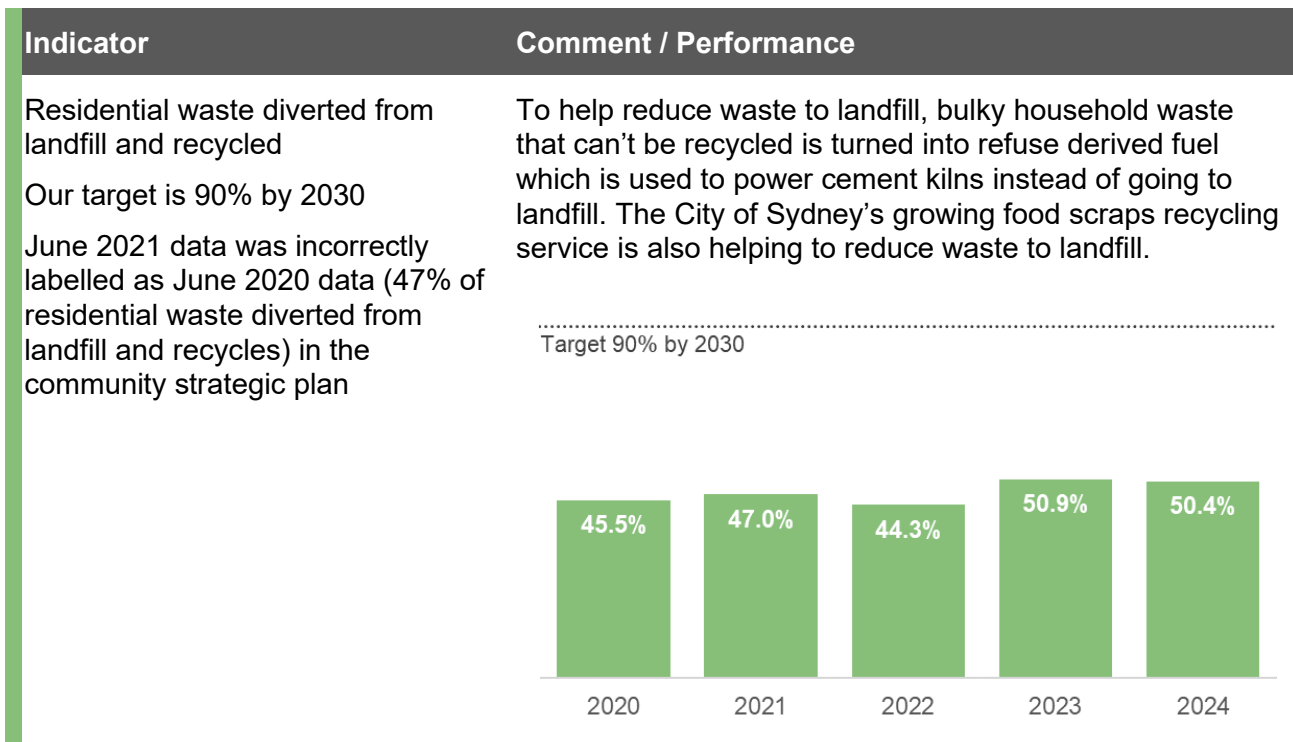
Indicator	Comment / Performance														
Canopy cover across the local government area* Target is to increase canopy cover to 27% by 2050 (2008 baseline is 15.5%) *The 2020 data (19.1%) reported in the community strategic plan has been revised to 19.2% in the chart as updated data has become available	We have increased canopy cover; with 20.9% canopy cover across the local area by 2023/24. Our journey towards a greener city is on course, with the latest data affirming that we are steadily advancing towards our canopy cover targets of 23% by 2030 and 27% by 2050. Target 27% by 2050  <table border="1"> <thead> <tr> <th>Year</th> <th>Canopy Cover (%)</th> </tr> </thead> <tbody> <tr> <td>2008</td> <td>15.5%</td> </tr> <tr> <td>2017</td> <td>17.8%</td> </tr> <tr> <td>2019</td> <td>18.1%</td> </tr> <tr> <td>2020</td> <td>19.2%</td> </tr> <tr> <td>2022</td> <td>19.8%</td> </tr> <tr> <td>2024</td> <td>20.9%</td> </tr> </tbody> </table>	Year	Canopy Cover (%)	2008	15.5%	2017	17.8%	2019	18.1%	2020	19.2%	2022	19.8%	2024	20.9%
Year	Canopy Cover (%)														
2008	15.5%														
2017	17.8%														
2019	18.1%														
2020	19.2%														
2022	19.8%														
2024	20.9%														
Green cover across the local government area* Our target is 40% by 2050 *The 2022 data (33%) in the community strategic plan has been revised to 30.6% in the chart as updated data has become available	We have increased the extent of greening across our local area, which is now 33.2%. We are on track to achieve our target. Green cover can be variable because it encompasses a wide range of elements including gardens, lawns, and other vegetated areas. The 2022 greening measurement reflects a decrease in turf and vegetation less than 1.5m in height from a variety of smaller sites across streets, parks, and private properties, consistent with the data indicating losses across these land-use types. This loss of green cover can be temporary, resulting from landscape improvement works, evidenced by the increase in green cover in 2024. For example, this can occur when turf is undergoing renovation and is temporarily stripped down to bare earth instead of being covered with grass, affecting the percentage of green cover measured at that time. Target 40% by 2050  <table border="1"> <thead> <tr> <th>Year</th> <th>Green Cover (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>32.1%</td> </tr> <tr> <td>2022</td> <td>30.6%</td> </tr> <tr> <td>2024</td> <td>33.2%</td> </tr> </tbody> </table>	Year	Green Cover (%)	2020	32.1%	2022	30.6%	2024	33.2%						
Year	Green Cover (%)														
2020	32.1%														
2022	30.6%														
2024	33.2%														

Objective 2.3 Water is managed to support a resilient, sustainable and liveable city

Indicator	Comment / Performance										
Potable water consumption per resident (litres per capita, per day)* Our target is 170 litres per person per day by 2030 *The June 2020 data (190.9 litres per person per day) in the community strategic plan has been revised to 201.4 in the chart as updated data has become available	Target 170 litres per person per day by 2030 <table border="1"> <thead> <tr> <th>Year</th> <th>Potable water consumption (litres per capita, per day)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>201.4</td> </tr> <tr> <td>2021</td> <td>180.0</td> </tr> <tr> <td>2022</td> <td>203.6</td> </tr> <tr> <td>2023</td> <td>220.7</td> </tr> </tbody> </table>	Year	Potable water consumption (litres per capita, per day)	2020	201.4	2021	180.0	2022	203.6	2023	220.7
Year	Potable water consumption (litres per capita, per day)										
2020	201.4										
2021	180.0										
2022	203.6										
2023	220.7										
Potable water consumption for commercial use (litres per m² per day) Our target is a 10% reduction by 2030 compared to the 2019 baseline of 2.32 litres per square metre per day* *The June 2020 data (2.34 litres per square metre per day or a 9% increase) in the community strategic plan has been revised to a 6.5% decrease in the chart as updated data has become available	Reduction in City of Sydney local government area non-residential potable water use Target 10% reduction by 2030 <table border="1"> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>-6.5%</td> </tr> <tr> <td>2021</td> <td>35.2%</td> </tr> <tr> <td>2022</td> <td>31.5%</td> </tr> <tr> <td>2023</td> <td>29.0%</td> </tr> </tbody> </table>	Year	Reduction (%)	2020	-6.5%	2021	35.2%	2022	31.5%	2023	29.0%
Year	Reduction (%)										
2020	-6.5%										
2021	35.2%										
2022	31.5%										
2023	29.0%										

Objective 2.4 A circular economy approach is embedded in products, services and systems

Indicator	Comment / Performance								
By 2030 there will be a 15% reduction in waste generated by each person based on 2015 baseline of 336.74 kg per capita	The 2030 target was reached in 2023/24 with an 18% reduction in the total amount of residential waste collected per capita compared with the 2015 baseline. Target 15% reduction by 2030 <table border="1"> <thead> <tr> <th>Year</th> <th>Reduction (%)</th> </tr> </thead> <tbody> <tr> <td>2022</td> <td>14.5%</td> </tr> <tr> <td>2023</td> <td>11.0%</td> </tr> <tr> <td>2024</td> <td>18.0%</td> </tr> </tbody> </table>	Year	Reduction (%)	2022	14.5%	2023	11.0%	2024	18.0%
Year	Reduction (%)								
2022	14.5%								
2023	11.0%								
2024	18.0%								



Objective 2.5 All city residents and businesses have the capacity to reduce emissions, adapt to a changing climate and share sustainable solutions

Indicator	Comment / Performance
Air quality across the area consistently meets national guidelines for particulate matter, nitrogen dioxide, ozone, and sulphur dioxide	The NSW Government operates 2 high quality air quality monitoring stations in our area, one in Alexandria and another at Cook + Phillip Park. In 2023/24 local air quality was consistently reported as 'good' (the best rating). Data is available at https://www.airquality.nsw.gov.au/air-quality-in-my-area/concentration-data.

Future challenges

Although we have made strong progress in the last 4 years, change needs to happen more rapidly in order to meet all of our targets and to do our part to meet the global goals of avoiding greater than 1.5° of warming. We also need to take more action to help our community to adapt the impacts of climate change that we are already experiencing. In particular, we need to find ways to support the members of our community who are already disadvantaged and may be disproportionately impacted by climate change.

Sydney will run out of landfill space in the coming years, and finding a new solution is a challenge no council can solve alone. We will need to work with the NSW Government on this issue.

The electricity grid is rapidly greening, and new buildings will rarely install gas. The means new buildings will be far more environmentally sustainable in operation. However, the cost and effort required to transition existing buildings off gas is a major challenge.

Strategic Direction 3 – Public places for all

2050 Outcome:

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.

We are continuing our ongoing renewal of existing public spaces as well as delivering new additional public spaces for a growing population.

Most City of Sydney residents live in apartments so providing high-quality, inclusive and accessible public places for people is essential. Demand for access to open green space increased during the Covid-19 pandemic, particularly when public health orders required people to stay at home for much of the time.

As our population grows, we have been increasing the diversity of public spaces through land dedications and converting road space to provide more public space for walking, cycling, respite and contact with nature, to gather and socialise as well as for sport and recreation or to attend large events.

Highlights

George Street south pedestrianisation is now complete. Construction has commenced for the George Street north pedestrianisation between Essex and Hunter Streets that will include new public spaces at the intersections of Margaret, Bond, Jamison and Dalley Streets. In 2024 the City of Sydney won the Built Projects – City and Regional Scale Award for our transformation of George Street. The Australian Urban Design Awards honour the highest quality and most innovative urban designs.

Six new parks were delivered – Gunyama Park, The Drying Green, Butterscotch Park, North Rosebery Park, Honeykiss Park and Wimbo Park. New sport and recreation facilities were opened at Perry Park, Alexandria Park Community School, The Crescent and Gunyama Park Aquatic Centre.

Over 16 neighbourhood park renewals were completed. At the 2023 NSW Landscape Architecture Awards, our street tree master plan won the Award of Excellence in the landscape planning category and the Drying Green won the Award of Excellence in the parks and open space category.

Our Street Tree Master Plan and Urban Forest Strategy were both adopted in 2023. The plans are part of the City of Sydney's suite of tree management policies and allow us to better manage our urban forest and street trees. Our major tree management documents include:

- Greening Sydney Strategy 2021
- Tree Management and Donation Policy (2023)
- Urban Forest Strategy (2023)
- Street Tree Master Plan (2023)

As part of the Eora Journey, we are working with Place Management NSW, private land owners and various cultural institutions along the Harbour Foreshore to deliver Yananurala, curated by Emily McDaniel.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

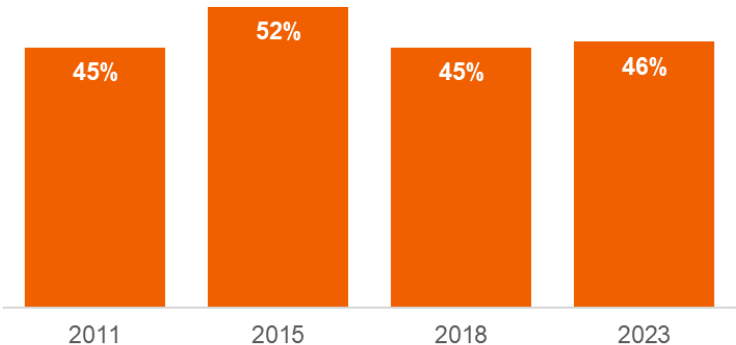
Objective 3.1 Aboriginal people, their history and cultures of this place are evident in the public realm

Indicator	Comment / Performance
A summary of outcomes will be reported at the end of each four-year period	Recognition in the Public Domain is one of 4 key components of the Eora Journey to acknowledge and celebrate the living culture of Aboriginal and Torres Strait Islander people and reactivate the knowledge of specific places and events in Aboriginal history at key sites within the city through public art projects. Completed in 2022, bara, by Waanyi artist Judy Watson, is a major permanent artwork that celebrates and acknowledges the First Peoples of Sydney, the traditional custodians of Gadigal Country. Yananurala / Walking on Country is the new name for the Harbour Walk which has been endorsed by the Aboriginal and Torres Strait Islander Advisory Panel, the Metropolitan Local Aboriginal Land Council and the City of Sydney Council. Yananurala interpretive markers, including the bara icon, have been installed at 10 locations along the walk to reinstate the Aboriginal names and stories. A concept, Sitelines and Conversations, from the team Gaawaa Miyay led by Aboriginal designer Lucy Simpson, has been selected to create a storytelling thread connecting different places and Aboriginal stories and histories along the harbour foreshore through audio and text based installations. Also in development is Patyegarang (Tara/Dawes Point) a major Yananurala public art project which will tell the story of Patyegarang, the young Aboriginal woman who gifted the language of her people to Lieutenant William Dawes, astronomer on the First Fleet.

Objective 3.2 Welcoming, inclusive and connected streets and public spaces are created and maintained

Indicator	Comment / Performance
Increase in new public domain space calculated per m ² on an annual basis, from acquisition, dedications, and road space conversions	George Street south, pedestrianised from Bathurst Street to Rawson Place, has provided 9,000 m² of additional car-free public domain space in the city centre. New parks include Gunyama Park, Drying Green Park, Butterscotch Park, North Rosebery Park, Honeykiss Park and Wimbo Park creating over 3.0 ha of additional open space. Over 14,898 m² of road and footway space has been converted to space for greening and tree planting in the period from July 2021 to June 2024.

Objective 3.3 Creativity and culture is embedded in the fabric of the city

Indicator	Comment / Performance										
Community Wellbeing Indicator (Culturally rich and vibrant communities) Satisfaction 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% 'satisfied'	As of 2023, resident satisfaction has stabilised but is lower than satisfaction levels seen in 2015.  <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction Level (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>45%</td> </tr> <tr> <td>2015</td> <td>52%</td> </tr> <tr> <td>2018</td> <td>45%</td> </tr> <tr> <td>2023</td> <td>46%</td> </tr> </tbody> </table>	Year	Satisfaction Level (%)	2011	45%	2015	52%	2018	45%	2023	46%
Year	Satisfaction Level (%)										
2011	45%										
2015	52%										
2018	45%										
2023	46%										

Objective 3.4 Physical and visual connections to the harbour are strengthened

Indicator	Comment / Performance
A summary of outcomes will be reported at the end of each four-year period	We have been working with NSW state agencies to ensure strengthened physical and visual connections to the Harbour for development projects at Blackwattle Bay, Barangaroo and Circular Quay to ensure continuous public foreshore access from Woolloomooloo to Glebe.

Objective 3.5 Equitable access to open green spaces, playgrounds, pools, recreational and sporting facilities supports social connection and wellbeing

Indicator	Comment / Performance
Increase in green open space calculated per m ² on an annual basis	Over 215 ha of parks and green streetscapes is managed by the City of Sydney. There was a 1 ha increase in 2023/24 due to new streetscapes and traffic treatments. This does not include civic spaces.

Future challenges

As population increases there is an ongoing challenge to ensure the city's open space network can accommodate diverse recreation demands and use. We are now working on a revision of the 2016 City of Sydney's open space, sport and recreation needs study to align with trends and research and demographic and social changes.



Image 5. George Street Rainbow Mural. Photo by Abril Felman / City of Sydney

Strategic Direction 4 – Design excellence and sustainable development

2050 Outcome:

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.

We plan for a growing community by updating our planning framework to ensure there are opportunities for the city to grow through development that improves the liveability, productivity and sustainability of the city supported by infrastructure. Our planning is guided by the Local Strategic Planning Statement which sets a 20-year land use vision, balancing the need for housing and economic activities while protecting and enhancing local character, heritage, public places and spaces. It links state and local strategic plans with our planning controls to guide development.

The Central Sydney planning strategy provides a clear path for investment to help rebuild business confidence and support jobs in small and large businesses. It considers commercial development, hotel and visitor accommodation, cultural uses and retail alongside residential living. It ensures that Central Sydney is well positioned to contribute to metropolitan Sydney being a globally competitive and innovative city that is recognised internationally for its social and cultural life, liveability and natural environment. The strategy presents key moves and planning controls amendments with the aim of providing certainty, consistency and continuity for planning.

The City of Sydney supports development proponents in the convening of competitions to uphold the achievement of design excellence. Completed competitive design processes have included residential, affordable housing, student co-living and residential college, boarding house, serviced apartments, hotel, commercial office and retail development; located within the city centre and throughout the local area including Ultimo, Pyrmont, Erskineville, Zetland, Waterloo, Woolloomooloo, Alexandria, Glebe, Rosebery and Sydney.

Highlights

- Implementation of the Central Sydney Planning Strategy with 7 planning proposals for more commercial office space progressed under the strategy
- Finalisation of planning controls for the Oxford Street Cultural and Creative Precinct introducing incentives for more cultural and creative space while retaining the heritage character of Oxford Street
- Introduction of new planning controls for Net Zero Energy buildings which set standards for high energy performance and use of renewable energy in office, hotel and retail buildings
- Rezoning of the Botany Road corridor to create additional employment space and affordable housing close to the new Waterloo Metro Station and Tech Central
- New planning controls for North Alexandria to support renewal of the area for more intensive business uses and affordable housing while retaining the valuable industrial and urban services functions of the Southern Enterprise Area
- Draft planning controls for Pyrmont-Ultimo to increase housing and business activities in response to the future Pyrmont Metro Station and the NSW Government's Place Strategy alongside a new contributions plan to fund infrastructure for the growing community

- Preparation of an update to the local environmental plan and development control plan to encourage build to rent and co-living housing in Central Sydney, increase greening, deliver more accessible and family friendly homes, support the provision of electric vehicles (EVs), provide streamlined design competition pathways for affordable housing and reintegrate areas under state control into the City of Sydney's plans
- Review of retail planning controls for the Green Square area to ensure opportunities to develop supermarkets that will serve the growing community while continuing to support the town centre as the primary retail destination in Green Square
- Since October 2021, we have finalised 24 planning proposals to change planning controls including 14 lodged by proponents. 12 more planning proposals are currently underway with 7 lodged by proponents.

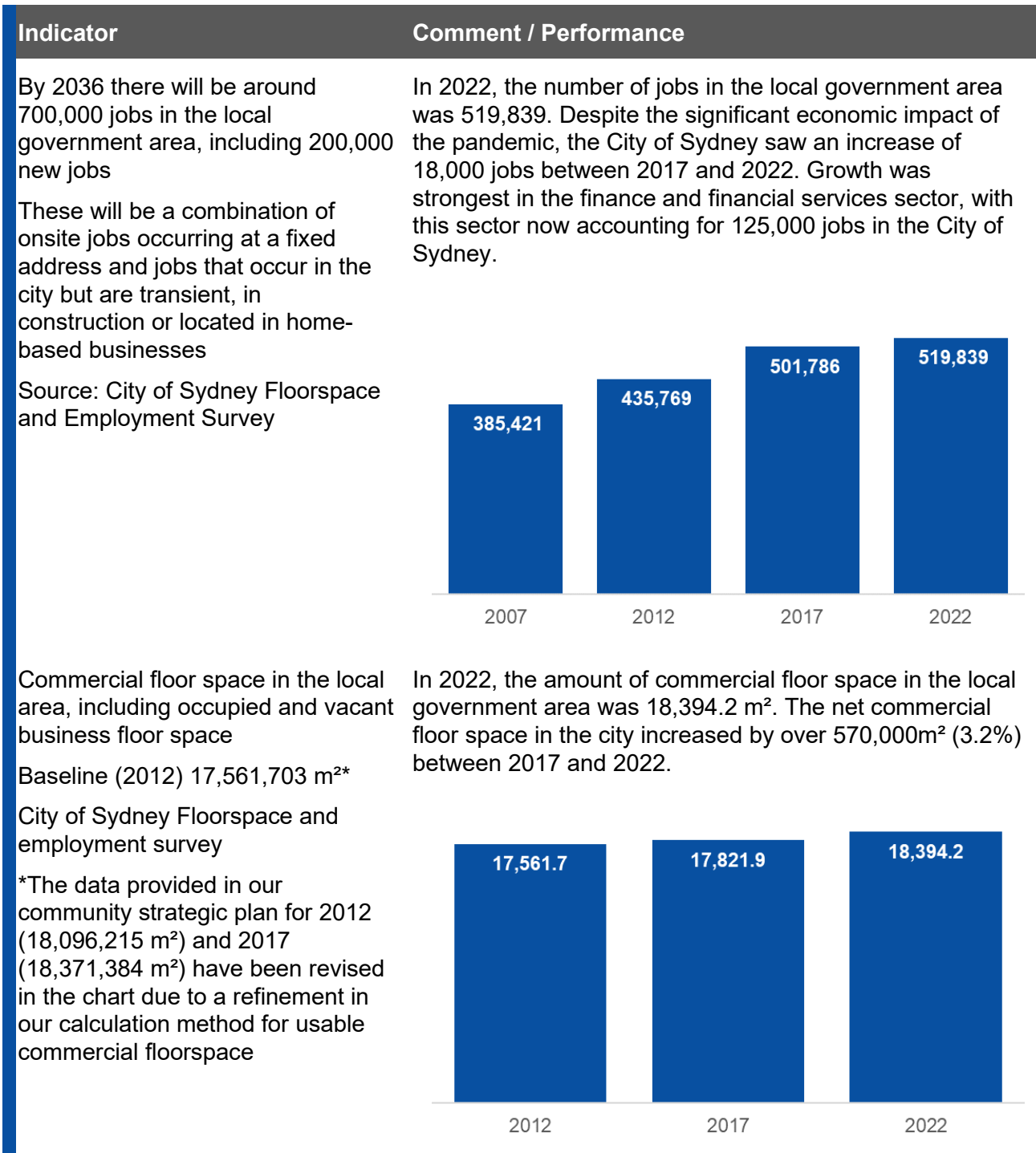
Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 4.1 The city's liveability will be enhanced through well planned and designed development

Indicator	Comment / Performance		
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% Cultural – 98.09%	Service	Baseline % (2017)	Latest result % (2022)
	Fresh food	99.96	99.95
	Childcare	99.39	99.38
	Health	100	100
	Leisure	99.99	99.97
	Social	94.98	99.94
	Learning	99.98	99.3
	Cultural	98.09	97.5
	Open Space	–	100

Objective 4.2 Productivity will be supported by planning for jobs, innovation, and enterprise activities



Objective 4.3 Communities will be supported by the provision of infrastructure and assets that are aligned with growth

Indicator	Comment / Performance
Annual investment on acquiring, developing, and enhancing infrastructure and assets	We continue to lift our investment in new assets and infrastructure including parks, public domain, public art, stormwater assets and community facilities. Annual investment was \$75.43m in 2022/23 and \$96.38m in 2023/24.

Objective 4.4 Good design leads to buildings and public spaces that are high performing, well designed, inviting and inclusive

Indicator	Comment / Performance
Number of design excellence competitions completed	Since 2000, a total of 166 competitive design processes have been completed including 23 in the period from July 2021 to June 2024.

Objective 4.5 Well planned and designed development reduces environmental impacts and improves resilience, health and sustainability

The results for this objective are reported in Strategic Direction 2 covering emissions, water, waste and energy consumption and increased greening measures.

Future challenges

The national housing accord sets ambitious housing targets for each state to deliver between 2024 and 2029. It is accompanied by a National Planning Reform Blueprint with measures to improve planning systems. In response the NSW Government has issued councils housing targets, with 18,900 dwellings expected to be completed in the City of Sydney by 2029. It has also proposed planning changes to increase housing supply which override local planning controls, such as the low and mid housing reforms.

The development sector continues to face feasibility challenges from a 35 to 40 per cent increase in materials and labour costs, shortages of skilled labour, tougher financing hurdles after the Banking Royal Commission, steep interest rate rises, and a record number of insolvencies in the building industry.

The NSW Government has established Ministerial Expectations for planning and development functions, which require significant annual decreases in development application determination times and has also published council league tables of development application performance.

We will continue to support Sydney and Australia's economic competitiveness by providing opportunities for business and employment growth, facilitated by the expanding metro rail network, and for the technology, health, education and media businesses in the innovation sector amongst the demand for more housing.

Strategic Direction 5 – A city for walking, cycling and public transport

2050 Outcome:

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.

The City of Sydney local government area is expected to grow in terms of residents and the number of people that visit the city to work, study and play. Transport currently accounts for around 20 per cent of greenhouse gas emissions in the local area and is projected to increase as a proportion of overall emissions. Without intervention, we are not going to be able to sufficiently reduce our transport-related emissions.

Our communities have told us they want a more walkable city, with fewer or no cars in the city centre: a city where there is “space to walk, bike, stroll, jog, chat, rest, relax and enjoy life.” They want streets with more trees, gardens and plants; more space for walking; and more space for children to play and for socialising. They want a city that is easy for all ages, all people and all mobility levels.

The City of Sydney’s overall built footprint is essentially fixed. Planned growth will result in more density, but we cannot create more surface space to support that. We are focused on the best use of our limited public space. To achieve this, we apply a transport framework that supports the growth of the city by prioritising the most efficient modes for different transport functions in different streets. The framework acknowledges the importance of access for construction, and for goods and services for business.

This means a shift away from prioritising space for private vehicles, which take up a large proportion of our public street space as they use space very inefficiently, and cause major impacts in terms of emissions, noise and injuries. It also means that we can create more space for people and places by using our street space more efficiently and more equitably.

No city has been able to build their way out of traffic congestion, and the City of Sydney’s approach reflects that of other successful global cities by prioritising walking, cycling and public transport, while maintaining access for business.

Highlights

- Pedestrianisation works on George Street south and Devonshire Street were completed in August 2023. Construction has commenced for the George Street north pedestrianisation between Essex and Hunter Streets that will include new public spaces at the intersections of Margaret, Bond, Jamison and Dalley Streets.
- We are now pedestrianising George Street north from Hunter Street to Essex Street, which will be extended to Alfred Street later when the NSW Government’s Circular Quay Redevelopment project is completed.
- Council adopted the Electrification of Transport in the City – Strategy and Action Plan, the City Access Strategy and Action Plan and A City for Walking Strategy and Action Plan – Continuing the Vision.
- The following sections of the strategic bike network were completed this term;
 - in Sydney: King Street between Pitt Street and Phillip Street, Pitt Street between Reiby Place and King Street and College Street between Oxford Street and Prince Albert Road

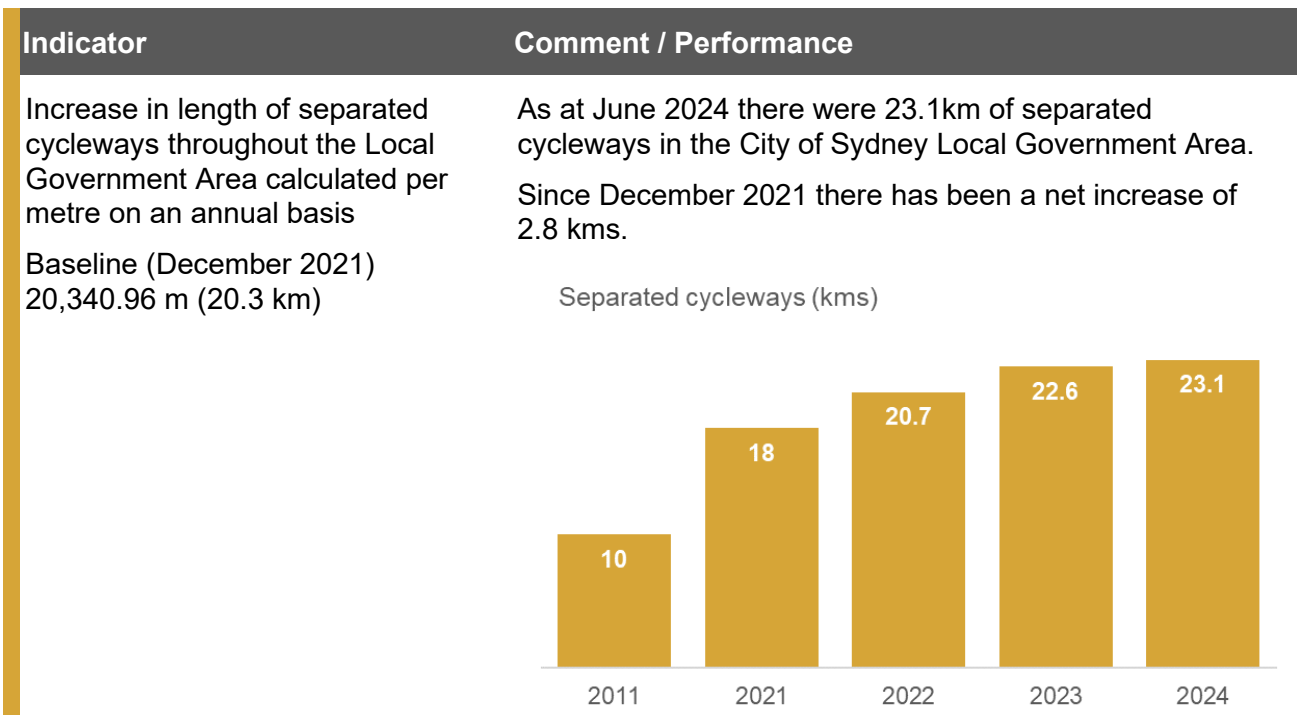
- in Annandale: Booth Street between Wigram Road and Alexandra Drive
- in Erskineville: MacDonald Street between Bridge Street and Hadfields Street and Henderson Road, Railway Parade and Bridge Street between Mitchell Road and Ashmore Street
- in Alexandria: Harley Street and Ashmore Street between McEvoy Street and Fox Avenue, Huntley Street between Mitchell Road and Belmont Street and Mitchell Road south of Huntley Street; and in Waterloo: Gadigal Avenue, Potter Street and Crystal Street between Lachlan Street and Danks Street
- in Zetland: Zetland Avenue and Portman Street.

- Speed limits have been reduced so that over 75% of streets are 40 kilometres per hour or under.
- Sydney Metro opened new stations at Barangaroo, Martin Place, Gadigal, Central and Waterloo.
- Sydney Metro West is being constructed, with new stations at Pyrmont and Hunter Street set to open in 2032.

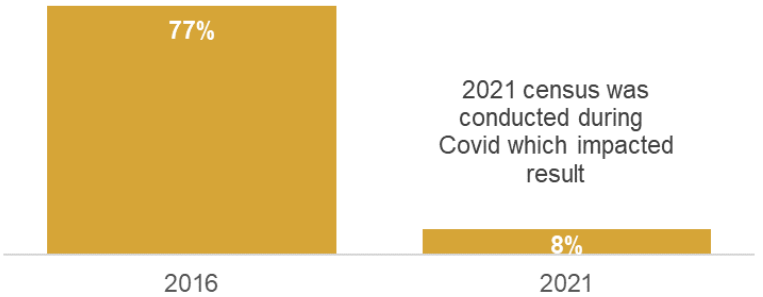
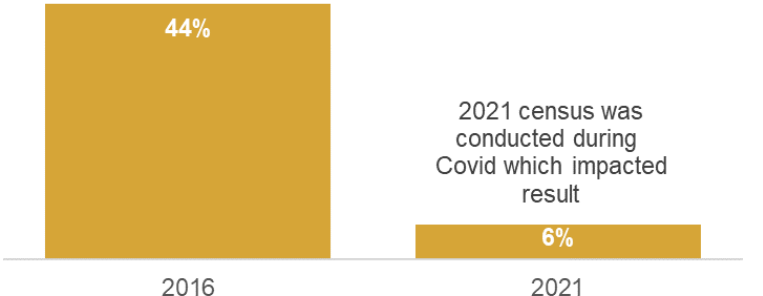
Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

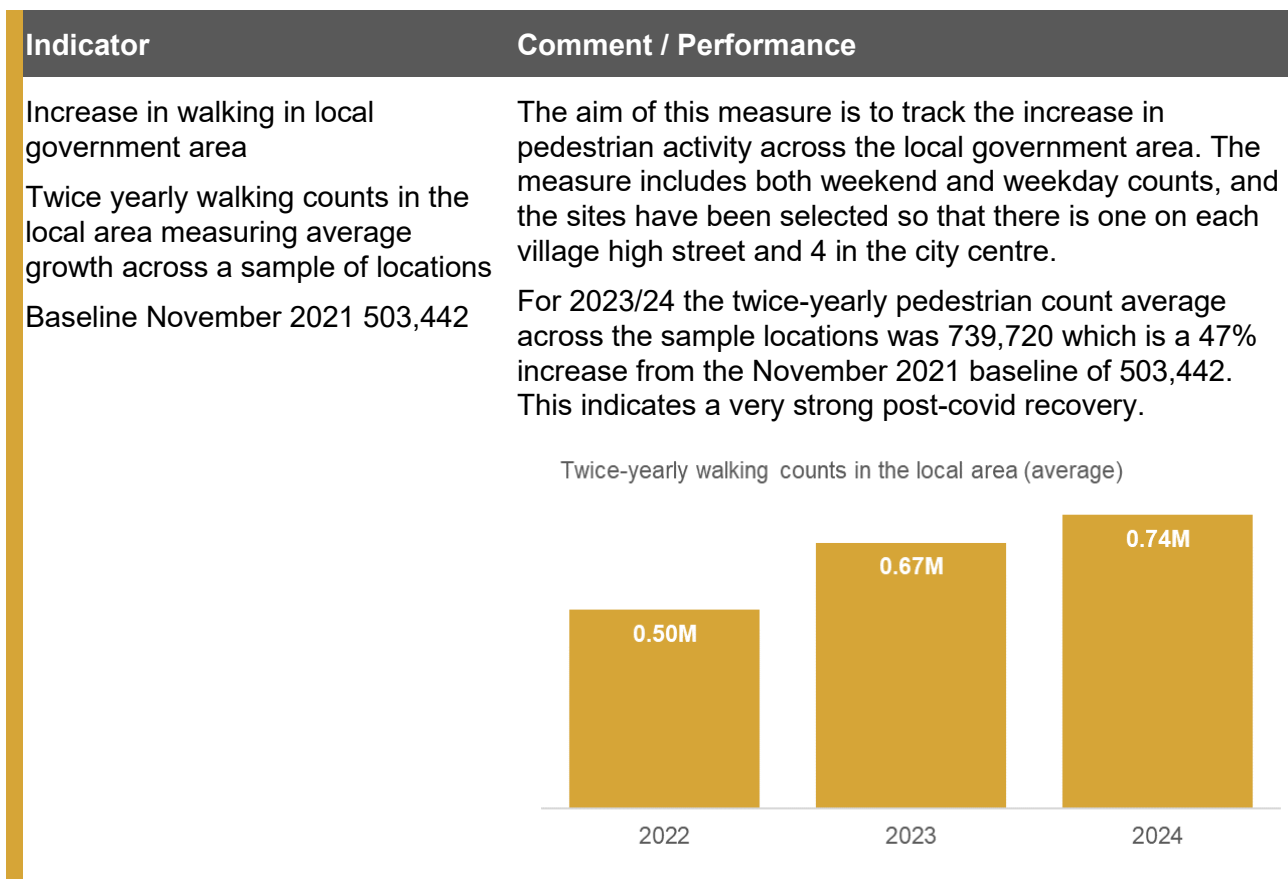
Objective 5.1 Street space is reallocated for people, places and planting



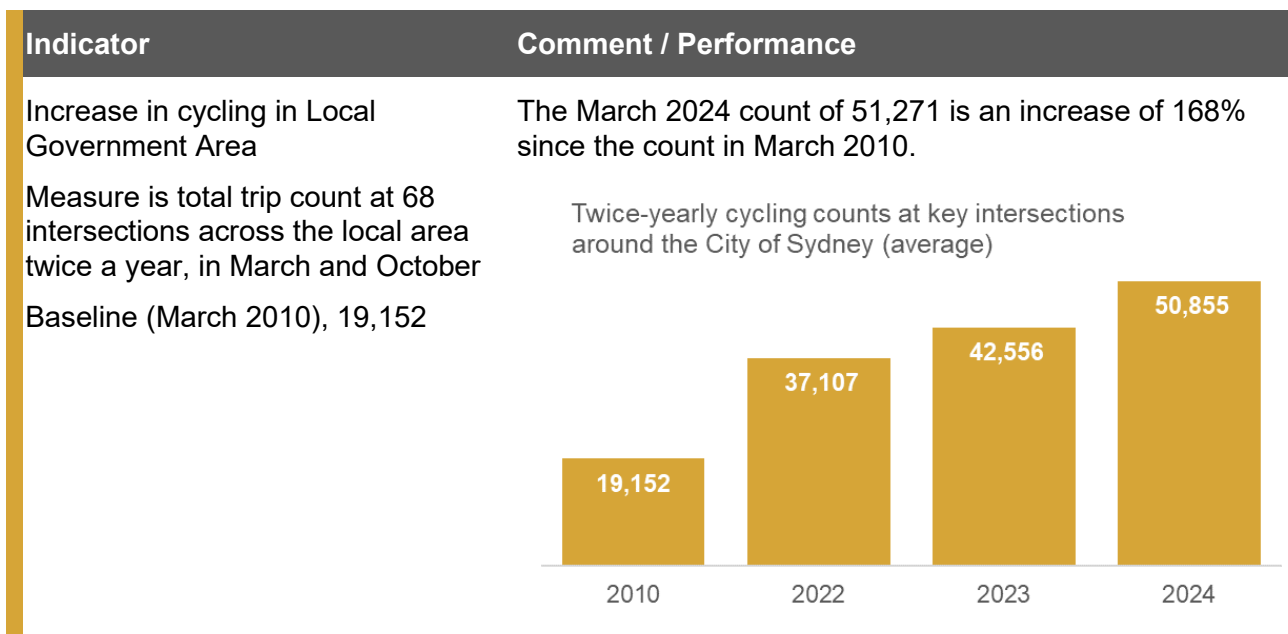
Objective 5.2 Most people use the high-capacity, rapid and frequent public transport network that connects the city and the metropolitan area

Indicator	Comment / Performance												
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 Source: Australian Bureau of Statistics Census	The 2021 result is very low because the 2021 Census was conducted during the Covid-19 pandemic. NSW residents spent a significant amount of time under stay-at-home orders and their work and travel behaviour were impacted with a significant number of people responding to the census as "working from home". The Census is undertaken every 5 years, with the next census taking place in 2026. % using public transport for journey to city centre for work  <table border="1"> <thead> <tr> <th>Year</th> <th>% using public transport for journey to city centre for work</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>77%</td> </tr> <tr> <td>2021</td> <td>8%</td> </tr> </tbody> </table> 2021 census was conducted during Covid which impacted result % using public transport for journey to work (other than city centre)  <table border="1"> <thead> <tr> <th>Year</th> <th>% using public transport for journey to work (other than city centre)</th> </tr> </thead> <tbody> <tr> <td>2016</td> <td>44%</td> </tr> <tr> <td>2021</td> <td>6%</td> </tr> </tbody> </table> 2021 census was conducted during Covid which impacted result However, NSW government data shows trips on public transport in the Sydney CBD increased from an average of 12 million in June 2021 to 22 million in June 2024.	Year	% using public transport for journey to city centre for work	2016	77%	2021	8%	Year	% using public transport for journey to work (other than city centre)	2016	44%	2021	6%
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2016	44%												
2021	6%												

Objective 5.3 More people walk more, because walking is the most attractive and convenient choice for short trips in the local area



Objective 5.4 More people ride more, because it is an attractive, convenient and safe option for everyday transport



Objective 5.5 Freight, servicing and parking will be managed to support the efficient functioning of the city while improving the amenity of city spaces

Indicator	Comment / Performance
Kerb space in city centre allocated to deliveries, servicing, and mobility parking	The City of Sydney manages a range of kerbside restrictions to balance need for services and amenity. We undertook an audit of kerbside restrictions in 2023 to establish a baseline for future reporting. Kerbside restrictions include work zones, taxi zones bus zones, no parking zones, no stopping zones, loading zones and time limited parking. The restrictions vary by time of day with loading zones prioritised between 6am-5pm, peaking at almost 1,000 spaces at 10am. The number of mobility parking spaces varies between 30-40 spaces depending on time of day. Our intent is to increase off-street loading capacity to enable a progressive reduction of on-street loading in nearby streets, using the kerb space for other purposes while ensuring businesses retain access for their freight and servicing needs. We will continue to monitor kerbside restrictions data every 5 years.

Future challenges

Bike share systems can succeed in increasing bicycle use if the NSW Government sets up the appropriate regulatory framework. This will reduce footpath clutter and increase community support for the schemes.

As activity on foot continues to grow in the city centre, we will need to reallocate space away from private vehicles, to support more efficient transport modes, or place improvements including outdoor dining and more planting. Reducing the speed limit to 30km/h would support increased foot activity.

Green Square needs better connections. The City of Sydney continues to support a Metro west extension to Zetland as an immediate priority. A light rail connection for Green Square will complement this. Light rail can also connect Tech Central along Broadway and Parramatta Road.

Strategic Direction 6 – An equitable and inclusive city

2050 Outcome:

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.

Our vision is for a just and inclusive city, and a socially sustainable Sydney. Social sustainability is about strengthening our society to improve our individual and collective wellbeing and resilience. Cities that make equality and social justice central to their growth are stronger and more resilient, creating opportunities for everyone to thrive. Building a strong, inclusive society is a shared responsibility for governments, business and the wider community. Our social sustainability policy and action plan – A City for All 2018-2028 outlines the City of Sydney's aspirations for a socially, just and equitable city.

We have an ongoing commitment to making Sydney truly inclusive and welcoming. This commitment is embodied in our inclusion (disability) action plan. The plan aligns with our long-term vision of an inclusive city and includes actions designed to actively address barriers faced by people with disability. The plan was developed through extensive consultation with people with disability and/or caring responsibilities, local disability service providers, peak disability representatives, advocacy organisations and members of our Inclusion (Disability) Advisory Panel.

Highlights

In 2022 we introduced fee waivers for eligible community groups using our community venues for hire, which has been extended to 30 June 2029. Between 1 July 2022 and 30 June 2024, 244 requests for fee waivers have been granted for nearly 14,000 hours of use, valued at almost \$420,000.

In June 2023 we launched the Oxford Street Pride Business Charter. The Charter supports businesses to adopt practices that are inclusive of diverse LGBTIQ+ communities and to work together to celebrate the LGBTIQ+ history and character of the precinct. As of July this year, 66 businesses had signed up.

In 2024 we created a new \$4.5 million food relief grant program over three years to help organisations distribute food to struggling households as the cost-of-living soars. The first round of grants funded 21 community organisations who in turn support over 200 agencies providing the equivalent of 350,000 meals for food insecure people in our city.

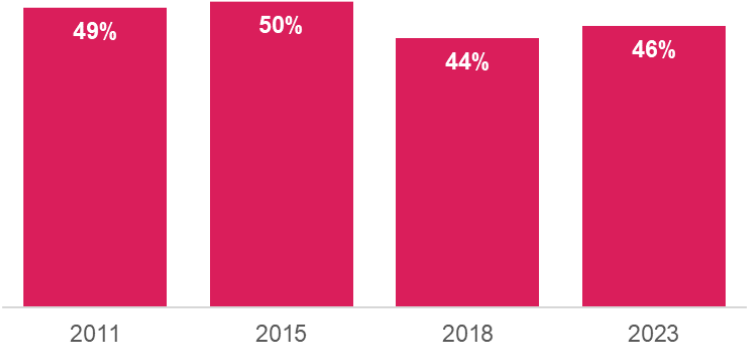
Community Strategic Plan objectives and indicators

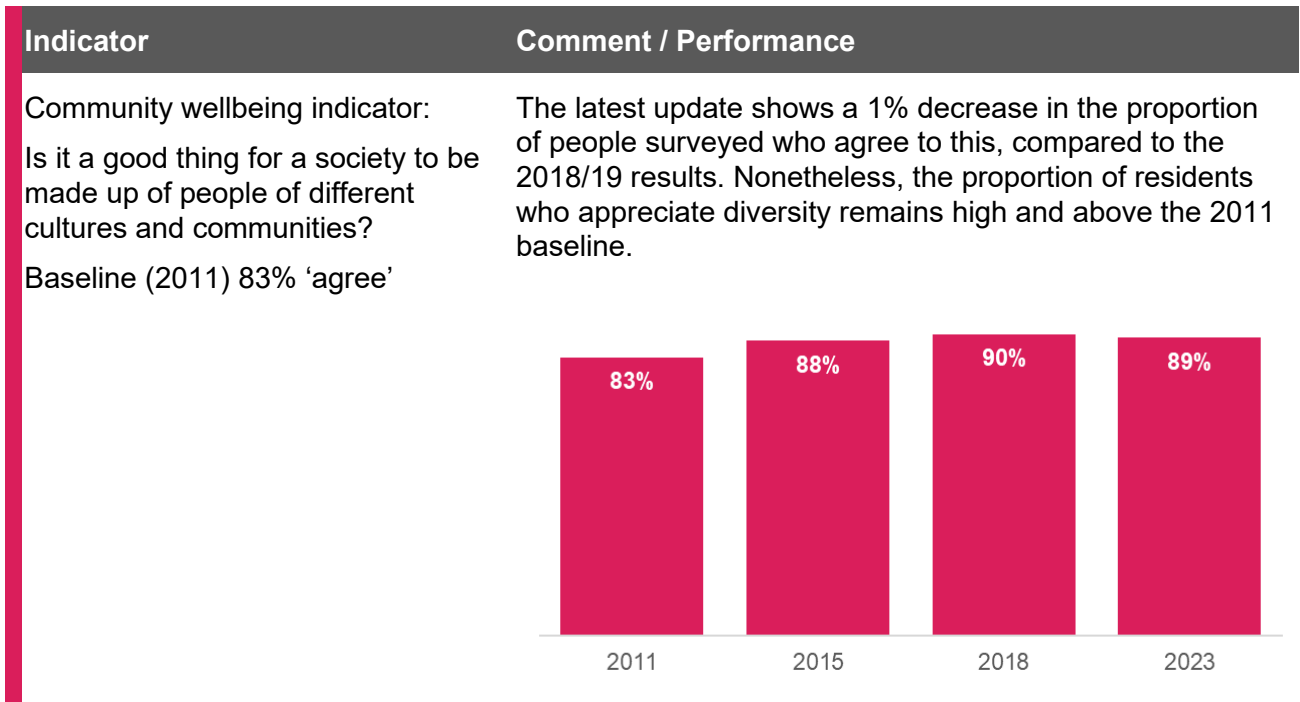
Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 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

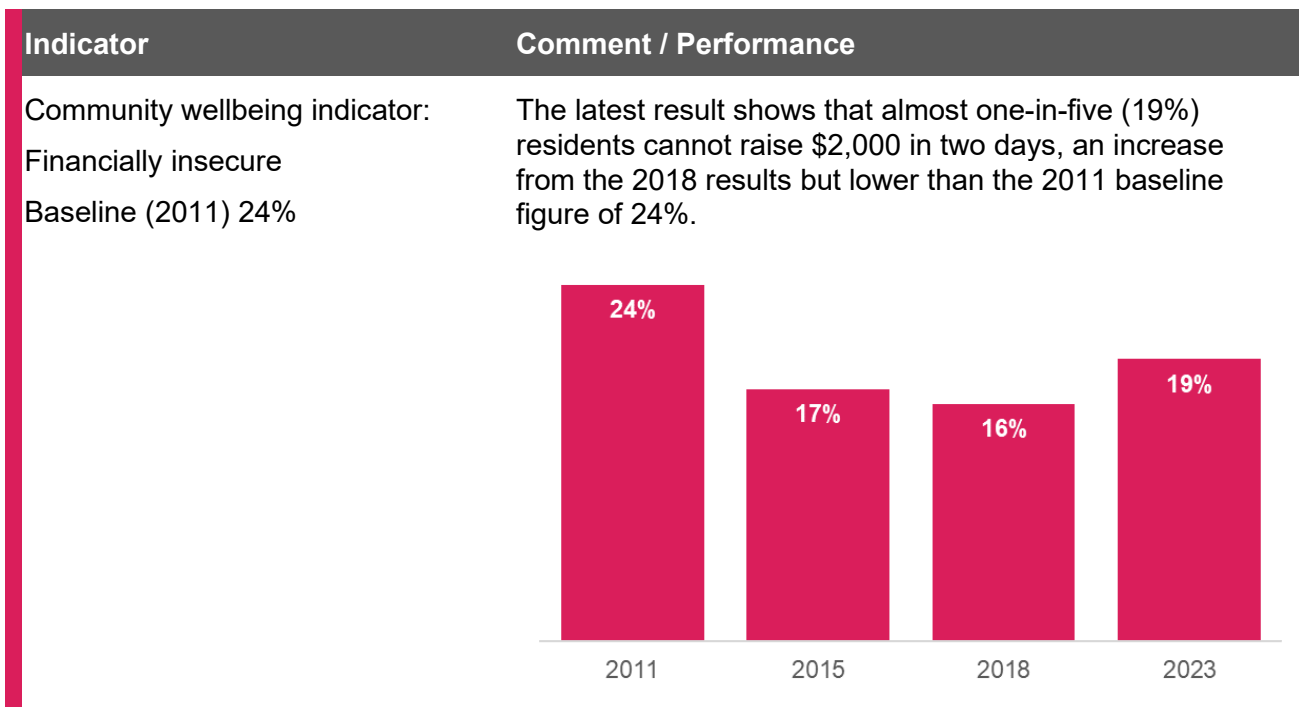
Indicator	Comment / Performance
Number of Aboriginal and Torres Strait Islander organisations that the City has formed or maintained a formal partnership	We are continuing to explore opportunities to develop new partnerships with Aboriginal and Torres Strait Islander organisations.
Source: Stretch RAP Annual Report	We have maintained one formal partnership, the principles of cooperation with the Metropolitan Local Aboriginal Land Council.
*Closing the Gap priority reform one	This action is relevant to the National Agreement on Closing the Gap, specifically priority reform number one: 'Formal Partnerships and Shared Decision Making'.
	The City of Sydney continues to hold meetings with the local NSW Coalition of Aboriginal Peak Organisations and affiliates on Closing the Gap initiatives including promoting opportunities such as the Aboriginal and Torres Strait Islander collaboration fund. This funding program supports a strong and sustainable Aboriginal and Torres Strait Islander community controlled sector to deliver projects that meet the needs and aspirations of Aboriginal and Torres Strait Islander people in the local area. The City of Sydney's Aboriginal and Torres Strait Islander advisory panel is an important formal relationship made up of 16 community members who continue to provide advice and guidance on our activities.

Objective 6.2 Everyone feels welcome and included in the city

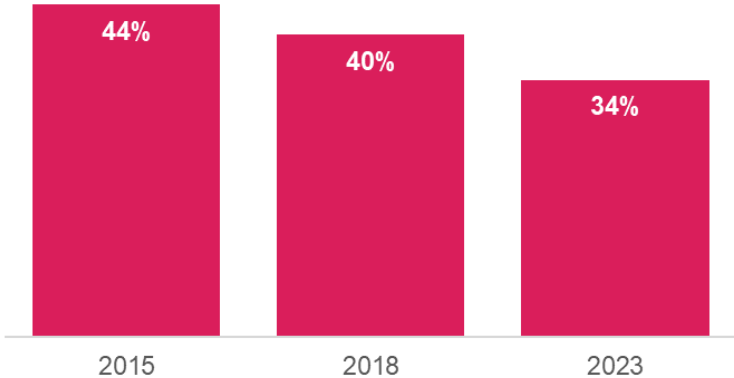
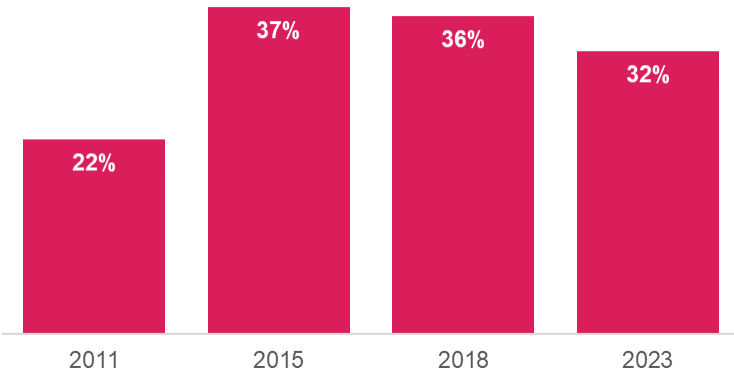
Indicator	Comment / Performance										
Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%	The latest update shows that the proportion of people who answered the survey indicate they are less satisfied than the 2011 baseline.										
	 <table border="1"> <thead> <tr> <th>Year</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>49%</td> </tr> <tr> <td>2015</td> <td>50%</td> </tr> <tr> <td>2018</td> <td>44%</td> </tr> <tr> <td>2023</td> <td>46%</td> </tr> </tbody> </table>	Year	Percentage	2011	49%	2015	50%	2018	44%	2023	46%
Year	Percentage										
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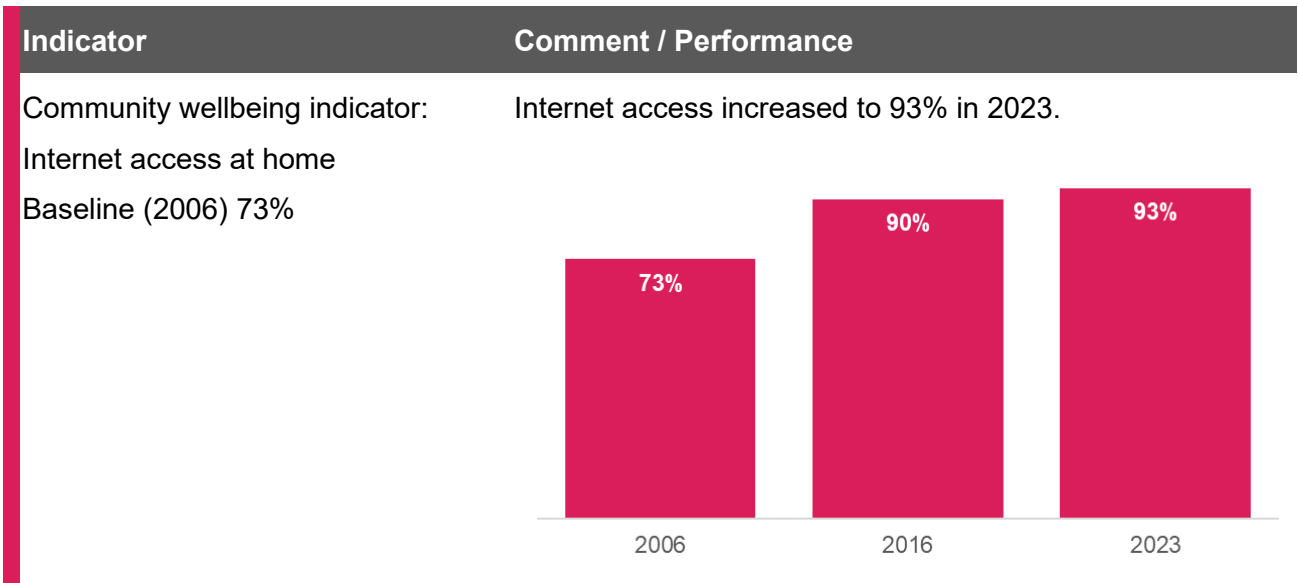
Objective 6.3 Everyone benefits from equitable economic growth and has financial security



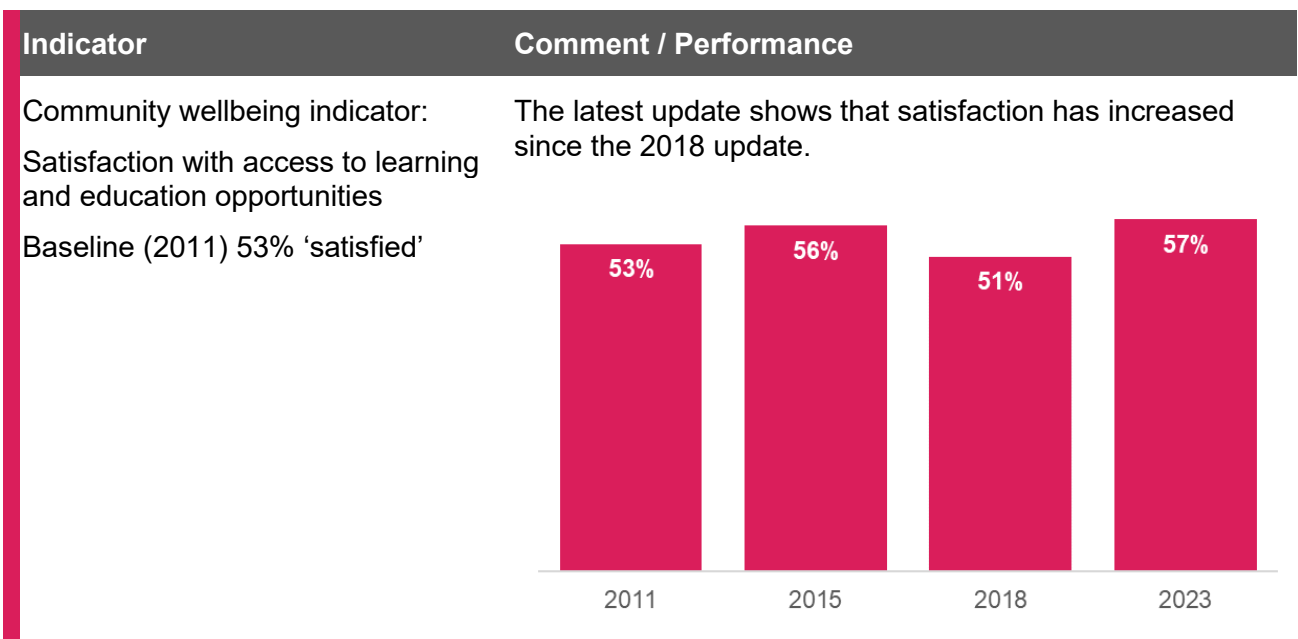
Objective 6.4 Communities are engaged and actively participate in the governance of their city

Indicator	Comment / Performance										
Community wellbeing indicator: Opportunity to have a say Baseline (2015) 44% 'agree'	The latest update shows that the proportion of residents who agree they have opportunity to have their say has decreased over time.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>44%</td> </tr> <tr> <td>2018</td> <td>40%</td> </tr> <tr> <td>2023</td> <td>34%</td> </tr> </tbody> </table>	Year	Proportion (%)	2015	44%	2018	40%	2023	34%		
Year	Proportion (%)										
2015	44%										
2018	40%										
2023	34%										
Community wellbeing indicator: Participation in decision making activity Baseline (2011) 22%	The proportion of residents participating in decision-making has decreased since the 2015 results.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>22%</td> </tr> <tr> <td>2015</td> <td>37%</td> </tr> <tr> <td>2018</td> <td>36%</td> </tr> <tr> <td>2023</td> <td>32%</td> </tr> </tbody> </table>	Year	Proportion (%)	2011	22%	2015	37%	2018	36%	2023	32%
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2015	37%										
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2023	32%										

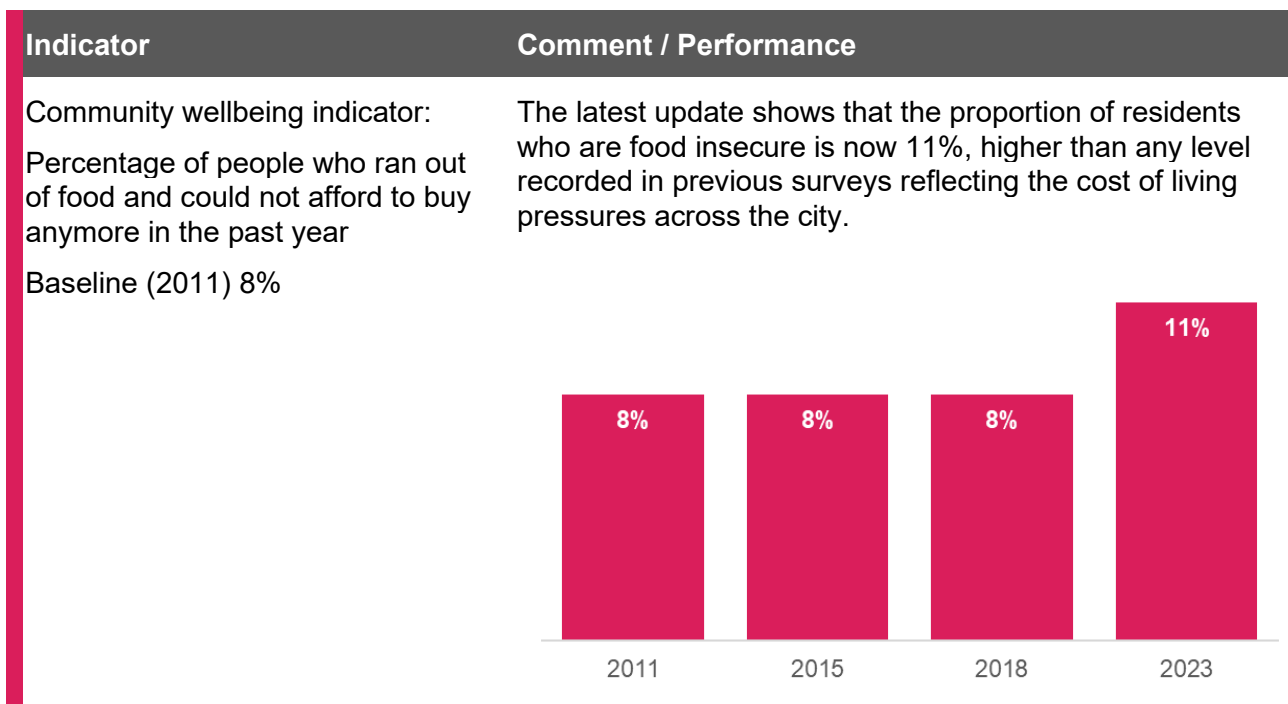
Objective 6.5 Communities have the skills, tools and access to technology to engage and participate in a digital life



Objective 6.6 There is equitable access to education and learning opportunities



Objective 6.7 A sustainable and equitable food system that increases access to nutritious and affordable food



Future challenges

The Covid-19 pandemic had a significant impact on our communities and exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food insecurity. There have been measurable decreases in social cohesion, increases in the rates of food insecure households and decreases in health and wellbeing, including mental health.

Key challenges to social sustainability across our community include support for self-determination for Aboriginal and Torres Strait Islander peoples, increased social connection to address growing loneliness and social isolation, increased housing stress, income and food insecurity, reducing the digital divide, and increasing perceptions of safety and quality of life.

These are disproportionately impacting traditionally marginalised people in our community including people with disabilities, people on low incomes, people renting including social housing residents, those experiencing homelessness, with English as a second language, and of diverse sexualities and genders.

The current increased cost of living and inequality of wealth in our community will continue to put pressure on social sustainability. Continued and whole of government action and investment is needed in social and affordable housing, community and social infrastructure, wellbeing and programs that address social isolation.

The pandemic also identified a need for improved disaster planning and response, particularly food supply during emergencies. In addition, a need for locations for safe, sustainable food production, including First Nations food production, for the Sydney basin to reduce reliance on imported food and reduce the potential impacts of extreme weather on food supply and availability in the city.

Strategic Direction 7 – Resilient and diverse communities

2050 Outcome:

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.

The City of Sydney local area is facing more challenges from the impacts of climate change and social and economic disruptions, which threaten the city's stability and prosperity.

Resilience involves the social, economic and environmental systems that support urban areas, including physical infrastructure. The goal of urban resilience is to create adaptive, robust and secure cities that effectively respond to and recover from challenges.

The City of Sydney plays a major role in strengthening community resilience by providing projects, programs and services to support local communities. Other people and organisations have responsibilities for parts of the complex network of systems that keep our local area running. They are responsible for working together and individually to ensure the safety of our community and the functioning of our city in good times and bad.

The scale of disasters and disruptions affecting cities often overwhelms their ability to respond locally. Extreme weather events, bushfires and the Covid-19 pandemic reminded us that we are a global, hyperconnected city. As a well-resourced council, leader and vocal advocate we made a clear decision to work with communities and organisations beyond our local area boundaries.

The Covid-19 pandemic caused significant health, economic and social impacts. This amplified existing chronic stresses, impacting people already facing barriers and creating a new group of communities in need. Responding to compounding and cascading impacts of the pandemic required coordinated support from the City of Sydney. This included emergency food distribution, dedicated community hotlines, targeted communications, personal protective equipment and community quick response grants.

Highlights

The City of Sydney's Resilience Strategy 2023-2028 was adopted in December 2023. Our resilience strategy requires partnerships and collaboration between the City of Sydney and other levels of government, business and community organisations. We're prioritising action and investment in physical infrastructure, social systems, economic sustainability, and programs, people and existing initiatives

Community Strategic Plan objectives and indicators

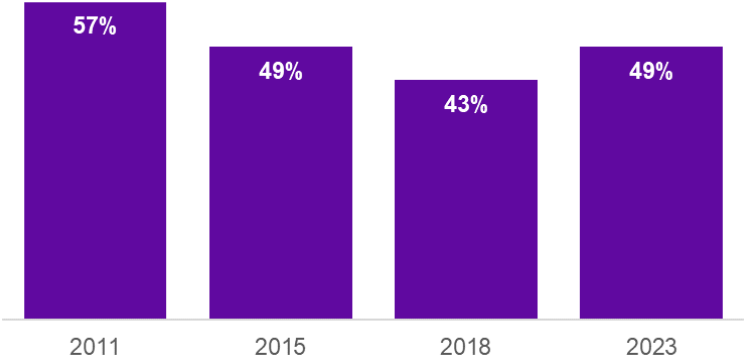
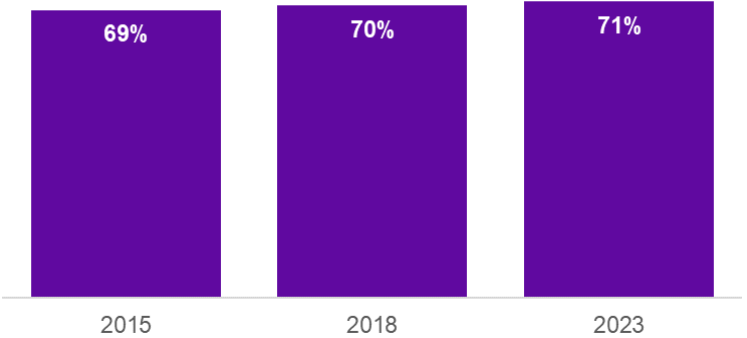
Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 7.1 Communities are connected and socially cohesive

Indicator	Comment / Performance
Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%	This measure is reported in Objective 6.2.

Indicator	Comment / Performance
Community wellbeing indicator: Survey question: is it a good thing for a society to be made up of people of different cultures and communities? Baseline (2011) 83% 'yes'	This measure is reported in Objective 6.2.

Objective 7.2 Everyone has equitable and affordable access to community and cultural facilities and programs, supporting social connection and wellbeing

Indicator	Comment / Performance										
Community wellbeing indicator: Number satisfied with opportunities for sporting or recreational activities Baseline (2011) 57% 'satisfied'	The latest update shows that satisfaction has increased since the 2018 results but remains lower than the 2011 baseline.  <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>57%</td> </tr> <tr> <td>2015</td> <td>49%</td> </tr> <tr> <td>2018</td> <td>43%</td> </tr> <tr> <td>2023</td> <td>49%</td> </tr> </tbody> </table>	Year	Satisfaction (%)	2011	57%	2015	49%	2018	43%	2023	49%
Year	Satisfaction (%)										
2011	57%										
2015	49%										
2018	43%										
2023	49%										
Community wellbeing indicator: Number satisfied with library access Baseline (2015) 69% 'satisfied'	The latest update shows that satisfaction has increased over the survey years.  <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction (%)</th> </tr> </thead> <tbody> <tr> <td>2015</td> <td>69%</td> </tr> <tr> <td>2018</td> <td>70%</td> </tr> <tr> <td>2023</td> <td>71%</td> </tr> </tbody> </table>	Year	Satisfaction (%)	2015	69%	2018	70%	2023	71%		
Year	Satisfaction (%)										
2015	69%										
2018	70%										
2023	71%										

Objective 7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations

No measure is currently available for this objective, however we have:

- commenced work on our contribution to the State Disaster Mitigation Plan released in March 2024.
- included resilience considerations in the City of Sydney's asset management plan template.
- published a local Resilience Strategy 2023-2028.
- adopted an interim floodplain management policy which is being implemented through the development approval process
- held community events including those in social housing to promote readiness with other first responder organisations with 81% of attendees reporting they knew where to get help if they needed it.
- coordinated a multiagency emergency management discussion exercise and field exercise to test capacity and capability to respond to a transport infrastructure emergency.
- coordinated the activities of the Local Emergency Management Committee including emergency planning, response and recovery, regular meetings, project work, and reporting on emerging issues.

Objective 7.4 The city economy is diversified to strengthen its resilience

Indicator	Comment / Performance		
Relative size of industry sectors (top 6) measured by the number of jobs in each. The aim is for no one sector to dominate Baseline (2017): 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%	Industry sector	Baseline (2017)	2022
	Finance and financial services	23.1%	24.0%
	Professional and business services	19.8%	18.1%
	ICT	6.8%	7.5%
	Government	6.8%	-
	Tourist, cultural and leisure	-	6.4%
	Creative industries	6.6%	6.2%
	Food and drink	-	6.2%
	Higher education and research	5.7%	

Objective 7.5 People feel safe in the city

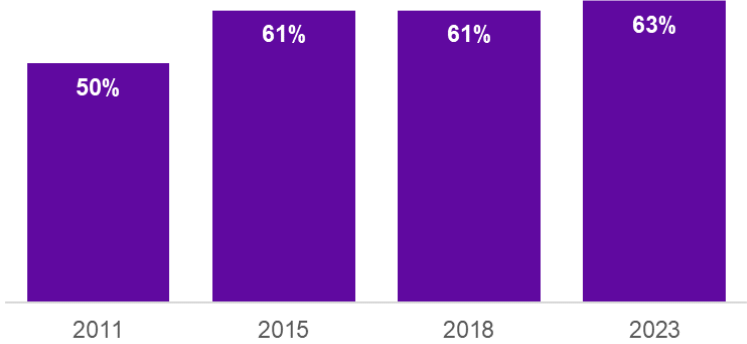
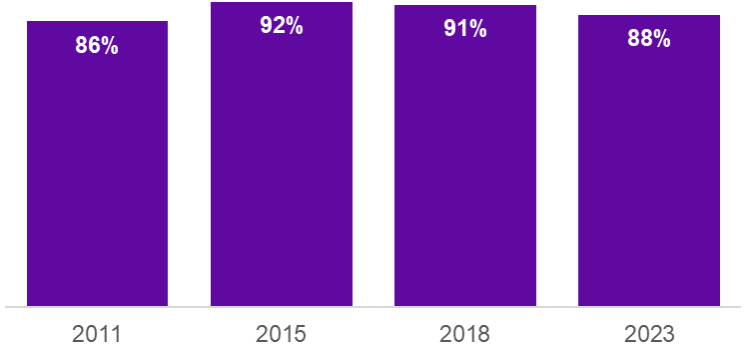
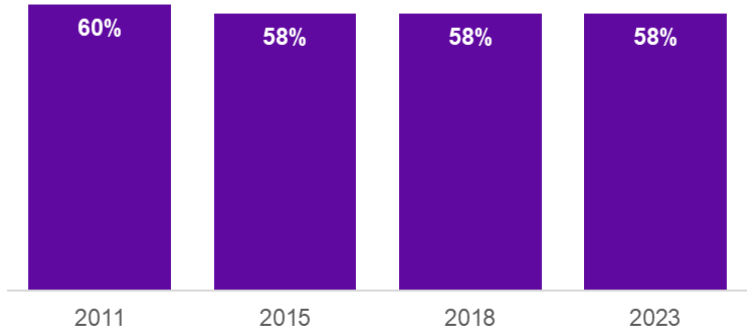
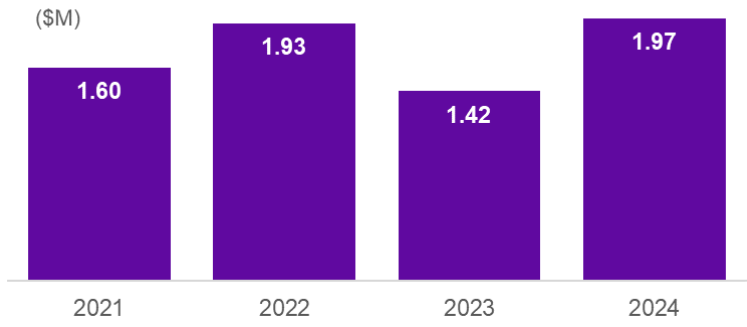
Indicator	Comment / Performance										
Community wellbeing indicators: Perceptions of safety: Walking alone near home after dark Baseline (2011) 50% feel 'safe'	The latest update shows that the proportion of residents who feel safe walking alone near home after dark has trended upwards over time.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion of residents who feel safe walking alone near home after dark</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>50%</td> </tr> <tr> <td>2015</td> <td>61%</td> </tr> <tr> <td>2018</td> <td>61%</td> </tr> <tr> <td>2023</td> <td>63%</td> </tr> </tbody> </table>	Year	Proportion of residents who feel safe walking alone near home after dark	2011	50%	2015	61%	2018	61%	2023	63%
Year	Proportion of residents who feel safe walking alone near home after dark										
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2023	63%										
Perceptions of safety: Walking alone near home in daylight Baseline (2011) 86% feel 'safe'	The latest update shows that feelings of resident safe walking alone near home in daylight has decreased since the 2018 results but remains higher than the baseline.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion of residents who feel safe walking alone near home in daylight</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>86%</td> </tr> <tr> <td>2015</td> <td>92%</td> </tr> <tr> <td>2018</td> <td>91%</td> </tr> <tr> <td>2023</td> <td>88%</td> </tr> </tbody> </table>	Year	Proportion of residents who feel safe walking alone near home in daylight	2011	86%	2015	92%	2018	91%	2023	88%
Year	Proportion of residents who feel safe walking alone near home in daylight										
2011	86%										
2015	92%										
2018	91%										
2023	88%										



Image 6. Sydney skyline from Blackwattle Bay. Photo by Chris Southwood / City of Sydney

Objective 7.6 Communities are empowered to lead the change they want to see in the city

Indicator	Comment / Performance										
Community Wellbeing Indicator: Residents have participated in at least one community engagement activity in the preceding 12 months Baseline (2011) 60%	The latest update shows that resident participation in community engagement has remained stable over the last decade.  <table border="1"> <thead> <tr> <th>Year</th> <th>Participation Rate</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>60%</td> </tr> <tr> <td>2015</td> <td>58%</td> </tr> <tr> <td>2018</td> <td>58%</td> </tr> <tr> <td>2023</td> <td>58%</td> </tr> </tbody> </table>	Year	Participation Rate	2011	60%	2015	58%	2018	58%	2023	58%
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2015	58%										
2018	58%										
2023	58%										
Number of Aboriginal and Torres Strait Islander businesses contracted to the City of Sydney and value of spend measured on an annual basis	In 2024 we engaged 76 suppliers who identified themselves as Aboriginal and Torres Strait Islander. The value of spend with Aboriginal and Torres Strait Islander business increased to \$1.97 million in 2024.  <table border="1"> <thead> <tr> <th>Year</th> <th>Value of Spend (\$M)</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>1.60</td> </tr> <tr> <td>2022</td> <td>1.93</td> </tr> <tr> <td>2023</td> <td>1.42</td> </tr> <tr> <td>2024</td> <td>1.97</td> </tr> </tbody> </table>	Year	Value of Spend (\$M)	2021	1.60	2022	1.93	2023	1.42	2024	1.97
Year	Value of Spend (\$M)										
2021	1.60										
2022	1.93										
2023	1.42										
2024	1.97										
Value of grants to Aboriginal and Torres Strait Islander organisations * Closing the Gap priority reform two	In 2023/24 we approved grants to the value of \$1.94 million to 49 Aboriginal and Torres Strait Islander people, groups and organisations. In 2022/23 we awarded \$1.63 million through 49 applications, and in 2021/22 we awarded \$588,898 through 29 applications.										

Future challenges

In Sydney we're experiencing increasing shocks and stresses arising from climate change, geopolitical events and economic shifts. The impact that a shock has on a place depends upon the underlying stresses. For example, the shock of the Covid-19 pandemic exposed existing inequities and amplified chronic stresses affecting our communities such as housing affordability, social cohesion and food and housing insecurity.

By 2060 the annual economic cost of natural disasters in Australia is expected to increase from an average \$38 billion per year to at least \$73 billion and as much as \$94 billion per year. In NSW the total economic costs of natural disasters over the next 40 years will be at least \$360 billion. More frequent and severe shocks and stresses – in part, due to climate change – will test our capacity to cope as increasing impacts become more likely to exceed our limits.

Strategic Direction 8 – A thriving cultural and creative life

2050 Outcome:

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

The City of Sydney has long supported the artists, musicians, writers, performers and institutions under the Creative City Cultural Policy and Action Plan 2014–2024 and we've achieved a lot for our communities in the 10 years since. Each year we've made an average investment of \$34 million in culture. This includes our events, cultural programs, art projects and commissions, and the grant funding we provide to fuel local creativity.

Highlights

We allocated \$7 million towards the groundbreaking Eora Journey program, meaning 'people's journey' in the Sydney Aboriginal language. The program celebrates the living culture and heritage of Aboriginal and Torres Strait Islander communities. As part of the Eora Journey, we commissioned 4 First Nations artists to create major public artworks. In 2022 *bara*, our Monument to the Eora, the first peoples of Sydney, was installed. Created by artist Judy Watson, *bara* represents the fish hooks crafted and used by Gadigal women for thousands of generations. We also began installing signage for *Yananurala*, a nine-kilometre walk that will highlight Aboriginal history and culture at places along the Harbour foreshore.

Also under our Eora Journey plan we bought the historic post office building at 119 Redfern Street, in the heart of Redfern. We renovated it to house an accessible Aboriginal knowledge and culture centre. The new centre was developed in close consultation with local Aboriginal and Torres Strait Islander communities and opened in May 2024.

City Art, our public art program, commissions new permanent and temporary public artworks. The program also cares for and manages more than 260 permanent public artworks including fountains, memorials and items of cultural heritage. During the last council term the commissioned works include *In Through the Out Door* by Callum Morton, *Stream* by Kerrie Poliness in *The Drying Green*, and *bangala* by Auntie Julie Freeman and Jonathan Jones in *Gunyama Park*.

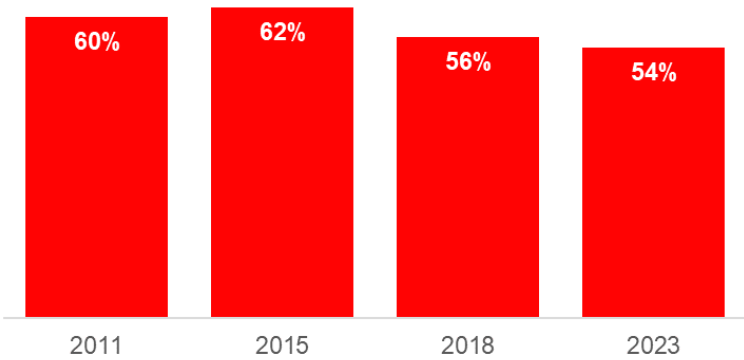
In June 2022, we increased our stock of affordable creative space with the opening of our five-storey City of Sydney creative studios in Bathurst Street, leased from the developer Greenland for a peppercorn rent for 99 years. This state-of-the-art facility provides affordable spaces to suit all kinds of artists, musicians, podcasters, performers and other creatives.

Our draft cultural strategy 2025–2035 was exhibited in 2024. It addresses the evolving needs of Sydney's creative sector and builds on our Creative City cultural policy and action plan 2014–2024. The strategy is informed by new research and targeted consultation. It tackles challenges resulting from the Covid-19 pandemic, economic pressures and the housing crisis. The strategy supports our long-term Sustainable Sydney 2030-2050 Continuing the Vision, and aims to protect cultural spaces, support creative workers and foster a vibrant cultural life.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 8.1 We value our cultural life and champion our creative industries

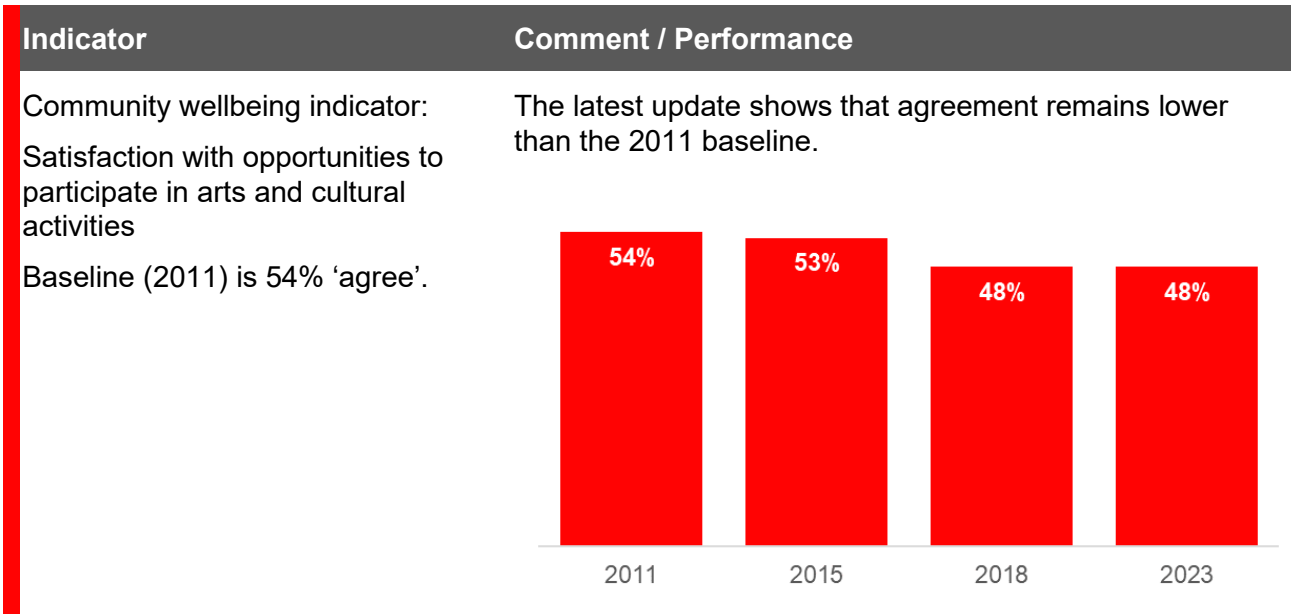
Indicator	Comment / Performance										
Community wellbeing indicator: Number satisfied with feeling a part of the community Baseline (2011) 49%	This measure is reported in Objective 6.2.										
Community wellbeing indicator: Satisfaction with the number and quality of arts and cultural events such as festivals, performances and exhibitions in your local area Baseline (2011) 60%	The latest update shows that since 2015, resident satisfaction has declined.  <table border="1"> <thead> <tr> <th>Year</th> <th>Satisfaction Level (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>60%</td> </tr> <tr> <td>2015</td> <td>62%</td> </tr> <tr> <td>2018</td> <td>56%</td> </tr> <tr> <td>2023</td> <td>54%</td> </tr> </tbody> </table>	Year	Satisfaction Level (%)	2011	60%	2015	62%	2018	56%	2023	54%
Year	Satisfaction Level (%)										
2011	60%										
2015	62%										
2018	56%										
2023	54%										

Objective 8.2 Aboriginal and Torres Strait Islander people and their cultural practice are visible and respected

Indicator	Comment / Performance
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) 33%	This measure looks at the proportion of residents identifying as Aboriginal and Torres Strait Islanders who are satisfied with the range and quality of creative expression in the public domain. The 2023 update shows that fewer than one-in-five (17%) are satisfied, a drop from the 2018 results (33%). It should be noted that the number of Aboriginal and Torres Strait Islander respondents for the 2018 Wellbeing Survey was very low.

Objective 8.3 An increasing number of creative workers live or work in the city

Indicator	Comment / Performance
City of Sydney floor space and employment survey: creative industries workforce Baseline (2017) 33,027	Between 2017 and 2022 the creative industries workforce reduced slightly from the baseline to 32,380.

Objective 8.4 Sydney's cultural life reflects the diversity of our communities**Objective 8.5 There is an increased supply of accessible creative space**

Indicator	Comment / Performance
City of Sydney floor space and employment survey: total m ² for creative industries enterprise Baseline (2017*) 1,212,900 m ² *Note that the 2017 baseline as reported in the community strategic plan has been adjusted from 1,502,759 m ² to align with the current coding framework	Between 2017 and 2022 the total area for creative industries enterprises reduced from 1,212,900m ² to 1,148,908m ² a loss of 5%.

Future challenges

Costs of compliance continue to be a barrier to operating creative spaces and producing events. Across all levels of government, a culture of 'risk elimination' is not being matched with resources for risk management, and operators whose business models can't absorb these costs are simply 'out of the game'.

Unaffordable housing supply is displacing creative workers, and unaffordable housing costs are the main reason artists are leaving Sydney.

Investment is mostly focused on presentation, not production. There have been some exceptional updates and additions made to Sydney's cultural infrastructure. While feedback suggests these are well received, we're also hearing that the bulk of the investment is in major institutions and it has almost exclusively focused on places to present and consume culture, not the kinds of creative spaces where culture is made.

Diversity and inclusion is improving but it is slow progress. Efforts to increase the inclusion of Aboriginal and Torres Strait Islander peoples and people with disability in our cultural life are slowly achieving results. The sector reports a maturing and authenticity in the engagement and representation of First Nations people, and that resources to support artists with disability to make and participate in culture have improved. There continues to be logistical barriers to more deeply involving linguistic diversity in our cultural offerings and a financial imperative that favours broadest possible audience appeal.



Image 7. *bara* sculpture in the Royal Botanic Gardens by artist Judy Watson. Photo by Chris Southwood / City of Sydney

Strategic Direction 9 – A transformed and innovative economy

2050 Outcome:

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.

Sydney is home to Australia's largest local economy. The economy within the City of Sydney generated more than \$142 billion per annum in 2024, accounting for around 6% of Australia's GDP¹.

The city's economic performance directly affects the 229,000 residents and 520,000 workers in our local government area. As Australia's global gateway and as a regional centre, the city's economy plays a significant role in supporting and influencing economies far beyond our geographic boundary. It is extremely important that the city's economy is thriving and ready to meet the challenges and opportunities of the future.

The previous Economic Development Strategy 2013-2023 guided the City of Sydney's approach to economic development over the last 10 years. The strategy contained strategic priorities to – strengthen Sydney's competitiveness, improve productivity and capacity, and promote opportunity. It also set employment and growth targets for 2030 and provided the rationale for the development of related action plans to support priority sectors of the economy.

The city's economy achieved strong growth over the past decade, but it has been disrupted by Covid-19 pandemic. Our economy has started to recover, but many key sectors across the visitor economy are still struggling. Many economic problems were exposed and amplified during the pandemic, including barriers to participation and inequality, unaffordable space, lack of economic diversity, environmental damages, insecure jobs, skill and labour shortage and more.

There have also been many structural changes to the economy triggered or accelerated by the pandemic including: online shopping and delivery services being in high demand; the growth of the gig and sometimes insecure economy; and working from home is likely to stay. The city centre needs must offer new purposes and unique experiences to attract visitors back and the need for economic resilience is imperative.

Highlights

In August 2024, the City of Sydney released its new draft Economic Development Strategy 2025-2035 for public engagement. The new strategy aims to reinforce Sydney's historic economic strengths while focusing on four key underlying vulnerabilities that pose a challenge to the economies ongoing sustainability - climate change, rising inequality, slowing productivity and ongoing uncertainty about how our city is used post-pandemic, as well as cost of living and economic headwinds, presenting challenges in the transition.

The new strategy was developed in close collaboration with the City of Sydney's Business, Economic Development and Covid Recovery Advisory Panel which has CEO-level representation from a variety of businesses and organisations. It also incorporates extensive community engagement undertaken on the draft Economic Development Strategy Discussion Paper (2022-2023).

¹ National Institute of Economic and Industry Research & Economy.id, 'City of Sydney economic profile', 2023. Available: <https://economy.id.com.au/sydney>

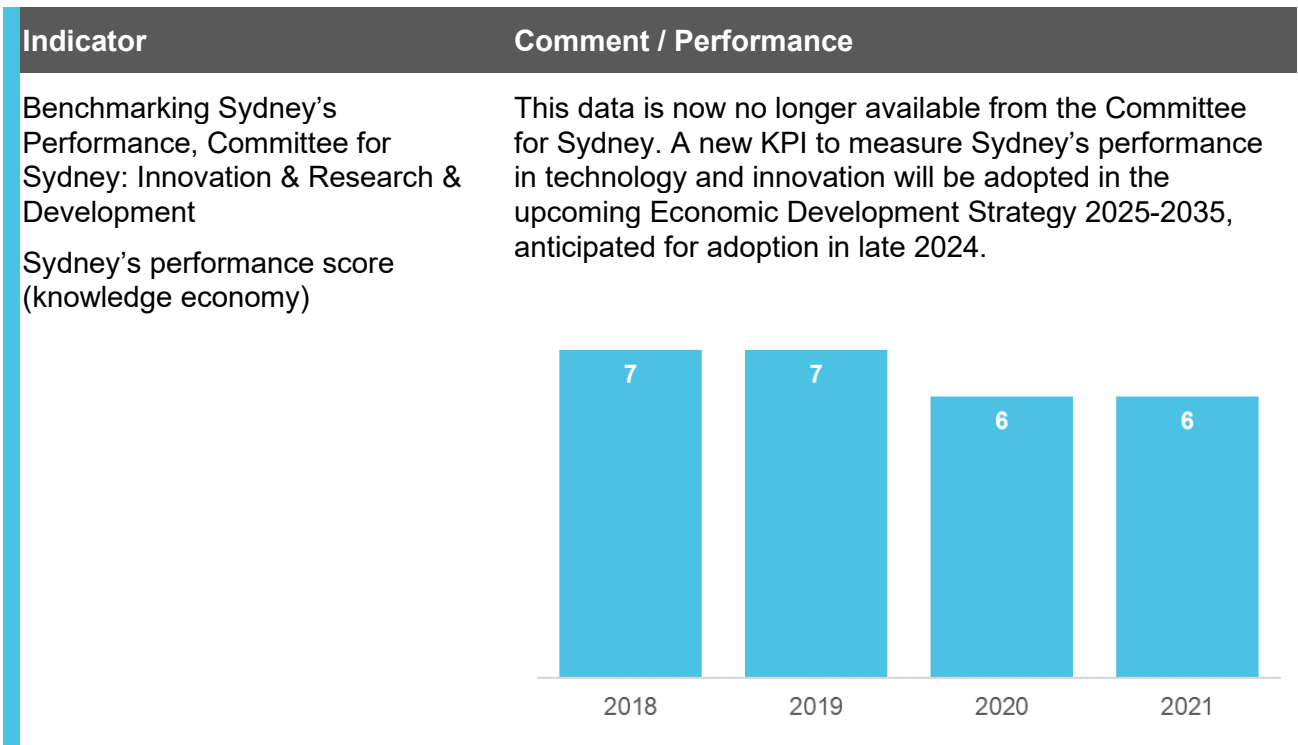
In delivering the previous Economic Development Strategy 2013-2023, the City has enabled several major new projects to support economic development, from the light rail along the length of George Street that has transformed the city's central spine, to the Green Square urban renewal project which enabled \$22 billion in private development and 33,000 homes, through to the Central Sydney Planning review that has unlocked 2.9 million sqm of employment floor space in our central CBD.

These investments have helped to contribute to the city's strong economic performance over the past 10 years, with the total jobs in the city growing from 436,000 jobs to 520,000 jobs. There has also been a continual shift towards a more advanced, knowledge-led economy with the proportion of knowledge jobs growing from 64% to 68%. The City of Sydney local government area economy has also experienced stronger than forecast long-term economic growth, with the economic output growing by more than 40%, from \$101 billion to \$142 billion.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

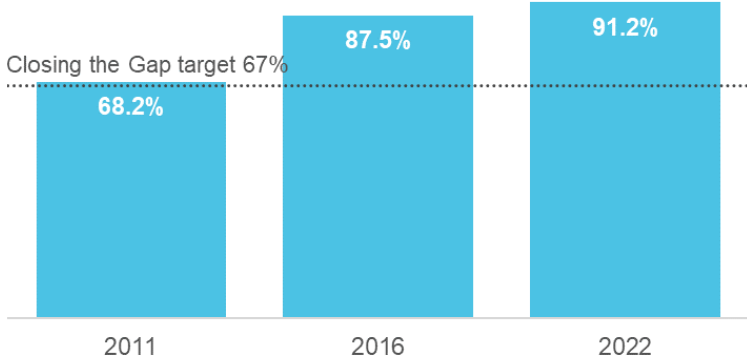
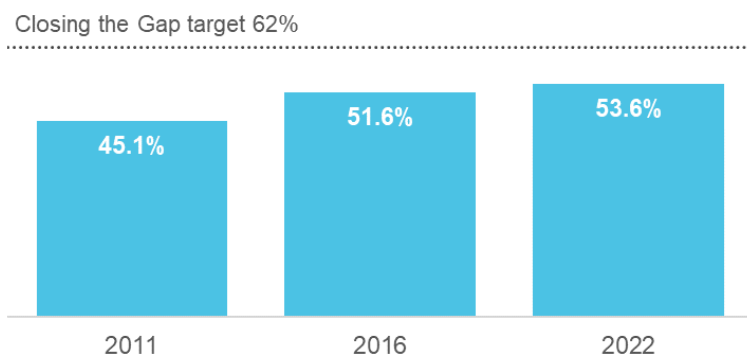
Objective 9.1 An expanding innovation economy will support Sydney's future prosperity



Objective 9.2. The transition to a zero-carbon economy offers new economic opportunities

No measure is currently available for this objective and will be assessed in the next review of the community strategic plan. Through the new Economic Development Strategy 2025-2035 and partnerships with key actors in the sector, such as the Greenhouse Climate Tech Hub, measures that capture the economic opportunity of the green economy transformation will be further explored.

Objective 9.3 An inclusive city economy provides opportunities for everyone to participate and share in its prosperity

Indicator	Comment / Performance								
By 2036, an increased proportion of all jobs to be secure jobs Baseline (2017) 27,015 insecure jobs	The number of secure jobs increased between 2017 and 2022 from 474,690 to 486,049, however the proportion as a total of all jobs decreased over that period from 94.6% to 93.5%. The number and proportion of insecure jobs increased between 2017 and 2022 from 27,015 or 5.4% to 33,790 or 6.5%, largely due to the impacts of Covid-19 on smaller businesses in our area.								
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 Baseline (2011) 68.2% The National Closing the Gap target is 67% Closing the Gap target 7	The proportion of Aboriginal and Torres Strait Islander youth in employment, education and training has consistently grown since 2011, and now sits at 91.2%.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>68.2%</td> </tr> <tr> <td>2016</td> <td>87.5%</td> </tr> <tr> <td>2022</td> <td>91.2%</td> </tr> </tbody> </table> Closing the Gap target 67%	Year	Proportion (%)	2011	68.2%	2016	87.5%	2022	91.2%
Year	Proportion (%)								
2011	68.2%								
2016	87.5%								
2022	91.2%								
By 2031, increase the proportion of Aboriginal and Torres Strait Islander people aged 25-64 from the Local Government Area who are employed Baseline (2011) 45.1% The National Closing the Gap target is 62% Closing the Gap target 8	The proportion of Aboriginal and Torres Strait Islander people aged 25-64 who are employed has grown consistently since 2011, and now sits at 53.6%.  <table border="1"> <thead> <tr> <th>Year</th> <th>Proportion (%)</th> </tr> </thead> <tbody> <tr> <td>2011</td> <td>45.1%</td> </tr> <tr> <td>2016</td> <td>51.6%</td> </tr> <tr> <td>2022</td> <td>53.6%</td> </tr> </tbody> </table> Closing the Gap target 62%	Year	Proportion (%)	2011	45.1%	2016	51.6%	2022	53.6%
Year	Proportion (%)								
2011	45.1%								
2016	51.6%								
2022	53.6%								

Objective 9.4 Creativity and great experiences fuel the vitality of the city**Indicator****Comment / Performance**

Visitors to the city:

Domestic overnight trips (quarterly total) June 2021: 1,189,000

International overnight visitors (quarterly total) June 2021: 7,993*

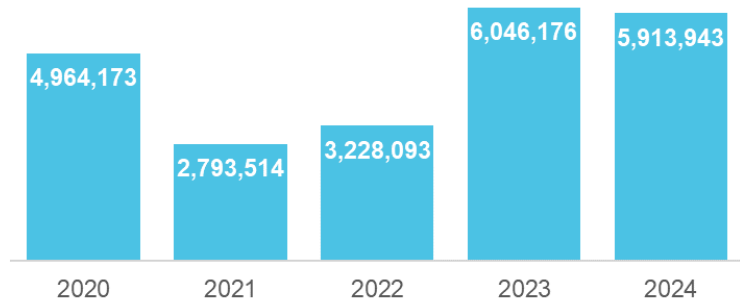
International average no. of nights (quarterly average) June 2021: 7.1

*The June quarter 2021 data (7,993) reported in the community strategic plan has been revised to 10,703 in the chart as updated data has become available

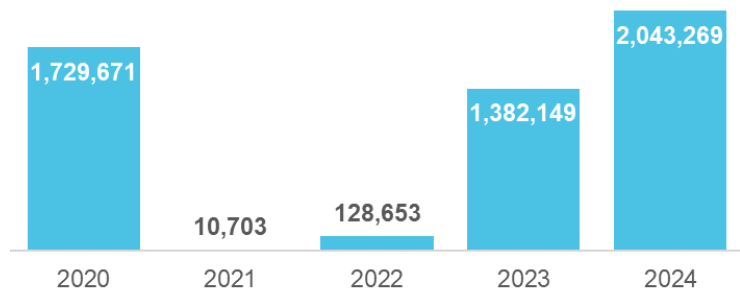
The number of visitors to our city was impacted by Covid-19 and restrictions on travel. The number of visitors to our city has since recovered.

In 2023/24, 2 million international visitors stayed an average of 14 nights in the city.

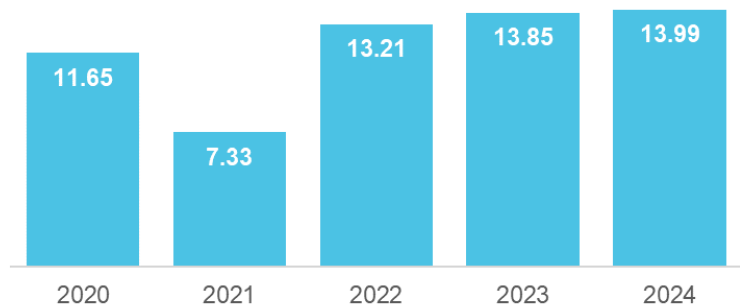
Domestic visitor overnight trips



International overnight visitors



International visitor average number of nights



Objective 9.5 Unique local neighbourhoods and the global city centre support thriving economic activity

Indicator	Comment / Performance
Number of business establishments employing workers in the city economy	Covid-19 had a significant impact on small businesses in the city, with many unable to survive. The number of business establishments employing workers in the city economy decreased from 23,511 in 2017 to 21,618 in 2022. The 2022 data reflects the following changes since 2017:
Baseline (2017) 23,511 business establishments	- 9,044 no longer operating - 7,151 new business - 14,467 ongoing businesses.

Future challenges

The new economic development strategy aims to reinforce Sydney's historic economic strengths while focusing on 4 key underlying vulnerabilities that pose a challenge to the economies ongoing sustainability.

The 4 underlying vulnerabilities the strategy seeks to address are as follows:

- Climate change threatens key sectors like tourism but also presents an economic opportunity if Sydney positions itself as a global hub for net zero innovation.
- Rising inequality, and particularly affordability issues, have the potential to stifle our economy and erode our society's sense of fairness and opportunity.
- Slowing productivity and an uncoordinated approach to innovation are leading to lower commercialisation and impacting Sydney's attractiveness to talent
- Economic headwinds, cost of living and broader uncertainty are changing how our city is used post-pandemic, presenting challenges in the transition.

Strategic Direction 10 – Housing for all

2050 Outcome:

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.

Sydney remains Australia's least affordable city. The high cost of housing is an important economic and social risk, particularly within the City of Sydney local government area where housing prices are amongst the highest in Australia.

We continue to use every lever available to maximise the amount of affordable and diverse housing in our local area including through planning mechanisms such as developer contributions and planning agreements, selling discounted land to community housing providers, and through grants from our Affordable and Diverse Housing Fund.

Sydney's first dedicated affordable housing project for transgender women will be established in Darlinghurst following the sale of properties previously owned by the City of Sydney at a significant discount. Another site will provide much needed housing for women after the B Miles Women's Foundation purchased it from the City of Sydney at a discount.

The number of community housing providers who will receive developer contributions to build affordable housing in the city has increased this year. Now Bridge Housing and St George Community Housing will join City West Housing in becoming valuable delivery partners working with us to increase the supply of affordable housing.

Planning levers to retain low-cost housing options in the city have been designed to prevent the loss of boarding houses and older apartment buildings. If approved, they will complement our other efforts to ensure the supply of housing is inclusive.

Advocacy for the rights of renters, and the need for affordable and appropriate housing for lower income households has continued to be a focus of ours. This has included representations to the state and federal governments on issues of importance to the goal of ensuring everyone has access to safe, secure and affordable housing that meets their needs in the city.

We also continue to advocate with state and national government to increase investment towards housing models that best support those experiencing homelessness; including transitional, crisis and supported housing models such as Common Ground.

Highlights

- We developed changes to the Sydney Local Environmental Plan 2012 to support build-to-rent and co-living housing in Central Sydney and contribute to greater housing diversity and help address the current housing supply shortage. These changes were publicly exhibited in 2024.
- The City of Sydney's affordable housing levy came into effect across the local area in July 2021. The scheme is expected to create 1,950 more affordable dwellings. This will add to the 1,464 affordable rental housing units in the local area at July 2024. Planning proposals for NSW Land and Housing Corporation sites at Cowper Street in Glebe, Elizabeth Street in Redfern and Waterloo Estate (south) will increase social and affordable housing.
- The Affordable Housing Levy for Ultimo-Pyrmont was increased to match the same level as for the rest of the local area.
- Planning controls for the Botany Road corridor were changes to incentivise affordable housing with additional height and floor space.

- On 1 July 2024 the City of Sydney’s new Affordable Housing Contributions Distribution Plan came into effect and this will support delivery of the Affordable Housing Program by providing funding support to three community housing providers to increase the supply of affordable housing.
- The redevelopment of the Waterloo South public housing estate will include significant provisions for Aboriginal housing. The announcement by the NSW Government that it has selected Stockland, Link Wentworth Housing, City West Housing and Birribee Housing as the preferred partners to deliver the first stage of the Waterloo renewal project, will see an Aboriginal provider (Birribee Housing) significantly increase their footprint in the area.

Community Strategic Plan objectives and indicators

Each community strategic plan objective contains indicators to track our progress towards our goals for 2050.

Objective 10.1 People sleeping rough or at risk of experiencing homelessness have access to adequate accommodation, services, and support to meet their needs

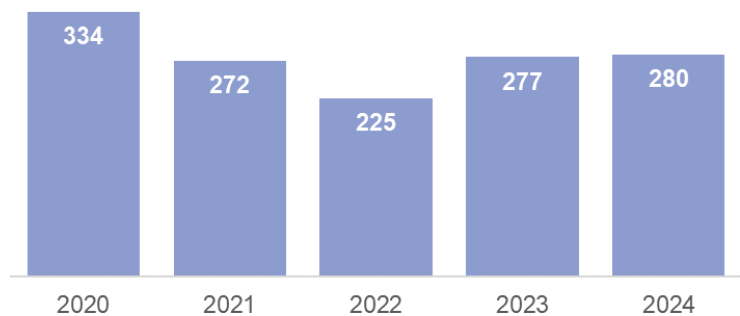
Indicator

Comment / Performance

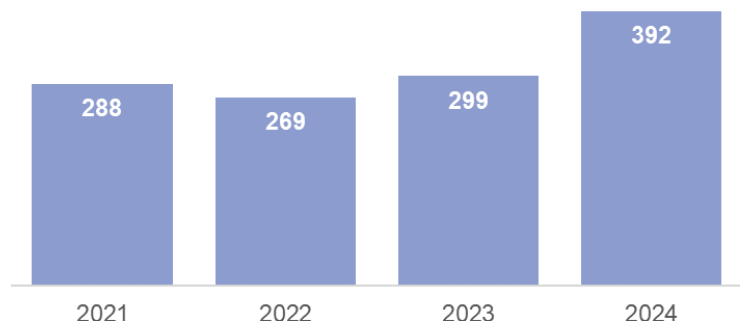
Progress will be measured by street counts and the number of people in crisis accommodation on those nights

The street count is conducted annually. At the time of the 2024 street count, in addition to 280 people sleeping rough, 392 people were staying in crisis accommodation in the local government area.

People sleeping rough in the city area



People in crisis accommodation



Objective 10.2 The supply of well maintained, safe, secure and sustainable social housing is increased to support diverse communities

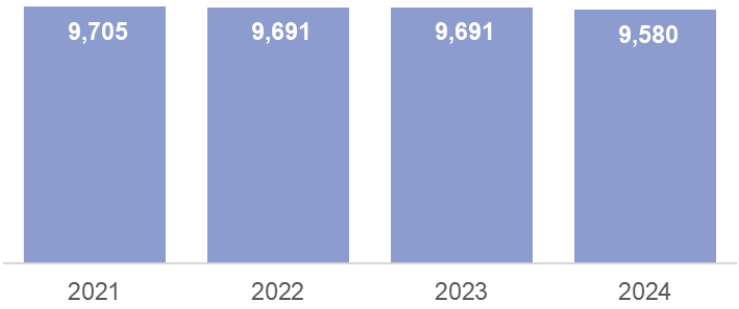
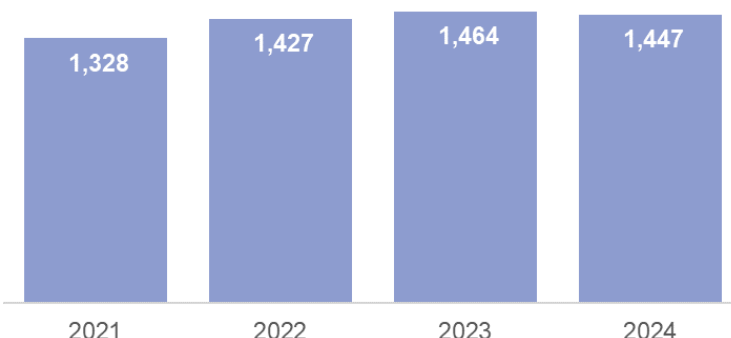
Indicator	Comment / Performance										
7.5% of private dwellings are to be social housing	As at June 2024, in the local area there were an estimated 9,580 social housing dwellings, representing 7.7 per cent of private dwellings.										
As at June 30, 2021 there were 9,705 social housing dwellings, representing 8% of private dwellings	It is noted that the redevelopment of several public housing estates in the area is expected to result in a short to medium term reduction in the number of available dwellings. Once completed there will be an increase in the number of social housing dwellings.										
City of Sydney housing audit	The NSW government (Homes NSW) and community housing sector manage the social housing portfolio in the City of Sydney local area.										
Social housing in the LGA  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Social Housing Dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>9,705</td> </tr> <tr> <td>2022</td> <td>9,691</td> </tr> <tr> <td>2023</td> <td>9,691</td> </tr> <tr> <td>2024</td> <td>9,580</td> </tr> </tbody> </table>		Year	Number of Social Housing Dwellings	2021	9,705	2022	9,691	2023	9,691	2024	9,580
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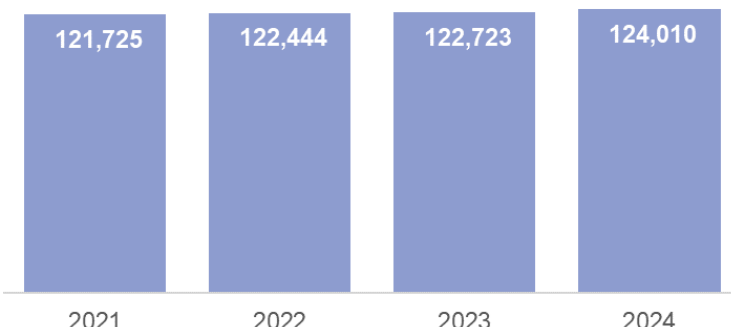
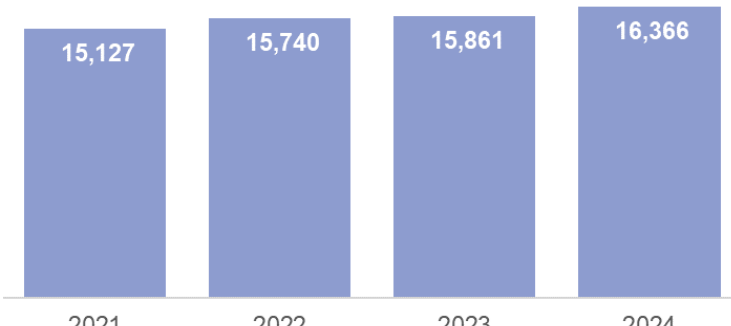


Image 8. Skyline from Potts Point. Photo by Abril Felman / City of Sydney

Objective 10.3 An increased supply of affordable housing supports diverse communities and the economy

Indicator	Comment / Performance										
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	As at June 2024, in the local area there were: – 1,447 built affordable and diverse housing dwellings, representing 1.2% of private dwellings – 556 affordable and diverse dwellings in the development pipeline; and – a further 1,385 affordable and diverse housing dwellings that are in the pre-application stage. The City's LGA wide affordable housing levy came into effect in July 2021. The City's levy scheme is projected to deliver an additional 1,950 affordable dwellings. If considered all together, the built, pipeline, expected and projected affordable housing dwellings will equal 5,273 affordable rental dwellings and affordable diverse dwellings to 2036. This equates to 44 percent of the 12,000 affordable dwellings target for 2036, or about 3.4 percent of the private dwellings target for 2036. Affordable housing in the LGA  <table border="1"> <thead> <tr> <th>Year</th> <th>Number of Affordable Housing Dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>1,328</td> </tr> <tr> <td>2022</td> <td>1,427</td> </tr> <tr> <td>2023</td> <td>1,464</td> </tr> <tr> <td>2024</td> <td>1,447</td> </tr> </tbody> </table>	Year	Number of Affordable Housing Dwellings	2021	1,328	2022	1,427	2023	1,464	2024	1,447
Year	Number of Affordable Housing Dwellings										
2021	1,328										
2022	1,427										
2023	1,464										
2024	1,447										

Objective 10.4 Every neighbourhood has a mix of housing accommodating diverse and growing communities

Indicator	Comment / Performance																				
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	As at June 2024, in the local area there were: – 124,010 private dwellings representing 79.5% of the private dwelling target for 2036. This is a net increase of 1,287 between June 2023 and June 2024; and – 16,366 non-private dwellings (boarding house rooms, student accommodation rooms, residential care services), or 93.5% of the non-private dwelling target for 2036. Private dwellings in the LGA  <table border="1"> <thead> <tr> <th>Year</th> <th>Private dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>121,725</td> </tr> <tr> <td>2022</td> <td>122,444</td> </tr> <tr> <td>2023</td> <td>122,723</td> </tr> <tr> <td>2024</td> <td>124,010</td> </tr> </tbody> </table> Non private dwellings in the LGA  <table border="1"> <thead> <tr> <th>Year</th> <th>Non private dwellings</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>15,127</td> </tr> <tr> <td>2022</td> <td>15,740</td> </tr> <tr> <td>2023</td> <td>15,861</td> </tr> <tr> <td>2024</td> <td>16,366</td> </tr> </tbody> </table>	Year	Private dwellings	2021	121,725	2022	122,444	2023	122,723	2024	124,010	Year	Non private dwellings	2021	15,127	2022	15,740	2023	15,861	2024	16,366
Year	Private dwellings																				
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2024	124,010																				
Year	Non private dwellings																				
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2022	15,740																				
2023	15,861																				
2024	16,366																				

Objective 10.5 There is an increased supply of culturally appropriate social and affordable housing for Aboriginal and Torres Strait Islander peoples

Indicator	Comment / Performance
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	From July 2025, the 3 community housing providers (City West Housing, Bridge Housing and St George Community Housing) who receive developer contributions will be required to report on the number and proportion of Aboriginal households living in affordable housing annually. It is acknowledged that this will provide limited insight into the overall supply of social and affordable housing for Aboriginal and Torres Strait Islander people as the majority live in housing provided by other organisations. At the time of the 2021 Census, there were 1,845 households with Aboriginal and/or Torres Strait islander persons residing.

Future challenges

There continues to be an increase in the number of people sleeping rough in our city who are non-residents of Australia and, therefore ineligible for housing supports. There has also been a measurable increase over the past 3 years in the number of people sleeping rough with complex mental health presentations. This makes it challenging for them to secure and maintain tenancies or access appropriate health supports. There are currently insufficient resources available to support people in these circumstances to access housing pathways or maintain tenancies.

The increasing shocks and stresses arising from climate change, including an increase in the number of days where temperatures are a risk to human health, have a significant impact on people sleeping rough in our city, many of whom have complex underlying health conditions.

The national housing accord sets ambitious housing targets for each state to deliver between 2024 and 2029. The NSW Government set the City a housing target of 18,900 dwellings to be completed by 2029. However, the residential development sector continues to face challenges in deliver supply from a 35 to 40 per cent increase in materials and labour costs, shortages of skilled labour, tougher financing hurdles after the Banking Royal Commission, steep interest rate rises, and a record number of insolvencies in the building industry.

Many of the challenges faced by the residential development sector are also faced by community housing providers developing new affordable housing. Reduced residential activity also results in a reduction in housing levies which are an important funding stream for community housing providers engaged in development.

A lack of long term, secure and genuinely affordable housing options has social, cultural environmental and economic implications for the City. Coordination across 3 levels of government is required to achieve meaningful improvements in this area.

Financial performance

Since the amalgamation of the (former) South Sydney City Council, parts of Leichhardt City Council and the City of Sydney in 2004, we have delivered consistently strong operating performance results, which have enabled the City of Sydney to accumulate significant cash reserves, and to internally fund its capital works program. Our closing cash and equivalent investments balance at 2023/24 was \$766.3 million.

The City of Sydney entered the 2024/25 financial year in a strong financial position due to more than a decade of stable progressive government, professional corporate administration, a policy commitment to prudent financial management, and strategically sound investments.

We have long sustained a strong liquidity position, along with diversity in significant alternative income streams to supplement a substantial rating base.

We plan to maintain our financial position and performance, to ensure resilience and maintain capacity to adapt and respond to emerging community needs in a measured and equitable manner.

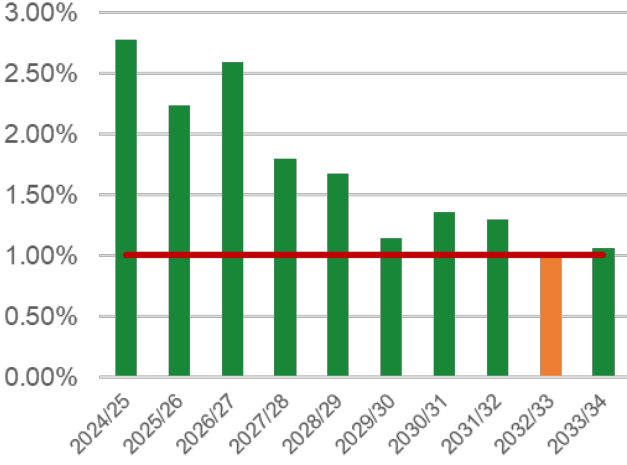
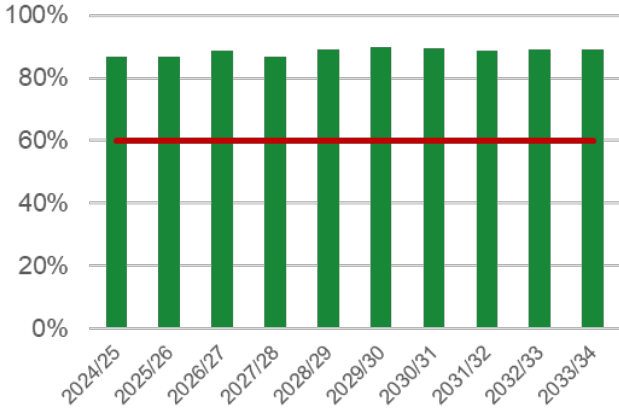
Key principles employed in the financial planning and modelling process include:

- Financial sustainability
- Maintaining diversity of income sources
- Generating significant operating surpluses
- Maintaining tight control over expenditure and staff numbers
- Delivering best value services, facilities, and infrastructure
- Effective and efficient utilisation of funding sources to fund capital works and asset acquisitions
- Prudent financial investment
- Considering appropriate use of debt, internal borrowing and private financing arrangements

The Long Term Financial Plan continues our commitment to maintain tight control over our financial position and performance, an achievement that has been continually demonstrated through strong operating results. The funds generated from operations are used to commence new initiatives and programs, and to fund delivery of our extensive capital program. However, the suitability of utilising debt and/or private financing will be considered, for appropriate initiatives and projects

The City of Sydney's forecast performance in respect of the mandated Office of Local Government Performance measures over the next 10 years is detailed below. The charts demonstrate performance trends on the basis of forward projections contained in the Long Term Financial Plan, and estimates related to future asset renewal requirements (per the Asset Management Plan).

The graphs plot the annual performance for each ratio shown – while longer term projections generally reflect above-benchmark performance against all measures, one-off impacts can result in minor fluctuations from year to year.

Indicator	Comment / Performance
Operating performance ratio  <i>Operating revenue (excluding capital grants and contributions) less operating expenses</i> <i>Operating revenue (excluding capital grants and contributions)</i>	Operating Performance is projected to exceed benchmark over the life of the Long Term Financial Plan. 2024/25, 2028/29 and 2032/33 are all election years, which has a slight unfavourable impact on the ratio result due to additional expenses incurred in running local government elections.
Own source revenue  <i>Total continuing operating revenue (excluding all grants and contributions)</i> <i>Total operating revenue (including all capital grants and contributions)</i>	The City's Own Source Operating Revenue is already well above the required benchmark level and is forecast to continue to grow as a proportion of total operating revenue. As detailed in the Long Term Financial Plan document, minor incremental growth in the City's rates base and the assumed continuation of the "cap" on developer contributions per new dwelling will result in capital income representing a declining proportion of the City's income base, reflected in the gradual increase in the Own Source Revenue ratio. The ratio may be impacted in any given year by higher-than-expected capital income receipts.

Indicator	Comment / Performance																																	
Building and infrastructure asset renewal ratio <table><thead><tr><th>Year</th><th>Actual asset renewals (%)</th><th>Required renewal (%)</th></tr></thead><tbody><tr><td>2024/25</td><td>135</td><td></td></tr><tr><td>2025/26</td><td>135</td><td></td></tr><tr><td>2026/27</td><td>145</td><td></td></tr><tr><td>2027/28</td><td>130</td><td></td></tr><tr><td>2028/29</td><td>115</td><td></td></tr><tr><td>2029/30</td><td>110</td><td></td></tr><tr><td>2030/31</td><td>100</td><td></td></tr><tr><td>2031/32</td><td></td><td>95</td></tr><tr><td>2032/33</td><td></td><td>100</td></tr><tr><td>2033/34</td><td></td><td>95</td></tr></tbody></table> Actual asset renewals Required renewal of building and infrastructure assets	Year	Actual asset renewals (%)	Required renewal (%)	2024/25	135		2025/26	135		2026/27	145		2027/28	130		2028/29	115		2029/30	110		2030/31	100		2031/32		95	2032/33		100	2033/34		95	Rather than utilise depreciation expense as an arbitrary proxy, the required renewal of building and infrastructure assets is instead sourced from the Asset Management Plan within the City's Integrated Planning and Reporting documents. Depreciation rates are also re-assessed regularly to reflect appropriate useful lives for assets, but the straight line methodology inevitably presents a limitation. Substantial renewal works are planned for the earlier years of the plan, driven (in part) by strategic upgrade works that deliver a renewal benefit to assets. Underlying recurrent renewal programs focus on prioritising end-of-life assets for renewal and/or replacement.
Year	Actual asset renewals (%)	Required renewal (%)																																
2024/25	135																																	
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2030/31	100																																	
2031/32		95																																
2032/33		100																																
2033/34		95																																

Next steps

In 2025 we will produce the next version of our environmental, cultural and economic strategies based on the latest research and community engagement responses.

Following the midpoint review of our social sustainability policy, a city for all, we will continue to deliver infrastructure and projects to support an inclusive, connected, liveable and engaged city.

We will also review the local strategic planning statement that will establish long term planning priorities and actions. The review is planned to be undertaken once the NSW Government releases updated Region and District Plans. We will continue to use all available levers to support an increase in the supply of affordable housing including developer contributions, other planning levers, discounted land sales and grants.

We are reviewing the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 in line with the requirements of the Local Government Act covering Integrated Planning and Reporting.

We are reviewing recent surveys, research assessments and community engagement activities supporting the development of other City of Sydney strategies and any recent changes in legislation and impacts from other government agencies and key stakeholders. This body of work will be reflected in the next version of our community strategic plan due to be presented to council in mid-2025 together with a new delivery program and supporting resourcing strategies and financial estimates.

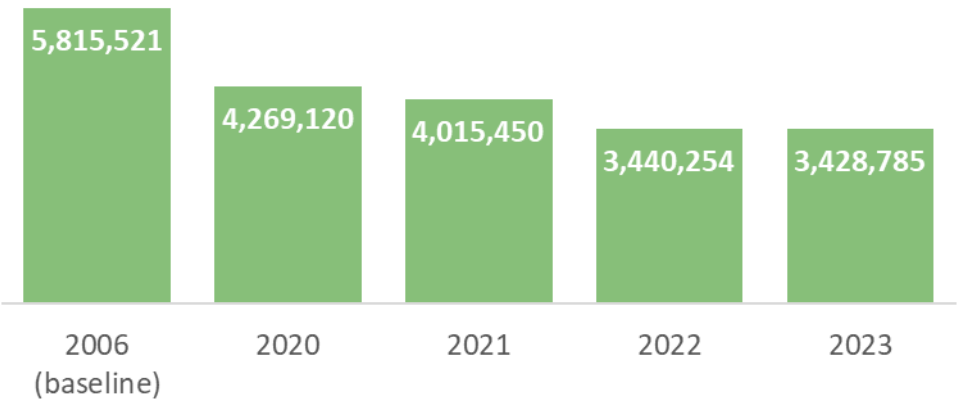
Addendum March 2025

Since the State of our city report was noted by Council on 25 November 2024 two data corrections have been identified as follows:

Page 30

The scale for this chart should be as follows:

Total greenhouse gas emissions for the City of Sydney local government area (Tonnes CO2)



Page 69

Social housing dwellings total for 2024 corrected to 9,538 in alignment with recently published data.



Item 4.

Land Classification - 10 Parcels of Land

File No: X113600.003

Summary

On 25 November 2024, Council endorsed the public notification of the proposal to reclassify the following parcels of operational land to community land in accordance with section 33 of the Local Government Act 1993:

- (i) Arcadia Park and Toxteth Park, 137A Ross Street, Forest Lodge, being Lot 302 in Deposited Plan 1183176 (Reference A and B in Attachment A)
- (ii) Zenith Street, Erskineville, being Lots 9 and 10 in Deposited Plan 1251243 (Reference C in Attachment A)
- (iii) 74D MacDonald Street, Erskineville, being Lot 13 in Deposited Plan 1251243 (Reference D in Attachment A)
- (iv) The Drying Green, 103 Portman Street, Zetland, being Lot 3 in Deposited Plan 1280012 (Reference E in Attachment A)
- (v) Watchful Harry Square, 847A South Dowling Street, Waterloo, being Lot 65 in Deposited Plan 1038380 (Reference F in Attachment A)
- (vi) Watchful Harry Square, 14 Broome Street, Waterloo, being Lot 64 in Deposited Plan 1038380 (Reference G in Attachment A)
- (vii) Crown Park, 22A Crystal Street, Waterloo, being Lot 53 in Deposited Plan 1038380 (Reference H in Attachment A)
- (viii) Crystal Park, 7A Crystal Street, Waterloo, being Lot 51 in Deposited Plan 1038380 (Reference I in Attachment A)
- (ix) Gadigal Avenue Reserve, 2A Gadigal Avenue, Waterloo, being Lot 63 in Deposited Plan 1038380 (Reference J in Attachment A)
- (x) Wimbo Reserve, 3 Olivia Lane, Surry Hills being Lots 2, 3 and 8 in Deposited Plan 1272206 (Reference K in Attachment A).

The proposed resolution to reclassify the land identified in Attachment A was publicly notified for a period of 28 days commencing 28 January 2025 and ending on 25 February 2025. No submissions were received.

This land was temporarily classified as operational land to facilitate further development. By designating this land as community land, we can ensure that it is preserved for use by the community. Community land cannot be sold or closed-off from the general public.

The land will be used for parks, open civic spaces, and pedestrian access through development sites. The land will be incorporated into a Generic Plan of Management to ensure its effective management for the community.

Recommendation

It is resolved that Council reclassify the following parcels of operational land to community land in accordance with section 33 of the Local Government Act 1993:

- (A) Arcadia Park and Toxteth Park, 137A Ross Street, Forest Lodge, being Lot 302 in Deposited Plan 1183176 (Reference A and B in Attachment A to the subject report);
- (B) Zenith Street, Erskineville, being Lots 9 and 10 in Deposited Plan 1251243 (Reference C in Attachment A to the subject report);
- (C) 74D MacDonald Street, Erskineville, being Lot 13 in Deposited Plan 1251243 (Reference D in Attachment A to the subject report);
- (D) The Drying Green, 103 Portman Street, Zetland, being Lot 3 in Deposited Plan 1280012 (Reference E in Attachment A to the subject report);
- (E) Watchful Harry Square, 847A South Dowling Street, Waterloo, being Lot 65 in Deposited Plan 1038380 (Reference F in Attachment A to the subject report);
- (F) Watchful Harry Square, 14 Broome Street, Waterloo, being Lot 64 in Deposited Plan 1038380 (Reference G in Attachment A to the subject report);
- (G) Crown Park, 22A Crystal Street, Waterloo, being Lot 53 in Deposited Plan 1038380 (Reference H in Attachment A to the subject report);
- (H) Crystal Park, 7A Crystal Street, Waterloo, being Lot 51 in Deposited Plan 1038380 (Reference I in Attachment A to the subject report);
- (I) Gadigal Avenue Reserve, 2A Gadigal Avenue, Waterloo, being Lot 63 in Deposited Plan 1038380 (Reference J in Attachment A to the subject report); and
- (J) Wimbo Reserve, 3 Olivia Lane, Surry Hills being Lots 2, 3 and 8 in Deposited Plan 1272206 (Reference K in Attachment A to the subject report).

Attachments

Attachment A. Operational Land Proposed for Reclassification

Background

1. Land managed by the Council of the City of Sydney includes Public Roads, Public Land and Crown Land. Each are governed by their respective acts, the Roads Act 1993, the Local Government Act 1993 and the Crown Land Management Act 2016.
2. Land owned or under the control of Council under the Local Government Act is known as 'public land'. Under the Local Government Act, all public land must be classified as either 'community' or 'operational'. This requirement does not apply to roads under the control of Council.
3. Operational land may be used for a wide range of purposes, including community and administrative purposes (e.g., community centres, civic buildings and depots), or as a commercial investment.
4. Community land is intended to be managed for use by the community for recreational, cultural, social and educational purposes. It is to be retained by Council to benefit the community, both now and in the future, and cannot be sold.
5. Prior to acquiring land, Council may resolve to temporarily classify the land as operational to facilitate developer or City of Sydney capital works, with the intention of reclassification at a later date.
6. The land parcels identified within Attachment A were acquired via these planning mechanisms and temporarily classified as operational land for this purpose.
7. As the relevant capital works on each piece of land have been completed, and the land is in use as open space, the City of Sydney is now reclassifying each piece of land as community land.
8. Reclassifying the land as community land will safeguard the land to ensure that it is used by the community and not sold or closed-off for operational use.
9. These parcels of land will be incorporated into a Generic Plan of Management.

Key Implications

Strategic Alignment – Sustainable Sydney 2030-2050 Continuing the Vision

10. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This report is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - Reclassifying this land will demonstrate a transparent approach to public land management. The City of Sydney has drawn upon extensive community feedback on open space and community facilities to ensure that the community has an opportunity to participate in decisions that shape the city through the completion of the public notifications, giving the community a chance to submit their feedback.

- (b) Direction 3 - Public places for all - The reclassification of land to community land highlights the importance of community facilities, civic spaces, parks and recreational facilities in supporting social connection and community wellbeing in daily life. If endorsed, the City will ensure that these spaces are welcoming, equitably accessible and activated for community use both now and in the future.
- (c) Direction 5 - A city for walking, cycling and public transport - Reclassifying this land will protect areas that have created welcoming, safe and connected open space and community facilities to help promote walking and cycling for leisure and recreation.
- (d) Direction 6 - An equitable and inclusive city - Reclassifying this land will ensure that it is maintained and activated for the whole community to enjoy.
- (e) Direction 7 - Resilient and diverse communities - The outcomes of past community consultation have reinforced that the community values open space as a place of respite and social wellbeing. Reclassifying this land will protect these spaces.
- (f) Direction 8 - A thriving cultural and creative life - The City recognises that all open spaces are capable of playing a role in increasing places and precincts of cultural and creative activation. Reclassifying this land will protect these spaces.

Environmental

- 11. Reclassifying this land will assist in preserving and increasing green space within the local government area. The City can ensure that vegetation, and tree canopies are preserved, maintained and enhanced across these open spaces.

Financial Implications

- 12. The classification of land under the Local Government Act 1993 does not have any direct budgetary implications.

Risks

- 13. This approach is within the City's risk appetite, which states:
 - We recognise the critical importance of environmental protection and sustainability in our operations and decision-making.
 - We are committed to the health, safety and wellbeing of our workers, residents, visitors and others who interact with our assets, operations and services.
 - We acknowledge our responsibility to protect and enhance the social and environmental wellbeing of our community.

Relevant Legislation

14. The following sections of the Local Government Act 1993 are relevant:
- (a) Section 25 requires all public land to be classified as either community or operational land.
 - (b) Section 33(1) permits Council to resolve that public land classified as operational land is to be reclassified as community land.
 - (c) Section 34 requires the proposed resolution to reclassify to be publicly notified and made available for inspection by the public for a period of 28 days.

Public Consultation

15. As the notification period is complete with no submissions received, it is recommended that Council endorse the reclassification of these 10 parcels of land from operational land to community land, to ensure the land is preserved for use by the community.

KIM WOODBURY

Chief Operating Officer

Mary Ghaly, Public Lands Coordinator

Attachment A

**Operational Land Proposed for
Reclassification**

Operational Land Proposed for Reclassification



Reference A & B: Arcadia Park and Toxteth Park_137A Ross Street,
FOREST LODGE NSW 2017

Operational Land Proposed for Reclassification



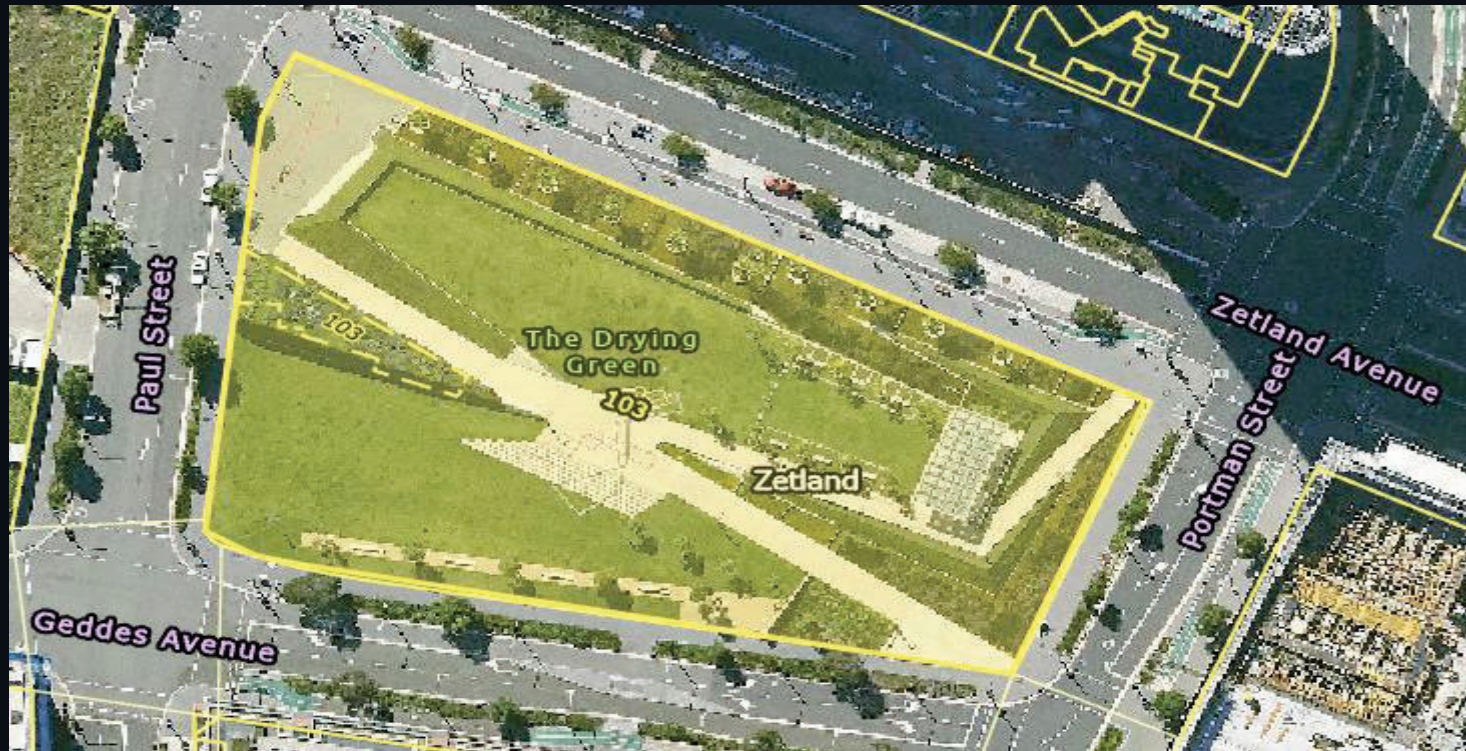
Reference C: 6 Zenith Street, ERSKINEVILLE NSW 2043

Operational Land Proposed for Reclassification



Reference D: 74D Macdonald Street, ERSKINEVILLE NSW 2043

Operational Land Proposed for Reclassification



Reference E: The Drying Green_103 Portman Street, ZETLAND NSW 2017

Operational Land Proposed for Reclassification



Reference F & G: Watchful Harry Square_ 847A South Dowling Street & 14
Broome Street, WATERLOO NSW 2017

Operational Land Proposed for Reclassification



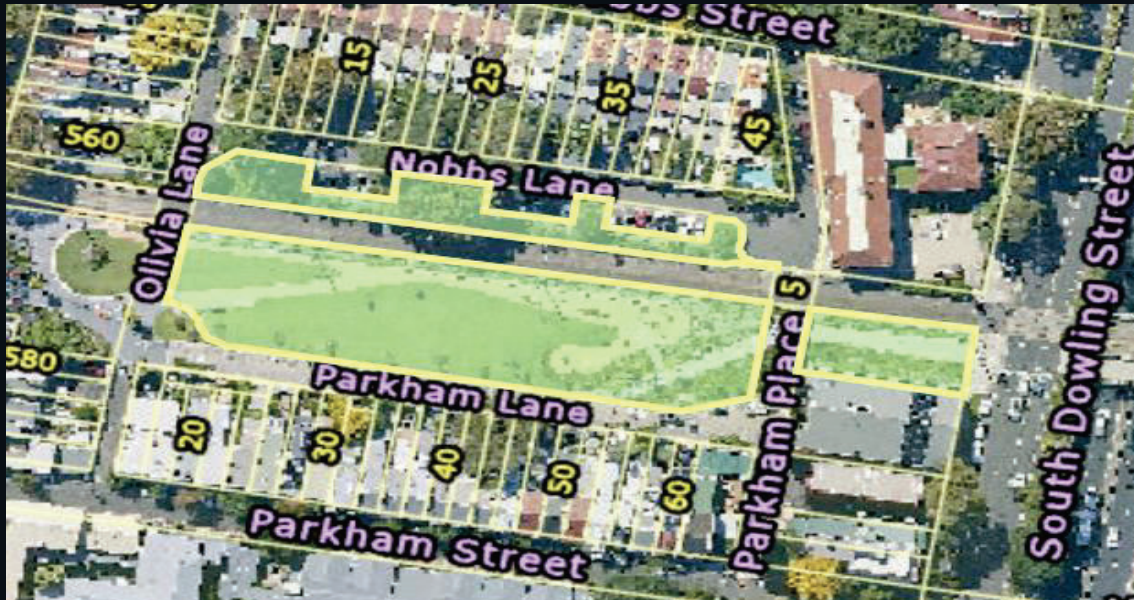
Reference H & I: Crown Park and Crystal Park_ 22A Crystal Street
and 7A Crystal Street, WATERLOO NSW 2017

Operational Land Proposed for Reclassification



Reference J: Gadigal Avenue Reserve_ 2A Gadigal Avenue,
WATERLOO NSW 2017

Operational Land Proposed for Reclassification



Reference K: Wimbo Park Reserve_3 Olivia Lane, SURRY HILLS
NSW 2010

Item 5.**Compulsory Acquisition - Infrastructure NSW - Unformed Road, Adjoining Merriman Street, Barangaroo**

File No: X102592

Summary

To formalise land ownership within the Cutaway, Barangaroo Reserve, Infrastructure NSW will enter into an Acquisition Deed with The Council of the City of Sydney (City) for Infrastructure NSW to acquire part of 5010 and 5015 Merriman Street being a 300sqm rectangular-shaped parcel of unformed road.

The City and Infrastructure NSW (formerly the Barangaroo Delivery Authority), have worked collaboratively over many years on public domain works to integrate Barangaroo Reserve including boundary adjustments to align with the current built form.

Part of land occupied by The Cutaway is an unformed portion of 5010 and 5015 Merriman Street that runs parallel to the western boundary of Merriman Street, as built, and contains the skylights and voids a key feature of the Cutaway.

The unformed portion of 5010 and 5015 Merriman Street was intended to be subdivided, closed and transferred following the completion of Barangaroo Reserve including the Cutaway.

The Cutaway is currently being fitted out as a new cultural facility over three levels which will include enclosing the open voids that highlight the exposed sandstone rock face along its eastern boundary.

The unformed portion of 5010 and 5015 Merriman Street will, upon gazettal, extinguish the road status and transfer the land.

Infrastructure NSW will acquire the unformed portion of 5010 and 5015 Merriman Street under Section 30 of the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) at a nominal amount subject to practical completion of Infrastructure NSW's fitout works for the cultural facility within the Cutaway due for completion in 2025.

Recommendation

It is resolved that:

- (A) Council endorse the acquisition by Infrastructure NSW of part 5010 and 5015 Merriman Street, being a 300 square metre portion of unformed road forming part of the Cutaway, Barangaroo, by agreement under Section 30 of the Land Acquisition (Just Terms Compensation) Act 1991; and
- (B) authority be delegated to the Chief Executive Officer to progress and finalise all negotiations and enter into all necessary documentation to effect the transaction.

Attachments

Attachment A. Identification Plan and Images

Attachment B. Plan of Acquisition

Background

1. In 2012, the City and the Barangaroo Delivery Authority (now Infrastructure NSW) entered into an agreement for the Headland Park (future Barangaroo Reserve) Integration Works.
2. The objective of this agreement was to ensure key components of the public domain affected by the integration works would be designed, constructed and delivered in a way which benefited the community and encouraged the public use and enjoyment of Barangaroo. An integral part of meeting this objective included boundary adjustments to ensure that operational and risk management reflected the as built form.
3. A key feature of the 6-hectare Barangaroo Reserve is The Cutaway, a void constructed below the Barangaroo Headland Park that has been temporarily used for events since 2015. Capable of being a permanent 3-storey cultural venue, the void was created as part of the Headland Park works by the excavation of the former sandstone below ground and formation of concrete slabs and walls to provide an above ground undulating finished ground level for the park and below ground space for cultural events and activities. (Refer Attachment A - Identification Plan and Images).
4. The Cutaway includes a 300 square metre rectangular-shaped, unformed portion of 5010 and 5015 Merriman Street, running 120 metres along the western boundary of Merriman Street as built. Within this portion of unformed road sits the existing void/roof openings of the Cutaway covered with netting that highlights the exposed sandstone rock face (Refer Attachment A - Identification Plan and Images).
5. On 8 February 2023, the City as landowner provided consent to Infrastructure NSW's development application to close the existing roof openings/void as part of the void fit-out works for the new cultural facility that will span three levels and include:
 - (a) new event and gallery spaces
 - (b) dedicated First Nations education space
 - (c) enclosure of the open ceiling voids with soundproof, glass skylights
 - (d) improved acoustics, entry and forecourt
 - (e) onsite amenities, offices for staff and back-of-house facilities, including commercial kitchen.
6. That development application was subsequently approved on 22 December 2023 and works to complete the new cultural facility are currently being undertaken by Infrastructure NSW.
7. The most efficient approach to address the legacy boundary issue is for Infrastructure NSW to compulsorily acquire the unformed portion of 5010 and 5015 Merriman Street. This approach expedites the closure of the unformed road and subsequent transfer.
8. Infrastructure NSW and the City have reached agreement for Infrastructure NSW on practical completion of its works, to compulsorily acquire the unformed road portion for \$1 under Section 30 of the Land Acquisition (Just Terms Compensation) Act 1991.

Key Implications

Risks

9. This approach is within the City's risk appetite, which states:
 - We aim to strike a balance between achieving our strategic objectives and ensuring the long-term sustainability of infrastructure assets; and preserving and promoting culture and heritage, embracing innovation, and ensuring the long-term sustainability and accessibility of cultural/heritage assets.
10. The acquisition of this land by Infrastructure NSW will minimise any risk to the long-term sustainability of The Cutaway as a cultural facility.

Financial Implications

11. The City's balance sheet will be adjusted to reflect the compulsory acquisition of land. There will be no cash impact.
12. Infrastructure NSW will reimburse the City's reasonable legal costs.

Relevant Legislation

13. Infrastructure NSW may, for the purposes of exercising its functions in relation to a major infrastructure project as authorised by a project authorisation order, acquire land by agreement or compulsory process in accordance with the Land Acquisition (Just Terms Compensation) Act 1991.
14. Section 30 of the Land Acquisition (Just Terms Compensation) Act 1991 (NSW) allows an authority of the State and the owner of land to agree in writing that the land be compulsorily acquired by that authority.

Options

15. The Council could decide not to address the boundary issue however this would be inconsistent with the City's land management practises and inconsistent with land boundary adjustments between the City and Infrastructure NSW and its predecessors over the years.
16. Ownership retention and ongoing management through a licence or lease would similarly be inconsistent with the adopted approach to asset ownership and the City's risk appetite.

Public Consultation

17. No public consultation is required for this transaction.

KIM WOODBURY

Chief Operating Officer

Nicholas Male-Perkins, Commercial Manager

Attachment A

Identification Plans and Images
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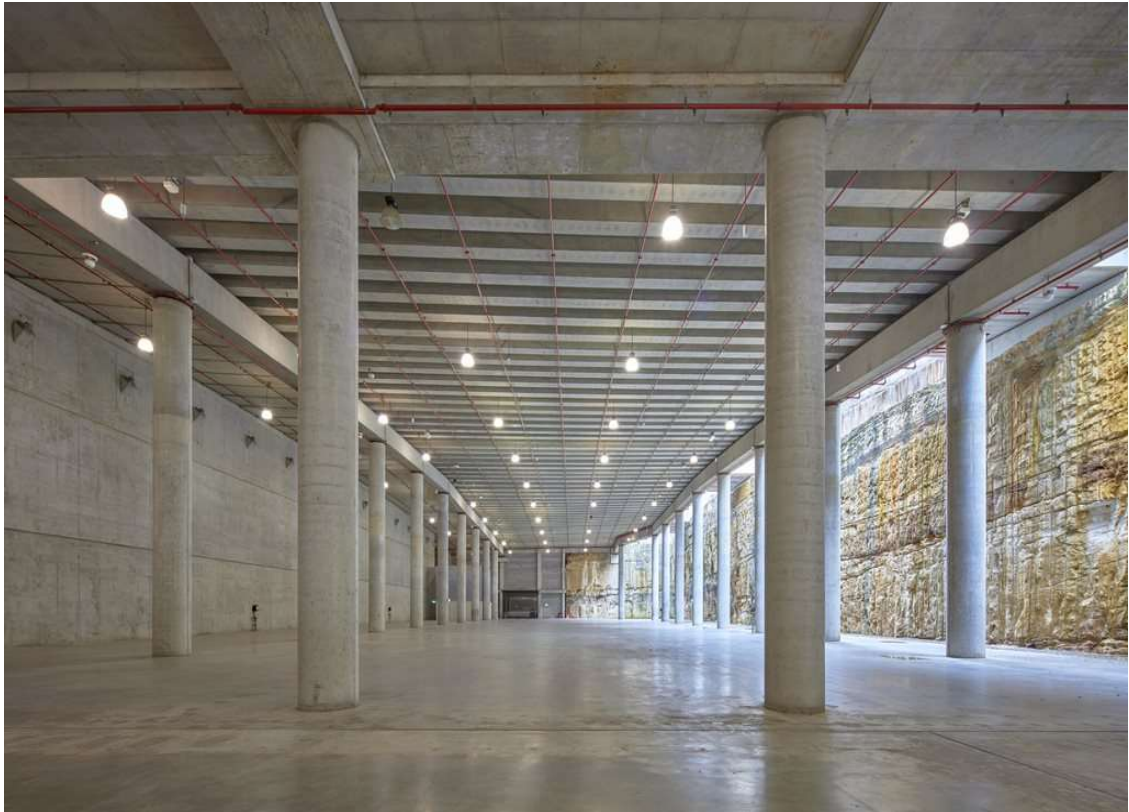
Barangaroo Park with the Cutaway Fitout Works shown hatched



Acquisition Land



Facing north within The Cutaway – Skylights and void (Unformed Road Portion)



Facing south – mesh covered skylights (Unformed Road Portion)

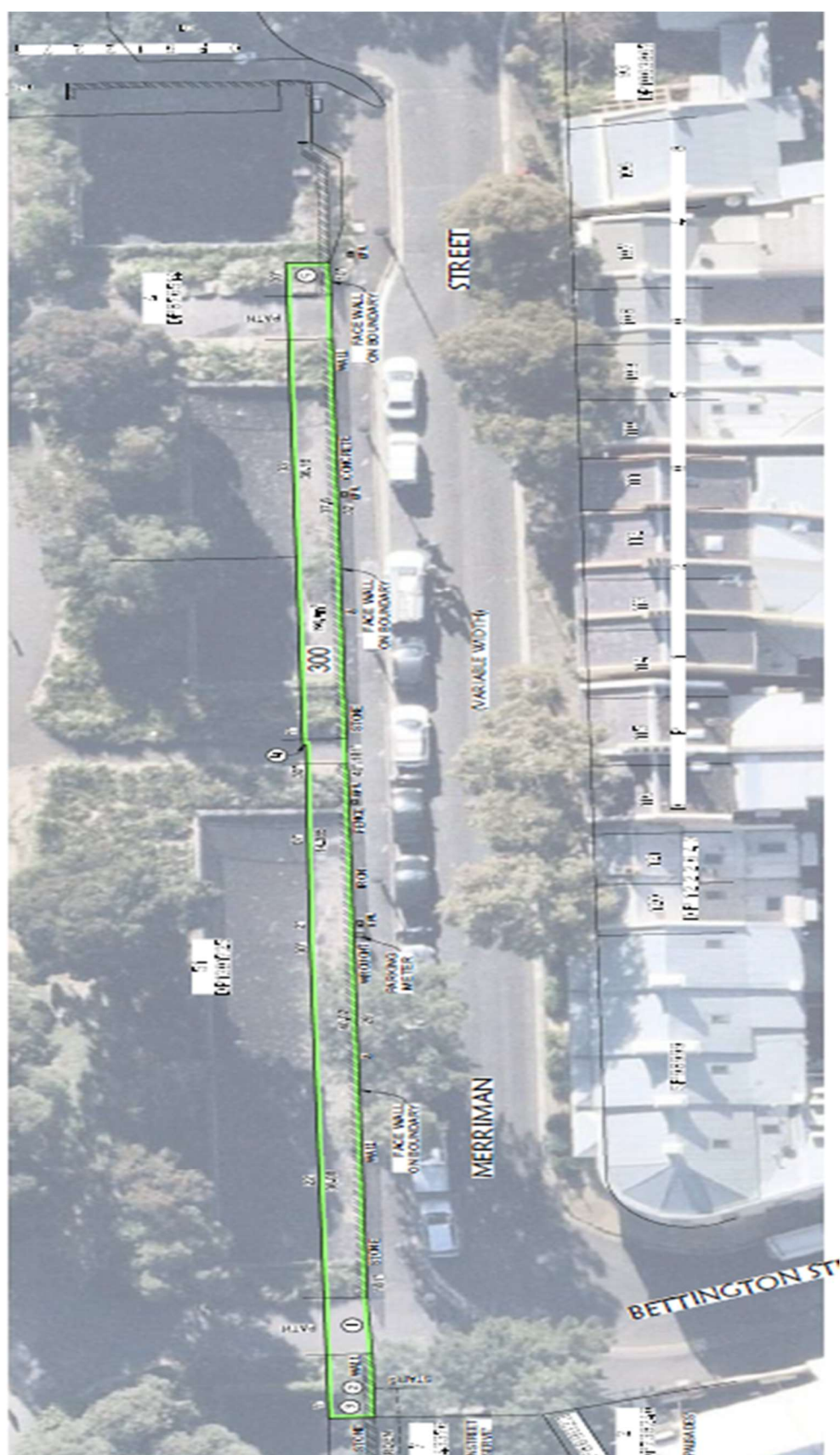


Facing North along Merriman Crescent Part of Acquisition Land



Attachment B

Plan of Acquisition



Item 6.**Tender - Reject and Negotiate - T-2024-1253 - Management of the City of Sydney Leisure (Active Wellbeing) Services / Exemption from Tender and Contract Variations - Management of Aquatic and Leisure Facilities - Belgravia Leisure**

File No: X099484.010

Tender No: T-2024-1253

Summary

This report provides details of the tenders received for the City of Sydney's Leisure (Active Wellbeing) Services contract, covering the management of six aquatic and leisure centres. These centres are vital community assets, supporting health, wellbeing, social connection and inclusivity.

Collectively, these centres represent the largest frontline service provided by Council to the community, delivering an extensive range of aquatic and fitness, sports, and wellbeing programs each week. These services cater to all ages and abilities, from learn-to-swim and water-based therapy to group fitness, team sports, and rehabilitation programs. The centres recorded 1.993 million visits last year.

Leisure services are evolving beyond traditional fitness and sports to play a vital role in tackling health inequalities, promoting social inclusion, and enhancing community wellbeing. This aligns with the City's commitment to using these services to improve public health, mental wellbeing, and physical activity, particularly for underrepresented groups. A key focus is also on strengthening community resilience, ensuring the community has the support and opportunities to stay active, connected, and healthy.

The new contract will build on these priorities by enhancing social impact, improving access, and deepening community engagement. It will expand initiatives that support underrepresented groups, promote resilience, and align with the City's sustainability goals, including digital transformation and environmental commitments.

The City conducted a two-stage tender process: an initial Expression of Interest to engage the market and shortlist suppliers, followed by a formal select Request for Tender. The tender generated strong market engagement and competitive tension. There are submissions received which have strong potential to deliver the services and benefits required, however, none can be finalised and accepted in their current form without further refinement, clarification and negotiation with the suppliers.

This report recommends that Council decline to accept the tender offers received for Management of the City of Sydney Leisure (Active Wellbeing) Services and enter into negotiations with the tenderers identified in Confidential Attachment A to secure an outcome which is realistic and feasible whilst effectively addressing both operational and financial requirements.

To ensure service continuity, it is also recommended that Council extend the current contracts in place with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust for an additional 12 months. This extension covers Cook and Phillip Park Aquatic and Fitness Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park, Victoria Park, Andrew (Boy) Charlton Pools, and Gunyama Park Aquatic and Recreation Centre. The extension will allow sufficient time for negotiations and to ensure a smooth transition to the new contract outside the peak summer period.

The extension of the two current contracts with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust will require a variation to change the term and increase the total contract value to cover the costs of the 12-month extension, as outlined in Confidential Attachment A to this report.

Recommendation

It is resolved that:

- (A) Council decline to accept the tender offers received for City Leisure (Active Wellbeing) Services for the reasons outlined in Confidential Attachment A to the subject report;
- (B) Council does not invite fresh tenders as it is considered that inviting fresh tenders would not attract additional suitable tenderers over and above those that have responded to this tender, noting all major management groups were given the opportunity to participate through a targeted Expression of Interest and subsequent select tender process;
- (C) authority be delegated to the Chief Executive Officer to enter into negotiations with any person including the tenderers identified in Confidential Attachment A to the subject report with a view to entering into a contract on terms that are appropriate in relation to the subject matter of the tender;
- (D) Council note that the outcome of negotiations will be reported back to Council;
- (E) Council approve an exemption from tender in accordance with section 55(3)(i) of the Local Government Act 1993 to extend the current contracts for the management of Cook and Phillip Park Aquatic and Fitness Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park, Victoria Park and Andrew (Boy) Charlton Pools; and the contract for Gunyama Park Aquatic and Recreation Centre with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust for an additional 12 months with a revised expiry date of 30 June 2026;
- (F) Council note that a satisfactory result would not be achieved by inviting tenders for these services because the extension is required to ensure service continuity to finalise negotiations following a thorough tender process;
- (G) Council approve a variation to the two current contracts with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust to change the term of the existing contracts to expire on 30 June 2026, adding transitional provisions to align the two contracts, including the financial arrangements, and to increase the total contract value of both contracts as outlined in Confidential A of this report. The required funding is reflected in the 2025/26 draft operating budget; and
- (H) authority be delegated to the Chief Executive Officer to negotiate, execute, and administer the variation to the contracts and enter into any necessary documentation with the current supplier to give effect to the resolutions above.

Attachments

Attachment A. Tender Evaluation Summary and Financial Implications (Confidential)

Background

1. The City owns six world-class aquatic and leisure centres: Andrew (Boy) Charlton Pool, Cook and Phillip Park Aquatic and Fitness Centre, Gunyama Park Aquatic and Recreation Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park Pool, and Victoria Park Pool that are the primary location for delivery of active wellbeing services.
2. These centres are a vital part of the City's community services, with a mix of year-round and seasonal operations. Collectively, they represent the largest frontline service provided by the City, operating 98 hours a week and open 363 days a year. Last year they recorded 1.993 million visits. Despite generating significant revenue, the centres face operational challenges, as evidenced by the notable annual operating deficit. Managing these high-demand, market-driven services is complex and carries financial risks, as they must respond to trends, user preferences and revenue generation opportunities while balancing costs and community service provision.

Current Contract

3. The City holds two contracts with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Unit Trust covering the management of the City's active wellbeing centres as listed above. Both contracts operate under a fee for service financial model.
4. On 18 September 2023, Council noted the confidential Aquatic Leisure Services Management Options Evaluation and Research Report recommendation to adopt an outsourced operating model under a single combined contract upon the expiry of the current agreements. Council also varied both contracts to extend the terms by an additional 15 months, with both now set to expire on 30 June 2025.

New Contract

5. The contract promotes a balanced approach, delivering community benefits and positive health outcomes while ensuring financial sustainability. It prioritises measurable social impact, equitable access, and the wellbeing of vulnerable groups, ensuring the centres remain accessible and beneficial for all.
6. To align with the City's priorities of health, inclusivity, sustainability, and safety, the contract embeds a Community and Social Impact Priorities Framework. This guides services to meet the needs of vulnerable groups while ensuring collaboration between the contractor, the City, and the wider community. The contractor will be accountable for delivering initiatives aligned with these priorities.
7. A range of new initiatives will be introduced to improve service delivery, expand access and strengthen community wellbeing. These initiatives address barriers to participation and ensure services are more inclusive and responsive to community needs.
 - (a) Active Communities Program – expand access to physical activity through targeted programs for all age groups, focusing on less active and underrepresented communities. Delivered in centres and community settings, with dedicated funding to enhance inclusivity and accessibility.
 - (b) Community Bus Service – new transport service for City Access Card holders facing accessibility barriers. Picking up from community hubs, centres and social housing areas, it provides easier access to facilities, with an exercise class available upon arrival.
 - (c) Digital Transformation – annually, a digital and technology plan will be refined to ensure alignment with industry trends, the City's digital strategy, and evolving community needs.

- (d) Environmental Commitment – support our net-zero carbon reduction targets while minimising chemical consumption and contributing to broader operational practices that promote sustainability and protect the environment.
- (e) Social Impact and Social Value Measurement – measurable indicators will track outcomes like increased physical activity, improved health, and social inclusion. Regular reporting will show how services contribute to local employment, community development, and wider social benefits.
- (f) Memberships for Family and Domestic Violence Support – a number of 360 memberships will be available for distribution through networks supporting individuals experiencing family and domestic violence. These memberships will ensure anonymity and provide access to services without compromising privacy.
- (g) Dedicated Roles for Active Communities – specialised roles have been prescribed to drive the development and implementation of programs promoting active and healthy lifestyles. These roles will integrate wellness and social inclusion with traditional aquatic and fitness programming. One role will be an identified position for a First Nations person, ensuring culturally appropriate support and engagement.
- (h) Targeted Health Programs – an annual health summit will be delivered, engaging local health organisations and city teams to identify health priorities, engage inactive communities, and raise awareness of services. The summit will focus on reducing social isolation and improving centre utilisation.

Expression of Interest

8. A two-stage process was undertaken to ensure thorough market engagement and gather insights from key industry players. As part of the management options evaluation, a market sounding was conducted with the five primary operators in the sector to assess their interest in operating the City's centres, should the outsourced management model continue. The feedback gathered from this process was incorporated into the subsequent expression of interest, which led to a shortlisting and select tender process. Additionally, feedback was sought on critical factors to consider in developing the contract specifications.
9. An open Expression of Interest was advertised and the following organisations were also invited to submit:
 - The Trustee for Aligned Leisure Trust trading as Aligned Leisure Pty Ltd (ABN 38 602 127 519).
 - Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Leisure Unit Trust (ABN 18 118 940 063).
 - BlueFit Pty Ltd (ABN 74 127 508 230).
 - City Venue Management Pty Ltd (ABN 44 140 462 862).
 - ClubLinks Management Pty Ltd (ABN 41 099 690 301)
 - Victorian YMCA Community Programming Pty Ltd (ABN 75 092 818 445).

10. Three submissions were received from the following organisations:
 - Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Leisure Unit Trust (ABN 18 118 940 063).
 - BlueFit Pty Ltd (ABN 74 127 508 230).
 - City Venue Management Pty Ltd (ABN 44 140 462 862).
11. A late submission was received from:
 - Victorian YMCA Community Programming Pty Ltd (ABN 75 092 818 445).
12. The submissions were assessed in accordance with the following evaluation criteria:
 - (a) Capacity to deliver on a contract with the scale and complexity of the contract.
 - (b) Capability to deliver operational excellence that meets the needs of the City and the community.
 - (c) Demonstrated experience of best practice operations and delivery models based on previous experience.
 - (d) Strategic alignment with and delivery on the prescribed guiding principles.
 - (e) Demonstration to enhance the City's local economy by buying locally and having economic sustainability.
 - (f) Demonstrated commitment to WH&S, environmental management.
 - (g) Financial and Commercial Trading Integrity including Insurances.
13. Three management groups were shortlisted to participate in a select tender process, being:
 - (a) Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Leisure Unit Trust (ABN 18 118 940 063).
 - (b) BlueFit Pty Ltd (ABN 74 127 508 230).
 - (c) Victorian YMCA Community Programming Pty Ltd (ABN 75 092 818 445).

Invitation to Tender

14. Request For Tenders were released to the 3 short listed tenderers through Tenderlink on 8 October 2024 for 6 weeks. Two subsequent extensions of time were approved, and tenders closed on 26 November 2024.

Tender Submissions

15. Three submissions were received from the following organisations:
- Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Leisure Unit Trust (ABN 18 118 940 063).
 - BlueFit Pty Ltd (ABN 74 127 508 230).
 - Victorian YMCA Community Programming Pty Ltd (ABN 75 092 818 445).

Tender Evaluation

16. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
17. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A. While each tenderer has submitted a proposal, none can be accepted in their current form, as the financial proposals do not meet the Council's requirements. Further negotiation will be required to align the submissions with the Council's expectations.
18. All submissions were assessed in accordance with the approved evaluation criteria being:
- (a) Strategic Alignment (Guiding Principles) – the ability to demonstrate alignment with and delivery on the prescribed Guiding Principles.
 - (i) Community Benefits – Community Health and Wellbeing.
 - (ii) Community Benefits – Inclusiveness.
 - (iii) Community Benefits – Social Benefits and Community Connection, including local employment and Aboriginal Torres Strait Islander People engagement, buy local and economic benefits.
 - (iv) Operational Factors – Asset Management.
 - (v) Operational Factors – Quality Management and Operational Delivery.
 - (vi) Operational Factors – Environmental Sustainability.
 - (vii) Strategic Planning.
 - (b) Demonstrated experience – contract management.
 - (c) Transition Management – commencement and exit transition plans and de/re-establishment plans.
 - (d) Financials – contract expenses, including management fee and margin.
 - (e) Modern Slavery – Mandatory.
 - (f) Child Safety – Mandatory.
 - (g) Work Health & Safety – Mandatory.
 - (h) Financial and commercial integrity – Mandatory.

- (i) Required insurances – Mandatory.
- (j) Material Acceptance of the City's Management Contract – Mandatory.

Performance Measurement

19. Subject to awarding the new contract, the successful tenderer's performance will be monitored through a range of methods including key performance indicators, regular reporting, site visits and independent surveys and reviews. Monthly, quarterly, and annual reports will track participation, financial performance, health and safety, and community engagement. Customer feedback and service reviews will ensure accountability and continuous improvement, allowing the Council to measure the service's impact on its strategic objectives and community benefits.

Risks

20. The City is responsible for the strategic planning and oversight of its active wellbeing services, which play a key role in promoting physical activity, improving public health and enhancing community resilience, particularly for underrepresented groups.
21. This approach is within the City's risk appetite, which states:
- (a) We maintain a cautious appetite to financial risks, aiming to minimise the likelihood and impact of significant financial losses. We prioritise the protection of our financial resources and our long-term financial sustainability. We strive to ensure that our financial decisions are well informed, based on sound financial analysis and are aligned with our strategic objectives.
 - (b) Our risk philosophy is centred around achieving a balance between innovation, community and user satisfaction and risk management, ensuring that we meet our strategic objectives while maintaining a robust control environment.
 - (c) We have an open appetite for changes to procedures and practices to accommodate improved environmental outcomes.
 - (d) We have no appetite for any activities in our services for children and young people that pose a serious threat to their physical or psychological wellbeing. We will prioritise immediate corrective actions to eliminate such risks promptly.
 - (e) We aim to strike a balance between achieving our strategic objectives, implementing change and embracing innovation, and protecting our reputation.

Contract Variations

22. The existing contracts with Belgravia Health and Leisure Group Pty Limited as The Belgravia Leisure Unit Trust expire on 30 June 2025. A contract extension of 12 months, until 30 June 2026, is required to allow sufficient time to finalise negotiations and ensure a smooth transition to the new contract outside the peak summer period.

Financial Implications

23. The total estimated contract value and contingency for the 12-month extension with Belgravia Health and Leisure Group Pty Limited as Trustee for The Belgravia Leisure Unit Trust for the two fee-for-service contracts is detailed in Confidential Attachment A.
24. The required funding is reflected in the 2025/26 draft operating budget.

Relevant Legislation

25. The tender has been conducted in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2021 and the City's Procurement and Contract Management Policy.
26. Local Government Act 1993 - Section 10A provides that a Council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.
27. Attachment A contains confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
28. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest because it would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers.

Critical Dates / Time Frames

29. Current contracts expire on 30 June 2025. Subject to Council approval of the requested extension to the existing contracts, the contract extension will commence on 1 July 2025.
30. A recommendation on the preferred supplier will be submitted to Council in December 2025 and subject to approval the new contract will be executed by March 2026 and will commence on 1 July 2026.[]

Options

31. An alternate option is to take no further action. This option is not recommended because it would result in major service disruption with closure of the Cook and Phillip Park Aquatic and Fitness Centre, Ian Thorpe Aquatic Centre, Prince Alfred Park, Victoria Park and Andrew (Boy) Charlton Pools; and Gunyama Park Aquatic and Recreation Centre at the end of the current contract on 30 June 2025. The closure would impact the community's average 38,400 visits each week (1.993 million visits annually) and impact over 500 staff currently working at the centres.
32. Council carefully considered alternative management options, including in-house operation and Council company models, as outlined in the confidential report on the Future Management and Operation of Aquatic Leisure Centres. On 18 September 2023, Council endorsed outsourcing as the model best aligned with its strategic objectives. This tender directly implements that decision.

Public Consultation

33. No public consultation took place before the tender was released. However, a comprehensive communication plan will be developed to engage centre members and casual users, program participants, sporting clubs, community organisations, health and wellbeing groups, and other relevant partners throughout any service or operational transition process in 2026.

VERONICA LEE

Executive Director City Services

Tim Windsor, Project Manager Contract Development and Sourcing

Collette Holland, City Leisure Services Manager

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Item 7.**Tender - T-2024-06 - Mattress Collection and Processing Service****File No: X112133****Tender No: T-2024-06****Summary**

This report requests approval to use the Southern Sydney Regional Organisation of Councils (SSROC) T-2024-06 Mattress Collection and Processing Services Panel of suppliers and enter into a preferred supplier agreement with Tenderer A for an initial period of 5 years with the option of 2 extensions of one year each, subject to contractor performance. The supplier will provide collection and processing of mattresses and ensembles generated from the City's book a pickup kerbside collection service and illegal dumping.

In January 2025, through a competitive public tendering process, SSROC formed a preferred supplier panel arrangement comprising 2 suitable service providers. Under the arrangement, participating councils can select a preferred supplier or multiple suppliers and enter into a preferred supplier agreement with them.

Tenderer A has been recommended for selection as the supplier was able to demonstrate appropriate service experience, technical ability, WHS procedures/policies and resource recovery.

Recommendation

It is resolved that:

- (A) Council approve the use of the SSROC supplier panel for Mattress Collection and Processing Services and accept the tender offer of Tenderer A for a period of 5 years, with 2 optional extension periods of one year each, if appropriate;
- (B) Council note that the total contract sum, including the contingency for Supply of Mattress Collection and Processing Services is outlined in Confidential Attachment A to the subject report;
- (C) authority be delegated to the Chief Executive Officer to finalise, execute and administer the contracts relating to the tender; and
- (D) authority be delegated to the Chief Executive Officer to exercise the options referred to in (A), if appropriate.

Attachments

Attachment A. Tender Evaluation Summary (Confidential)

Background

1. The City of Sydney is a member of the Southern Sydney Regional Organisation of Councils (SSROC), an association of 11 local councils established in 1986. One of SSROC's roles is to act as a facilitator of joint venture procurement activities to enable individual councils to benefit from the available economies of scale.
2. SSROC first tendered for Mattress Collection and Processing Services in 2012 and for a second time in 2018.
3. In August 2018 Council resolved to approve engagement of Community Resources Limited trading as Soft Landing (Soft Landing) from the SSROC panel for Mattress Collection and Processing Services for a term of 3 years with 2 one-year optional extension periods, which were executed under delegation.
4. Soft Landing is a non-for-profit organisation that creates meaningful employment opportunities for local individuals, particularly those facing barriers to secure jobs.
5. In March 2022, the contract with Soft Landing was extended for a further 2 years via an exemption from tender.
6. These services are currently being provided by Soft Landing through SSROC and in 2023/24, 17,756 mattresses were collected and processed from the City of Sydney local government area.
7. Mattresses may be booked by the community for weekly collection. Mattresses are also illegally dumped, and the City arranges for these to be collected and processed under the same contract.
8. The mattress collection and processing services contract is separate from the current domestic waste collection contract. It covers the collection of mattresses from the kerbside, apartment block waste rooms, and Council depots, as well as transport to the supplier's facility for processing.
9. The mattress collection service contributes to the City's resource recovery targets of 90% waste diverted from landfill by 2030 in its Leave Nothing to Waste Strategy, 2017-2030. Further information about the proposed new diversion targets are included in Confidential Attachment A.

Invitation to Tender

10. The request for tender was advertised via Tenderlink by Inner West Council from 1 November 2024 to 28 November 2024.

Tender Submissions

11. Three submissions were received from the following organisations:
 - Community Resources Ltd trading as Soft Landing (ABN: 90 746 695 414);
 - Envirobeds Pty Ltd (ABN: 93 626 363 906) ; and
 - Liverpool City Council (ABN: 84 181 182 471)
12. No late submissions were received.

Tender Evaluation

13. All members of the Tender Evaluation Panel have signed Pecuniary Interest Declarations. No pecuniary interests were noted.
14. The relative ranking of tenders as determined from the total weighted score is provided in the Confidential Tender Evaluation Summary – Attachment A.
15. All submissions were assessed in accordance with the approved evaluation criteria being:
 - (a) proven capacity to meet the requested requirements based on past performance including capacity to meet current service commitments
 - (b) service standards, methodology and implementation plan
 - (c) Work Health and Safety
 - (d) demonstrated environmental management, sustainability and social success
 - (e) quality assurance systems
 - (f) references
 - (g) price.

Performance Measurement

16. The tenderer will have their performance assessed against the following specific key performance indicators for the duration of the contract:
 - (a) collection and delivery timing
 - (b) regular reporting
 - (c) performance reviews undertaken by SSROC
 - (d) response time to participating council staff enquiries.

Risk

17. The mattress collection and processing service for City of Sydney residents is provided by an external supplier, traditionally sourced through SSROC joint procurement. While this approach offers benefits, such as potential cost savings from increased purchasing power and reduced administrative workload for City staff, it also presents risks. These include procurement process challenges, contract terms that may not fully align with the City's needs, and complexities in ongoing contract management. Additionally, as SSROC is the principal contract owner, the City has limited direct oversight and control over the contract's execution.
18. The City of Sydney mitigates these risks through active participation and representation in the procurement process. This includes conducting thorough reviews of procurement documents, influencing contract terms to align with the City's needs, and ensuring appropriate delivery timelines. Additionally, the City fosters strong, professional relationships with suppliers, enabling open communication to ensure service delivery meets community needs while also driving continuous improvements.
19. This approach is within the City's risk appetite, which states:
 - (a) We identify and evaluate emerging risks to ensure timely and appropriate responses.
 - (b) We encourage a culture of responsible risk taking to support innovation, excellence and continuous improvement.
 - (c) We comply with our legal and regulatory requirements.

Financial Implications

20. There are sufficient funds allocated for this project within the current year's operating budget and future years' forward estimates.
21. The total contract sum and contingency for Mattress Collection and Processing is detailed in Confidential Attachment A.

Relevant Legislation

22. SSROC has conducted the tender in accordance with the Local Government Act 1993, the Local Government (General) Regulation 2021.
23. This tender was for the procurement of "domestic or other waste management services" under Part 7 of the Local Government (General) Regulation 2021. As the party undertaking the tender, SSROC was required to take steps to ascertain the details of individual employees currently providing the service and the terms on which they were employed. As SSROC was not able to obtain this information, the information was not included in the tender proposal documents.
24. Local Government Act 1993 - Section 10A provides that a council may close to the public so much of its meeting as comprises the discussion of information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business.

25. Attachment A contains confidential commercial information of the tenderers and details of Council's tender evaluation and contingencies which, if disclosed, would:
 - (a) confer a commercial advantage on a person with whom Council is conducting (or proposes to conduct) business; and
 - (b) prejudice the commercial position of the person who supplied it.
26. Discussion of the matter in an open meeting would, on balance, be contrary to the public interest because it would compromise Council's ability to negotiate fairly and commercially to achieve the best outcome for its ratepayers.

Critical Dates / Time Frames

27. The current contract for Mattress Collection and Processing expires on 30 April 2025.
28. The SSROC panel contract is for a period of 5 years (commencing 1 May 2025), with 2 optional extensions of one year each subject to the satisfactory performance of the contractor.
29. It is intended to sign the new agreement with Tenderer A prior to the contract commencement to ensure service delivery.

Options

30. An alternative option is to issue a standalone tender for mattress collection and processing only for the City of Sydney area. This option is not recommended on the basis that the SSROC collaborative tender process was expected to attract more competitive pricing by leveraging the volumes across participating councils.

Public Consultation

31. No public consultation has been undertaken.

VERONICA LEE

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