



PROFILE OF THE CITY

CITY OF SYDNEY COUNCIL FIT FOR THE FUTURE ATTACHMENTS



Sydney as a Global Talent Centre

Sydney's reputation depends essentially on actual content, but also on the perception of others. Whilst we are consistently ranked highly in terms of quality of life, notably we also rank highly in attracting global talent.

As part of its 2014 Global Cities Index study, US-based global consultant A.T. Kearney ranked Sydney as the most popular destination for international students. (Source: A.T. Kearney, Global Cities Index 2014)

The Boston Consulting Group, in a study of more than 200,000 workers globally, found Sydney was the fourth most popular city for skilled workers after London, New York and Paris. (Source: 2014 BCG/The Network web survey and analysis, Decoding Global Talent)



Goat Island

SYDNEY HARBOUR

Balmain

Dawes Point
Walsh Bay
The Rocks
Millers Point

Garden Island

White Bay

Darling Harbour

Sydney

Farm Cove

Botanic Gardens

Rozelle

Glebe Island

Barangaroo

Circular Quay

Potts Point

Rushcutters Bay

Johnstons Bay

Pyrmont

Wynyard

Domain

Elizabeth Bay

Field

Bicentennial Park

Blackwattle Bay

Cockle Bay

St James

Hyde Park

Kings Cross

Rushcutters Bay

Darling Point

Glebe

Wentworth Park

Darling Harbour

Chinatown

Woolloomooloo

East Sydney

Forest Lodge

Ultimo

Haymarket

Darlinghurst

Paddington

andale

Camperdown

Victoria Park

Chippendale

Railway Square

Surry Hills

Paddington

Woolla

University of Sydney

Darlington

The Block

Strawberry Hills

Moore Park

Golden Grove

Redfern

Redfern East

Enmore

Newtown

Eveleigh

Waterloo

Moore Park

Centennial Park

Centennial Park

Erskineville

Alexandria

Victoria Park

St Peters

Ashmore

Green Square

Zetland

Kensington

Randwick Racecourse

Randwick

Sydney Park

Beaconsfield

University of NSW

St Peters

Rosebery

Kingsford

Mascot

Eastlakes



The City of Sydney local government area (LGA) covers approximately 26.15 square kilometres - the Sydney Harbour foreshore from Rushcutters Bay to Glebe and Annandale in the west, Sydney Park and Rosebery in the south, and Centennial Park and Paddington in the east.

There are 1.2 million people in our LGA every day, including residents, workers, visitors and students.

The City of Sydney is the local authority with responsibility for this area. Numerous other stakeholders share an interest such as the Sydney Harbour Foreshore Authority and the Barangaroo Delivery Authority, which have planning and development responsibilities.

Our residents

As at the end of June 2014, the Estimated Resident Population of the City of Sydney was 198,331. Over a ten year period between June 2004 and June 2014, the City of Sydney residential population increased by 45,439 persons or 29.7 per cent making it the second largest growing (absolute numbers) and fifth fastest growing (10-year rate of growth) LGA in NSW.

Projected Growth to 2031 is for a resident population of 273,500, a further increase of 81,582 or 42.5 per cent. (Source: NSW Government Planning and Environment, State and Local Government Area Population, Household and Dwelling Projections May 2014).

The residential population recently reached 200,000 and is expected to reach 250,000 residents within the next 10 years.

Cultural diversity

The City has one of the most culturally diverse communities with nearly half of the City's residents in 2011 born overseas. More than a third came from a country where English is not the first language.

The dominant non-English languages spoken at home are Mandarin, followed by Cantonese, Thai and Indonesian.

There are residents from over 180 different nationalities by birth living within the City.

The City is home to one of Sydney's largest communities of Aboriginal and Torres Strait Islander peoples.

Population Density

The City is ranked second for population density for both NSW and Australia. As at the end of June 2014, the population density of the City was 7,421 persons per square kilometre.

Between June 2004 and June 2014, the population density of the City increased by 1,695 persons per square kilometre or 29.7 per cent. This positioned the City as having the:

- Largest increase in population density in NSW; and
- Fourth fastest growing population density in metropolitan Sydney

At the ABS Statistical Area 2 level, Pyrmont-Ultimo had the highest population density in Australia with 14,974 persons per square kilometre, followed by Potts Point – Woollahroomooloo (13,716 persons/sq. km), Darlinghurst (13,385 persons/sq. km) and Surry Hills (13,326 persons/sq. km).

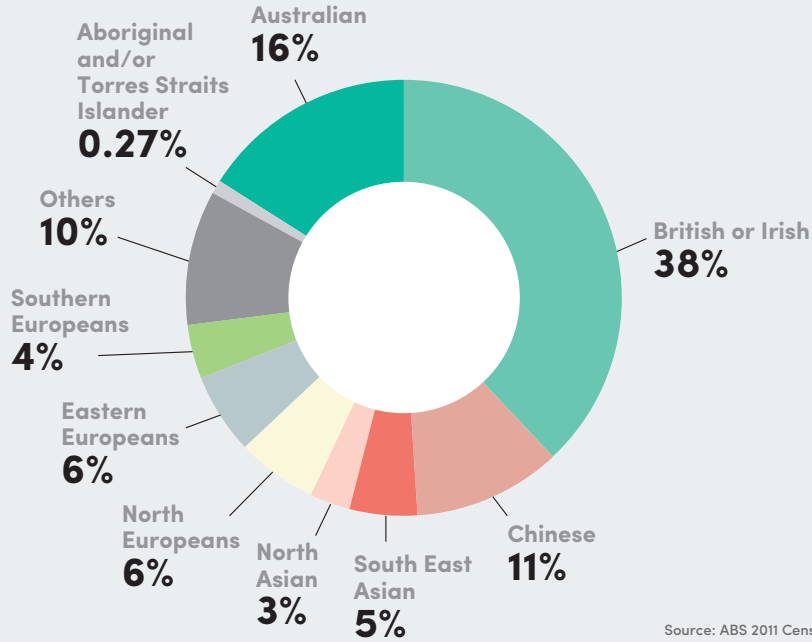
Housing Composition and Type

The graphs on page 7 show the composition of households in the City of Sydney with the majority being lone households at 40 per cent. There is an increasing proportion of families, both with and without children. 74.5 per cent of households live in high density accommodation.

Over 50 per cent of residents live in private rental accommodation, almost double the average for metropolitan Sydney. One-in-ten households in the City of Sydney live in social housing, double the metropolitan rate of 5 per cent.

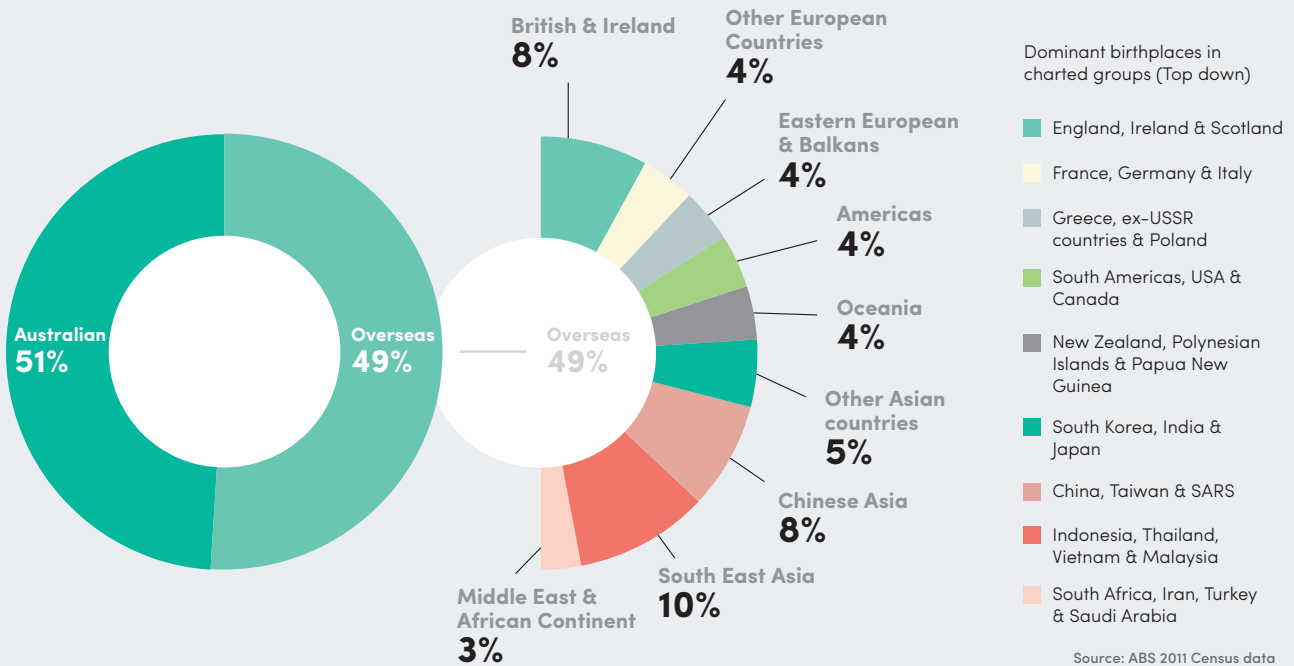
However, newer residents are increasingly home-owners and purchasers.

City of Sydney residents by ancestry (2011)



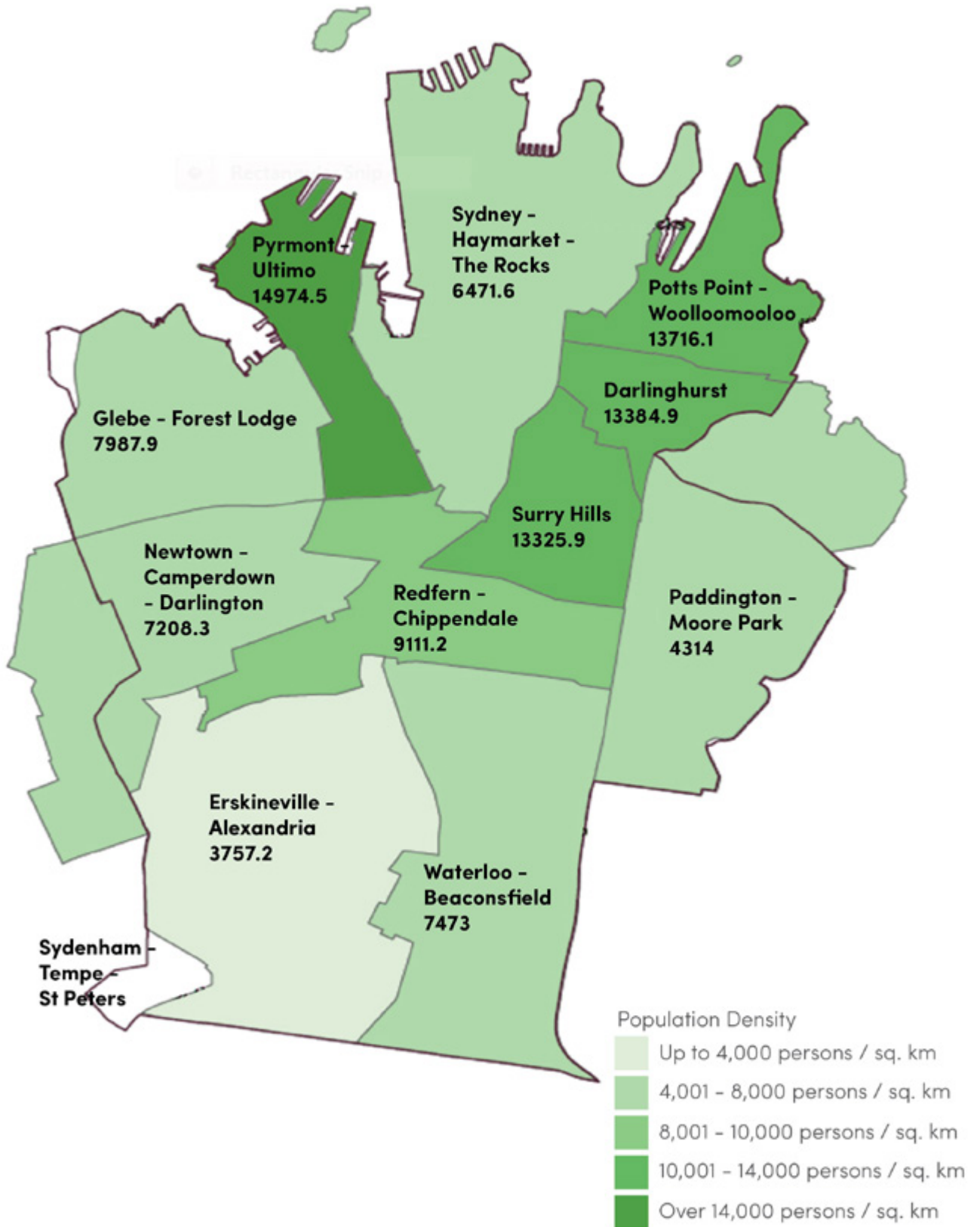
Source: ABS 2011 Census data

City of Sydney residents by birthplace (2011)



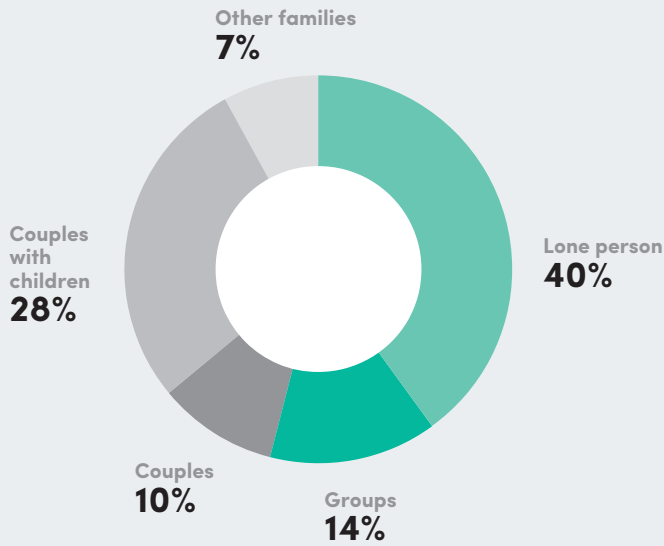
Source: ABS 2011 Census data

Population Density

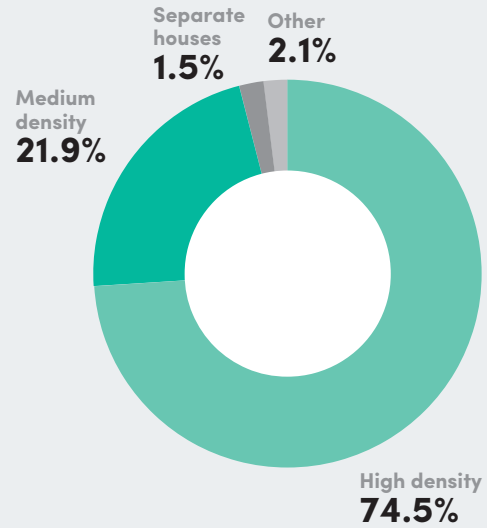


Source: ABS Estimated Resident Population (June 30 2014)

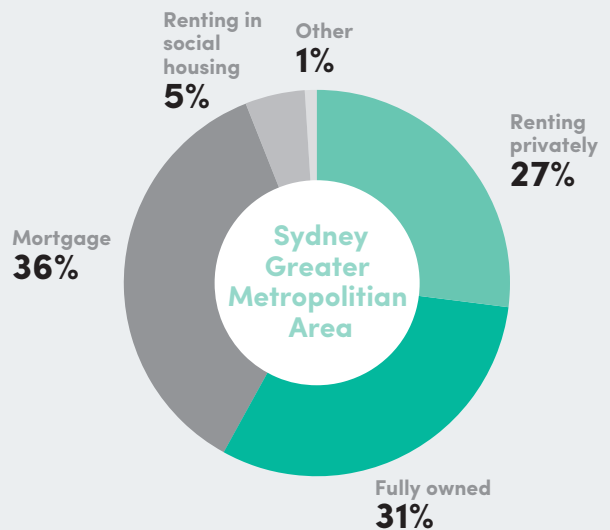
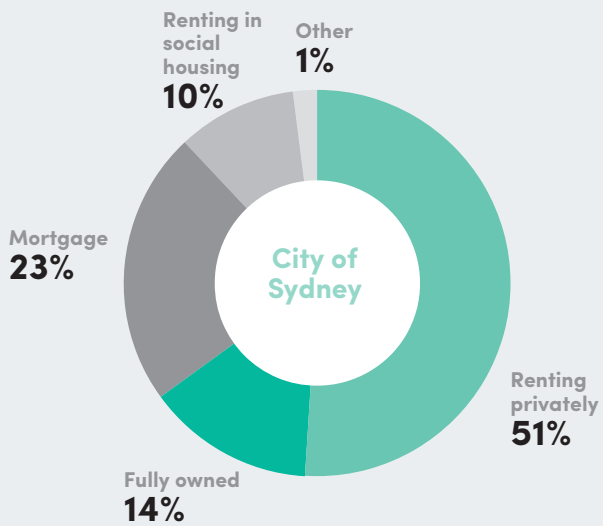
Household compositions (2011)



Household density (2011)



Household tenure (2011)



Age

Half of the City’s population is aged 20–37, compared with 30 per cent for metropolitan Sydney. The City has a lower proportion of population aged 0–20 and over 65s. Reflecting that high proportion of 20–37 year olds, the City has a growing proportion of young children in the area.

In 2011, almost half of the City’s residents were aged between 18 and 34 years of age. The median age of city residents was 32 years. This is some three years younger than the metropolitan Sydney average.

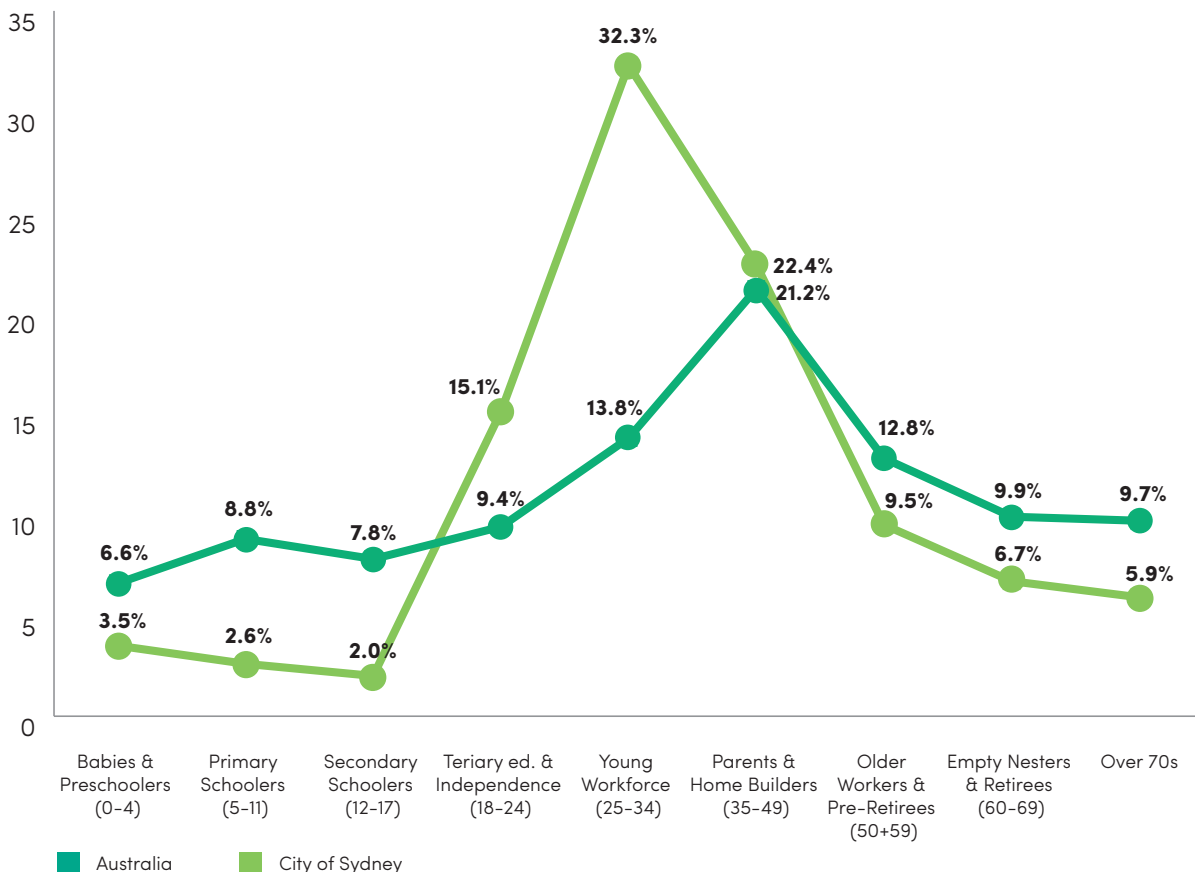
This reflects the high and growing proportion of students in the City population and suggests that into the future, with the turnover of students of similar age, the City population overall is unlikely to ‘age’ as distinct from metropolitan Sydney and NSW.

Education

Just under half of the City’s population hold a Bachelor degree or higher, compared to 27 per cent in greater Sydney. 21.1 per cent are currently attending a tertiary institution.

Approximately two-thirds of residents either have a university degree or are getting one. In comparison, approximately one-in-three have a university degree or are getting one across metropolitan Sydney.

Resident age profile in 2011, compared to Australia, by Service Group



Local Workplace

Nearly two-thirds of City residents who are employed also work in the LGA. This is high in metropolitan terms and has risen dramatically in recent times.

28 per cent of these worker-residents walk to work, compared to 5 per cent for metropolitan Sydney and 3.2 per cent ride a bicycle to work compared to only 0.9 per cent in metropolitan Sydney.

More people walk to work than use a private car. In comparison, 65 per cent of metropolitan Sydney-siders drive a car to work. More than 40 per cent of City households do not own a car. In comparison, 87 per cent of metropolitan Sydney households own a car.

Income

On average, individual residents in the City earn a weekly median income of \$888. The median income of city residents both individually and at a household level is rising faster than the rest of metropolitan Sydney.

Trends over Time

New residents to the City of Sydney tend to:

- Be in a narrow age demographic (27–32 years of age)
- Be cosmopolitan – particularly Asian and Chinese-born
- Have high education levels
- Be increasingly likely to work in a Professional/ Managerial occupation whilst working within the City
- Have high income potential but a large mortgage, which tends to make them time-poor
- Are increasingly likely to be having children and remaining in the City as children grow up.

However, again trends at the average can conceal important dynamics within the City community based on diversity.

Relative Advantage/Disadvantage – Community of Diversity

The Australian Bureau of Statistics (ABS) SEIFA Index of Relative Social Disadvantage (IRSD) is a general socio-economic index that summarises a range of information about the economic and social conditions of households.

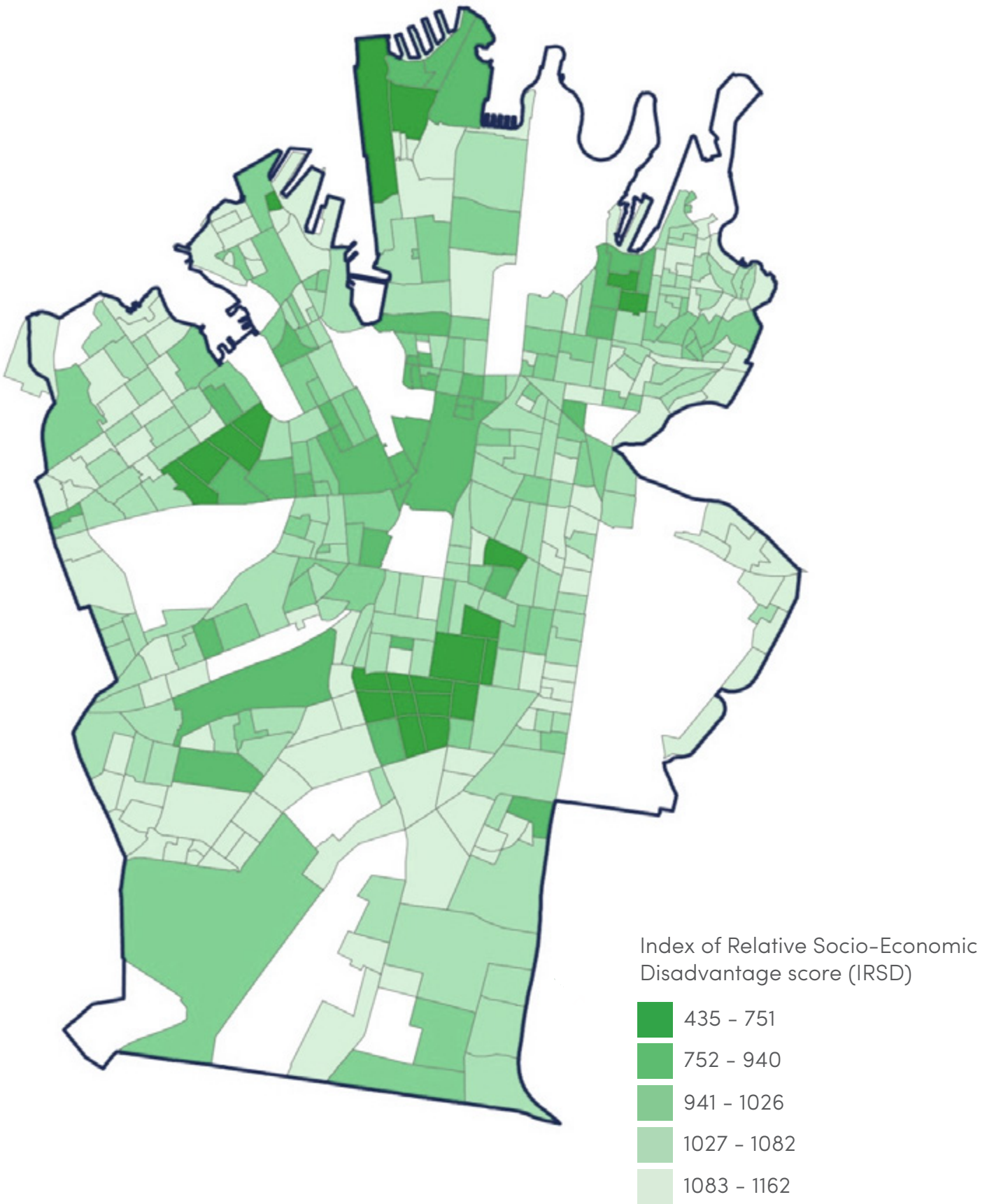
The visual representation of the IRSD index mapped on the next page at the area level reinforces the relative disadvantage which exists across some pockets of the City.

In the map, it can be seen there are a number of areas including central Redfern and north-west Waterloo which have IRSD scores ranging between 435 and 751. A low score indicates relatively greater disadvantage in general.

The ABS ranks the IRSD score for each area at both the state and national level. When looking at state and national ranks, the following is observed for the 378 areas which have an IRSD score located within the City of Sydney in 2011:

- there were four areas located in the City of Sydney which were ranked in the top 30 as being the least disadvantaged in NSW
- 8.5 per cent of the City's areas fell in the lowest decile in NSW

This, and the map, highlights the remarkable diversity of community within the City based on socio-economic characteristics. Very few LGAs would be able to demonstrate such diversity.



The economy

The gross domestic product (GDP) of the City in 2013/14 was approximately \$108 billion (Deloitte Access Economics for the Council of the City of Sydney, the City of Sydney economy in 2030: A foresighting study, 2012, City of Sydney updates). This represents 7 per cent of the national Australian GDP, more than 30 per cent of the Sydney metropolitan area, and almost one-quarter of the entire state's GDP.

A large number of the top 500 companies in Australia are located in the City from the 41 per cent that are located in NSW alone.

The City is the workplace for 21 per cent of the entire finance sector, 15 per cent of the total information, media and technology industry and 11 per cent of creative and performing arts activity across Australia. The proportion is even greater in more specific industries such as internet publishing and broadcasting (56 per cent).

Sydney is the leading knowledge-based economy in the nation. The City of Sydney economy is highly service oriented with this type of activity comprising almost 91 per cent of the economic output. Analysis by Deloitte Access Economics shows that the economy is dominated by a number of mature and high value industries.

The City is home to Australia's largest and most globally connected finance and insurance district, accounting for 43 per cent of the City economy. As a leading regional financial centre, a high proportion of multinational banks and financial institutions with a presence in Australia have headquarters or offices in the City.

Professional, technical and scientific services contribute to around 13 per cent of economic output, this includes the provision of business advisory, accounting, legal, scientific and engineering related services.

Australia's largest digital community is also situated in the City. Information, media and telecommunications businesses currently generate approximately 11 per cent of the City's economic activity.

The City has dynamic industry hubs focused on the provision of tourism and education services. Sydney is the major destination in Australia for overseas leisure and business arrivals, with over 4.24 million visitors staying in city hotels in 2012. It has been estimated that 16 per cent of the City workforce is dependent on tourism and business visitation. (Tourism and Transport Forum, 2011).

The City is the location of a number of icons such as the Opera House and the Harbour Bridge. Increasingly, particularly to Asian visitors, the City is very much NSW and Australia's global face.

Further supporting its strong global linkages is the tertiary education sector, which currently has approximately 35,000 international students enrolled at city-based tertiary institutions.

Businesses in the City of Sydney

The City of Sydney Floor Space and Employment Survey 2012 identified 21,644 businesses operating within the LGA, an increase of 2,065 or 10.5 per cent from the 2007 Study.

44.0 per cent of businesses in the City have less than five workers, and 40.9 per cent have between five and 20 workers. These small businesses employ just under a quarter of the City's workforce.

Conversely just 323 businesses (less than 1.5 per cent) have more than 200 employees. These businesses comprise 183,498 of the City's total employment – some 42.2 per cent.

Increasingly these businesses are locating in clusters of linked activities to take advantage of agglomeration and innovation diffusion processes. This has important impacts on the productivity of the City businesses and the City economy as well as the ability of such businesses to compete globally.

The graphs on page 13 show the proportion of total City of Sydney local area business establishments in each of the selected industry sectors located within the CBD and non-CBD areas of the City of Sydney local area, for 2007 and 2012.

The largest proportion of business establishments occurred in the Professional and Business Services sector in both 2007 (10.7 per cent of all local area businesses) and 2012 (11.6 per cent of all local area businesses).

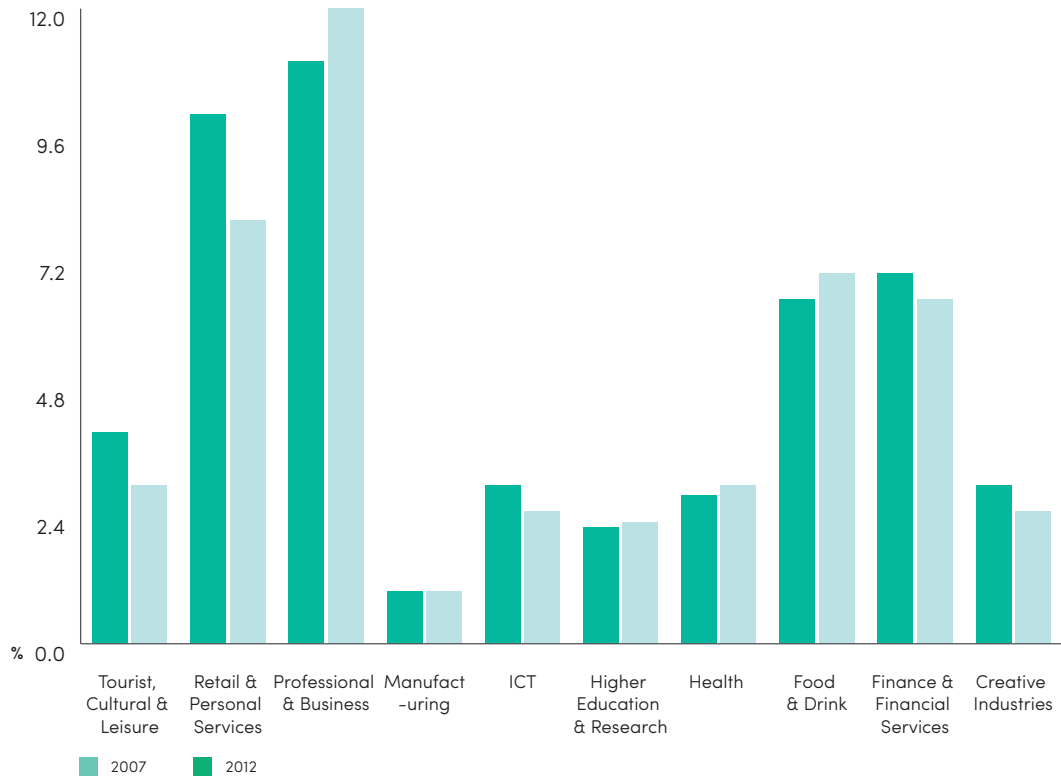
Outside of the CBD, the largest proportion of business establishments occurred in the Food and Drink sector in both 2007 (7.4 per cent of all local area businesses) and 2012 (8.3 per cent of all local area businesses).

There is a greater degree of diversity across the selected industry sectors outside the CBD than within the CBD. The predominant sectors in the CBD have higher proportions of businesses than outside the CBD.

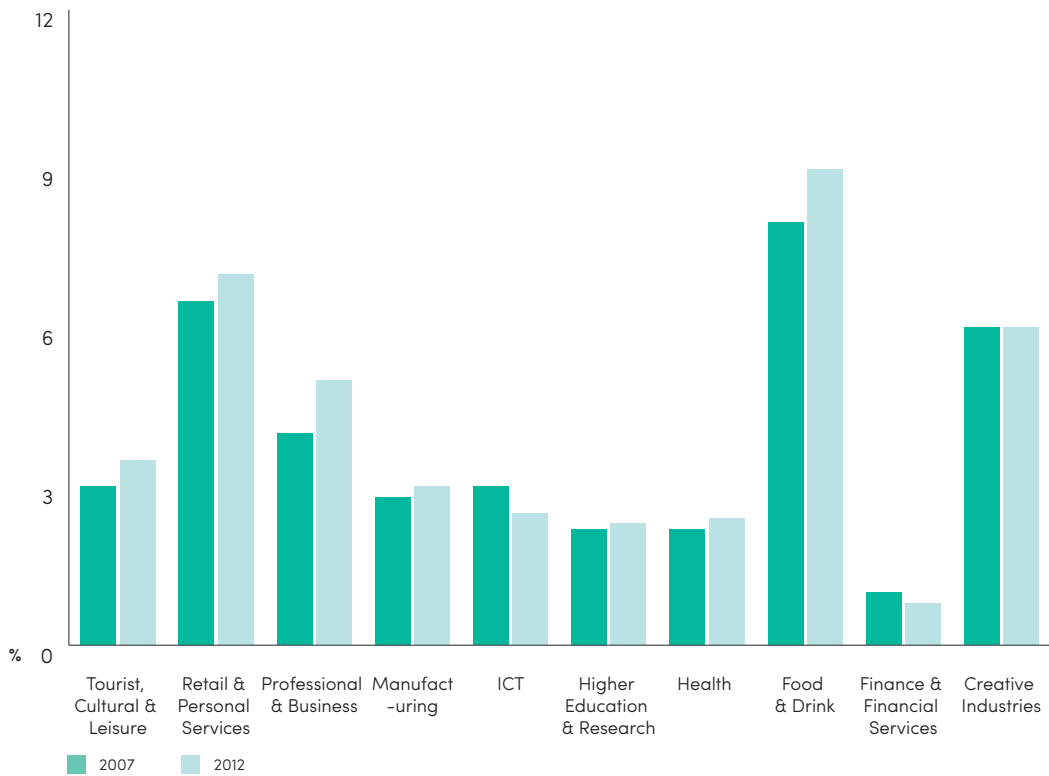
The City's economy has benefited from the development of clusters of activities, linked by both complementary and competitive forces including supply chains, labour supply and knowledge networks. This has created a local environment of productivity increases and output expansion in a number of areas.



Economic diversity - CBD businesses



Economic diversity - Non CBD businesses

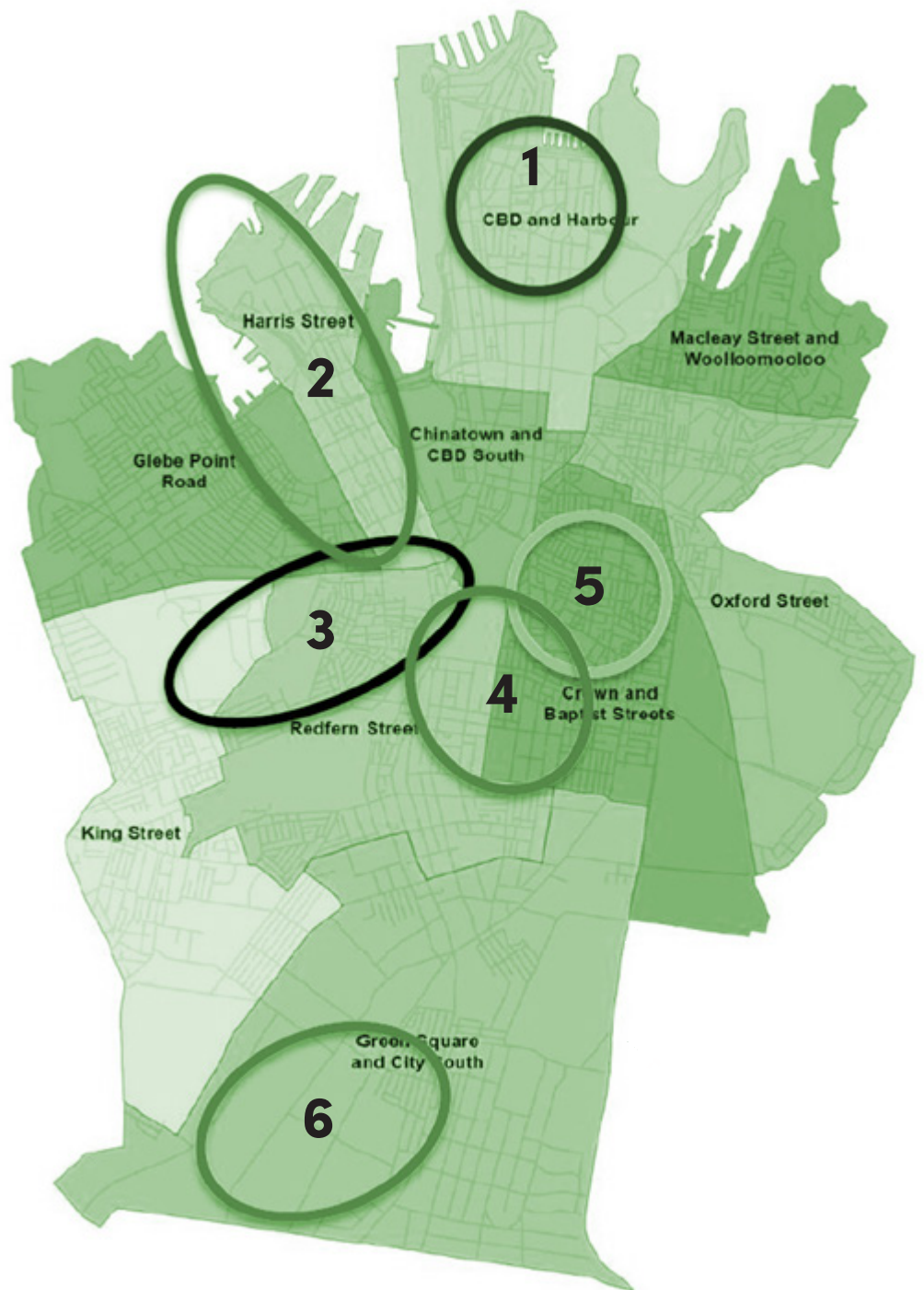


The map schematically shows the more prominent of these clusters in the finance sector (1), creative industries (5), the knowledge sector (3) and increasingly the digital economy (2 and 4) and the logistics sector (6).

These are critical growth industries which emphasise the increasing global significance of the City economy and the development of an effective linked innovation system within its boundaries.

These clusters establish a solid basis for the City economy and for the metropolitan Sydney and NSW economies into the future.

These innovative clusters are enabling spill-over productivity gains in finance, the digital economy, transport and logistics management and the advance manufacturing sectors within the Sydney metropolitan area.



Employment

The target from Sustainable Sydney 2030 is that the City will contain at least 465,000 jobs with an increased share in finance, advanced business services, education, creative and digital industries and tourism sectors.

The 2012 Floor Space and Employment Survey shows that we're well on the way to exceeding that target. Between 2007 and 2012, the City workforce grew by more than 52,000 workers (13.6 per cent increase). This period included the Global Financial Crises in 2008 which adversely impacted the dominant Finance Sector.

The 2012 City of Sydney Floor Space and Employment Survey revealed a total of 437,727 workers in LGA. Overall the City has a working population that is just under 4 per cent of the total workforce in Australia.

Aside from the Financial Services sector, growth of employment was broadly based, particularly in the 'knowledge-based' industry sector and the Digital economy.

Major Growth Industries included:

- Professional and Business Services (+44.7 per cent workers)
- Higher Education and Research (+30.6 per cent workers)
- Food and Drink (+44.7 per cent workers)

Indicative of the relative strength of the City economy is that the ABS Population Census data from 2011 revealed the City of Sydney was the employment place for 21.1 per cent of the metropolitan Sydney employment and 13.0 per cent of NSW employment.

In relative growth terms, the 2006 and 2011 Census data indicated that the City contributed almost 40 per cent of the total employment growth in metropolitan Sydney in that period.

Increasingly the City economy and businesses are operating in the global economy with strong linkages to the growth economies of East Asia and China, particularly in the industries of Financial Services, Professional; and Business Services, Tourism and Education Services.

Analysis based on floor space employment densities, net absorption of office space (demand) and development capacity undertaken by the City suggests that the City of Sydney employment total will increase by a further 120,033 (27.4 per cent) to a total of 557,760 by 2031.

Indicative confirmation of this projection is provided by the estimates of the NSW Bureau of Transport Statistics, which forecast a growth in employment for the 2011 - 2031 period of 124,125 workers in the City of Sydney. (Source: NSW Government, Bureau of Transport Statistics, Employment forecasts by LGA.)

The City is also a national leader in the creative industries and digital economy and attracts highly skilled creative and technical specialists. Combined, creative and information, communication and telecommunications industries account for more than 14 per cent or more than 61,000 city jobs.

The higher education and research sector accounts for more than 26,000 workers – approaching 6 per cent of the City workforce.

These already strong sectors have continued to grow between the census periods, adding almost 10,000 additional jobs over a five year period. These sectors add to metropolitan Sydney's global economic base and improve its ongoing competitiveness.

Tourism, culture and leisure related jobs total more than 26,300 and the combined sectors of retail, personal services and food and drink total more than 53,000. Together, these industries account for approximately 18 per cent of city jobs and provide employment opportunities for a broad level of skills.

Importantly, the sectors are still growing; with some 17,000 more jobs in 2012 than 2007. People working in these industries, particularly in accommodation, food service and retail, are also likely to live in the City, with two-thirds residing in the area. (Deloitte Access Economics for the Council of the City of Sydney, the City of Sydney economy in 2030: A foresighting study, 2012, p17)

Other important sectors of employment include: government, with more than 25,800 jobs (6 per cent); transport and logistics (more than 16,700 jobs or 4 per cent of the workforce); and health with more than 15,000 jobs (approximately 3.5 per cent).

Employment in selected industry sectors

The graphs on page 18 show the proportion of total City of Sydney local area employment in each of the selected industry sectors located within the CBD and non-CBD areas of the local government area, for 2007 and 2012.

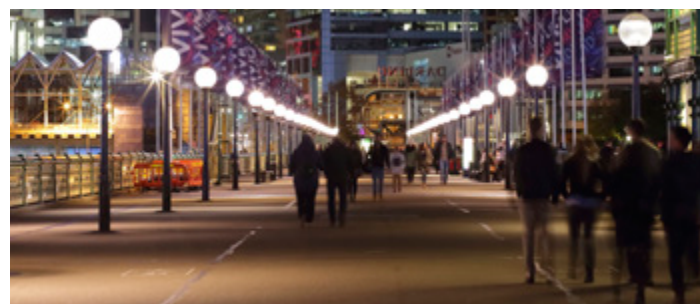
Within the CBD, the largest proportion of employment occurred in the Finance and Financial Services sector in both 2007 (22.8 per cent of all local area employment) and 2012 (20.0 per cent of all local area employment).

Outside of the CBD, the largest proportion of employment occurred in the Creative Industries sector in both 2007 (4.5 per cent of all local area employment) and 2012 (5.1 per cent of all local area employment).

There is a much greater degree of employment diversity outside the CBD where employment is spread across the major industry sectors.

The City's Floor Space and Survey 2012 identified employment growth across the LGA of 13.6 per cent. A number of the City's villages have experienced a considerable increase in employment since the 2007 survey:

- Harris Street Village – 46 per cent
- Glebe Point Road Village – 37.8 per cent
- Redfern Street Village – 35 per cent
- King Street Village – 34.3 per cent
- Chinatown and the CBD South – 23.4 per cent
- Oxford Street Village – 14.5 per cent



City of Sydney local area workforce

The workforce in the City is increasingly cosmopolitan and is highly educated. On average, they are three years younger than the metropolitan Sydney average. More than one-third of the City workforce is aged between 25 and 34, compared to less than one-quarter for metropolitan Sydney.

Reflecting the City's global connections, almost 45 per cent of the workforce was born overseas. Notably, more than 30 per cent were born in non-English speaking countries. The increase in the proportion of city workers born in Asia (from 13.6 per cent in 2001 to 18.5 per cent in 2011) reflects the City's increasing global engagement.

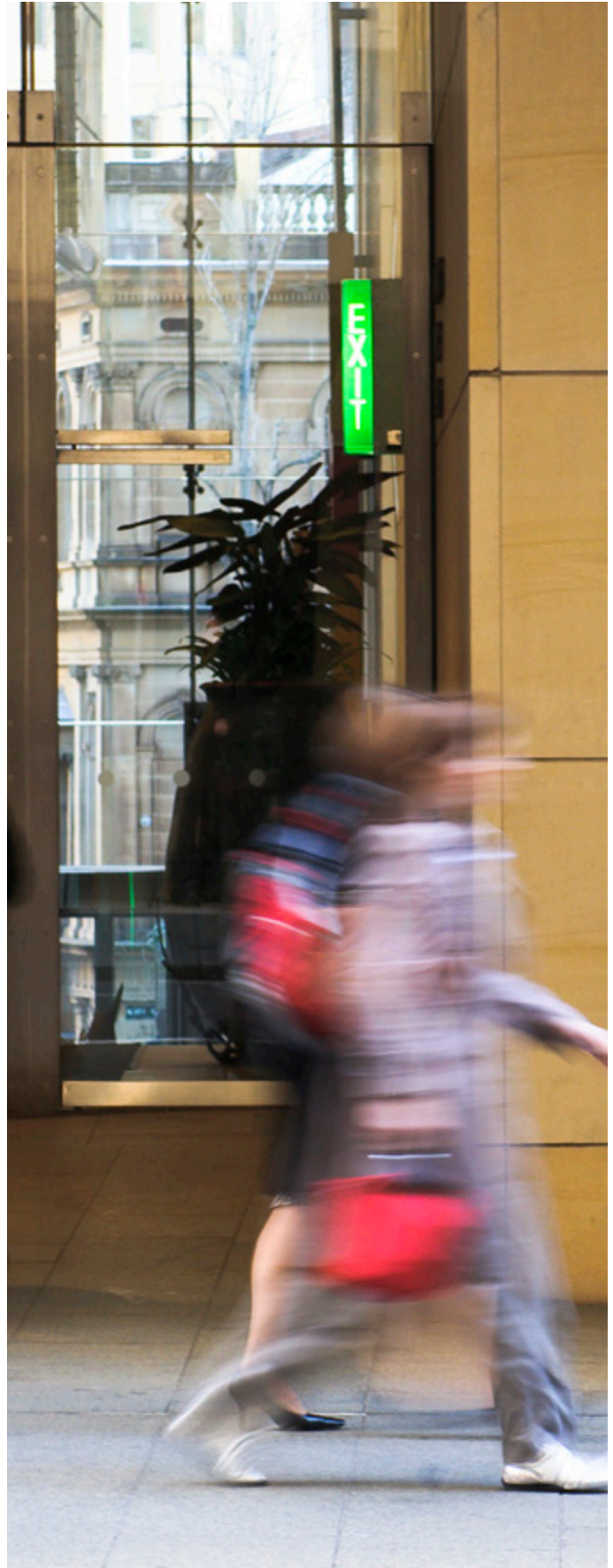
The proportion of the City's workforce with a tertiary qualification (including university degree) has risen dramatically over the past decade from 47.4 per cent to 64.6 per cent.

Almost 40 per cent of city workers are employed in a professional occupation compared to just over one-quarter of metropolitan Sydney workers.

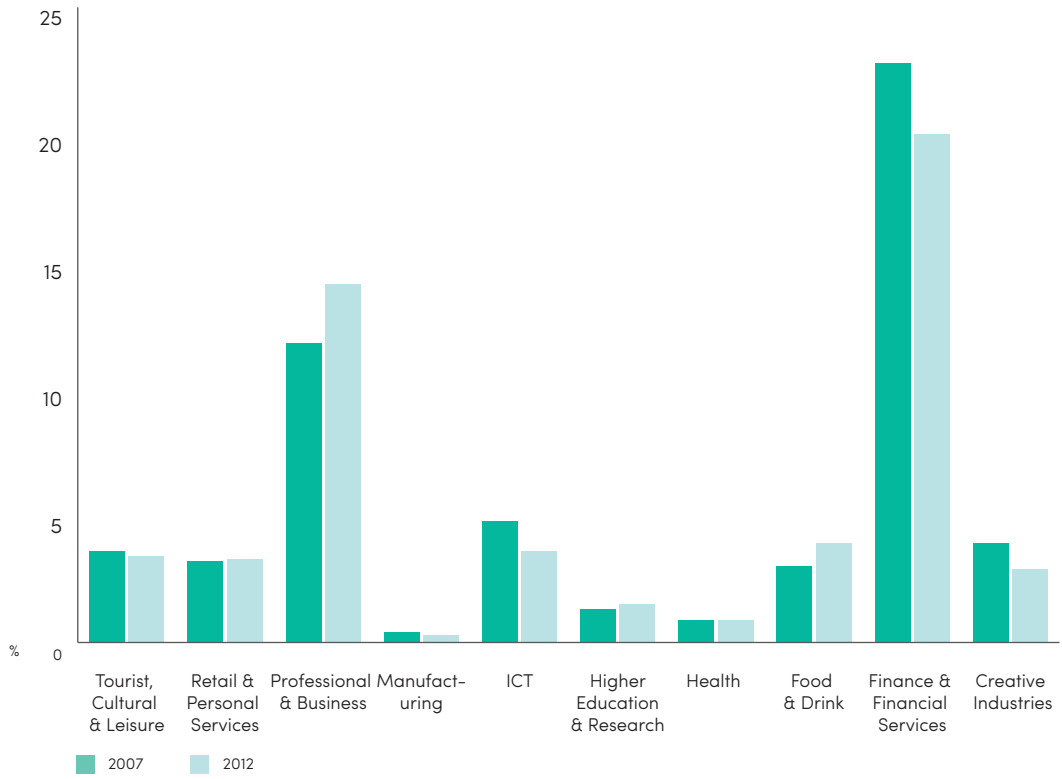
Employment Density

With an employment population of 437,727, the employment density of the City of Sydney of 16,720 workers per square kilometre over the Local Government Area. Only parts of the Central Business Districts in Australia's capital cities would come close to this figure.

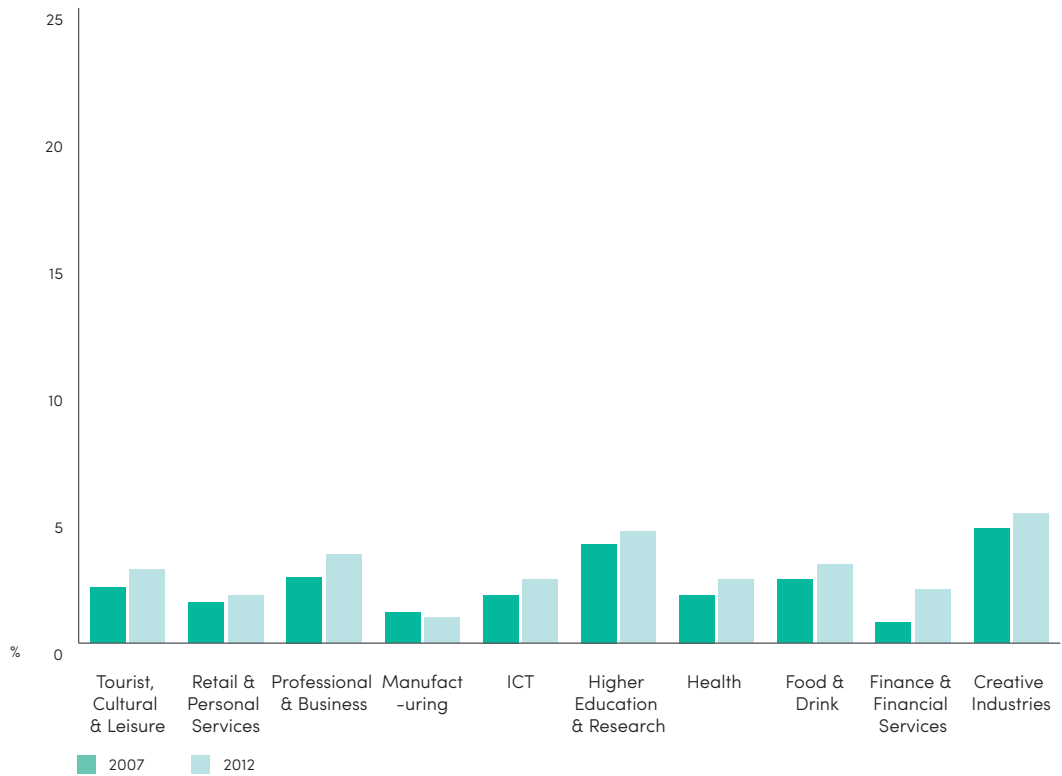
Within the City of Sydney CBD - from the harbour to Central and Hyde Park to Darling Harbour - this employment density rises to 66,828 workers per square kilometre.



Economic diversity - CBD employment



Economic diversity - Non CBD employment



Visitors and Tourism

Overnight Accommodation Visitor Population LGA Scale:

Australian Bureau of Statistics Tourist Accommodation data indicates that for the year ended December 2012 there were over 10 million guest nights in formal accommodation establishments in the City of Sydney. This translates into an average of 27,520 guests per night and a direct spend in the City of over \$5 billion.

Over the last decade, despite the exchange rate changes, total guest nights have increased by over 1.25 million annually (+14.4 per cent) from an average per night of 24,050.

(Source: ABS, Tourism Accommodation Small Area Data NSW (Cat. No. 8635.5500.1)).

Visitor growth in recent times has largely been from Asia, particularly China, India and Korea. The City of Sydney is the location for over 60 per cent of all hotel accommodation rooms in the Sydney Tourism Region.

Estimates by Accommodation Industry consultant experts project that accommodation demand is expected to increase by over 50 per cent by 2030 (Jones Laing LaSalle Hotels Study 2013).

In 2012, over 6 per cent of the City of Sydney workforce were directly employed in tourism, cultural and leisure-based industries. This represents an increase of 17.2 per cent in employment in this sector since 2007.

(Source: City of Sydney 2012 Floor Space and Employment Survey)

Visitors to the City of Sydney

Including those who stay overnight in a hotel, in 2013/14, the City of Sydney received an estimated 10.6 million visitors in total, during the year.

- International visitors: 1.9 million
- Domestic overnight visitors: 3.6 million
- Domestic day-trip visitors: 5.1 million

Source: International Visitor Statistics (IVS) and National Visitor Statistics (NVS) database (Tourism Research Australia)

In addition to those residing and/or working in the City or staying overnight in visitor accommodation, many people come to the City on a daily basis to conduct business, be entertained, to shop, be educated, to meet friends or attend meetings.

Including residents, workers, overnight visitors and these daily visitors, it is currently estimated by the City that on an average day some 1.2 million people visit the City of Sydney LGA. That is comparable to approximately one-quarter of the Sydney metropolitan area population.



Assets

The net value of infrastructure assets for NSW councils as at 30 June 2012 is \$81 billion. Infrastructure assets include drains, roads, footpaths, buildings and parks. This accounts for 61.5 per cent of all local government assets in NSW.

(Source: June 2013 Local Government Infrastructure Audit, page 20)

The net value of the City of Sydney's infrastructure assets in 2014 was \$6.7 billion representing 8.3 per cent of the total NSW local government asset infrastructure net value.

With such key and unique building assets, such as the Sydney Town Hall, Customs House, and Paddington Town Hall, our five aquatic centres and key regional open space areas such as Hyde Park, Sydney Park and Prince Alfred Park, Martin Place and Pitt Street Mall, the management of the City's assets is a key focus for our services.

The City has made significant advancement in the area of asset management over the last few years, including:

- The purchase and progressive implementation of a corporate asset management system to consolidate asset data and information
- Completion of a number of data collection projects to improve the quality of the underlying base asset data for roads, stormwater drainage, trees, parks and open spaces, and buildings

The City of Sydney is implementing asset management in a structured and consistent manner guided by the International Infrastructure Management Manual and the Institution of Public Works Engineers Australia.

The Corporate Asset Management System provides a repository where the City can aggregate and assess improved data and the facility to produce better maintenance and operational histories.

The tables on the following pages show the current situation in relation to the City's critical and other assets including valuation information as provided in our 2015 Resourcing Strategy.



City of Sydney Critical Asset Categories (as at March 2015)

ASSET CATEGORY	ASSET COMPONENT	DIMENSIONS AND UNITS	FINANCIAL REPLACEMENT VALUE (\$M)
ROADS			
	Roads	333 km	905
	Dedicated Cycleways	15 km (separated cycleways)	(Incl. Cycleways)
	Footpaths	533 km	362
	Kerb and gutter	619 km	253
	Bridges	38 bridges	68
	Traffic Facilities	1,680 items	19
TOTAL			1,607
STORMWATER			
	Stormwater Pipes	182 km	145
	Stormwater Pits	12,175 pits	56
	Open channels	430m	4
	Box culverts	8,600 m	38
	Water Quality Improvement Devices	22 devices	1
	Rain Gardens	141 gardens	1
TOTAL			246
PARKS			
	Iconic	22	191
	Neighbourhood	34	99
	Pocket Parks	269	76
	Civic Space	19	23
	Streetscape	305	4
	Traffic Treatment	277	3
TOTAL			396
TREES			
	Park Trees	13,300	29
	Street trees (incl. bases)	31,071	58
TOTAL			87
PROPERTY			
	Community Portfolio	79	
	Corporate Portfolio	25	
	Public Domain Portfolio	71	1,366
	Investment/Strategic Portfolio	69	
	Sydney Town Hall	1	446
TOTAL			1,812

City of Sydney Other Asset Categories (as at March 2015)

ASSET CATEGORY	ASSET COMPONENT	DIMENSIONS AND UNITS	FINANCIAL REPLACEMENT VALUE (\$M)
PUBLIC LIGHTING			
	Smartpoles	2,036	63
	Lightpoles	2,896	19
	Mounted Lights	6,516	12
	Street Furniture	TBA	9
	Permanent Survey Marks	1,370 (CBD)	3
		TOTAL	106
SIGNS			
	Parking and Regulatory Sign Poles	36,364	2
	Parking and Regulatory Signs	63,423	7
		TOTAL	9
PLANT & EQUIPMENT			
	Fleet	497	35
	Parking Meters	1,362	29
	Other Items e.g. audio, security	N/A	7
		TOTAL	36
LIBRARY RESOURCES			
	Books and Publications	N/A	11
CITY ART			
	Public Art and Sculptures	239 items	32
TOWN HALL COLLECTION			
	Historical Items, Cultural Artefacts	1,850 items	6
OFFICE EQUIPMENT			
	Information Technology, Desks etc.	N/A	32
STRUCTURES			
	Cliff and Retaining Walls	140 structures	7
	Foreshore Structures		
	Sea Walls	2 km	10
	Jetties/Pontoons	6	1
	Steps/Stairs/Ramps	94 items	18
	Fences	291	N/A
		TOTAL	36

Note:

Some individual expenditure information is not available at this time due to inclusion in broader cost accounts. Part of the Asset Management Plan review process is to extract these individual costs and attribute them to the relevant asset categories. These updates will be included in future revisions of the Asset Management Plans. The areas where data is required are marked N/A – Not available

*Average condition is based on a 5 point index being 1 – Excellent, 2 – Good, 3 – Average, 4 – Poor and 5 – Very Poor. Details of this index are shown in the Community Asset Management Plan

**Satisfactory condition is defined as the total of assets rated either Condition 1, 2 or 3

Summary

ASSET CLASS	YEAR	SUSTAINABILITY INDEX	PERCENTAGE OF ASSETS SATISFACTORY
ROADS			
	2012	0.97	95
	2013	0.98	96
	2014	0.96	95
STORMWATER DRAINAGE			
	2012	1.00	98
	2013	0.87	98
	2014	0.93	98
PARKS AND OPEN SPACES			
	2012	0.90	93
	2013	0.98	95
	2014	0.93	97
PROPERTIES			
	2012	0.96	93
	2013	1.00	93
	2014	0.97	95



What makes Sydney Global?

Sydney is Australia's most significant global city and international gateway to world-class tourism attractions and sustained investment in cultural infrastructure, icons and amenities.

As the Australian centre of finance and trade, Sydney boasts parallels with its Global City counterparts such as London, New York and Tokyo by providing premium spaces for business activities and high quality jobs in the City centre, and supporting social, cultural and recreational facilities to nurture, attract and retain global talent.

The City is positioned on the Global scale through international partnerships and programs such as C40, global knowledge exchange and the Global Mayors network. In partnership with the NSW Government, this continues to drive the growth and prosperity in tourism and trade to build the profile of Sydney and Australia.

The City embraces innovation, and new generation technologies to connect it through new media and the web, stimulating creativity and collaboration.

The City is not merely the Gateway to Global Sydney, but an integral part of what make (metropolitan) Sydney Australia's largest and only global city.

The City is and does the following:

- It is a global gateway.
- It's businesses actively engage with the global economy.
- It is a tourist destination in its own right.
- It is supported by a strong financial hub which can cater for the increased amount of global financial transactions in the digital age.
- It has a strong Asian economic connection.
- It has a well-educated and highly skilled workforce.
- It has a cosmopolitan culture.
- It has a culture (and economy) based on innovation, creativity and entrepreneurship.
- It is environmentally aware, resilient, integrating and innovative.

The City economy provides jobs in a range of industries and across all skill levels. It is dominated by a number of mature and high value industries.

The City is home to Australia's largest and most globally connected finance and insurance district, as well as providing professional, technical and scientific services including the provision of business advisory, accounting, legal, scientific and engineering related services.

Increasingly the City also attracts Asian-based corporations seeking to expand globally.

Australia's largest digital community is also situated in the City. Information, media and telecommunications businesses attracts highly skilled specialists that contribute nearly 10 per cent of City jobs.

The City also has dynamic industry hubs focused on the provision of tourism and education services.

Further supporting Sydney's strong global linkages is the tertiary education sector, which currently has approximately 35,000 international students enrolled at city-based tertiary institutions.

Global city rankings

A number of organisations around the world have developed their own rankings that measure cities across a diverse range of social, economic, environmental and cultural indicators. Arguably, some rankings attempt to quantify cities in terms of their global status and influence, which provides us with an alternative understanding of how Sydney is positioned against other cities around the world.

Sydney is considered an alpha+ world city, according to Loughborough University's globalisation and world cities research network, which measures the connectivity of cities in terms of position and influence. According to its model, Sydney is ranked in the top 10 most connected cities alongside New York, London, Tokyo, Paris and Hong Kong. Alpha cities in general have critical links with major economic regions and states that are linked to the world economy.

- The 2013 Anholt-GfK City Brands Index ranked Sydney as the second best city in the world for its brand appeal and image. Sydney was also voted the safest and friendliest city. More than 5,000 people from 10 countries were asked to judge cities' international status and standing, physical aspects, basic requirements such as affordable housing and public amenities standards, interesting things to do and economic and educational opportunities.
- The Global Financial Centres Index measures competitiveness between 75 international finance centres and their performance in business environment, finance sector development, infrastructure, human capital and reputation. In 2013, Sydney improved its ranking by 8 places to 15th, and 5th in the Asia-Pacific region.
- The Global Power City Index ranked Sydney 13th in 2013 among 40 of the world's major cities including Toronto, Frankfurt and Los Angeles, behind familiar leaders New York, London, Paris and Tokyo. In the same index, Sydney's economy was ranked 9th based on market size, attractiveness and human capital while cultural interaction placed Sydney 11th, covering visitor facilities, cultural resources and trendsetting potential. The yearly ranking is compiled by the Japan-based Mori Memorial Foundation.
- Quality of life indicators are increasingly being recognised for a city's importance beyond economic factors. The Economist Intelligence Unit ranks cities each year based on political and social stability, health care, culture, environment, education and infrastructure. Sydney was ranked in the top 10 world cities 2 years in a row in 2012 and 2013.

- The PriceWaterhouseCoopers 'Cities of Opportunity' index produces an overall ranking for 30 cities, based on performance and perceptions in ten categories. The categories include intellectual capital and innovation; transportation and infrastructure; sustainability and natural environment; and economic clout, amongst others. In 2014 Sydney was ranked 9th out of 30 cities.

Source: City of Sydney Draft Community Indicators 2015, Page 63.

Sydney ranked top of the 'Sustainability and natural environment' category in 2014. Sydney also ranked top of the 'Demographics and liveability' category and 2nd in the 'Health, safety and security' category in 2014.

In summary, on an array of Global Indices, Sydney ranks in the range of 11 to 15 or higher. The global industries that underpin most of these industries are located in the City of Sydney.



Business Engagement

How the City supports business

The City of Sydney Economic Development Strategy (adopted December 2013) identified three strategic priorities that together chart a course to support a diverse, robust and resilient economy that on current estimates, contributes approximately 7 per cent of Australia's GDP.

The Strategy provides a framework for action building on Sydney's already strong economic foundations, addressing the challenges the economy faces as well as taking full advantage of the opportunities presented through the forecast changes to our economy and community. The strategic priorities are:

- Strengthen Sydney's competitiveness: through the creation of a city that encourages business investment, attracts visitors and has the amenity and liveliness sought after by residents and workers now and in the future;
- Improve productivity and capacity: through investment in the productive and transformative and social infrastructure needed to unlock the City from congestion, to keep people and goods moving, to enable full participation in the workplace and to enable workers at all levels to live close to their work; and
- Promote opportunity: building on the strong external links and cross sector networks, supporting the continued development of strong industry clusters, encouraging partnerships and collaboration and working to strengthen the entrepreneurial and small business community within the City.

The City cannot act alone and looks to create strong partnerships and networks with industry, government, community and other stakeholders so that through our combined efforts more can be achieved.

While many of the economic policy levers rest with state and federal governments, the City of Sydney as a strong city government can and does make an important and direct contribution to the City economy through:

- Direct investment in infrastructure, assets, services, events and activity to improve the amenity, liveability and functioning of the City;
- Delivering programs and services for the benefit of groups of businesses in priority industry and economic sectors;
- Promotion and marketing to encourage investment, increased visitation, and business opportunities;
- Effective planning to ensure the City's planning controls reinforce the role of the City as a primary centre for Metropolitan Sydney, and the preferred location for business, education, cultural and tourist activities;
- Encouraging partnerships and collaboration across all levels of government, with the private and non-government sectors to achieve common goals;
- Supporting others through grants and sponsorships designed to catalyse activity, to assist organisations and individuals to deliver initiatives in their area and to secure and support major events; and
- Advocating for change, particularly where actions are the remit of other levels of government.

Supporting Small Business

With more than 85 per cent of all businesses in the LGA being defined as small business, the City provides targeted support for this sector of the economy.

The City became an initial signatory to the Small Business Friendly Councils program run by the NSW Small Business Commissioner.

The City recognises that small business finds it difficult to navigate Government procedures and the approvals needed to operate their business.



The City is committed to simplifying processes and removing barriers. Where this cannot be achieved, the City will work with business to clarify and provide assistance to small businesses to ensure their dealings with the City and other levels of Government are as efficient as possible.

The City helps create conditions conducive to thriving small business with specific programs that include:

- Seminars and networking for small business. Examples include the City partnering with a range of industry experts to deliver 10 'Business 101' seminars in 2014 which were attended by 1,156 existing or potential small businesses. In the same year, the City partnered with Chinese cultural consultants to deliver three China-Connect seminars to 119 front line and marketing staff from the retail and tourism sectors. The seminars are supported by a variety of online and printed publications.
- Helping new businesses open (navigating compliance and research insights). Recent examples include our partnering with local business chambers in the development of consumer surveys for Surry Hills, Haymarket, Pyrmont, Glebe, Kings Cross and Oxford Street precincts. Additionally, the City has supported the work of the Office of the Small Business Commission to deliver small business mentoring and advice program to businesses in the LGA.
- Providing affordable space for new businesses. The City has operated a Creative Spaces program in Oxford Street and William Street, to activate our own properties to benefit both creative industries through affordable rental space, and local economies by diversifying the retail offering in the area and attracting additional footfall. In Oxford Street alone since the program commenced in 2012, these tenancies have resulted in over \$1.2 million additional spend on local goods and services, and attracted more than 60,000 new visitors to the area.
- Funding programs for local business associations. The Village Business Partnership Grants provide funding for marketing and place identity campaigns. In 2014-15 grants totalling \$650,000 were approved, supporting initiatives by 10 local business chambers.
- Funding programs to support destination events. The Festivals and Events grant program provides for local precinct based festivals to drive greater economic opportunities to the main streets in our LGA. Four festivals were supported with grants totaling \$175,000 in 2014-15.
- Leveraging festivals and assets to the advantage of local businesses. Campaign examples include: Asia on Your Doorstep (a partnership with Hong Kong Economic & Trade Office and 70 local businesses in the delivery of a month long campaign promoting food in Chinatown); Fashion in the Villages (in conjunction with Mercedes Benz and Vogue for the delivery of a weekend of fashion events which in 2014 attracted the participation of over 100 small businesses) and Village Food Adventures (a partnership with 10 local business chambers and Fairfax to deliver this promotion as part of Sydney Good Food Month).
- Funding program to encourage property owners to improve their properties in targeted locations. Following successful interventions that have changed the landscape of Redfern, the program currently provides funding support for shopfront improvements in Oxford Street and Kings Cross. A new program has recently been established specifically to support live music venues conduct acoustic audits. Twenty four businesses have been supported through these programs.
- Marketing support and relationship leveraging. The City partnered with Urban Walkabout to develop two new guides – the Chinatown & Kings Cross Food Lovers Guides – which collectively promote over 100 restaurants, cafés and small bars in the LGA. Another example is Illuminate Oxford – in conjunction with the Sydney Connection, the City supported a progressive tour, showcasing 30 food, art, design and retail businesses on Oxford Street.

As well, the City in conjunction with the Sydney Harbour Foreshore Authority and Destination NSW has developed and distributed 120,000 copies of The Little Book of Sydney Villages, a guide designed to encourage visitors to explore village businesses.

- Recognition and awards. The City has entered into a partnership with the NSW Business Chamber for the chamber's annual Business Awards across 10 business categories

The City Conversations program also supports businesses through events such as the Future Asia Business Luncheon, the Road to Paris Business Summit, the Business 101 Seminar series, briefings and workshops.

Sydney's Night Time Economy

In 2012 in consultation with residents, industry and government, the City developed the Open Sydney program to re-imagine the late night offerings in Kings Cross and the CBD. This program started in response to alcohol related violence and evolved into one that recognises the value of the night time economy to the City (\$15.1 bn in 2009 and encompassing 28 per cent of all jobs in the City).

The City continues to implement the program, working with all stakeholders to deliver a global, connected, diverse, inviting, safe and responsive city. Actions have included the provision of additional lighting, signage, public art and design of the public domain, an intensive cleaning program, additional toilets, secure taxi ranks, increased CCTV, festivals, markets and events to welcome a more diverse audience to the City at night.

The introduction of food trucks is part of the program and was created in response to people telling us they wanted high quality and accessible food options, particularly late at night. The program has created new businesses and new jobs and demand from consumers. Initially 9 trucks were trialled. Currently 20 are operational with an additional 15 in development. It is expected the program will grow to 50 trucks by June 2016. They now operate across metropolitan Sydney based on their City of Sydney approvals.

The City and the NSW Government also support

the Safe Space in the City, run by the Salvation Army through Oasis. This service provides support to intoxicated young people who may be vulnerable to crime or physical harm at night. The estimated cost savings to Government (health, justice, police, etc) over the 12 week trial was over \$1 million.

Securing Business Events for Sydney

Business events are an important contributor to the City economy. As well as benefiting the accommodation sector, they drive demand for the City's retailers. As well they serve to enhance Sydney's position as a global city; encourage innovation and collaboration and trade and investment opportunities; and provide opportunities for the research and education sectors.

Investment in the new Sydney International Convention, Exhibition and Entertainment precinct is the NSW Government's contribution to ensuring Sydney and NSW remains Australia's leading destination for business visitors.

The City of Sydney's contribution is to partner with Business Events Sydney to secure business events for our city.

The current partnership has seen the City's contribution of \$1.5 million over 3 years deliver to date an economic return of approximately \$90 for every \$1 invested.

The City's contribution has helped secure 24 events for the period 2014-16 which will deliver approximately 79,250 delegate days, resulting in an estimated economic impact of \$71 million.

Retail

The Economic Development Strategy is delivered through a series of sector action plans, one of which, the Retail Action Plan was endorsed by Council in December 2013. It seeks to position Sydney as the premier retail destination in Australia.



To recognise the challenges retailers across the LGA face when competing with changing consumer behaviour and increasing shifts to online purchasing, a key emphasis of our actions is to ensure the City centre and villages offer great experiences for workers, residents and visitors so they choose to shop there. The City's investment in infrastructure, maintenance, cleaning and decorate programs provides a solid platform on which to build.

The City's delivery of, or financial support for, major events and campaigns provide new reasons for people to visit. The City works to build capacity and resilience to ensure there is a diverse range of sustainable, innovative retail businesses; collecting, analysing and monitoring data and sharing findings with all stakeholders including residents, business, state government and agencies.

The City delivers programs to support the development of retail businesses such as the 2014 Christmas Merchandising & Design workshop (in partnership with Amex and industry experts) which attracted 70 retailers.

In 2011, the City established its first Retail Advisory Panel; a high level panel of industry and government experts to guide the development and ongoing implementation of the Retail Action Plan.

Tourism

The Tourism Action Plan was endorsed by Council in December 2013 to support the development of a strong visitor economy. Our main areas of focus are destination development, destination management and marketing. It is aligned with and supports the NSW Government's Visitor Economy Action Plan.

The City works in partnership with NSW Government to improve key areas of Sydney such as the transformation of George Street to include light rail, pedestrianisation, wider footpaths, outdoor dining and open public space. We consult with the community, business and agencies throughout this process.

The City has worked with government and industry to identify, analyse and act on the accommodation supply challenges facing Sydney. A draft Visitor Accommodation Action Plan has been developed, exhibited and is currently being finalised for implementation.

We work closely with Destination NSW to promote Sydney as a destination of choice in both domestic and international markets. The City continues to support major festivals and events as outlined in other sections of this document. We also produce world-class events such as Sydney Chinese New Year and New Year's Eve.

The City partners with Destination NSW, Sydney Airport, Sydney Harbour Foreshore Authority and Transport for NSW to improve the quality and consistency of information provided to visitors at key arrival points such as the Overseas Passenger Terminal and through information kiosks.

The City operates four Visitor Information Kiosks at Town Hall, Circular Quay, Kings Cross and Haymarket that serve 121,000 visitors each year.

The City also provides a Meet and Greet program during the International Cruise Ship season with over 2,500 passengers provided assistance annually.

New economic sectors

The City of Sydney is working with industry and government partners to create an environment that enables technology entrepreneurs to start and grow successful global businesses. Sydney's tech startup ecosystem is in the early stages of development and the needs of tech startups are very different to those of small businesses.

Entrepreneurs and tech startup companies need a local environment that provides support networks, business and entrepreneurship education, infrastructure and financing opportunities.

Our consultation captured the views of entrepreneurs, and businesses, educational institutions, financial organisations, incubators and accelerators, and co-working spaces that enable tech startups to be founded and to scale. It informed the development of a soon to be released Action Plan.

Pilot projects included educational, networking and mentorship projects – for example, City of Sydney Tech Startup 101 Seminar, the ATP Innovations 66 Meet-Ups networking group, and Practical Business Learning for Entrepreneurs: UTS@Hub Sydney.



We also support ongoing initiatives including the CeBIT business technology exhibition and conference, Springboard Enterprises Australia, the REMIX Summit, the Third Spaces' Global Coworking Unconference Conference Australia, and the startup Good360, which received a City of Sydney grant.

China and Asia

The City's Economic Development Strategy identifies long-term, sustainable connections with China as a priority if we are to deliver greater benefits to the local community and to the economy generally. Our commercial, cultural, environmental and civic connections with China are integral to our future economic competitiveness, and to future trade and investment outcomes.

The City of Sydney hosts the largest Chinese New Year and Lunar New Year celebrations outside Asia. This is in consultation with Embassies, Consulates, the Chinese New Year Advisory Panel comprising community, cultural and business representatives.

The City delivered the inaugural Future Asia Business event during Chinese New Year. The event featured a keynote address by the CEO of the Australian Trade Commission who explained how Sydney businesses can benefit from Australia's new free trade agreements with China, Japan and Korea.

Our 'China Partnerships Forum' during September 2014 stressed the need for long-term strategic partnerships between all levels of industry and government in NSW in order to successfully engage with China and mutually benefit our communities.

The City sponsors the University of Sydney's China Studies Centre's to stage the annual Sydney China Business Forum. In addition, the City sponsors the 2015 China Australia Millennial Project which brings together young entrepreneurs from across Australia and China to tackle some of the biggest challenges facing both countries.





At the request of the NSW Government, the City participated in a business delegation to Beijing in May 2014 as part of an international campaign to promote Sydney's commercial and creative talents. The industry mission in China included Destination NSW, Screen NSW, the Australian Institute of Architects (NSW), the University of Technology, Sydney and the City of Sydney. The mission showcased emerging and established creative and digital businesses based in Sydney and NSW, highlighting the City's status as Australia's economic powerhouse and gateway to Asia.

As part of the international mission, the City developed and launched the Global Sydney marketing campaign in China designed to showcase the City as Australia's leading cultural and commercial destination. The Global Sydney marketing materials were subsequently featured on the NSW Government's G20 website.

International Students

As NSW's second largest export industry, international students are important to our city and our economy. The City's actions focus on welcoming students to Sydney, their well-being and facilitating work integrated learning opportunities.

The City recognises how the experience of international students in Sydney marks the start of a lifelong connection with the City, as well as the significant contributions international students make to Sydney's prosperity and their crucial role in enhancing our cultural diversity and global connections.

The City's International Student Leadership and Ambassador (ISLA) program won first prize at the 2014 NSW International Student Awards. The program creates opportunities for students to better integrate and learn about local culture, and to break down language barriers and social isolation.

Each year, the Lord Mayor welcomes more than 1,000 international students to Sydney at an event at Town Hall. The City partners with universities across metropolitan Sydney and Study NSW to deliver the event.

The City engages with education providers and businesses to develop a Sydney International Student Guide and web information on safety, accommodation and tenancy rights and wellbeing resources and to conduct orientation workshops on campus for international students.

The City initiated the International Education Roundtable held in June 2013 in partnership with StudyNSW and co-hosted two forums for Education Providers in partnership with StudyNSW, NSW Trade and Investment and the NSW Police in 2013, 2014. A third is planned for 2015.

The City of Sydney has partnered with the Centre for Local Government, University of Technology Sydney and the Graduate School of Government at the University of Sydney to undertake an Australian Research Council Linkage project titled "An exploration of the wellbeing of international students in the City of Sydney".

Over a number of years the City of Sydney has coordinated NSW Police and City participation at a range of orientation events.

City staff have been working on the problem of unauthorised accommodation and public health issues. A dedicated online reporting portal was launched via the City's website as well as a printed resource on how to choose Share Accommodation. This is part of a coordinated strategic approach by the City to address this serious public health concern.

With the 2015 Asian Football Cup and the ICC Cricket World Cup (CWC), the City ran a social media campaign with international students to showcase Sydney and their experiences as part of these two worldwide sporting events. The engagement program involved training for the City's international student ambassadors in using social media and meaningful experiences for them attending some matches.

Universities

The City has Memoranda of Understanding with Sydney University, UTS and the University of NSW Faculty of the Built Environment. Senior university staff and City staff work on areas of research of mutual interest, using the City as a laboratory for student learning, and providing thought leadership.

The relationship has also enabled work-integrated-learning opportunities for international students to gain practical work experience, with the internships being so successful that collaboration is underway for extending the experience.



Development in the City

Property Industry

The City engages with the property industry through groups such as numerous sub committees of the Property Council of Australia (NSW Division), including the Commercial Office Property, Hotel Property, Planning, Sustainability, Industrial and Planning. Other property industry related representative organisations include the Committee for Sydney, Urban Taskforce, Shopping Centre Council, Urban Growth NSW, Transport and Tourism Taskforce, Tourism Accommodation Australia, Sydney Airport Corporation, Ports Authority, Sydney Water, Planning Institute of Australia, Landscape Architects Association, Australian Institute of Architects, Green Building Council of Australia and Green Roofs Australia.

Our policy development engagement process is often supported by consultative reference groups made up of a range of stakeholders. Some recent examples include the City's Tourism and Visitor Accommodation reference group and the Green Roofs and Walls reference group.

Our planning policy and development assessment processes are underpinned by a deep understanding of and an ability to resolve the tension between private commercial objectives and the public interest. The City has successfully resolved a number of planning proposal and planning agreement packages that provide commercial certainty and reduced planning risk while achieving innovative public benefits and facilities that demonstrate positive development outcomes for a range of stakeholders.

Achieving balanced growth

The City's land use planning controls are designed to optimise the long term productive capacity of the City, enable diversity in supply of large and small scale developments, encourage active street frontages, and balance the often competing needs of residents and business who exist in close proximity.

The controls are set out in the City Plan (LEP and DCP). There is also an ongoing program to review and update the planning controls to ensure they continue to reinforce the attractiveness and functionality of Sydney as a location for global business enterprises and that there is sufficient development capacity for employment growth across the LGA.

Residential and commercial renewal

Major urban renewal projects are catalysts for change. Green Square and Barangaroo are two significant projects that will have a dramatic influence on the long term productive capacity of the City.

Led by the City of Sydney and delivered in partnership with the NSW Government and private developers, Green Square is an \$8 billion redevelopment of a 292 hectare site which takes in the suburbs of Alexandria, Beaconsfield, Rosebery and Zetland. It is forecast to accommodate 22,000 jobs, 20,000 new homes including hundreds of affordable housing units for key workers and be home to 40,000 new residents by 2030.

Barangaroo is a 22 hectare site on the western edge of central Sydney. A NSW Government initiative, it will be transformed over the next decade to a commercial and residential precinct where it is expected that 23,000 people will live and work in the area and 33,000 expected to visit each day. The City has a key role to play to integrate this redeveloped precinct of the City with the existing commercial, residential and cultural precincts of central Sydney.

City development

Being the economic and cultural heart of the Sydney metropolitan area, the City is highly and densely urbanised.

The City has over 35 million square metres of internal floor space. In 2012, around 47 per cent of internal floor space was devoted to businesses in key industries. Just over a quarter was dedicated to residential uses.

Commercial Development

The baseline at the adoption of Sustainable Sydney 2030, in 2008 for the value of major commercial developments approved was \$745 million. The annual value rose steadily over the next few years, peaking in 2012 at \$3.19 billion. In 2014, the value of major commercial developments approved was \$473 million.

In 2008 the value of major commercial developments completed was \$745 million. In 2014, the value of major commercial developments completed was \$353 million.

Residential Development Activity

At June 2011, the Australian Bureau of Statistics estimated the City's population at 183,000 and there were only two Sydney councils, Blacktown and Sutherland, with populations above 200,000.

The ABS estimated that by June 2014 the City's population had reached 198,000. Two decades ago in 1995, the City's population was 101,500. Preliminary estimates (from completed residential developments) suggest that by June 2015 the resident population of the City will be more than 206,000 (City of Sydney estimate).

The City of Sydney is at the epicentre of Sydney's housing boom with state government figures showing almost one in five of all new homes in greater Sydney are built in the City's 26 square kilometre area. With 100 new homes being completed in the City each week, the population growth is at record levels.

The annual average rate of building over the past five years has seen just over 1,900 dwellings built each year. The forecast average for the next five years based on known development applications and completions is nearly 5,000 per year.

In 2017/18 alone, 8,000 dwellings are due for completion in the City of Sydney. Next financial year that total is just under 6,000 including almost 2,500 in Green Square alone.

The figures in the NSW Government's Metropolitan Development Program show that for the first seven months of 2014/15, the City added more than four times the number of new dwellings as all eastern suburbs councils combined.

While the City of Sydney covers just a fifth of one per cent of Sydney's land area, it's where 19.1 per cent of all new homes were built since the end of June 2014.

The data for residential development is based upon development applications where a new residential dwelling is proposed. Residential developments in these measures include private and public ownership housing, community rental housing, boarding houses, student accommodation and residential care facilities.

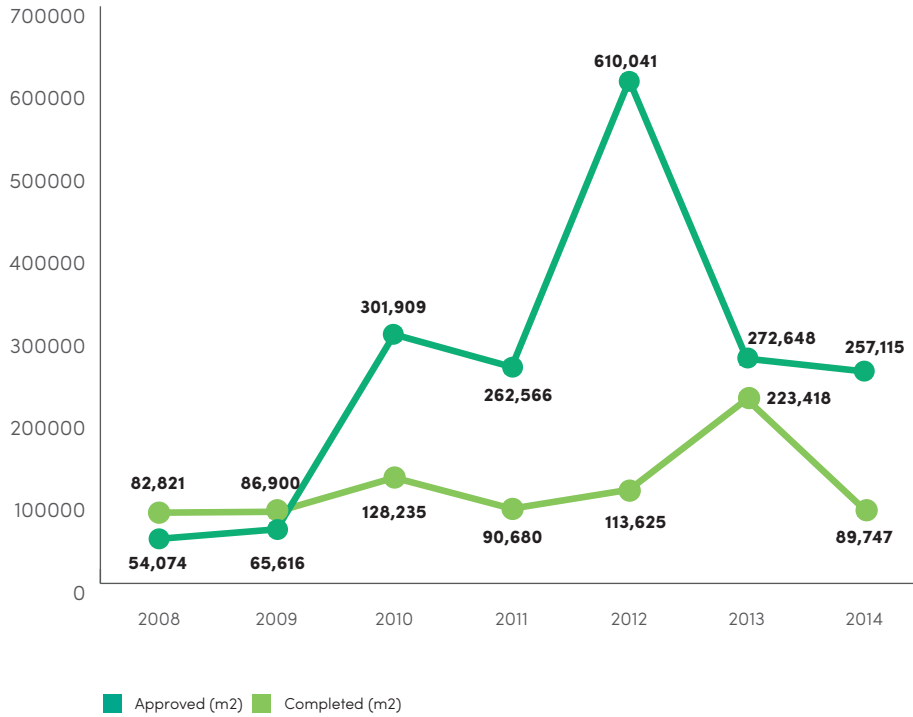
In 2008 residential dwellings approved was 704. The annual amount steadily over the next few years, peaking in 2013 with 7,878 dwellings approved. In 2014, there were 7,361 dwellings approved.

The annual amount of residential dwellings completed has risen steadily over the past seven years from 1,708 in 2008. In 2014, there were 2,659 dwellings completed.

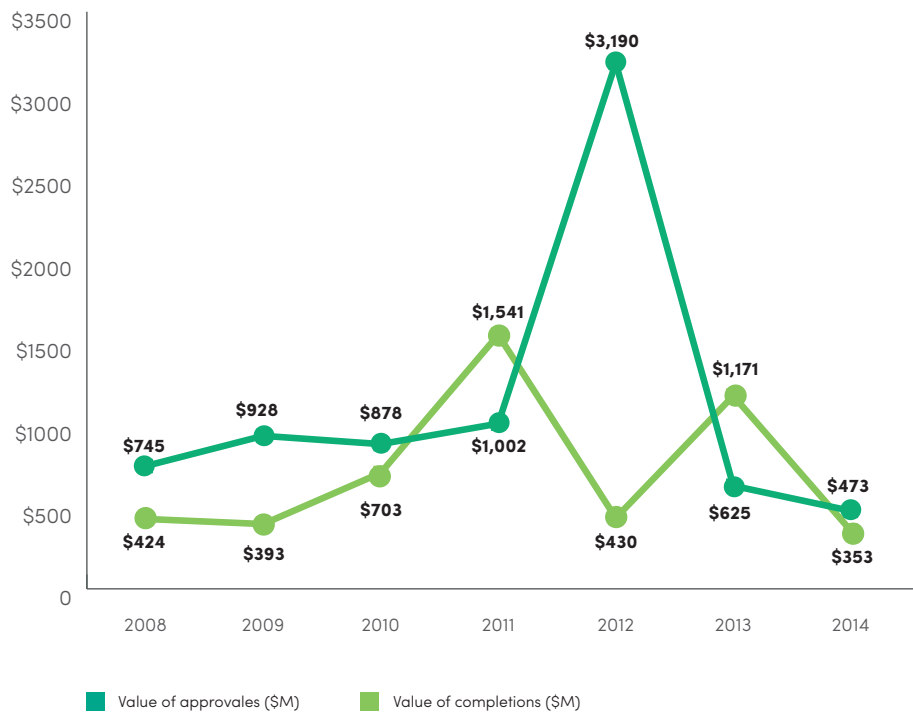
In 2008 the value of residential developments approved was \$180 million. The annual value rose significantly over the next few years, peaking in 2012 at \$1.79 billion. In 2014, the value of residential developments approved was \$1.67 billion.

In 2008 the value of residential developments completed was \$180 million. The annual value dipped in 2009, then trended upward. In 2014, the value of residential developments completed was \$662 million.

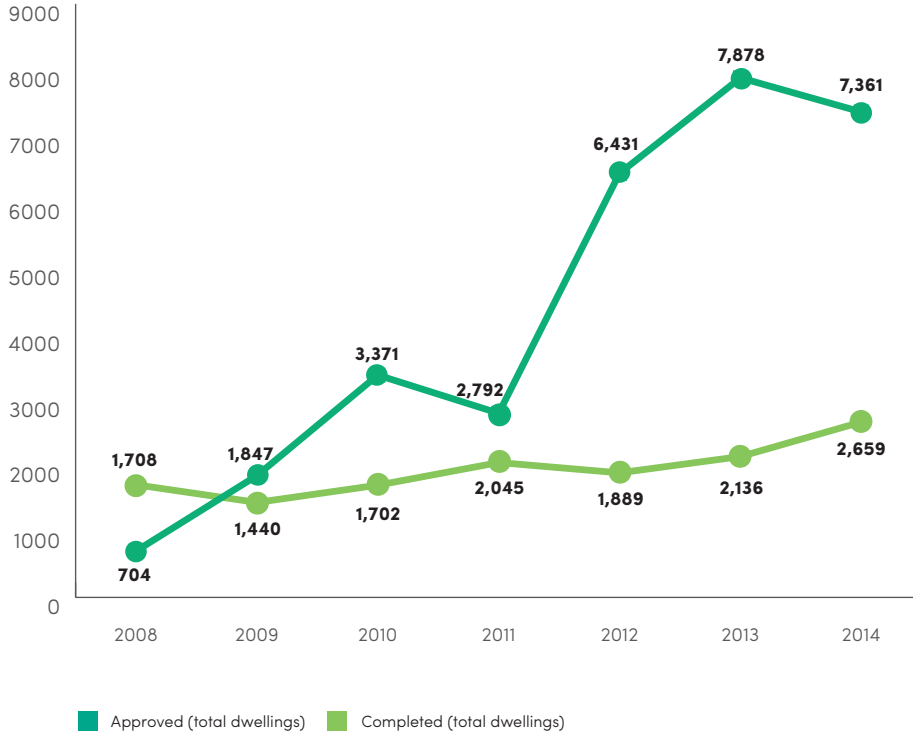
Commercial Development



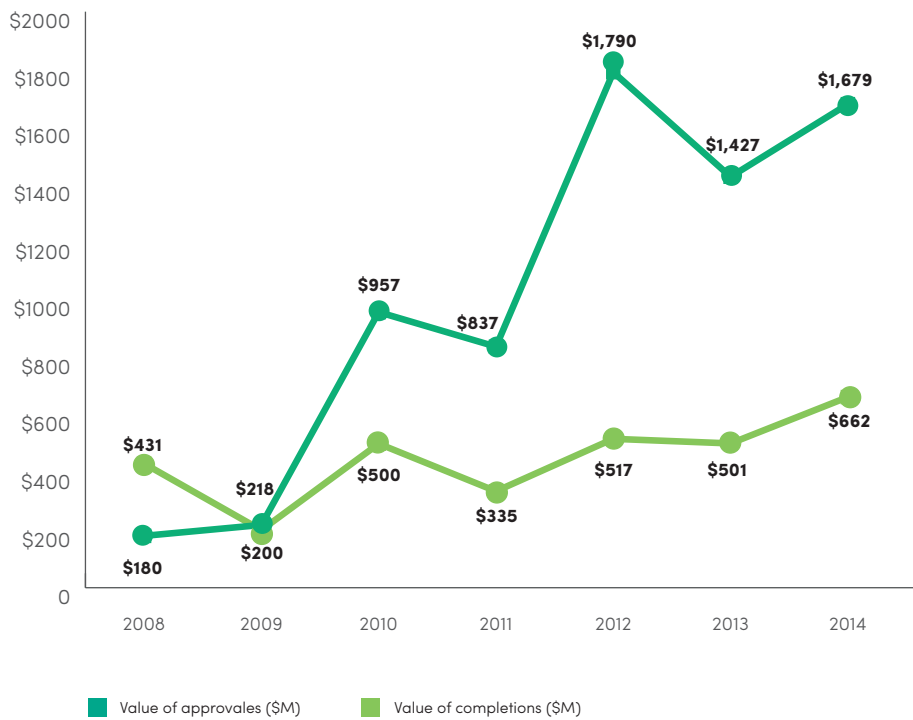
Value of Commercial Development



Residential Development



Value of Residential Development



Affordable housing

Access to secure, appropriate and affordable housing is a critical to an economically productive and sustainable City.

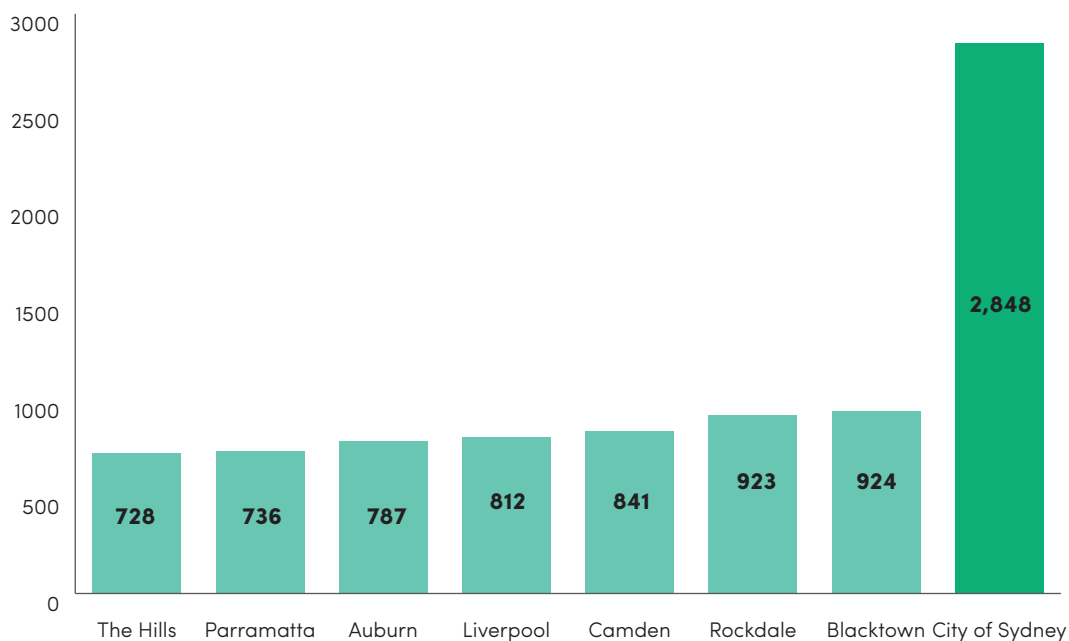
Sydney is an expensive city to live in and there is a need for more affordable housing that is targeted to meet the needs of low to moderate income households. These households are often low income workers who are needed in the support roles for productive jobs in central Sydney, such as the Financial and Legal services.

The Affordable Rental Housing Strategy was endorsed in December 2009. It sets out a range of plans, partnerships, financial and advocacy initiatives to encourage the provision of new rental affordable housing in the City.

The targets set out in Sustainable Sydney 2030 are:

- Target 4: By 2030, 7.5 per cent of all city housing will be social housing, and 7.5 per cent will be affordable housing, delivered by not-for-profit or other providers.

Sydney Metropolitan – Net Dwelling Completions by Council July – January 2015



Local government's capacity to address the lack of supply of rental affordable housing is limited by a lack state government policy direction and tools.

In spite of this over the past few years the City's current investment is just under \$20 million.

Affordable housing projects we have invested in include:

- South Sydney Hospital Site – 100 units under construction – in excess of \$3 million spent and foregone income
- Gibbons and Marian Streets – approximately 110 units proposed – estimated forgone income of \$6 million.
- 113-115 William Street units – 6 units completed – direct cost \$0.32 million
- 90 Regent Street – 8 units completed – foregone income and direct cost \$0.55 million

The City is also looking at all lands that may become surplus once projects, like the Eastern Relief route in the south of the City, are finalised. Based on the costs to prepare other sites, it is anticipated Council may contribute up to \$10 million to enable affordable housing on these sites.

With NSW Government approval the City collects an Affordable Housing Levy on development occurring in some specified locations, including Ultimo-Pyrmont and Green Square. The levy in Ultimo-Pyrmont, introduced in the mid-1990s, has led to 446 affordable housing units being built in that area. The levy in the Green Square urban renewal area will deliver a total of about 330 units in that area. At the time of writing, 102 have been completed in Green Square and 104 are under construction.

The City has contributed a significant amount of policy work and research to boost Sydney's affordable housing. This includes work to extend the Affordable Housing Levy across the entire local government area, a change that would have yielded up to 600 affordable housing units. This proposal was rejected by the former NSW Labor Government.

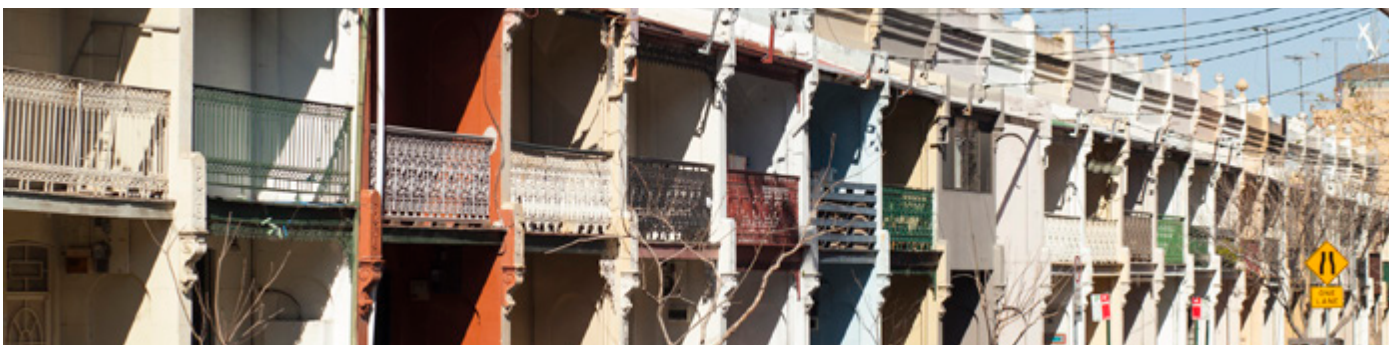
The City recently adopted a policy on protecting the industrial land in the City's south. This work could yield up to 900 affordable housing units. The current NSW Government has agreed to allow us to pursue this policy.

The City has also negotiated for affordable housing to be included in private developments through Voluntary Planning Agreements (VPA). To date this has yielded 75 units. However The City cannot require anything in a VPA that is not State policy. If a State Policy existed that required a contribution for affordable housing we would be able to achieve more.

Driving outcomes through property

The City holds a portfolio of properties for both commercial and community use.

The City has identified opportunities for the delivery of affordable housing within its property portfolio, and engaged with social housing providers to provide affordable housing where feasible.



Our Environment

Sustainable Sydney 2030 set significant environmental targets for both the City's operations and the local government area generally. Examples of some of the targets include:

- reducing the City's 2006 baseline emissions by 26 per cent in 2016 and by 70 per cent by 2030;
- reducing the local government area's 2006 baseline emissions by 70 per cent by 2030;
- 30 per cent of electricity used by the City and the local government area being from renewables by 2030;
- Zero increase in 2006 mains water usage by the City by 2016; and
- 54 per cent of resource recovery of facilities waste by 2016.

The City's commitment to environmental leadership to 2030 is demonstrated by our ambitious targets for emissions, energy, water, waste and green space for council operations and in our local government area (LGA).

By end 2014 in our own operations we have;

- recovered over 99 per cent of the City's construction demolition and maintenance waste;
- opened the City's end-of-trip facilities, the "Pitstop", at Town Hall House;
- completed a concept design for the Green Square Water Reuse Project with Flow Systems; and
- implemented a new electronic invoicing system, which will save up to 50 boxes of paper per year.

In addition to greening our own operations, the City has provided continuing support to local businesses, residents and visitors to operate and live more sustainably.

To end 2014 the City of Sydney has;

- developed master plans for decentralised water, decentralised energy, renewable energy and green infrastructure
- launched the "Garbage Guru" web app to provide waste information to City residents (page 41);
- endorsed our Advanced Waste Treatment (AWT) Master Plan presenting innovative research on the best options for the City to transform non-recyclable waste into a renewable gas resource;
- supported a community composting group trial (page 50);
- signed a Memorandum of Understanding between the Lord Mayor and the Environment Minister to support the delivery of environmental outcomes; and
- worked with Meriton Serviced Apartments through the Smart Green Business Program to reduce annual operating costs by more than \$150,000.

Further detail is available in the City's Green Report at <http://www.cityofsydney.nsw.gov.au/council/forms-and-publications/environmental-plans-reports>.



Our Community

Customer Service

Over 113,000 customer requests are received by the City's every year.

The City operates a 24/7 Call Centre with over 275,000 calls received each year. 81 per cent of calls are answered within 20 second, and 81 per cent are resolved at first contact.

The City's Customer Service Centres at Town Hall, Kings Cross, Redfern, Green Square and Glebe assist 114,000 customers each year. Services include a free volunteer JP Service from Town Hall House with over 6,700 customers assisted each year.

Our corporate website has 4 million visits a year. Our community engagement hub has 200,000 unique visitors a year, we engage with about 56,000 visitors on project related enquiries, respond to about 12,000 submissions a year. We host about 100 community stakeholder events annually.

When last studied our brand recognition was double the City of.

We send out about 860,000 notification letters a year and reply to nearly 8,500 individual letters.

Over the past decade we have raised sponsorship to the value of \$7.2 million in cash and \$14.3 in kind to support major events.

Over the past 10 years, the City has provided \$49 million in cash and \$36 million in kind in grants and sponsorship to over 500 organisations to deliver cultural, community, environment and economic events, projects and programs.



A liveable city

To improve the amenity of the City for our community, there is an extensive capital works program planned or in progress which includes public domain master planning and development, the creation of pedestrian and cycling networks, traffic calming initiatives, the creation of new public squares and public places; the revitalisation of laneways and fine grain spaces; and upgrades to recreational and community facilities.

The quality of the City's public places is delivered through more than investment in new assets. It's also achieved through an ongoing commitment to a well-resourced program of maintenance and upgrade works, safety programs as well as the daily cleaning and servicing at a standard comparable to other global cities.

Examples of the City's achievements in improving social infrastructure and public spaces can be seen in Attachment 3.

Aboriginal and Torres Strait Islander Community

The original consultation for Sustainable Sydney 2030 included a special consultation with our Aboriginal and Torres Strait Islander community.

As a consequence of this consultation the 'Eora Journey' emerged is now the title of the overarching program of activity with and for this community.

Underlying this program is a conviction that the City of Sydney will never be a truly just place unless the historic and contemporary experience of the first peoples is recognised and respected. Nor will the City be a truly prosperous place unless all share in its opportunities and riches.

The Eora Journey takes the form of a physical journey of recognition walks and artworks, and a metaphorical journey to reconciliation and true economic equality.



The program began with the establishment of an Aboriginal and Torres Strait Islander Panel. This Panel has overseen the cultural mapping which resulted in the publication of sites of significance in **Barani Barabagu**. This booklet is one of the most popular materials we distribute to tourists.

\$5 million has been committed to the Eora Journey in the public domain. The most significant to date is the sculpture by Aboriginal Artist Tony Albert in Hyde Park. **Yininmadyemi**, is the City of Sydney's contribution to the centenary of ANZAC and is a memorial to Aboriginal and Torres Strait Islanders who served our country.

The Panel is now working on the next major artwork 'Monument to the Eora' and on the Eora Journey economic development strategy.

Inclusion

Under the guidance of the City's Inclusion (Disability) Advisory Panel, the City is implementing an Inclusion Action Plan.

The Plan outlines how the City will increase the accessibility of events, work with businesses to improve access to retail and hospitality venues, use technology for accessible tours of Sydney Town Hall, and improve wayfinding legibility for people with disabilities.

We are also working with Transport for NSW on accessible parking and with Sydney Harbour Foreshore Authority, Roads and Maritime Services and other government agencies and land owners to improve accessibility and connectivity of the public domain.

Homeless population

The City has the only dedicated homelessness team in local government in Australia. The City has approved \$4.2 million to the Department of Family and Community Services to deliver outreach to rough sleepers, support to prevent people becoming homeless, and the provision of supported housing.

The City's gyms, libraries, community centres and Pine Street Creative Arts Centre run programs to build confidence and skills for people who are homeless. The City also funds a number of community organisations who provide support to rough sleepers.

The City's homelessness team work intensively in collaboration with State Government agencies and non-government specialist homelessness services to manage the impact of homelessness in the public domain and to support people sleeping rough into long term housing.

Child Care

Access to child care facilities and services is essential to support families and workers. It influences family decisions on where to live and work, and is a key contributor to forming an inclusive, diverse and liveable city.

There is a current shortage in quality child care across the City, characterised by long waiting lists for places. With demand expected to grow into the future as resident and worker populations increase, the City is acting on a number of fronts to reduce the shortage.

The City runs 10 children's services and a variety of programs to support young people becoming fully engaged members of society. These provide child care places for around 1,400 children. The City also leases another 19 child care centres at low or no rent to not for profit child care operators.

Since 2005, the City has encouraged the development of an additional 1,300 child care places through its DCP and advocacy to the development industry. Since mid 2013, 553 new child care places have become operational, 1,485 places have been approved through development consents, and another 1,100 are currently being assessed.

City staff met with for profit and not for profit operators to understand the barriers to the provision of childcare, which is principally the upfront capital cost to develop new centres. As a result, the City is developing eight new centres through its own capital works program, and through negotiations with the private sector. These include 277 Bourke Street Darlinghurst; Huntley Street Alexandria; Sydney Park Alexandria; The Crescent, Annandale; Joynton Avenue, Green Square; Dunning Avenue Rosebery as a condition of sale of City land; Corner Fig and Wattle Streets, Ultimo as part of a new primary school; and as part of community facilities in the Darling Quarter development at Haymarket.

Community Services and Facilities

The City provides a range of services and facilities to meet the diverse needs of our community.

The City runs programs in its 14 community facilities, attracting around 730,000 attendances in 2013/14. As a result of our programs, our community is reporting improved physical health, social wellbeing, skills and knowledge, and confidence to make life choices. The City also makes available for use 22 community venues across the local government area, which, in 2013/2014, took 9,138 bookings by community groups, supporting the community's own development and celebration.

The City provides around 60,000 meals each year to people in need of food and social connection through Meals on Wheels and in our centres.

The City works to improve safety and perceptions of safety in our community in cooperation with the Police and other agencies. Programs include the design of the public domain to maximise safety; management of sharps in parks and open spaces; safety audits and remedial works to public spaces; liaison with public housing tenant networks to manage negative impacts and build trust, the management of alcohol free zones and alcohol prohibited areas, etc.

We provide high quality parks with a range of playground equipment, on and off leash spaces, access to the harbour and other facilities.

The City regularly seeks customer feedback on the use of its parks and open spaces through its annual park user satisfaction survey. This involves 600 intercept surveys where key information is obtained about park use, length of stay, mode of transport, demographics, facility provision and quality of presentation and maintenance.

The City has consistently ranked in the top three state and local government providers and last year attained the rank of first in the state with user satisfaction ranked at 83 per cent. This engagement with park users provides valuable data for improvements to service delivery and capital upgrade projects.

The City participates in best practice peer review programs such as Green Flag which recognises the quality and standard of parks across the UK, Europe, New Zealand and Australia. The Green Flag awards assess park quality based on:

- Being a welcoming place
- Healthy, safe and secure
- Clean and well-maintained
- Sustainability
- Conservation and heritage value
- Community involvement
- Marketing; and
- Management

The City has been successful in receiving three prestigious Green Flags for Hyde Park, Sydney Park and Redfern Park. The Green Flags are a symbol to tourists and local residents that these parks are high quality and a recommended place to visit.

The City provides a network of libraries and is continually ensuring the services available cater to a broad cross section of our community.

We also provide an extensive grants program supporting the community to work together to flourish and grow.

The City also maintains close relationships with and support to community organisations which operate within and beyond the local government area.

One example is the long standing and respectful relationship with the RSL.

Apart from supporting ANZAC day activities, the City has recently designed and donated the banners that mark the curtilage of the Cenotaph in Martin Place.



Education, training and skills

Education is a critical component of economic development; productivity and income levels rise when the community is well educated.

The City therefore has an interest in ensuring there are equitable opportunities for all its citizens and that the overall level of education amongst the working population remains high.

To that end, the City's programs focus on supporting the education and skills development of disadvantaged communities. These programs are delivered by the City or in partnership with the educational sector and other levels of government.

Programs include:

- digital skills through our libraries and community centres;
- business 101 program for small to medium business including marketing, DAs, how to start a business, creative industry start-up, tech start-up, outdoor dining, liquor licensing, etc.
- strata 101 which builds skills for owners and tenants around rights and responsibilities, environmental improvement opportunities and managing conflict in apartment living
- China Connect seminars to assist local businesses to connect with the growing Asian tourism market

The City works closely with local agencies to support young people at risk to remain in the education system. Through its youth programs, the City provides life and employment skills development through its Drivin 4 Employment program, and Lights Camera Action program.

Culture

In May 2014 the City adopted **Creative City**, its first cultural policy and action plan. The document contains the cultural policy, which articulates the foundation principles that will direct the City's contribution to the cultural life of Sydney into the future, and a ten year action plan which proposes a series of initiatives and investments across six key priority areas:

- Precinct distinctiveness and creativity in the public domain
- New avenues for creative participation
- Sector sustainability
- Improving access, creating markets
- Sharing knowledge
- Global engagement

Across these priority areas **Creative City** identifies six domains in which the City has unique leadership capabilities and powers:

- Strategic initiatives – delivery of targeted initiatives and programs in support of culture and creativity
- Grant support – funding third party activity that delivers on the City's cultural priorities
- Changes to existing programs, services and events – reorienting existing City services and programs to improve their cultural outcomes
- Changes to City regulatory processes and planning systems – adjusting regulatory processes and policies to remove barriers to cultural and creative endeavour
- Infrastructure – optimising City-owned property and infrastructure to support cultural activity
- Advocacy, facilitation and coordination – taking a leadership role in advocating at a state and federal level in support of the cultural community

Within this framework the City has numerous means of supporting Sydney's cultural life and creative communities, as well as fostering individual and collaborative creative expression.

It also has a special leadership role, including planning for cultural infrastructure and precincts as part of its urban-planning process.

The City's long-standing commitment to design excellence is also a means by which the City contributes to the cultural life of Sydney. By improving the quality of the public domain, private development and its own urban design and public projects, the City is able to support creative thinking for Sydney's 'bricks and mortar', not just in its day-to-day operations.

The City does this by partnering with industry, the NSW Government, academia and independent experts through its Design Advisory Panel and public Art Advisory Panel. Current members of the Design Advisory panel are:

- Professor Ken Maher (panel chair), Chairman, Hassell Pty Ltd
- Maria Atkinson, Head Global Sustainability Lend Lease, former CEO Green Building Council
- Professor Kerry Clare, Director Clare Design
- Professor Richard Johnson, Johnson Pilton and Walker Pty Ltd
- Elizabeth-Ann Macgregor, Director MCA
- Peter Mould, Former NSW Government Architect
- Peter Poulet, NSW Government Architect, General Manager
- Professor James Weirick, UNSW Faculty of the Built Environment

Current members of the Public Art Advisory panel are:

- Leon Paroissien
- Judith Blackall
- Lisa Havilah
- Anne Loxley
- Felicity Fenner
- Janet Laurence
- Professor Richard Johnson



Cultural precincts

The City aims to recognise and encourage organic cultural activity throughout the City and supports the emergence of creative clusters.

Darlinghurst – with its accumulation of creative start-ups, arts training institutions, small theatres, music venues, cinemas, galleries, restaurants and bars – is an example of a cultural precinct that offers Sydneysiders a critical mass of interesting things to see and do, while simultaneously providing workspace for creative businesses in its warehouses and old manufacturing spaces. The City supports and augments this kind of existing activity through a range of services and programs including its public art program, grants and sponsorships program, business support programs and affordable work space for the cultural sector.

With the recent adoption of Creative City and the Live Music and Performance Action Plan, the City has also committed to utilising its strategic land use planning capabilities to identify and protect existing cultural precincts and clusters, as well as identify opportunities to develop new areas of cultural activity.

Aside from encouraging creativity and risk-taking at grassroots level, the City is considered a key stakeholder by the NSW Government in relation to the state's cultural infrastructure priorities. It plays a role in working with the NSW state cultural institutions in our local government area to re-imagine their relationship to their surrounding precincts and each other through the tactical use of interstitial spaces between the buildings, way-finding, joint marketing and research on optimising the visitor experience, civic amenity in the public domain and casual activations.

One of the most resonant actions arising from Sustainable Sydney 2030 is the concept of a 'Cultural Ribbon', a series of connected precincts along the Sydney Harbour foreshore linking some of the City's largest cultural institutions from the Art Gallery of NSW to the Sydney Maritime Museum.

The concept encourages the institutions along that route to consider their role within a broader urban context, as well as their relationship to each other and the public realm. At its heart, the Cultural Ribbon aims to foster creative places, where connected, accessible precincts imaginatively engage the public.

Similarly, the City of Sydney has been an active contributor to cultural precinct planning at Green Square, White Bay, Barangaroo, Pier 2/3 and Hickson Road and in cultural precinct rejuvenation in Oxford Street, William Street, Kings Cross and other sites throughout Sydney. Over the next five years, the City will continue to work with the NSW state cultural institutions and the NSW Government more broadly as key priorities for Sydney's cultural precincts are determined.

Festivals and Events

Festivals and major events mobilise our community and the media like almost no other aspect of Sydney's cultural life. The 2013 World Cities Culture Report, produced by the World Cities Cultural Forum, identifies festivals and events – especially those held outdoors – as a particularly valued element of Sydney's cultural character, and reports that Sydney enjoys more festivals and celebrations per capita than New York, London and Tokyo.

The number of festivals in Sydney has become a strategic delivery channel for visitor growth, also introducing new artists to Sydney audiences, providing new ways of experiencing the City's built form and outdoor environment, and showcasing Sydney's diversity, spirit and welcoming character.

The City recognises and supports the value of Sydney's major and small-scale festivals and events through its own program of produced events (e.g. Art and About, Christmas and Chinese New Year), through grants and sponsorships (e.g. Sydney Festival, Sydney Film Festival, Sydney Writers' Festival, Biennale, Sydney Fringe Festival, Vivid Sydney among others) and through partnerships with the NSW Government (e.g. Sydney Opera House 40th birthday; Navy Anniversary and Fleet Review).

Grants and Sponsorships

In 2014/15 the City contributed over \$3.7 million in cash and \$1.5 million in value in-kind grants and sponsorships towards major festivals and events in the City. This funding is expended on 16 major events produced throughout the City by not-for-profit organisations including Sydney Festival, Biennale, Yabun, Australia Day and Mardi Gras. This year an additional \$100,000 was invested in the growth and development of four of these festivals through grants to review their business models.

In addition the City provided \$820,000 in grant funding toward 46 cultural projects in 2014/15. These projects ranged in scale and type from sector-facing professional development initiatives, to audience development and accessibility programs, to participatory cultural experiences and public art projects enlivening the public domain.

In 2014/15 the City reviewed and delivered a new Grants and Sponsorship policy to better align with the City's key strategies. The new Cultural and Creative Grants and Sponsorship program supports projects and initiatives that deliver on the strategic objectives of the Cultural Policy and Action Plan, provide opportunities for creative participation, enhance creativity in the public domain, and strengthen the sustainability and capacity of the City's cultural and creative industries. These changes will allow the City to build on its support to the cultural and creative life of the City of Sydney and increase public participation and engagement.





Cultural Infrastructure

By optimising its own property assets and working with developers and land owners to facilitate access to new and underutilised spaces, the City is a significant provider of cultural infrastructure in Sydney.

The City recognises that cultural infrastructure includes spaces for spectatorship by the public (e.g. theatres, galleries) as well as private work spaces for creative individuals, teams and businesses to experiment and develop their ideas. Cultural infrastructure also includes spaces for active participation and learning by the public in formal workshops and classes and through casual access to resources and equipment.

Cultural infrastructure also refers to the invisible resources, services and equipment (eg wifi, 3-phase power, storage, water) available in public spaces to enable a large range of special event, temporary or informal cultural activations, including markets, festivals, creative lighting projections etc.

The City plans and provides cultural infrastructure across all these domains.

Cultural infrastructure - public spectatorship

The City owns or operates the Capitol Theatre, City Recital Hall, Hayes Theatre, Eternity Playhouse, Customs House, Sydney Town Hall, Paddington Town Hall, Redfern Town Hall, Alexandria Town Hall, Glebe Town Hall, Gallery 4A and Pine Street Creative Arts Centre.

As one of the City's flagship venues and a renowned venue for fine music, the City Recital Hall is an important piece of Sydney's cultural infrastructure. In order to ensure that the Hall is operating efficiently and its social, cultural and economic value is optimised, the City is transitioning its management from a commercial venue management company to a newly constituted independent not-for-profit company, provisionally named City Recital Hall Limited.

Cultural infrastructure - workspaces

Creative Space programs

The City currently has a suite of programs that utilise properties ideally suited to artists, cultural organisations and creative industries professionals, helping people and companies find an affordable studio, retail shop or office workspace.

These properties are diverse and spread across the asset portfolio, from main street commercial retail, to heritage community zoned sites such as former town halls, to residential apartments.

A number of properties are offered through the Creative Spaces program and include Oxford Street Creative Spaces (commenced February 2012) 14 office and four retail spaces; William Street Creative Hub (commenced July 2013) one level (500sqm) of affordable work space and six Artist Live Work Apartments; and Short Term Creative & Retail Spaces (commenced December 2012) including five office spaces and six retail spaces during October–December 2014 (number of spaces differs each quarter). In addition the Accommodation Grants Program (commenced 2006), a more traditional subsidised community space program, includes 17 spaces occupied by 24 cultural tenants.

Keeping creative practice and innovation at the heart of the City, the programs provide affordable studio workspace for crafts, visual art, dance, music and performance; shared office and meeting space for desk-based creative industries professionals working across media production, publishing, festivals, events, gaming, architecture, design (graphic, industrial, fashion and object) and design education; and retail and exhibition space for art, craft and design.

Each quarter an average of 945 creative and cultural workers benefit from space within the programs, hosting more than 68 micro-businesses, start-ups and cultural organisations.

Critical for strengthening capacity of the sector, the programs offer affordable inner-city space, and emphasise connections and collaborations with other creative or cultural organisations in the local area and broader community.

The City is encouraging business and commercial developers to incorporate temporary and long-term creative work space into new developments through the use of voluntary planning agreements. The Greenland development scheduled for 2019/20 will incorporate a Creative Hub including 5 levels of high grade, purpose built creative work space for community use.

Despite the success of its current programs, the City recognises the persistent shortfall in infrastructure for professional creative practice. Affordable inner city spaces for musicians and performers to rehearse, film-makers to edit, and visual artists to develop their craft are rare.

Accordingly, the City has a Voluntary Planning Agreement with property developer Greenland Australia to create a \$25 million state-of-the-art creative hub as part of a 67 story residential development in the heart of the Sydney CBD. The 2,000 square metre hub, spread over five storeys, will feature affordable soundproofed rehearsal spaces for musicians and performing artists, media and editing suites for filmmakers and new media artists, wet/dry studios for visual artists, offices for cultural organisations and a live/work space to be used for a creative fellowship program. The hub is due to open in 2017.

The City is increasingly playing a brokerage role, encouraging other organisations and agencies to make space available to creative workers, helping activate otherwise 'dead' areas of the City. It has recently facilitated a relationship between Urban Growth and Carriageworks to activate existing unused spaces in Wilson Street, Redfern.

Cultural Infrastructure - 'active' participation by the public

As part of the implementation of the City's Live Music and Performance Action Plan, the City has made 17 of its community facilities available at no charge to students for music and performance rehearsals. The program is available to all primary, secondary and tertiary students and has proven highly successful.



Cultural infrastructure – temporary, unplanned or ‘special event’ cultural use

The City is currently developing a process and guidelines to facilitate short term access to underutilised space for cultural activity. The process is being modelled on a process used by Edinburgh City Council to facilitate access to space during the Edinburgh Festival Fringe, and will assist cultural producers trying to establish temporary theatres and performance spaces, as well as other short term cultural activities such as restaurants, art gallery openings etc.

Beyond these current actions, the City has committed to developing a Cultural Infrastructure Plan that will detail:

- Future infrastructure needs of the creative industries and opportunities for collaboration across government, business and community
- Priorities to address the regulatory impediments that inhibit the creation of new, unconventional ‘found’ spaces for work, exhibition and performance
- Current data on the economic, social and tourism value of large-scale cultural infrastructure for Sydney
- Opportunities to work with developers and business to encourage clustering cultural and creative enterprises within the City’s precincts.
- Opportunities to drive greater awareness of programs that broker relationships between landholders with unused spaces and the creative community (such as creativespaces.net.au and emptyspaces.culturemap.org.au).

Increasing Access and Creating Markets

Since the adoption of the Creative City Cultural Policy and Action plan in 2014 the City has commenced research and delivery of a range of sector initiatives across the five strategic priorities. The first initiative to launch was Art Money, providing interest-free loans for purchase of art work, and initiated through public-private partnership between the City and the 10Group

company. Future initiatives to maximise the markets for Sydney’s cultural and creative life currently include piloting a Theatre Passport scheme, making unsold seat stock available to high school students at affordable prices.

Live Music and Performance

In April 2014 the City adopted its **Live Music and Performance Action Plan 2014-2019**.

The Action Plan was developed in response to the recommendations of a taskforce of experts assembled by the City to provide guidance on issues facing live music and small to medium-scale live performance in Sydney. The Action Plan contains 60 short, medium and long-term actions across four key policy areas:

- Development Controls and Noise
- Building Code of Australia
- Liquor licensing
- Audience and Sector Development

The response to the action plan from the community, other local and NSW Government agencies and the live music and performance industry was overwhelmingly positive, with 95 per cent of respondents supportive of the City’s efforts to support live music and performance.

Since the adoption of the Action Plan, the City has:

- Established a new role, Strategy Advisor – Live Music and Performance, to lead the delivery of the action plan and provide guidance to the industry
- Provided 17 City-owned properties to students for music/performance rehearsal free of charge
- Introduced a new matching grant program assisting venues with the cost of acoustic audits
- Altered the City’s cultural grants program so that it is now available to for-profit venues and promoters undertaking not-for-profit activities, such as all ages programming or artist development projects
- Established a City of Sydney Indent team in partnership with Music NSW
- Provided funding for the establishment of an Australian ‘Gig Buddies’ program to ensure

community members living with disability have access to Sydney's live music scene

- Committed to changing the governance model of City Recital Hall to a not-for-profit organisation in order to increase its utilisation and performance activities
- Partnered with the NSW Government to undertake research into rates of anti-social behaviour in live music venues
- Initiated research into levels of alcohol consumption in live music venues
- Partnered with City of Melbourne, South Australian Government, National Live Music Office, and University of Tasmania to research the cultural, social and economic value of live music.

Intergovernmental Collaboration

In the **Creative City**, the City articulates the benefits of closer alignment between the federal, state and city governments so that policy development, regulatory frameworks and sector development programs are complementary. The scope of opportunities for the City and other levels of government to work together extends across a range of key investment programs such as planning of new cultural infrastructure, coordinating regulatory reform, aligning policy frameworks, and developing sector resources and funding programs – including those for key organisations, major festivals and project-based funding in the City centre and surrounding villages.

The City promotes a close working relationship with all of the NSW Government departments and agencies relevant to the cultural life of Sydney to define areas of responsibility and better coordinate programs and services in inner Sydney areas. It is working to reduce red tape; synchronise application, evaluation and reporting processes and timelines; and working with all tiers of government to develop coordinated policy responses to local sector trends and challenges.

Cultural Diversity

Each year the City partners with over 40 cultural and community groups to deliver the Living in Harmony Festival. In the last year, the City engaged with over 200 representatives of not-for-profit groups to build their organisational and governance capabilities through the Connect Sydney training program.

The City is an active partner in community initiatives including the Australian Human Rights Commission's Racism. It Stops with Me Campaign and the Refugee Council's Refugee Welcome Zone initiative, and works with refugee and asylum seeker groups to offer free access to community facilities, swimming pools and libraries.

Sharing Knowledge

The City has an opportunity to take a leadership role by helping redefine the role of libraries in the 21st century.

The City's libraries are now less about the exchange of books in a hushed atmosphere, and more about curating information through talks, ideas, and social connections. Like most urban spaces in the inner city, safe, indoor, public space with wi-fi is highly prized. Libraries are now places for the public to use social media, study with friends, run a small business and attend events

Global Engagement - Critical success factors

Many of Sydney's artists and creative workers have extensive professional networks that stretch across the globe. Sydney's cultural organisations and enterprises are adept at engaging with their international counterparts and developing sophisticated and supportive relationships.

Despite this, there are still many opportunities to optimise the value of those relationships in Sydney such as building visible and accessible local platforms for networking and sharing ideas; fostering relationships with Austrade and other agencies supporting Sydney's creative exports;

and through brand strategies with companies and artists that are building international relationships, particularly in Asia.

The City is committed to working closely with Destination NSW's cultural tourism strategies, as detailed in the Visitor Economy Taskforce report of 2012, to integrate visitor economic objectives with the NSW Government.

Encouraging collaboration

It is acknowledged that more can be achieved when government and industry works together. To that end, the City's focus is on strengthening networks with business; to share information, to promote opportunities, to canvas ideas and to listen and learn first-hand of issues of importance to the business community.

Some of our formal networks include the Village Business Partnerships and Chambers of Commerce, the Retail Advisory Panel and the Better Buildings Partnership to aid collaboration with the local business community, the retail sector and the Sydney's leading public, private and institutional landlords respectively. Our national and global networks include the Council of Capital Cities Lord Mayors and the C40 cities.

Memoranda of Understanding have been signed with the universities in the City so that we might work together on strategic issues.

We also engage directly with businesses large and small and help to bring potential partners together.



City Conversation program

The City Conversations program is designed to engage and consult with the community, industry and government. The program includes CityTalks, CityTalks Sydney, CityTalks Design, briefing, forums, workshops, seminars and public meetings. It is designed to progress policies and programs across the 10 strategic directions of the City's Sustainable Sydney 2030.

The program has enabled the City to engage with over 267,000 key stakeholders and members of the public since 2006. All content is distributed via podcast, live stream and social media portals. A recent CityTalk trended nationally on Twitter with a record reach of 700,000 accounts.

The program:

- Involves international partnerships with global cities such as New York, London, C40 Cities, 100 Resilience Cities, Vancouver, Denmark and the European Union.
- Attracts global industry leaders, such as Joseph Stiglitz, Connie Hedegaard, Alan Jones MBE, Sir Time Berners Lee, Carol Colletta, Jan Gehl, Janette Sadik Khan, Charles Landry, Brent Toderian, Mark Davy and John Daley to Sydney to assist the City to educate, benchmark, inform policy and advocate for change in line with global best practice
- Informs, influences and advocates for collaborative action across government at federal, state and local level by integrating C40 Cities world mayors, 100 Resilience Cities, the Council of Capital City Lord Mayors, Metropolitan and Inner Cities Mayors and General Managers into CityTalks, briefings, workshops and forums with key leaders and policy makers.
- Allows partnerships and collaborations with key industry and university partners such as the Sydney Start-up ecosystem, Australia Institute, The Grattan Institute, Australian and international universities, Springboard and Fishburners, to name a few.
- Provides themes and issues including Housing Affordability, the Price of Inequality, the Creative City Policy, Social Sustainability Policy, Resilient Cities, China, Design Excellence, EORA Journey Discussion Paper, Green Infrastructure Master Plans, the Economic Development Strategy Discussion Papers and Green Square development.
- Supports businesses of Sydney through the Future Asia Business Luncheon, the Road to Paris Business Summit, the Business 101 Seminar series, briefings and workshops.





