

# 10 Strategic Directions

The City had a “conversation” with thousands of workers, residents and students—this combined with extensive research by Sydney’s leading planners, architects, thinkers and designers led to the 10 Strategic Directions.



**3**  
INTEGRATED  
TRANSPORT FOR A  
CONNECTED CITY



**2**  
A LEADING  
ENVIRONMENTAL  
PERFORMER



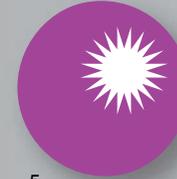
**1**  
A GLOBALLY  
COMPETITIVE AND  
INNOVATIVE CITY



**4**  
A CITY FOR  
PEDESTRIANS  
AND CYCLISTS



**7**  
A CULTURAL AND  
CREATIVE CITY



**5**  
A LIVELY,  
ENGAGING  
CITY CENTRE



**8**  
HOUSING FOR A  
DIVERSE POPULATION



**10**  
IMPLEMENTATION  
THROUGH  
EFFECTIVE  
PARTNERSHIPS



**6**  
VIBRANT  
LOCAL  
COMMUNITIES  
AND  
ECONOMIES



**9**  
SUSTAINABLE  
DEVELOPMENT,  
RENEWAL AND  
DESIGN

# Framework for action: 10 Strategic Directions for Sustainable Sydney

**Each Strategic Direction reflects aspirations and qualities that the City must build on.**

**The Directions have been identified to provide a framework for action.**

**These accurately reflect the community's aspirations for the City.**

**The City of Sydney cannot achieve the Vision on its own. A share of the proposed actions need to be supported and led by other agencies and stakeholders.**

## Direction 1 A globally competitive and innovative City



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



### CITY CONTEXT

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

### WHY ACTION IS NEEDED

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

### ACTION ➤ PROJECT IDEA

#### WESTERN EDGE A revitalised western edge of the City Centre

Sydney's global and national economic focus will be reinforced by extending the commercial core to connect the City Centre with Barangaroo, positioning Sydney—and Australia—for the next wave of global economic development. This development must be supported by improved transit, pedestrian movements and cycling connections.

The "fine grain" parts of the city will increasingly become desirable destinations for shopping, leisure and urban living, supporting the global economic focus

The concept explores a more sustainable future for Darling Harbour—transformed to parklands supporting an expanded residential community—once the current buildings reach the end of their useful life and need upgrading.

See page 132.

**The consultations undertaken for Sustainable Sydney 2030 recognised that an outward looking, globally oriented city is important.**

What the community said: *people want a city...*



# OBJECTIVES

## OBJECTIVE 1.1

### Plan for growth and change in the City Centre.

**CITY NOW**  
 Constraints on future capacity to accommodate new jobs in the City Centre.  
 Insufficient recognition of the characteristics and activity clusters in city precincts.

**CITY IN 2030**  
 The City Centre is reinforced as the heart of Global Sydney. Sufficient capacity is available to accommodate growth of globally oriented economic activities.

- ACTION 1.1.1** Ensure the City Plan provides capacity for employment growth in the City.
- ACTION 1.1.2** Ensure the City of Sydney's economic development strategies strengthen the economic roles of the City Centre precincts.
- ACTION 1.1.3** Plan for long-term increased development opportunities and improved connections to the Western waterfront.
- ACTION 1.1.4** Advocate for a new foreshore precinct at Barangaroo with a lively waterfront parks, boardwalks, cafes, culture and entertainment.
- ACTION 1.1.5** Establish a Precinct Management Team to work with landowners, businesses and other stakeholders to strengthen precincts.
- ACTION 1.1.6** Establish development strategies in the precinct west of George Street to activate the street level with cafes and retail and upper floor apartments and small workplaces, in the European tradition.

## OBJECTIVE 1.2

### Strengthen globally competitive clusters and networks and develop innovative capacity.

**CITY NOW**  
 Insufficient knowledge about Sydney's competitive attributes and industry clusters.  
 Lack of a formal networks and cluster development strategy.

**CITY IN 2030**  
 Strategies and actions for cluster development based on a strategic vision.  
 Industry and activity clusters developed through stakeholder partnerships.

- ACTION 1.2.1** Investigate the establishment of the 'Sydney Partnership' with the private sector, research and educational institutions.
- ACTION 1.2.2** Develop the City's strategic economic development and research capabilities.
- ACTION 1.2.3** Foster economic collaboration and knowledge exchange with other national and global cities.
- ACTION 1.2.4** Foster industry networks in a selected group of high growth globally competitive industries.

## OBJECTIVE 1.3

### Plan for global city support functions.

**CITY NOW**  
 Lack of coherent direction for critical City support area in City's south.  
 Uncoordinated planning for airport and port activities.

**CITY IN 2030**  
 Sufficient development potential for Global City support activities is available.  
 Areas in transition to residential and other uses are well planned and support public transport.  
 A robust planning and governance framework for the areas around the Airport is established.

- ACTION 1.3.1** Undertake precinct and structure planning in the southern mixed use employment area.
- ACTION 1.3.2** Work with partners to prepare a planning and development framework for managing the impact of airport growth.

## OBJECTIVE 1.4

### Develop innovative capacity and global competitiveness.

**CITY NOW**  
 Underutilised location links between education providers.  
 Underdeveloped relationships between education institutions and creative and innovative capacity.

**CITY IN 2030**  
 A physically and technically linked City.  
 A City with a strong 'innovative milieu'.

- ACTION 1.4.1** Support local community economic development and continuous learning
- ACTION 1.4.2** Identify, develop and support the creation of innovation precincts across the City, for example at Ultimo-Pyrmont Education and Cultural precinct.
- ACTION 1.4.3** Support the growth of the Australian Technology Park (ATP) and precincts.

## OBJECTIVE 1.5

### Strengthen business competitiveness.

**CITY NOW**  
 Many businesses are mobile.  
 Insufficient opportunities for active business leadership.

**CITY IN 2030**  
 Costs kept competitive with other cities.  
 More opportunities for business leadership in the City Centre.

- ACTION 1.5.1** Undertake continuous improvements to approvals and licensing processes.
- ACTION 1.5.2** Develop mechanisms to strengthen business leadership in the City Centre.

## OBJECTIVE 1.6

### Enhance tourism infrastructure, assets and branding of the City.

**CITY NOW**  
 Unfulfilled tourism promise.  
 Fragmented marketing and branding of Sydney.

**CITY IN 2030**  
 Effective partnerships for delivering world-class tourism and cultural infrastructure and amenities are established.  
 Consistent branding for Sydney backed by the State Government and the City of Sydney.

- ACTION 1.6.1** Work in partnership with the Tourism Industry and State Government to develop visitor facilities and attractions, including new hotels and accommodation opportunities.
- ACTION 1.6.2** Work towards a single marketing organisation—Global Sydney—as a partnership between industry and other governments.
- ACTION 1.6.3** Develop strategies to assist visitor orientation and movement around the City.



**Direction 2**  
**A leading**  
**environmental**  
**performer**



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

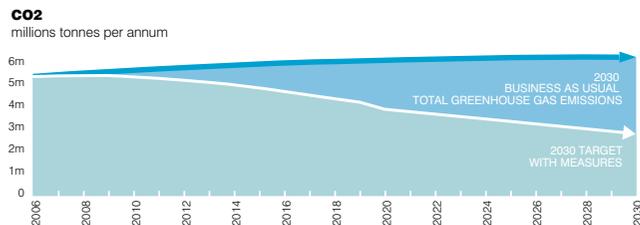
## CITY CONTEXT

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

## WHY ACTION IS NEEDED

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

The downward move of total greenhouse emissions as the result of the City of Sydney's reductions portfolio.



## ACTION → PROJECT IDEA

GREEN TRANSFORMERS  
Converting environmental targets to real change

The City of Sydney aims to reduce its dependence on coal-fired electricity, and shift to low carbon energy and sustainable water supplies to and beyond 2030.

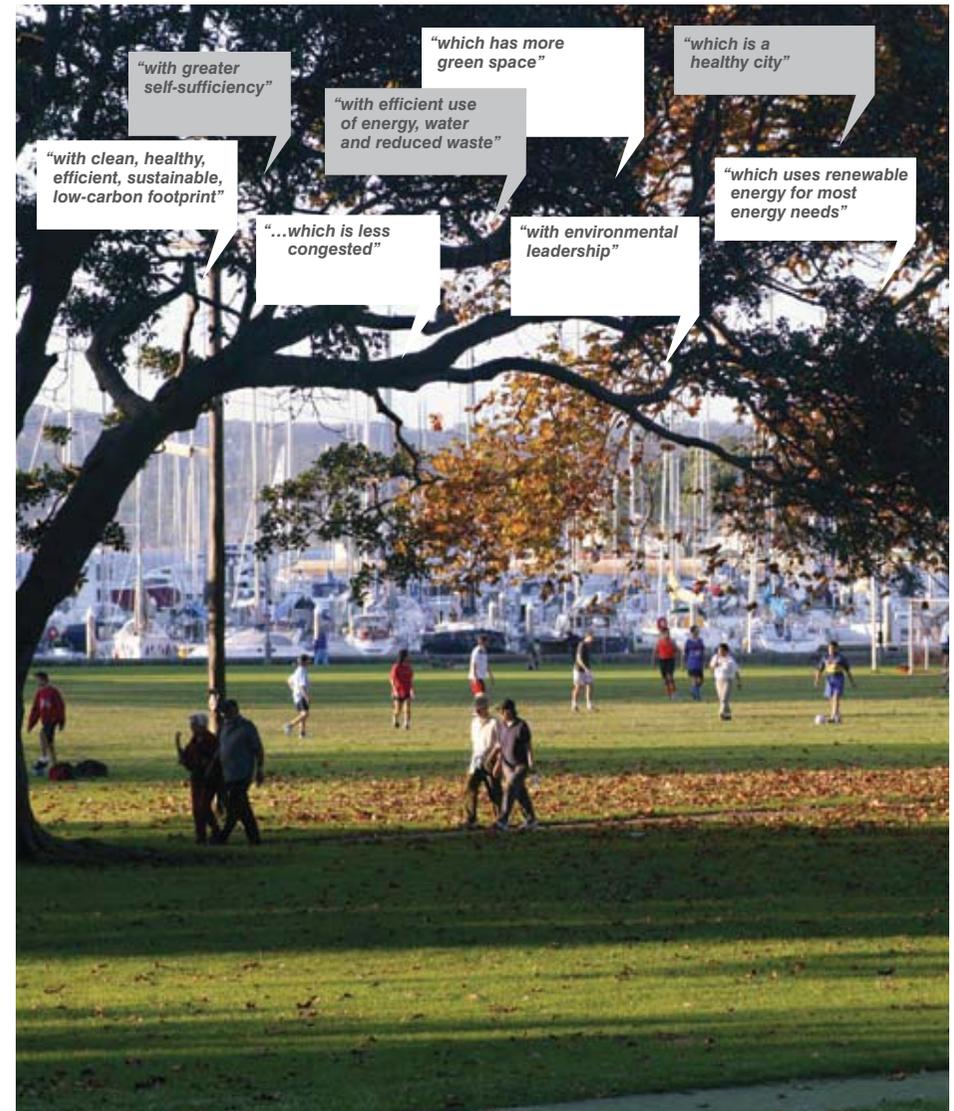
The City of Sydney will facilitate the development of Green Transformers—infrastructure hubs which will reinvent the supply of energy and water in the City.

These systems could be installed in a number of configurations in urban renewal areas and existing residential and commercial areas. Green Transformers will lower greenhouse gas emissions, reduce potable water consumption, and guarantee a level of self-sufficiency for the City.

See page 186.

**The consultation undertaken for Sustainable Sydney 2030 consistently highlighted that the community's environmental concerns focus heavily on climate and water issues. By and large most stakeholders are aware of their own responsibilities, but are unsure about which tier of government is responsible for addressing these issues.**

What the community said: *people want a city...*



## OBJECTIVES

OBJECTIVE 2.1	
<b>Increase the capacity for local energy generation and water supply within city boundaries.</b>	
<b>CITY NOW</b> Reliance on centrally provided infrastructure outside of the City.	
<b>CITY IN 2030</b> A network of Green Transformers in the City. Continuous improvement in resource efficiency.	
<b>ACTION 2.1.1</b>	Prepare a Green Infrastructure Plan for the City.
<b>ACTION 2.1.2</b>	Investigate the development of Green Transformers.
<b>ACTION 2.1.3</b>	Increase the use of recycled water.
<b>ACTION 2.1.4</b>	Integrate Green Transformers throughout the City by using the City's streets for reticulation.
<b>ACTION 2.1.5</b>	Improve environmental reporting and disclosure against published targets.

OBJECTIVE 2.2	
<b>Reduce waste generation and stormwater pollutant loads to the catchment.</b>	
<b>CITY NOW</b> Invisible drains that quickly remove water which is treated like waste. City generated waste is generally beyond City of Sydney control.	
<b>CITY IN 2030</b> Water is celebrated and retained for re-use. A City that sees waste as a valuable resource.	
<b>ACTION 2.2.1</b>	Renew stormwater infrastructure by installing water sensitive urban design in the catchment.
<b>ACTION 2.2.2</b>	Develop an integrated waste management strategy with other Inner Sydney Councils and identify sites for associated processing infrastructure.

OBJECTIVE 2.3	
<b>Improve the environmental performance of existing buildings.</b>	
<b>CITY NOW</b> An urban management strategy that focuses on what is easier—new development.	
<b>CITY IN 2030</b> An urban management strategy that focuses on sustainable new development and retrofitting existing development.	
<b>ACTION 2.3.1</b>	Investigate ways to accelerate retrofitting of existing buildings for better environmental performance.
<b>ACTION 2.3.2</b>	Investigate ways to accelerate the uptake of the Green Power purchase within the City.
<b>ACTION 2.3.3</b>	Extend the work of existing programs that make a positive contribution to improved resource efficiency across the City.

OBJECTIVE 2.4	
<b>Demonstrate leadership in environmental performance through the City of Sydney's operations and activities.</b>	
<b>CITY NOW</b> A commitment to strategic environmental initiatives.	
<b>CITY IN 2030</b> International recognition for environmental leadership across all areas of the City of Sydney activities.	
<b>ACTION 2.4.1</b>	Investigate the application of carbon minimisation criteria to procurements and contracts.
<b>ACTION 2.4.2</b>	Investigate best practice initiatives to prepare the City for the social and other impacts of global warming, such as peak fuel impacts, storms and flooding.
<b>ACTION 2.4.3</b>	Work with other sectors to promote sustainable environmental industries and develop economic and educational benefits.
<b>ACTION 2.4.4</b>	Continue to develop and implement education and support initiatives to assist residents, businesses, workers and visitors to reduce their environmental impacts.

### Direction 3 Integrated transport for a connected City



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

## CITY CONTEXT

- Quality transport will strengthen the sustainability and liveability of the city . Sydney must be connected, accessible, easy to get to and easy to get around
- The City of Sydney has a role in advocating, sharing and presenting a sustainable vision
- Heavy rail, metro rail, light rail, busways, buses, ferries, private cars, motorbikes, scooters, taxis, bicycles and pedestrians all have a role in the City
- Transport to and within the City must be considered at the Sydney regional scale, the Inner Sydney scale, the city scale and the City Centre scale

## WHY ACTION IS NEEDED

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

## ACTION → PROJECT IDEA

PROTECTING THE CENTRE  
Transport measures to support public life in the City Centre

'Protecting the Centre' proposes innovative and ambitious measures to reduce the impact of traffic on public space and improve amenity in the City Centre.

Staged measures include a reliable, frequent and affordable light rail loop to easily get around the City Centre linked to upgraded rail stations, new metro rail lines and public transport corridors that connect Central Sydney with Inner Sydney.

This transit initiative will be supported by transport management actions to reduce the number of private vehicles in the City Centre.

See page 144.

**The consultation undertaken for Sustainable Sydney 2030 highlighted the desire for a City that is connected, accessible, easy to get to and easy to get around.**

What the community said: *people want a city...*



## OBJECTIVES

OBJECTIVE 3.1	
<b>Support and plan for enhanced access by public transport from the Sydney Region to the City of Sydney.</b>	
<b>CITY NOW</b> The radial rail and bus networks perform a major role moving commuters to work in the City Centre, but the system has failed to keep pace with growth. The road network is congested, particularly during the weekday peaks. Ferries serve a niche market and have an iconic role.	
<b>CITY IN 2030</b> Public transport is the mode of choice for all trips to the City from other parts of the Sydney Region.	
<b>ACTION 3.1.1</b>	Support upgrades to the existing regional rail system and new metro rail lines.
<b>ACTION 3.1.2</b>	Investigate development opportunities at and around existing and new stations in proposed Activity Hubs.
<b>ACTION 3.1.3</b>	Improve the operation of existing City Centre stations, including their interchange role.

OBJECTIVE 3.2	
<b>Develop an integrated Inner Sydney public transport network.</b>	
<b>CITY NOW</b> City residents travelling within Inner Sydney rely on a range of transport modes, and planning for this requires more sophisticated transport policy responses. Lack of integration between transport modes and inefficient information and ticketing systems.	
<b>CITY IN 2030</b> Enhanced opportunities for Inner Sydney residents to take public transport for travel to the City Centre. Increased tourist and event accessibility between the City Centre, Activity Hubs and Villages. An accessible network for older people and people with a disability.	
<b>ACTION 3.2.1</b>	Develop an Inner Sydney Transport Strategy.
<b>ACTION 3.2.2</b>	Improve integration of cross-regional public transport services, including light rail and metro rail, and the quality of transport hubs.
<b>ACTION 3.2.3</b>	Develop modal interchanges.
<b>ACTION 3.2.4</b>	Identify a network of local bus services.
<b>ACTION 3.2.5</b>	Develop an integrated accessible community transport network.

OBJECTIVE 3.3	
<b>Reduce the impact of transport on public space in the City Centre and Activity Hubs.</b>	
<b>CITY NOW</b> Pedestrian experience in the City is poor. Lack of clear connections for pedestrians in the City. Public transport operation is constrained.	
<b>CITY IN 2030</b> Active management of travel demand. An integrated approach to traffic management, public transport and public domain.	
<b>ACTION 3.3.1</b>	Improve public transport circulation in the City Centre.
<b>ACTION 3.3.2</b>	Increase the amount of street space dedicated to sustainable transport modes and urban space.
<b>ACTION 3.3.3</b>	Manage car travel demand.
<b>ACTION 3.3.4</b>	Develop sustainable travel initiatives.
<b>ACTION 3.3.5</b>	Investigate transport pricing mechanisms to encourage sustainable travel.

OBJECTIVE 3.4	
<b>Manage regional roads to support increased public transport use and reduced car traffic in City streets.</b>	
<b>CITY NOW</b> The regional road network is a major part of the City's transport system, but the amenity of some key City streets in the network is severely compromised. Freight is placing new demands on the City's road network. Traffic congestion impedes Sydney's economic development.	
<b>CITY IN 2030</b> Innovative demand management could reduce congestion on regional road network. Freight demands managed to protect residential amenity.	
<b>ACTION 3.4.1</b>	Develop a road hierarchy and management plan for major corridors.
<b>ACTION 3.4.2</b>	Ensure opportunities to improve amenity are provided as part of future regional road management.

## Direction 4 A City for pedestrians and cyclists



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



## CITY CONTEXT

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

## WHY ACTION IS NEEDED

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

## ACTION ➤ PROJECT IDEA

LIVEABLE GREEN NETWORK  
Harbour to the Bay

The Liveable Green Network is a safe and attractive walking and cycling network linking the City's streets, parks and open spaces.

The Liveable Green Network links the Activity Hubs, mains streets, major activity precincts and the City Centre.

Streets (active main streets as well as quieter streets) and lanes in the network will have pedestrian and cyclist priority and good amenity with traffic calming and densely planted street trees.

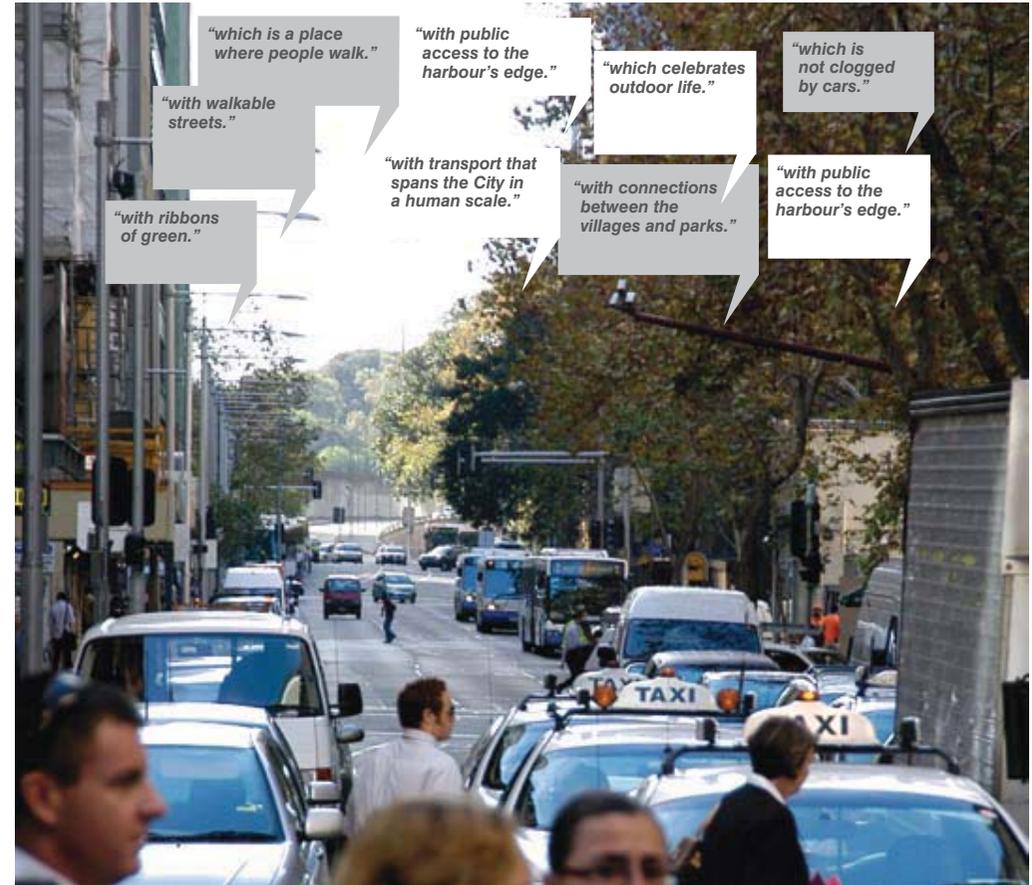
Some streets and lanes will have the capacity to incorporate storm water treatment and accommodate the reticulation system for sustainable energy, water, district hot water and district cooling.

A potential corridor connecting the Harbour to the Bay, from Glebe to Rosebery and beyond, is shown as a Project Idea connecting the waterfront, major parks and urban activities.

See page 162.

**Consultation undertaken for Sustainable Sydney 2030 consistently highlighted people's desire for a City where walking and cycling were a genuine, enjoyable and safe alternative to the car.**

What the community said: *people want a city...*



## OBJECTIVES

OBJECTIVE 4.1	
Develop a network of safe, linked pedestrian and cycle paths integrated with green spaces throughout both the City and Inner Sydney.	
<b>CITY NOW</b> Discontinuous cycling routes which share the road space with cars. Disconnected green spaces with potential for greater use as cycling and pedestrian routes. Much loved 'main streets' choked with cars. Inner Sydney bicycle and network planning hampered by multiple agencies with responsibility.	
<b>CITY IN 2030</b> A connected City. A City that is attractive for pedestrian movement and cycling. Taking action through effective partnerships.	
<b>ACTION 4.1.1</b>	Deliver the Cycle Strategy and Action Plan and plan for an expanded network beyond 2017.
<b>ACTION 4.1.2</b>	Prepare design plans for a continuous foreshore path between Glebe and Rushcutters Bay and from the harbour at Glebe, to Botany Bay, Rosebery and beyond.
<b>ACTION 4.1.3</b>	Work with partners to develop and implement the 'liveable network' in the City and extend it to Inner Sydney.
<b>ACTION 4.1.4</b>	Continue to ensure walking and cycling facilities and networks are designed so that they are safe and meet the needs of everyone.

OBJECTIVE 4.2	
Give greater priority to cycle and pedestrian movements and amenity in the City Centre.	
<b>CITY NOW</b> Unrealised potential as a walkable City Centre. Few effective transport alternatives for short trips in the City Centre. Lack of information and knowledge about City Centre connections.	
<b>CITY IN 2030</b> The City will be a great walkable City. Pedestrian movement and cycling are integrated into transport planning.	
<b>ACTION 4.2.1</b>	Manage the road space to encourage walking, cycling and the use of public transport.
<b>ACTION 4.2.2</b>	Re-time traffic signals and phasing to give priority to pedestrians.
<b>ACTION 4.2.3</b>	Reduce the speed limit in the City Centre to 40kph to improve safety and amenity.
<b>ACTION 4.2.4</b>	Implement part-time or full-time road lanes and street closures where outdoor activities can be encouraged.
<b>ACTION 4.2.5</b>	Improve directional signs and education about pedestrian networks in the City Centre.
<b>ACTION 4.2.6</b>	Implement a public bicycle scheme.

OBJECTIVE 4.3	
Promote green travel for major workplaces and venues in the City.	
<b>CITY NOW</b> Insufficient end-of-trip facilities for cyclists and pedestrians. Tax and other salary incentives favour cars over public transport, pedestrian movement and cycling.	
<b>CITY IN 2030</b> City of Sydney facilities provide 'end of trip' facilities for walkers and cyclists. Employers offer a range of incentives to encourage walking and cycling. The tax system actively encourages walking and cycling.	
<b>ACTION 4.3.1</b>	Establish or improve end of trip facilities to encourage walking and cycling.
<b>ACTION 4.3.2</b>	Require Green Travel Plans for major development.
<b>ACTION 4.3.3</b>	Provide bike parking, showers and change facilities for walkers and cyclists at approved City of Sydney buildings.
<b>ACTION 4.3.4</b>	Establish and encourage incentive programs for employees who take sustainable transport to work.



**Direction 5**  
A lively,  
engaging  
City Centre



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

## CITY CONTEXT

- ☛ The City Centre has a unique natural setting
- ☛ It has special significance for Indigenous Australians
- ☛ The City Centre contains a positive legacy of open spaces, a street network, heritage and landmarks
- ☛ The City Centre's iconic status needs to be preserved

## WHY ACTION IS NEEDED

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

## ACTION → PROJECT IDEA

THREE CITY SQUARES  
Linked City Squares for Public Life

A new north-south 'central spine' with priority for public transport, cyclists and pedestrians is proposed. This would transform George Street as the City's premier street, linking City Squares at Circular Quay, Town Hall and Central Station.

The City Squares will be activity, service and civic hubs for the City Centre communities of residents, workers and visitors.

The linked City Squares will be active public spaces for large public gatherings and celebrations with improved transport connections and interchange.

See page 138.

**The consultation undertaken for Sustainable Sydney 2030 revealed how attached the people of the City are to the City Centre. They acknowledge that it is the focus for business, cultural and recreational activity. They want to see its status preserved.**

What the community said: *people want a city...*



## OBJECTIVES

OBJECTIVE 5.1	
<b>Strengthen the City's public domain identity and create more places for meeting, rest and leisure.</b>	
<b>CITY NOW</b> Lack of distinctive streets. Lack of open space network. Dominated by noisy and polluting traffic.	
<b>CITY IN 2030</b> A strong City identity—a central north-south spine linking major public squares. An inviting streetscape—a strong hierarchy of significant public spaces.	
<b>ACTION 5.1.1</b>	Plan for a north-south central spine in the City Centre connecting three new squares at Circular Quay, Town Hall and Central; with priority for public transport, cycling and pedestrians.
<b>ACTION 5.1.2</b>	Develop a public space improvement strategy to enhance streets and squares in the City Centre.

OBJECTIVE 5.2	
<b>Provide an activity focus for the City Centre worker and visitor communities.</b>	
<b>CITY NOW</b> Lack of a focus for the City's worker, student and visitor communities.	
<b>CITY IN 2030</b> The three new squares on the north-south spine are service and activity hubs for the City Centre's communities.	
<b>ACTION 5.2.1</b>	Prepare a City Centre Community Facilities and Programs Strategy and review the City Plan to deliver the three squares as a focus for City Centre community life with services such as childcare, libraries and information services.

OBJECTIVE 5.3	
<b>Manage and strengthen precincts in the City Centre.</b>	
<b>CITY NOW</b> Insufficient variation in height and built form controls leading to overshadowed streets and insufficient protection for fine grain areas. Underdeveloped cultural and leisure precincts. Under-recognised underground life and activity for low rent spaces.	
<b>CITY IN 2030</b> Fine grain protected in key precincts, for example, in the Retail Core west of George Street south of Erskine Street to Chinatown and City South. Cultural and hospitality precincts develop in the vicinity of cultural venues. Sydney's laneways and underground spaces are part of the attraction of the City Centre and complement street life.	
<b>ACTION 5.3.1</b>	Ensure the City Plan continues to preserve mixed uses and 'fine grain' development, in particular west of George Street, south of Erskine Street to Chinatown and in the City South.
<b>ACTION 5.3.2</b>	Undertake cultural mapping to identify opportunities for cultural, entertainment and hospitality precincts around existing venues, and facilitate by appropriate development controls, street level lighting, signage and paving.
<b>ACTION 5.3.3</b>	Investigate use of underground spaces for cultural venues, public art and exhibition spaces, entertainment and hospitality.
<b>ACTION 5.3.4</b>	Promote laneway precincts such as Angel Place.

OBJECTIVE 5.4	
<b>Increase the supply of small scale spaces for retail and small businesses on streets and lanes.</b>	
<b>CITY NOW</b> Diminishing supply of independent and specialist retailing.	
<b>CITY IN 2030</b> Australia's premier retail destination with a great variety of offerings.	
<b>ACTION 5.4.1</b>	Prepare a retail strategy focused on expanding small scale capacity across the City Centre and reinforcing high-end shopping in the retail core.
<b>ACTION 5.4.2</b>	Investigate planning controls requiring new and redeveloped buildings to be built to the street edge with active, externally focused frontages for small retailing.
<b>ACTION 5.4.3</b>	Develop ways to encourage existing building owners to build to street edges. Fill in empty colonnades and activate blank building edges with retail activity on streets and laneways.
<b>ACTION 5.4.4</b>	Investigate conversion to 'grand retail' or 'grand hotels' for landmark city buildings.

OBJECTIVE 5.5	
<b>Assist appropriate small businesses to locate and thrive in the City Centre.</b>	
<b>CITY NOW</b> Diminishing opportunities for start-up or young entrepreneurs to establish in the City Centre.	
<b>CITY IN 2030</b> Precinct identities and economic specialisations are developed and underpinned by a wide cross-section of businesses including start-ups and niche operators.	
<b>ACTION 5.5.1</b>	Develop 'City Centre Business Diversity' criteria to attract and encourage businesses in the City Centre.
<b>ACTION 5.5.2</b>	Investigate the merits of a Small Business Development Fund to provide grants to businesses that meet the 'City Centre Business Diversity' criteria.
<b>ACTION 5.5.3</b>	Investigate creating City of Sydney assisted or funded business incubators.
OBJECTIVE 5.6	
<b>Support the development of diverse, new bars and restaurants in the City Centre.</b>	
<b>CITY NOW</b> An unsophisticated late night bar and hospitality culture.	
<b>CITY IN 2030</b> A thriving and quirky array of 'out of the way' choices for late night dining, drinking and continued conversations.	
<b>ACTION 5.6.1</b>	Establish a liquor licensing working group to monitor and assist in the implementation of new liquor licensing laws and promote the further reforms needed.

**Direction 6**  
**Vibrant local**  
**communities**  
**and economies**



**Building the sense of community and local economy by attracting and clustering innovative enterprises in the City's Villages**



**CITY CONTEXT**

- ☛ The City is made up of diverse communities, with diverse lifestyles, interests and needs
- ☛ The City is made up of a ‘City of Villages’ of different character
- ☛ The Villages have an important economic and employment role in the City
- ☛ The City’s local communities and economies can be even stronger

**WHY ACTION IS NEEDED**

- ☛ Reducing the disparity between rich and poor—enhancing social wellbeing and relative equality
- ☛ Meeting the needs of a diverse population
- ☛ Ensuring equitable distribution and access to social infrastructure
- ☛ Enhancing the distinctive character of Villages
- ☛ Providing spaces for small and local businesses
- ☛ Ensuring all communities have opportunities to participate

**ACTION ➔ PROJECT IDEA**

**NEW MOVES FOR NEWTOWN Building on the Creative Hub**

King Street is Newtown’s great public asset and its strongest urban element—a fine-grained and sinuous retail strip that traces the ridge-line. It is a socially diverse, public promenade, serviced by two train lines (Newtown and Erskineville Stations) and multiple bus routes.

The consistent narrow frontages with relatively few large retail tenancies, create a collage of interesting retail, fashion, restaurant and entertainment venues reflecting the local cosmopolitan community and its role as a regional attraction.

The future of these streets should give priority to pedestrians, enhance public space and improve the links between the railway station and Australia Street. Ideas to encourage spaces for small businesses, fresh food markets and creative activities should be explored.

See page 180.

**The consultation undertaken for Sustainable Sydney 2030 consistently highlighted the community’s desire for a vibrant, inclusive, and accessible City where people feel a sense of belonging.**

What the community said: *people want a city...*



# OBJECTIVES

**OBJECTIVE 6.1**  
**Maintain and enhance the role and character of the Villages.**

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

**CITY IN 2030**  
 The Villages sustain a mix of local jobs and services and each has a distinct character.

**ACTION 6.1.1** Ensure that City of Sydney planning policies and programs support a Sustainable City of Villages.

**OBJECTIVE 6.2**  
**Create a network of Activity Hubs as places for meeting, shopping, creating, learning and working for local communities.**

**CITY NOW**  
 Lack of identified locations for a more intense mix of activities to provide a focus for new strategic investment in established areas and support local level sustainability.  
 Narrow view of the role of the City Centre as Global Sydney.

**CITY IN 2030**  
 A recognised layer of Activity Hubs for meeting, shopping, creative activities, learning and working.  
 City Centre, Villages and Activity Hubs for an integrated Global Sydney.

**ACTION 6.2.1** Develop plans for each Activity Hub to support community needs, the role and future character of community life at Crown Street, Kings Cross, Oxford Street, Redfern Street, Harris Street, Glebe Point Road, King Street and Haymarket.

**ACTION 6.2.2** Plan for new Activity Hubs at Green Square and Harbour (Hickson Road).

**ACTION 6.2.3** Plan for development to support the core elements of future Activity Hubs.

**ACTION 6.2.4** Plan for community assets, facilities and elements consistent with the future role and character of the Activity Hubs.

**OBJECTIVE 6.3**  
**Provide a rich layer of accessible community-level social infrastructure, services and programs across the City.**

**CITY NOW**  
 Social programs and services typically focus on minority group needs.  
 Social planning needs to be better integrated with other aspects of the City of Sydney's activities.  
 The aspiration for relative equality in the City is poorly served by uncoordinated inter-governmental responsibilities.  
 Growth pressures are putting pressure on social infrastructure.  
 Community facilities are unevenly distributed across the City and some are in a poor condition.

**CITY IN 2030**  
 Community and social planning is broad based, recognising all the dimensions that contribute to quality of life.  
 Strategic social planning and implementation capacity is strong and integrated across the City of Sydney's activities.  
 The City of Sydney is a partner in services provision and multi-disciplinary programs addressing inequality, social disadvantage and homelessness.  
 Specific standards and guidelines will guide facility and service provision, based on robust research and planning frameworks and public debates.  
 Equitable and accessible: Community facilities are provided so that Villages and Activity Hubs are the focus for new and redeveloped facility provision.  
 Integrated and innovative: The City of Sydney is a leader in new models of social infrastructure provision and delivery.

**ACTION 6.3.1** Prepare a city-wide integrated communities strategy to ensure services meet local community needs.

**ACTION 6.3.2** Establish partnerships and programs to improve social conditions and outcomes among particular communities.

**ACTION 6.3.3** Establish standards and guidelines for the form and nature of community facilities needed to meet emerging social needs in the City, based on analysis and research.

**ACTION 6.3.4** Prepare a Future Community Facilities Plan to direct investment in new or redeveloped community facilities in the Villages or Activity Hubs.

**OBJECTIVE 6.4**  
**Develop and support local economies and employment.**

**CITY NOW**  
 Unrealised potential for Villages to accommodate niche businesses, start-ups and diverse retailing.  
 Role of robust local economies in global economy not sufficiently recognised.

**CITY IN 2030**  
 Villages and Activity Hubs encourage and foster entrepreneurial spirit and employment growth.  
 Villages and Activity Hubs integrated into Global Sydney.

**ACTION 6.4.1** Investigate economic development strategies for Activity Hubs.

**ACTION 6.4.2** Include initiatives for work and training for local unemployed and disadvantaged people in Activity Hub development plans.

**ACTION 6.4.3** Investigate the establishment of a Sydney Employment Mentoring Program.

**ACTION 6.4.4** Support initiatives to expand job opportunities for Indigenous people.

**OBJECTIVE 6.5**  
**Build opportunities for lifelong learning in new literacies.**

**CITY NOW**  
 Lack of opportunities to meaningfully engage with 'new literacies'.

**CITY IN 2030**  
 A City with command of the new literacies.

**ACTION 6.5.1** Establish and promote an accessible information literacy program in every Activity Hub.

**ACTION 6.5.2** Establish free Wi-Fi networks in all City libraries and ensure City libraries offer access to global communications.

## Direction 7 A cultural and creative City



**A creative life  
where people can  
share traditions  
and lifestyles—  
celebrating Indigenous  
culture, diversity  
and community.**

## CITY CONTEXT

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

## WHY ACTION IS NEEDED

- ☛ Learning more about and celebrate Aboriginal heritage and culture.
- ☛ Supporting culture and artists for the City to enjoy a thriving cultural life.
- ☛ Supporting the cultural needs of the City's diverse communities need to be met.
- ☛ Encouraging and fostering innovation and creativity.
- ☛ Encouraging emerging technologies.
- ☛ Fostering cultural vitality, participation and engagement.

## ACTION ➔ PROJECT IDEA

EORA JOURNEY  
Pathways from the Harbour to Redfern

Eora Journey will celebrate and share the story of the world's oldest living culture. In response to the ideas of the Indigenous and broader community, Eora Journey was developed by Merrima Indigenous design studio, part of the New South Wales Government Architect's Office. The Journey will be a shared and participative cultural walk from Redfern through Prince Alfred Park, Hyde Park and on to Mrs Macquaries Chair. An Indigenous Cultural Centre is also proposed along the route.

See page 150.

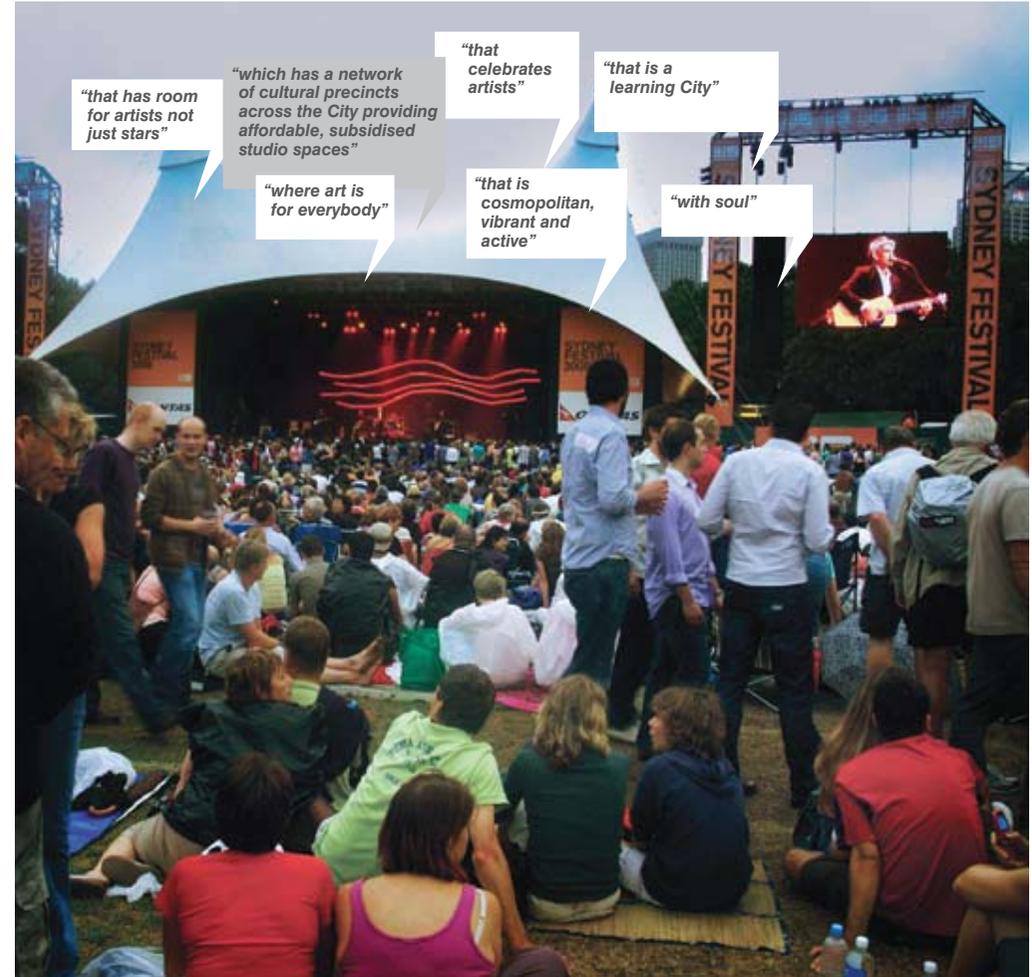
## Cultural Ribbon

Linked to the Eora Journey, the Cultural Ribbon will be a cultural walking link around the foreshore connecting significant places and interpreting the cultural importance of those places.

See page 156.

**84 per cent of City residents believe a diverse mix of people and cultures in the City is important. Residents highly value and respect Aboriginal and Torres Strait Islander cultures, with 87 per cent of City residents surveyed having this view.**

*What the community said: people want a city..*



## OBJECTIVES

OBJECTIVE 7.1	
Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression.	
<b>CITY NOW</b> Insufficient connection between appreciating Indigenous culture and links to social justice and economic and employment opportunities.	
<b>CITY IN 2030</b> Heritage and culture of Aboriginal and Torres Strait Islanders respected and celebrated. A City linked through Aboriginal culture and heritage.	
<b>ACTION 7.1.1</b>	Develop a City of Sydney Indigenous Cultural Plan, covering Indigenous arts, public art and design.
<b>ACTION 7.1.2</b>	Establish a formal City of Sydney Aboriginal Advisory Group.
<b>ACTION 7.1.3</b>	Establish an Australian Indigenous Cultural Centre.
<b>ACTION 7.1.4</b>	Continue consultation and initiate partnerships to bring a new focus on the understanding and celebration of Indigenous culture in the City.
<b>ACTION 7.1.5</b>	Establish an Indigenous cultural interpretation trail from Redfern to Mrs Macquaries Chair.

OBJECTIVE 7.2	
Support cultural activity, participation and interaction.	
<b>CITY NOW</b> Sydney is recognised for its cultural energy and creativity but there are gaps in opportunities for participation.	
<b>CITY IN 2030</b> Increased opportunities for cultural participation.	
<b>ACTION 7.2.1</b>	Promote use of a temporarily unused city buildings as affordable space for artists, arts and cultural studios.
<b>ACTION 7.2.2</b>	Prepare an Integrated Cultural Events Strategy to identify opportunities for community-based management and programming of events in Activity Hubs, and create links with the creative economy.
<b>ACTION 7.2.3</b>	Use Sydney's streets, laneways and public spaces to showcase different art forms.
<b>ACTION 7.2.4</b>	Prepare a Cultural Infrastructure Plan for the City that assesses future needs, and identifies opportunities for best practice delivery of cultural programs through community centres.
<b>ACTION 7.2.5</b>	Ensure that the use of the City's streets and public places for busking and performance licences is accessible and affordable.

OBJECTIVE 7.3	
Support the development of creative industries.	
<b>CITY NOW</b> Only recent recognition of strength of creative industries. Lack of appropriate space for creative industries.	
<b>CITY IN 2030</b> A City which fosters a globally competitive cluster of creative industries. A City which understands, plans and provides space for creative industries.	
<b>ACTION 7.3.1</b>	Identify the location and infrastructure needs of various creative and innovative industries.
<b>ACTION 7.3.2</b>	Develop creative industry and cultural precinct strategies.
<b>ACTION 7.3.3</b>	Establish a Creative Spaces Register to provide access to studio spaces in the City.
<b>ACTION 7.3.4</b>	Establish a Creative Industry Forum.
<b>ACTION 7.3.5</b>	Develop a pilot program that encourages start-up cultural and creative enterprises.
<b>ACTION 7.3.6</b>	Establish active partnerships with best practice adaptive reuse heritage spaces.

OBJECTIVE 7.4	
Provide cultural leadership and strengthen cultural partnerships.	
<b>CITY NOW</b> Continuing challenges to sufficient investment in the City's cultural infrastructure.	
<b>CITY IN 2030</b> A leading Global City in the provision of cultural infrastructure, assets and resources.	
<b>ACTION 7.4.1</b>	Develop a creative framework for Public Art in the City.
<b>ACTION 7.4.2</b>	Extend cultural mapping beyond the City Centre to inform the City of Sydney's Cultural Plan.
<b>ACTION 7.4.3</b>	Foster formal partnerships with other governments to coordinate support for the cultural calendar of major events.
<b>ACTION 7.4.4</b>	Establish Partnerships with other governments to coordinate support cultural development.
<b>ACTION 7.4.5</b>	Investigate creating a centre for Sustainable Sydney in the City to showcase design, culture and the built environment as well as providing exhibition and forum space.
<b>ACTION 7.4.6</b>	Develop partnerships with the universities, to involve them in community cultural development and creating the Activity Hubs.

## Direction 8 Housing for a diverse population



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



## CITY CONTEXT

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

## WHY ACTION IS NEEDED

- ❖ Providing an adequate supply of housing for a range of lifestyle choices and household types, including the City's diverse communities through culturally appropriate housing
- ❖ Ensuring that housing is available for low to middle income workers in 'essential' activities such as teaching, nursing, police and emergency services
- ❖ Preserving the share of public housing for very low income households and additional needs groups where access to services is good
- ❖ Addressing homelessness among groups at risk
- ❖ Improving social cohesion
- ❖ Including the City's diverse communities through culturally appropriate housing
- ❖ Providing accessible housing, applying universal design principles

## ACTION ➔ PROJECT IDEA

HOUSING DIVERSITY  
Affordable Housing Initiatives

The City of Sydney has signed a Memorandum of Understanding with the State Government, committing the City and Housing NSW to work collaboratively to develop a feasibility study to provide affordable housing on a 3.6 hectare site in Glebe.

Affordable housing close to the City is needed to ensure people employed in essential services like nursing, health and teaching can afford to live close to where they work.

The City of Sydney and Housing NSW will share the strategic planning for any proposed developments, utilise existing under-used land and potentially will redevelop existing public housing. The affordable housing project will take full advantage of Federal Government initiatives aimed at increasing affordable housing.

A joint master planning process involving community consultation will develop guidelines for the affordable housing model. This initiative will efficiently utilise urban land, demonstrate best practice in environmental sustainability, excellence in urban design and architecture, high quality vibrant public spaces and encourage alternative transport solutions and minimal car use.

The project is intended to be a mix of one third social housing, one third affordable housing and one third market housing.

See page 174.

**The community has expressed strong support for the future Sydney to provide affordable housing for a diverse population. In a Sustainable Sydney 2030 survey, 74 per cent of respondents agreed that affordable housing should be distributed across the City of Sydney**

What the community said: *people want a city...*



## OBJECTIVES

OBJECTIVE 8.1	
Facilitate the supply of housing by the private market.	
<b>CITY NOW</b> Housing supply is not keeping pace with demand. The City shares control over future residential development with State Government agencies. Development controls and approval processes can constrain efficient supply side responses.	
<b>CITY IN 2030</b> Future land supply for residential development is maximised, consistent with provision for employment uses and environmental and other objectives. Strong housing growth occurs in areas serviced by infrastructure. Ongoing monitoring and a regional response to housing demand.	
<b>ACTION 8.1.1</b>	Address unnecessary barriers to residential development by the private market.
<b>ACTION 8.1.2</b>	Ensure substantial, future residential development at major renewal sites.
<b>ACTION 8.1.3</b>	Provide physical and social infrastructure to meet the needs of residents in a timely way.
<b>ACTION 8.1.4</b>	Monitor the availability of private and public land for residential development.
<b>ACTION 8.1.5</b>	Work with Inner City Councils and State Government to ensure a good supply of land for residential development.

OBJECTIVE 8.2	
Ensure that housing developments provide a diversity of housing opportunities for different lifestyle choices and household types.	
<b>CITY NOW</b> Small households and younger residents dominate in the City. Housing choice is falling.	
<b>CITY IN 2030</b> The market provides diversity and caters for a range of lifestyle choices and household types.	
<b>ACTION 8.2.1</b>	Develop and promote an Affordable Housing Strategy for Sydney and inner Sydney.
<b>ACTION 8.2.2</b>	Ensure the City Plan requires a mix of housing types to suit a wide range of people and a wide range of social diversity.
<b>ACTION 8.2.3</b>	Ensure new residential development is well designed for people with a disability or limited mobility, the elderly and is adaptable for use by different household types.

OBJECTIVE 8.3	
Ensure that a substantial proportion of housing is aimed at the lower end of the market.	
<b>CITY NOW</b> Pressure on low cost housing from gentrification processes. Loss of low cost housing stock including boarding houses.	
<b>CITY IN 2030</b> The market provides a mix of housing types, including for people with low to moderate incomes.	
<b>ACTION 8.3.1</b>	Encourage the development industry to provide lower priced housing.
<b>ACTION 8.3.2</b>	Ensure there are no unnecessary barriers to the supply of lower cost accommodation types.
<b>ACTION 8.3.3</b>	Develop a strategy to maintain a supply of boarding house accommodation in the City.

OBJECTIVE 8.4	
Facilitate and promote growth in the 'affordable housing' sector including by Not-for-Profit (NFP) and other housing providers.	
<b>CITY NOW</b> Limited involvement by the NFP sector in the delivery of affordable housing. Pressure on low cost rental housing. Housing stress for low income working households.	
<b>CITY IN 2030</b> The NFP sector and other providers supply housing 'at cost' or in some instances below cost to needy households.	
<b>ACTION 8.4.1</b>	Support the NFP sector in providing affordable housing.
<b>ACTION 8.4.2</b>	Investigate an affordable housing pilot project in partnership with NFP sector and Department of Housing.
<b>ACTION 8.4.3</b>	Investigate the benefits and opportunities of expanding existing included zones for affordable housing to fund the NFP sector, such as expansion in future renewal areas or on all commercial developments across the City.

OBJECTIVE 8.5	
Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes.	
<b>CITY NOW</b> Declining share of social housing. Concentration of disadvantage in areas of social housing. Risk of homelessness for vulnerable groups.	
<b>CITY IN 2030</b> Social housing in its various forms maintains its share of all dwellings.	
<b>ACTION 8.5.1</b>	Work in partnership with the Department of Housing on its public housing renewal projects.
<b>ACTION 8.5.2</b>	Identify and initiate social housing and affordable housing projects for people with additional needs, including people who are homeless, young Aboriginal people, and artists on low income.
<b>ACTION 8.5.3</b>	Advocate increased investment in social housing in the City by other governments.

OBJECTIVE 8.6	
Promote partnerships and develop advocacy strategies for the delivery of housing for very low through to moderate income households.	
<b>CITY NOW</b> Lack of community understanding and acceptance of housing for low income groups.	
<b>CITY IN 2030</b> A pro-active role by the City of Sydney in explaining the benefits of a diverse housing stock, including housing for low income groups.	
<b>ACTION 8.6.1</b>	Work with all stakeholders to develop models of construction and delivery of affordable housing to demonstrate how partnerships could work across the City. For example, in areas such as Glebe, Barangaroo and Redfern and Waterloo, with Sydney Harbour Foreshore Authority and Redfern- Waterloo Authority.
<b>ACTION 8.6.2</b>	Develop an effective communications strategy to promote the need for and benefits of housing diversity and low income housing.
<b>ACTION 8.6.3</b>	Ensure programs and services are in place to support people with low incomes in public housing.

**Direction 9**  
**Sustainable**  
**development**  
**renewal**  
**and design**



**High quality urban  
design will bring  
liveability and greater  
sustainability.**



IMAGE: BOVIS LEND LEASE, THE BOND, 30 HICKSON ROAD

## CITY CONTEXT

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

## WHY ACTION IS NEEDED

- Responding to Sydney's changing economic circumstances
- Ensuring renewal areas become extensions of the City integrated with the existing urban fabric
- Presenting a coherent City-wide vision to guide individual projects
- Ensuring development controls and approvals are clear and well justified and do not add unnecessarily to the cost of renewal and development
- Recognising the role of the streets, parks and squares in public life
- Increasing the opportunities presented by renewal sites to achieve City-wide environmental targets
- Promoting a 'fine grain' subdivision and ownership pattern that supports mixed use, diversity and a strong identity
- Aspiring to design excellence across the City

## ACTION → PROJECT IDEA

## CONNECTING GREEN SQUARE

Connecting Green Square aims to ensure environmental improvements in this renewal area also improve the environmental performance of the City as a whole.

The area around the Green Square Town Centre has the potential to have the vibrancy and diversity of Surry Hills, but with the added advantage of a linked network of parks, including the major Sydney Park.

The 2030 Vision proposes the Green Square Town Centre be strengthened and supported by the addition of residential, retail and business activities and improved public transport connections. The urban design of development adjoining Green Square will adopt the fine grain character of traditional street patterns.

The Vision sees the southern part of the City as an opportunity for growth, infrastructure improvements and redevelopment over the next 20 years and beyond. It proposes a long-term approach to preserving opportunities for future development and renewing the life of the Alexandra Canal and its historic warehouse as a lively waterfront precinct, with direct links to Sydney Park, Green Square Town Centre and Moore Park.

See page 168.

**Throughout the consultation undertaken for Sustainable Sydney 2030, people from local communities and business placed emphasis on the need for authenticity, diversity and sustainability in the design of existing and renewal areas.**

What the community said: *people want a city..*



## OBJECTIVES

**OBJECTIVE 9.1**

**Ensure renewal areas make major contributions to the sustainability of the City.**

**CITY NOW**

Renewal projects are typically untested for broader sustainability and community impacts.  
Collective approaches to potential benefits not realised.

**CITY IN 2030**

The City's renewal areas are sustainability exemplars.  
Renewal areas meet aggressive sustainability targets.  
Collective solutions to achieve sustainability aims are utilised in renewal areas.

**ACTION 9.1.1** Set sustainability targets for individual renewal areas.

**ACTION 9.1.2** Undertake broad economic analyses of urban renewal in order to prioritise sustainability.

**ACTION 9.1.3** Require key sites such as Barangaroo, Frasers Broadway, Ashmore and Green Square to demonstrate step changes in environmental performance, housing affordability, sustainable transport and reduction in car ownership.

**OBJECTIVE 9.2**

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

**CITY NOW**

Additional open space provision is highly constrained.  
The City's streets are not sufficiently acknowledged as public space assets.  
Large areas of open space separated from surrounding residential communities.

**CITY IN 2030**

A comprehensive, continuous and legible network of pedestrian-friendly streets linking parks, squares and public buildings is provided.  
New and more intense development is supported by high quality, additional open space where possible.  
Institutional or 'private' open space is available for 'dual use'.

**ACTION 9.2.1** Prepare a comprehensive Public Domain Plan to define the long-term street and lane network, location of squares and public places and open space system, initially focussing on renewal areas.

**ACTION 9.2.2** Develop agreements for dual use of institutional and other open space, such as schools and universities.

**ACTION 9.2.3** Undertake strategic land purchase or require dedication of land to implement Public Domain Plan.

**ACTION 9.2.4** Investigate ways to increase community engagement in improving local streets and lanes such as 'Beautiful Lanes, Green Streets' program.

**ACTION 9.2.5** Investigate further strategies to activate the public domain.

**ACTION 9.2.6** Create generous channel-side open space and parkland links to Green Square along water canals.

**OBJECTIVE 9.3**

**Plan for a beautiful City and promote design excellence.**

**CITY NOW**

Sydney's 'beauty' threatened by poor development.  
Design excellence of individual developments will not necessarily result in a coherent and attractive whole.  
Insufficient consideration of desirable built form and street edge conditions and an over-reliance on Floor Space Ratio controls.

**CITY IN 2030**

Beauty and design excellence encouraged by reference to simple rules related to scale and a move toward 'Block Planning' controls.  
Design excellence and strategic objectives are met through public investment.

**ACTION 9.3.1** Prepare Public Domain Interface Guidelines to define desired street edge conditions.

**ACTION 9.3.2** Move towards 'block planning', including simple building envelope controls for heights, setbacks and bulk.

**ACTION 9.3.3** Develop performance-based criteria to supplement building envelope controls.

**ACTION 9.3.4** Continue to protect the heritage values of objects, buildings, places and landscapes.

**ACTION 9.3.5** Encourage the reuse and adaptation of heritage and other existing buildings.

**ACTION 9.3.6** Work to establish competitive design processes for all public buildings.

**ACTION 9.3.7** Ensure the design of major infrastructure contributes to the public domain.

**OBJECTIVE 9.4**

**Continually improve development controls and approvals processes to minimise compliance and supply side costs.**

**CITY NOW**

Development controls may impact on the cost and diversity of development.  
Car parking increases the cost of development.

**CITY IN 2030**

Developments in the City are carried out as cost effectively as possible.

**ACTION 9.4.1** Regularly review and streamline development controls.

**ACTION 9.4.2** Regularly review the development approval process for applicants.

**ACTION 9.4.3** Review car parking requirements to reduce development costs and improve affordability with an initial focus on Green Square.

**OBJECTIVE 9.5**

**Ensure new development is integrated with the diversity and 'grain' of the surrounding City.**

**CITY NOW**

New large scale development typically not integrated into surrounding City areas.

**CITY IN 2030**

New development is integrated and connected into the surrounding neighbourhood.  
The 'grittiness' and authenticity of the City is extended into new development by providing for multiple owners and investors.

**ACTION 9.5.1** Establish Development Integration Principles Guidelines.

**ACTION 9.5.2** Review development controls against Development Integration Principles and Guidelines.

**ACTION 9.5.3** Review current planning for renewal areas against the Development Integration Principles.

**ACTION 9.5.4** Review models of delivery for major renewal areas.

**OBJECTIVE 9.6**

**Plan for the longer term structure of the City.**

**CITY NOW**

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

**CITY IN 2030**

Current planning decisions do not preclude longer term options.

**ACTION 9.6.1** Identify and plan for longer term renewal areas in a City-wide, integrated way to maximise social and economic benefits.

**ACTION 9.6.2** Investigate railways, including above Central Station, where the potential for entertainment, exhibition and convention facilities would benefit from co-location with Central Station.

**ACTION 9.6.3** Identify development opportunities in airspace above roads, rail and other infrastructure in Darling Harbour in conjunction with long-term planning for Barangaroo.

**ACTION 9.6.4** Identify renewal and regeneration opportunities in and around Department of Housing areas.

**ACTION 9.6.5** Work with the Redfern-Waterloo Authority to support social regeneration and initiatives and a physical renewal of Redfern and Waterloo including exploring the potential for a new train station at Bourke Street.

**Direction 10**  
Implementation  
through effective  
governance and  
partnerships



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



IMAGE: CUSTOMS HOUSE 2030 EXHIBITION

## CITY CONTEXT

- ☛ The City of Sydney has a special role at the centre of the metropolitan region
- ☛ The City of Sydney has core service and regulatory roles and has a wider role as an advocate and partner with other levels of government
- ☛ The City of Sydney is in a strong financial position with an appreciating asset base
- ☛ The City of Sydney has a leadership role in forums such as the Council of Capital City Lord Mayors and the international C40 Climate Change Leadership Group

## WHY ACTION IS NEEDED

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

*What the community said: people want a City...*



## OBJECTIVES

## OBJECTIVE 10.1

Align corporate planning and organisational arrangements to deliver Sustainable Sydney 2030 priorities.

## CITY NOW

Local Action Plans have established a locality-based planning structure that needs further development.

Sustainable Sydney 2030 localities not fully reflected in current organisation arrangements or in relations with State agencies.

## CITY IN 2030

City of Sydney organisation structure reflects the priorities of Sustainable Sydney 2030.

**ACTION 10.1.1** Investigate and establish place making arrangements for delivery of Activity Hubs and renewal areas in accordance with the strategic directions of Sustainable Sydney 2030.

**ACTION 10.1.2** Establish project and location-based partnerships with senior officers from State Government.

**ACTION 10.1.3** Incorporate Sustainable Sydney 2030 principles, objectives and actions in City of Sydney Corporate Plan and in budgets.

## OBJECTIVE 10.2

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

## CITY NOW

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

## CITY IN 2030

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

**ACTION 10.2.1** Maintain and extend community roles in decision-making and in current consultation, engagement, education and information procedures.

**The consultation undertaken for Sustainable Sydney 2030 consistently highlighted the community's desire for strong City leadership and new ways of thinking about governance.**

## OBJECTIVES

OBJECTIVE 10.3	
Ensure the long-term financial sustainability of the City of Sydney.	
<b>CITY NOW</b> Strong financial position but increasing costs and constrained new revenue opportunities.	
<b>CITY IN 2030</b> World-class financial and asset management. Expanded revenues for identified strategic priorities for a sustainable financial footing.	
<b>ACTION 10.3.1</b>	Upgrade and expand financial planning and asset management capability in line with best practice.
<b>ACTION 10.3.2</b>	Extend financial planning horizon to 10 years and beyond.
<b>ACTION 10.3.3</b>	Investigate special rate levies for environmental and social and economic development priorities.
<b>ACTION 10.3.4</b>	Review scope of existing City of Sydney operations and ensure they deliver value for money against public sector benchmarks.
<b>ACTION 10.3.5</b>	Establish criteria for better agreements with other governments and agencies regarding funding.

OBJECTIVE 10.4	
Establish and monitor partnerships for change.	
<b>CITY NOW</b> Limited City of Sydney capacity to deliver major projects of strategic interest. Many worthwhile partnerships with other agencies and stakeholders but a need for a strategic approach.	
<b>CITY IN 2030</b> Expanded role for partnerships involving City of Sydney in delivering strategic projects.	
<b>ACTION 10.4.1</b>	Establish agreements between City of Sydney and State Government for delivery against Metropolitan Strategy, State Plan and other State policy objectives.
<b>ACTION 10.4.2</b>	Continue work with Council of Capital City Lord Mayors and engage with the Federal Government on investing in capital cities.
<b>ACTION 10.4.3</b>	Review organisation capacity to establish and monitor relationships required to implement Sustainable Sydney 2030.
<b>ACTION 10.4.4</b>	Assess new partnership opportunities with reference to achieving the Sustainable Sydney 2030 principles and objectives.
<b>ACTION 10.4.5</b>	Continue to engage with other governments, inner Sydney councils and national and global cities.

OBJECTIVE 10.5	
Consider innovative financing and funding approaches.	
<b>CITY NOW</b> Reliance on rates and traditional revenue sources.	
<b>CITY IN 2030</b> Diversified income base. Role as a partner or facilitator in major projects involving public private financing combinations.	
<b>ACTION 10.5.1</b>	Expand revenues from commercial operations, property portfolio and other income generating assets.
<b>ACTION 10.5.2</b>	Investigate 'capital capture' where rezoning will increase land values and ways to share revenue.
<b>ACTION 10.5.3</b>	Review property development levies.
<b>ACTION 10.5.4</b>	Work with partners to prepare a position paper on new infrastructure financing approaches such as through bonds to finance Sustainable Sydney 2030 projects.

OBJECTIVE 10.6	
Review and monitor the development and implementation of Sustainable Sydney 2030.	
<b>CITY NOW</b> Evolving systems for monitoring policy and service outcomes against objectives and targets.	
<b>CITY IN 2030</b> New, sophisticated models and technologies for monitoring implementation against targets.	
<b>ACTION 10.6.1</b>	Prepare a financial plan to implement the 2030 Vision, including possible State and Federal Government funding roles.
<b>ACTION 10.6.2</b>	Establish a monitoring and review process for the 2030 Vision, Objectives and Actions.
<b>ACTION 10.6.3</b>	Establish models to identify how and where Sustainable Sydney 2030 targets are going to be achieved.
<b>ACTION 10.6.4</b>	Adopt new digital and mapping capabilities to assist in monitoring.
<b>ACTION 10.6.5</b>	Review the Sustainable Sydney 2030 Vision every five years.
<b>ACTION 10.6.6</b>	Align the City of Sydney's Corporate Plan, Financial Plan and Development Plans with the 2030 Vision.

OBJECTIVE 10.7	
Participate in broader governance reform processes.	
<b>CITY NOW</b> Lack of recent effective coordination between different levels of government. National sustainability and economic productivity hampered by current arrangements. Current Local Government arrangements hampering effective strategic planning for Sydney Region.	
<b>CITY IN 2030</b> Metropolitan governance reforms enhance integrated planning and investment in Sydney. Strategic outcomes for sustainable urban development agreed between levels of government and incentives provided for achievements.	
<b>ACTION 10.7.1</b>	Lead public debate on the future of local government in Sydney.
<b>ACTION 10.7.2</b>	Work toward a system of Federal Government funding to local Councils for achievement on agreed strategic outcomes.