

# End of Term Report

# 2012

# City of Sydney End of Term Council Report

## Introduction

This report measures Council's progress against the 2030 Community Strategic Plan, as adopted in May 2008. Council has used the 10 strategic directions developed after extensive consultation to guide the objectives of the community. The report aims to provide a transparent insight into Council's operations and decision making processes. The report has been formulated to comply with section 428 of the *Local Government Act 1993* which requires Council to prepare a report on its achievements during the elected Council term with respect to the objectives and performance targets set out in the Community Strategic Plan.

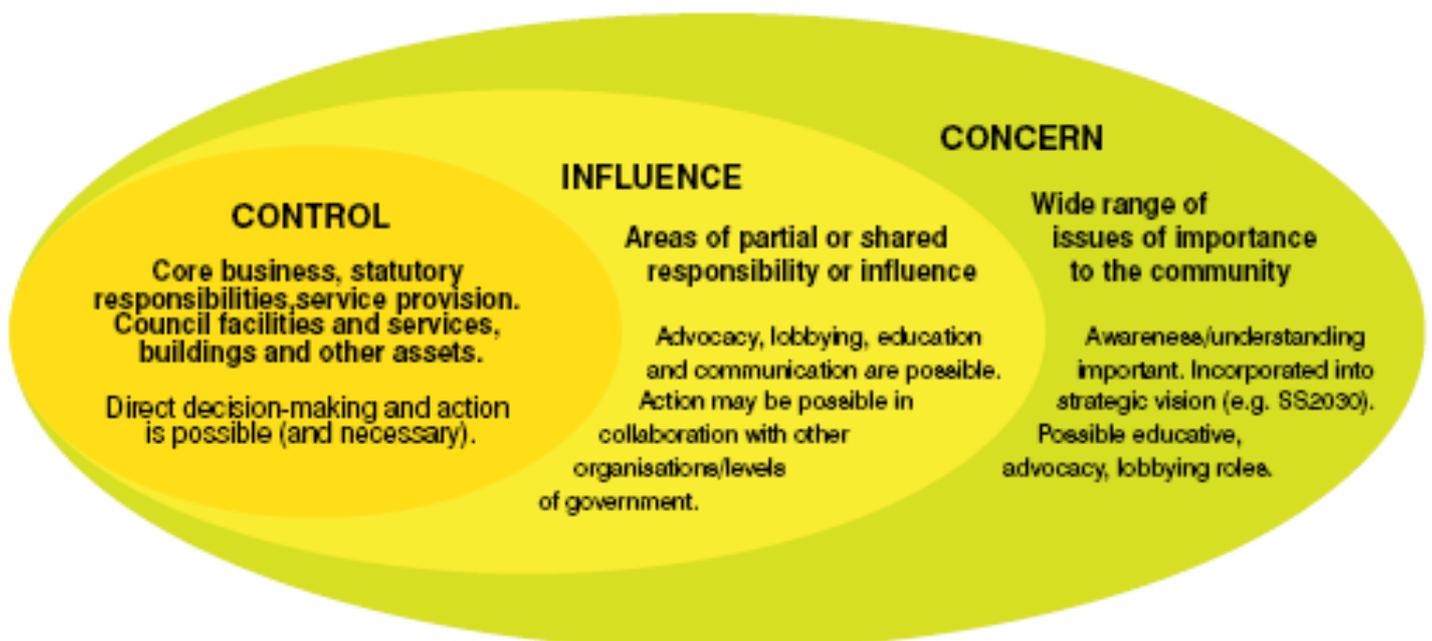
The major highlights, challenges and achievements against the key performance indicators across the 10 principal activity areas of Council are presented in the report.

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

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

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

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



# Contents

Introduction.....	1
Access and Equity Statement .....	3
Aboriginal and Torres Strait Islander Statement .....	3
Sustainability Statement.....	4
Overview of the Community Strategic Plan.....	5
Strategic Directions and Outcomes.....	8
1. A globally competitive and innovative city .....	8
2. A leading environmental performer .....	15
3. Integrated transport for a connected city .....	23
4. A city for walking and cycling.....	28
5. A lively and engaging city centre .....	33
6. Vibrant local communities and economies .....	39
7. A cultural and creative city.....	51
8. Housing for a diverse population .....	59
9. Sustainable development renewal and design.....	64
10. Implementation through effective governance and partnerships .....	69

# Access and Equity Statement

Diverse communities live and work in and visit Sydney. The City values and respects its multicultural society, the diverse traditions, religious and spiritual practices, languages, abilities, sexual orientations and lifestyles of the people who make up Sydney. The City of Sydney appreciates the contributions made by all people and believes that this diversity strengthens Sydney.

The City recognises the dignity and worth of all people by equitably treating communities and employees, fairly providing services, facilities and public spaces, by consulting with communities and making sure everyone can participate in decision-making. We provide both broad-based and targeted services and programs to ensure that all members of the community have equal opportunity to develop to their full potential and take an active part in community and social life.

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

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

# Aboriginal and Torres Strait Islander Statement

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

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

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

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

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

The City of Sydney works with, and has achieved much with, Aboriginal and Torres Strait Islander people and the City's Aboriginal and Torres Strait Islander Advisory Panel, consistent with the Principles of Cooperation signed between the City of Sydney and the Metropolitan Aboriginal Land Council in 2006. The City is deeply committed to Reconciliation in partnership with its Aboriginal and Torres Strait Islander peoples.

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

# Sustainability Statement

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

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

The Sustainable Sydney 2030 Vision is for a Green, Global, and Connected City.

**GREEN** with a minimal environmental impact, green with trees, parks, gardens and linked open spaces, green by example and green by reputation.

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

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

# Overview of the Community Strategic Plan

## A Community Strategic Plan for the City of Sydney

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

## Why prepare a Strategic Plan?

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

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

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

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

A comprehensive and holistic plan for the City also requires a focus on the wider Sydney Region. The City is an employment and cultural focus for metropolitan Sydney and its sustainability is critical for Australia's prosperity.

A strategic plan for the City has inevitable implications beyond the local government area. Sustainable Sydney 2030 builds on current regional and state planning, including the state government's State Plan and Metropolitan Strategy, while responding to the evidence that more urgent and wide-ranging action is essential for sustainability.

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

## What is the Vision?

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

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

## Sustainable Sydney 2030 is a call to action: A Vision to create a better Sydney

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

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

The challenges:

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

People from all walks of life, across all generations and an extensive range of organisations have given ideas and suggestions to inform the plan. The innovative and transformative ideas in the plan will progressively make necessary and positive changes to city life.

As the plan is implemented, Sydney will be a stronger community and better place to live in the future. The plan does not just focus its ideas on the CBD but offers a broader concept of city economy and life as a city centre supported by a series of thriving interconnected Village economies and communities.

### **How the Plan is Being implemented**

The End of Term report explains how Sustainable Sydney 2030 has been translated into action.

Ten Sustainable Sydney 2030 Targets and ten Strategic Directions have been identified that provide a framework for action. These reflect the community's aspirations for the City.

A comprehensive implementation program has been prepared and activated for each. This is the basis of the City of Sydney's Corporate Plan. The Corporate Plan 2012-2015 is the City's 4-year program to deliver on the vision and long-term strategy.

### **WORKING IN PARTNERSHIP WITH THE COMMUNITY**

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

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

### **2030 Vision**

#### **Green**

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

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

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

#### **Global**

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

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

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

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

#### **Connected**

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

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

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

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

## Sustainable Sydney 2030 Targets

<b>Target 1</b>	By 2030, the City will reduce greenhouse gas emissions by 50 per cent compared to 1990 levels, and by 70 per cent compared to 1990 levels by 2050.
<b>Target 2</b>	By 2030, the City will have capacity to meet up to 100 per cent of electricity demand by local electricity generation and 10 per cent of water supply by local water capture.
<b>Target 3</b>	By 2030, there will be at least 138,000 dwellings, 48,000 additional dwellings in the City for increased diversity of household types, including a greater share of families.
<b>Target 4</b>	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.
<b>Target 5</b>	By 2030, the City will contain at least 465,000 jobs including 97,000 additional jobs with an increased share in finance, advanced business services, education, creative industries and tourism sectors.
<b>Target 6</b>	By 2030, the use of public transport for travel to work by City Centre workers will increase to 80 per cent and the use of non-private vehicles by City residents for work trips will increase to 80 percent.
<b>Target 7</b>	By 2030, at least 10 per cent of City trips will be made by bicycle and 50 per cent by pedestrian movement.
<b>Target 8</b>	By 2030, every resident will be within a 10 minute (800m) walk to fresh food markets, childcare, health services and leisure, social, learning and cultural infrastructure.
<b>Target 9</b>	By 2030, every resident in the City of Sydney will be within a three minute walk (250m) of continuous green links that connect to the Harbour Foreshore, Harbour Parklands, Moore or Centennial or Sydney Parks.
<b>Target 10</b>	By 2030, the level of community cohesion and social interaction will have increased based on at least 45 per cent of people believing most people can be trusted.

# Strategic Directions and Outcomes

## 1. A globally competitive and innovative city

### **Sustainable Sydney 2030:**

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

### **Sustainable Sydney 2030 Targets:**

***The city will contain at least 465,000 jobs, including 97,000\* additional jobs, with an increased share in finance, advanced business services, education, creative industries and tourism***

***\*The figure of 97,000 additional jobs is measured against a 2006 baseline figure established through the City of Sydney Floor Space and Employment Survey***

### **Objective 1.1**

***Plan for growth and change in the city centre***

### **Actions**

Code	Detail
1.1.1	Ensure the City Plan provides capacity for employment growth in the City.
1.1.2	Strengthen the economic activities and role of the City Centre precincts.
1.1.3	Plan for long-term increased development opportunities and improved connections to the Western waterfront.
1.1.4	Advocate for a new foreshore precinct at Barangaroo with lively waterfront access, parks, continuous public foreshore cafes, culture, and entertainment.
1.1.5	Develop a strategy to build late night economic diversity.

### **Major Projects and key outcomes**

#### **City Plan**

- The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.
- In conjunction with urban renewal areas such as the State controlled Barangaroo and Redfern Waterloo Authority lands, the draft Sydney LEP provides sufficient capacity to provide for 86% of the gross floor area required to meet the *Sustainable Sydney 2030* targets of 97,000 additional jobs. After taking into account the anticipated GFA for the major sites, the draft Sydney LEP has the potential to achieve 96% of the estimated floor space required to meet the dwelling and workforce targets established under the Draft Sydney City Subregional Strategy under the assumption that the additional capacity documented in this analysis is fully taken up.

### **City Centre Public Domain Precinct Planning**

- A Chinatown Public Domain Improvement Plan was adopted by Council in May 2010.
- Early Start Projects - Little Hay Street, Kimber Lane and Factory Street and conversion of Dixon Street Pagoda to an information kiosk have been completed.
- A revised Harbour Village Public Domain Plan has been adopted.

### **Barangaroo**

- The redevelopment of Barangaroo has commenced. The City continues to work with the Barangaroo Development Authority.

### **Connecting Our City**

- Connecting Our City, a 25 year integrated transport and land use strategy, was released for public exhibition by Council in May 2012.
- The strategy outlines the transport targets and projects which will need to be achieved to keep Sydney competitive as a global city and to support the projected growth in employment, commercial activity and residential dwellings across the city.
- The State Government welcomed the strategy and is using it to guide its own detailed implementation planning for central Sydney, the City Centre Access Strategy.

### **Open Sydney**

- A draft Open Sydney strategy and action plan has been endorsed by Council to commence public exhibition.
- A trial of portable urinals and precinct ambassadors was successfully completed, with the ambassadors providing over 22,000 occasions of service.

## Objective 1.2

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

#### Actions

Code	Detail
1.2.1	Continue to develop partnerships with the private sector, research and educational institutions.
1.2.2	Develop the City's strategic economic development and research capabilities.
1.2.3	Foster economic collaboration and knowledge exchange with other national and global cities
1.2.4	Foster industry networks in a selected group of high growth globally competitive industries.
1.2.5	Identify, develop and support the creation of clusters of innovation businesses and organisations across the City.
1.2.6	Identify, develop and support the creation of cultural precincts.

#### Major Projects and key outcomes

##### Memoranda of Understanding

- The City has signed Memoranda of Understanding with the University of Sydney, the University of Technology, Sydney and the University of New South Wales, strengthening our partnerships with educational institutions. These partnerships are designed to realise greater collaboration between the Universities and the City of Sydney on projects of mutual interest and strategic importance.
- At the invitation of the Organisation for Economic Co-operation and Development, the City of Sydney in partnership with the four metropolitan TAFEs participated in a Local Economic and Employment Development (LEED) program to analyse the impacts of climate change on local labour markets.
- The final report was launched in Sydney and includes case studies from a number of global cities and regions including London, Extremadura (Spain), Podlaskie and Pomorskie (Poland) and, of course, Sydney.

##### Economic Collaboration

- The City has participated in C40 and the Clinton Climate Change Initiative for the last six years, sharing knowledge and experiences on environmental challenges and initiatives with international cities.

##### Economic development strategy

- A Draft Economic Development Strategy has commenced.
- Education, Tourism and Retail Action Plans have commenced.

##### Floorspace and Employment Survey

- A Floorspace and Employment Survey of the local government area is 60% complete. The survey coincides with the Australian Bureau of Statistics Census of Population and Housing.

##### George Street Light Rail

- The City has worked closely with Transport for NSW to prove the feasibility of George St light rail and associated pedestrianisation as a transformative project that will build investment in commercial, retail and residential growth in the city core, provide a globally identifiable main street to anchor investment and tourism and provide rapid, world-class connectivity to the centre.

- Support has been garnered for this project and the Council voted in its budget to allocate up to \$180M towards ensuring that a globally competitive public domain is provided to support the transport elements to be funded by the State of NSW if the project proceeds.

#### **Ecomobility Alliance**

- Sydney was accepted into the 12 city global Ecomobility Alliance in July 2012 on the strength of its commitment to public transport, car share, walking and cycling. The Alliance not only provides a promotional opportunity for the City, but also gives direct access to senior public officials involved in world-leading sustainable transport initiatives to provide peer support and guidance as Sydney reconciles the complexities of growth and sustainability within a limited city footprint.

#### **Foster Industry Networks**

- The City has established the Retail Advisory Panel and the Better Building Partnership fostering networks within these industries. Creative industries networks have also been strengthened through the City's establishment of creative spaces, particularly on Oxford Street.

#### **Creation of clusters of innovative businesses**

- The City continues to provide support for start up and smaller design and technology businesses through the provision of subsidised accommodation in City properties and facilitating networking events and information sharing.

#### **Digital Sydney (Creative Industries)**

- The City continues to provide advice and support to inform the work of Digital Sydney. Hosted by UTS, Digital Sydney aims to assist creative innovation and technology businesses to connect to information, investors, mentors and industry advice and to help them to develop the products, services and skills needed for economic success.

#### **Major Programs and key outcomes**

##### **Economic Research**

- The City continues to work with the active business partnerships to deliver local economic development programs in each of the Villages.

##### **City of Sydney Business Awards**

- The City of Sydney Business Awards program has steadily grown over recent years with increased business participation and voting.

### Objective 1.3

#### *Plan for City South growth, including Sydney Airport and Ports*

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

### Major Projects and key outcomes

#### Industrial Lands Study

- An Industrial Lands Study to support City South growth has commenced, with consultation meetings with landowners complete.

#### Southern Sydney Traffic and Transport Study

- The Council announced in June 2012 that it would undertake a cumulative transport impact study for the southern region of the local government area, which will accommodate more than 175 000 additional residents and 50 000 jobs in the next 25 years in major brownfields redevelopments.
- The City has commenced negotiations with the NSW State Government on data sharing and modelling to ensure that in delivering density of residential and employment opportunities there is an evidence base to develop associated public transport, cycling and walking networks to complement roads and traffic upgrades.
- The NSW Minister for Planning committed to working with the Council to ensure that sufficient public transport would be supplied to these development sites as they are delivered. This will ensure the City remains globally competitive with most employment growth within a 30 minute radius of residential, the world standard.

#### Supporting City South growth

- The draft LEP and DCP supports employment growth in recognised and planned centres through infrastructure planning as well as incentivising jobs growth, for example Green Square Town Centre.
- The draft LEP implements the strategies of the Green Square and Southern Areas retail study which supports the retail growth in recognised and planned centres.
- Comprehensive urban design analysis and infrastructure planning is nearing completion for the following urban renewal precincts:
  - Green Square Town Centre;
  - Lachlan
  - Ashmore Estate
  - Epsom Park

## Objective 1.4

### ***Strengthen business competitiveness***

Code	Detail
1.4.1	Strengthen and refine Council's regulatory and approval processes to assist business efficiency.
1.4.2	Lead and support partnerships and forums to strengthen business leadership in the City.
1.4.3	Proactively work with landowners, businesses and other stakeholders to strengthen precincts.

### **Major Projects and key outcomes**

#### **Village Business Precincts**

- Eight village precincts have completed their three year Strategic Plans and one year Operational Plans which are a prerequisite to applications for Village Business Partnership Grants. They are: South Sydney Business Chamber, representing Redfern/Waterloo and Green Square; Paddington Business Partnership; Haymarket Chamber of Commerce; Potts Point Partnership; Newtown Business Precinct Association; Pyrmont Ultimo Chamber of Commerce.

### **Major Programs and key outcomes**

#### **Local Economic Development**

- A new memorandum of understanding with Marrickville Council for 2012-2015 has been approved by Council in support of Newtown Precinct Business Association.
- Support for a Retail Advisory Panel continues including the development of programs to support fashion, Christmas and Chinese New Year.

## Objective 1.5

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

Code	Detail
1.5.1	Work in partnership with the Tourism Industry and State Government to develop visitor facilities and attractions, including new hotels and accommodation opportunities.
1.5.2	Work with the State to promote the city as a global centre for visitor destination.
1.5.3	Develop strategies to assist visitor orientation and movement around the City

### **Major Projects and key outcomes**

#### **Sydney New Years Eve**

- The Sydney New Year's Eve unit has undertaken research into international best practice and benchmarking around fireworks sustainability, crowd management and major event technology.

#### **Christmas in the City**

- Christmas in the City continues to provide entertainment for over 6,000 people at the Martin Place Concert, Tree Lighting, and Christmas on the Green in Hyde Park.

## Chinese New Year

- The 2012 Chinese New Year Festival was successful in delivering an arts festival showcasing the dynamism and vibrancy of traditional and contemporary Chinese/Australian culture to the world; celebrating unique Chinese Australian culture and heritage; broadening participation in the festival to communities that celebrate the Lunar New Year; and recognising the major contributions that the Chinese community has made and continues to make to Sydney, NSW and Australia.

## Major Programs and key outcomes

### Promoting Sydney

- The City continues to support Business Events Sydney to secure major events for Sydney and to deliver support for secured events.
- The City participates in monthly event communication group meetings organised by the NSW Department of Premier and Cabinet where relevant agencies collaborate and share information on major events and festivals occurring within the city.
- Sydney Film Festival - In 2012 Sydney Film Festival recorded its most highly attended event ever, an increase of 10% across all films. The Festival hub was offered this year for the first time, providing a free after film venue and there are plans to include this in the 2013 program.
- Yabun Festival - 2012 marked the 10th anniversary of this Aboriginal and Torres Straight Islander Festival. Organisers deemed it the most successful Yabun event attracting large crowds with a significant non-indigenous and CALD community. The highlights of the event include the large number of headlining acts on the mainstage, the youth stage which featured some up and coming young performers from Gadigal's Black and Deadly program and the community cultural development programs featuring a children's aerial troupe and local dance groups.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

1.S.1 Key Performance Indicators					
Brand Sydney -					
Sydney is a destination for international visitation for business, tourism and study					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Estimated attendance at Christmas Concert in Martin Place	No.	8,000	8,000	8,000	6,000
Estimated attendance at New Year's Eve celebrations in the City	M	1.5	1.5	1.5	1.5
Estimated attendance at Chinese New Year parade	No.	100,000	100,000	100,000	100,000
Value of business / economic grants approved	\$	-	-	-	1,519,540
Value of grants to major festivals and events	\$	-	-	-	3,872,766

## 2. A leading environmental performer

### ***Sustainable Sydney 2030:***

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

### ***Sustainable Sydney 2030 Targets: (See the KPI section following the commentary)***

- *Reduce greenhouse gas emissions by 70% compared to 2006 levels by 2030.*
- *Have the capacity to meet up to 100% of electricity demand by local electricity generation.*

### ***Additional:***

- *Reduce the reliance on potable water supply by 10% compared to 2006 levels through water efficiency by 2030.*
- *Have the capacity to meet 15% of LGA water demand through water recycling using local water sources by 2030.*
- *Reduce stormwater pollution by 50% compared to 2006 levels by 2030.*

### ***Key Functions and Services***

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

- Arboricultural Services
- Depot Management
- Domestic Waste Collection Services
- Fleet Management
- Graffiti Removal
- Littering and Unlawful Dumping Inspections
- Property Management
- Public Space Syringe Bin Collection
- Recycling Depot
- Stormwater Management
- Street Cleaning
- Sustainability Engagement and Education
- Sustainable Asset Management
- Sustainability Planning
- Weed Control

## Objective 2.1

### *Increase the capacity for local energy generation and water supply within City boundaries*

#### 2030 Actions

Code	Detail
2.1.1	Prepare a Green Infrastructure Plan for the City
2.1.2	Increase the use of recycled water
2.1.3	Integrate Green Infrastructure throughout the City by using the City's streets and public domain for reticulation
2.1.4	Improve environmental reporting and disclosure against published targets

#### Major Projects and key outcomes

##### Decentralised Energy Master Plan

- A Trigeneration Plan was completed and approved by Council for public exhibition. Work continues to develop the Decentralised Energy Master Plan - Renewable Energy for completion in 2012. An historic Heads of Agreement was signed between the City of Sydney and Cogent Energy (subsidiary of Origin Energy) to design, build, operate and maintain the precinct trigeneration network.
- A Demand Management Plan is in the early stages, with input to be sought by other government agencies and Better Buildings Partnership members.
- The Federal government has awarded two grants to Council for the Green Square trigeneration project and the Town Hall House and Prince Alfred Park trigeneration projects.
- Multi-party negotiations are underway between the City of Sydney, Cogent (subsidiary of Origin Energy) and urban renewal proponents for inclusion of precinct trigeneration networks in Broadway, Green Square and other major urban renewal sites.

##### Decentralised Water Master Plan

- The Draft Decentralised Water Master Plan was completed in June 2012 and will be submitted for approval to go on public exhibition. The draft includes background information, targets and actions relating to water efficiency, recycled water, and water quality for Council properties and for the local government area.

##### Parks Water Savings Action Plan

- A draft Parks Water Savings Plan has been completed.

##### Quarterly Sustainability Report

- This has been created and is reported every quarter to Council and the community

## Objective 2.2

### *Reduce waste generation and stormwater pollutant loads to the catchment*

#### 2030 Actions

Code	Detail
2.2.1	Develop an Integrated Waste Management Strategy to reduce pollutants and reuse waste as a resource
2.2.2	Implement the Decentralised Water Master Plan to reduce pollutants and encourage resource reuse

#### Major Projects and key outcomes

##### Integrated waste management

- Actions from the Interim Waste Management Strategy are under way such as residential waste and recycling audit studies (completed) and reuse study and product service system studies (completed).
- The Advanced Waste Treatment and Collection Master Plans are still under development, and once complete will be incorporated in the Final Waste Management strategy.

##### Advanced Waste Treatment Facility

- All of the City's domestic waste is now being sent to SITA AWT facilities for processing.
- Work continues on the development of the Advanced Waste Treatment Master Plan.

##### Stormwater Infrastructure

- Blackwattle Bay Catchment Flood Study and Johnstons Creek Catchment Flood Study have progressed to about 95% completion.
- Alexandra Canal Catchment Floodplain Risk Management Study and Centennial Park and Rushcutters Bay Catchments Flood Studies have commenced.

##### Waste Management and Reduction

- Waste Avoidance activity is being implemented through the current Sustainability Programs including Smart Green Business; Smart Green Apartments; Green Village and Better Business Partnerships.
- A DIY roadmap on waste reduction was designed for SMEs. The fact sheet includes achievements of SMEs that participated in Smart Green Business program. On average businesses that engage with this program achieve waste reductions of 79 Tonnes per annum and save an average of \$874 per business per year.
- The Reuse Capacity and Capability Study final draft has been completed.
- The E-waste collection continues to be very popular, with 556 resident drop offs and 20.33 tonnes of E-waste collected for recycling for the June 2012 collection, the largest the City has seen so far.
- Waste education workshops continue to help residents reduce waste, avoid storing bins on the street and increase recycling, through services such as the 'garbage guru', which provides personalised waste and recycling education and advice.

#### Areas for Improvement

##### Advanced Waste Collection Master Plan

- Request for proposals documentation to engage a consultant to assist with the development of the Master Plan has been reviewed and revised by relevant City staff – A committee will review the request in late 2012.

## Objective 2.3

### *Improve the environmental performance of existing buildings*

#### 2030 Actions

Code	Detail
2.3.1	Investigate ways to accelerate retrofitting of existing buildings for better environmental performance
2.3.2	Encourage the community to make sustainable energy choices
2.3.3	Extend the work of existing programs that make a positive contribution to improved resource efficiency across the City
2.3.4	Investigate ways to accelerate connection to the City's Green Infrastructure Network and low carbon zones

#### Major Projects and key outcomes

##### Retrofit of City of Sydney Building Portfolio

- A building retrofits project is in progress to generate energy and water savings. Following implementation the energy & water savings measures will be verified over a 12 month period to ensure the delivery of the predicted consumption savings.
- Energy and water monitoring of the City's buildings and operations continues. Monthly consumption reports to business unit managers to ensure proactive tracking.
- A Tender Report for a program of work on the Photovoltaic design and installation project for City buildings has been presented to Council.

#### Major Programs and key outcomes

##### Business sustainability initiatives

- CitySwitch delivers a series of events including, Best Practice leasing and financing sustainable upgrades. These important events help business to understand about the various technology solutions that are available with finance services built in - removing key barriers to retrofit. Following this success, CitySwitch will take some of these events national with the support of partners such as Low Carbon Australia.
- The CitySwitch NABERS Grants allow exposure to bring together new business and deepen relationships with existing signatories. Collaboration with Better Buildings Partnership building owners and other CitySwitch members in the tenant leasing sector continues to be a key driver for the future.
- A national green lease workshop series and web resource pack was delivered with financial support from the Commonwealth Government Department of Climate Change and Energy Efficiency (DCCEE). The events were well received by all 100 attendees across 4 Cities - Sydney, Melbourne, Perth and Adelaide.
- The Smart Green Business program (Phase 1 and 2) has now assisted 260 businesses to improve their environmental performance to date.
- The building owner case studies for connecting to trigeneration have stimulated much conversation, and whilst these have been included in the master plan, there is a need for further exploration into the building owner costs and technical requirements for connecting.
- The Metrics Database has now been procured and will be implemented over the next 6 months. This will allow for comprehensive measurement and reporting of partner performance against various emissions reductions scenarios including against the long term 2030 targets for the sector.
- The Better Buildings Partnership (BBP) has given its approval for a number of leasing agents to join as associate members. This broadens the reach and influence of the partnership as the leading agencies not only represent 70% of BBP office buildings in some capacity, but are also significant influencers of the overall building sector in the City.

## Objective 2.4

### *Demonstrate leadership in environmental performance through the City of Sydney's operations and activities*

#### 2030 Actions

Code	Detail
2.4.1	Implement carbon minimisation criteria in procurements and contracts
2.4.2	Investigate climate change adaptation initiatives to prepare the City for the social and other impacts of global warming, such as peak fuel impacts, storms and flooding
2.4.3	Work with other sectors to promote sustainable environmental industries and develop economic benefits
2.4.4	Continue to develop and implement education and support initiatives to assist residents, businesses, workers and visitors to reduce their environmental impacts

#### Major Projects and key outcomes

##### Climate Change Action Plan

- Various assessments and programs have been reviewed to address the impacts and opportunities for responding to climate change in the City of Sydney. The development of a comprehensive adaptation strategy is due to start soon.

##### Urban Ecology Strategy

- The draft strategy is near completion and is undergoing internal review by staff. This strategy is due for release later in 2012

##### Energy Efficient Public Domain Lighting

- 448 luminaires have been installed since the commencement in March 2012.

##### Low Emissions Vehicle Strategy

- A study of the support requirements for, and market share take up of electric vehicles has been completed for the City. A policy to match expected demand will be developed in the 2012/13 financial year.
- The City will continue to use hybrid and electric vehicles for its fleet where feasible and monitor use and patterns associated with trips.
- We will also monitor the usage and uptake of the City's bicycle fleet and make any amendments necessary to encourage the use of the bicycle fleet, including promotional and educational initiatives.

##### City Farm

- The City Farm Advisory Group community representatives have been appointed. The first advisory group meeting was held in June 2012.
- The business case for the City Farm is scheduled for completion in late 2012 and the master plan design is to commence early 2013.

##### Environmental Management System

- An Environmental Management System Working Group and Executive Steering Committee have been formed.
- A 'wiki' page is under continuing development to provide the platform for the Environmental Manual.
- Implementation including stakeholder consultation will continue through in 2012/13.

##### Urban Forest Policy

- The Urban Forest Policy has been drafted and is being reviewed prior to public exhibition in 2012/13.

##### Street Tree Master Plan

- The review of the Street Tree Master Plan has been completed.

- The planting of new street trees is being undertaken in accordance with the Plan, including 'in-road' planting opportunities

## **Major Programs and key outcomes**

### **Carbon Neutral Program**

- 2010/11 Inventory completed and independently verified.
- Annual documentation submitted to Low Carbon Australia to retain Carbon Neutral Certification under the National Carbon Offset Standard.
- Offsets procured.

### **Fleet Management**

- Fleet emission reduction programs were highly successful in 2011/12, resulting in approximately 400 tonnes less greenhouse gas emissions than predicted.
- The City's driver educator continues to provide in-cabin driver assessments and eco-driver training programs for the operators of high fuel consumption vehicles.

### **Community Greening**

- The City supports 16 community gardens, three footpath gardens and three LandCare groups. The City continues to support existing gardens with training, materials and management assistance where required.

### **Public Domain Lighting Advocacy**

- Ausgrid are continuing to monitor the results of their ongoing LED lighting trial. (The City's progress, in the installation of energy efficient lighting to all City owned public domain lighting, is separately reported under this strategic direction).

### **Greening Sydney Plan**

- The Greening Sydney Plan has now been adopted.
- A Greening Sydney Matching Grants Program is being implemented developed for implementation in 2012/12 and will focus on promotion of tree planting on private property.
- The City continues to monitor and review services provided in park and tree maintenance to ensure that the City's parks and open spaces are well presented and meet customer expectations.
- The City scored 8.1/10 for park user satisfaction and ranked second behind Sydney Olympic Park.

### **Residential Environmental Action Strategy**

- The 3 year Sustainable Action Values Everyone (SAVE) program, engaging with low income communities across four local government areas, with the SAVE Finale, held in June 2012, presenting on key outcomes and lessons learnt to over 150 practitioners in the field from 88 organisations.
- The Smart Green Apartments 5 building pilot is complete. An average saving of 35% of energy consumption was identified in common areas, equal to an average 165 Tonnes in potential carbon emissions reduction per year. A broad range of opportunities were identified such as lighting retrofits, swimming pool pumps and covers, Power Factor Correction and Variable Speed Drives for car park ventilation fans; together with waste and water initiatives.

### **Environmental sponsorship and grants**

- Funding continues to be provided to community groups to implement programs that improve the environment, reduce environmental impacts, or result in improved awareness of environmental issues. Some projects include: Green Strata Incorporated - Green Strata Website and Workshops; Harris Community Centre - Second-hand Saturday; Asylum Seekers Centre - Green Skills Program; and Australian Red Cross – FOODcents.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

<b>2.S.1 Key Performance Indicators</b>					
<b>Greenhouse emissions - For both the local government area and City of Sydney's own operations - reduce greenhouse gas emissions by 70% from 2006 levels by 2030, with 100% local energy generation by 2030.</b>					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2011/12</b>
		<b>Result</b>	<b>Result</b>	<b>Target</b>	<b>Actual</b>
Overall greenhouse gas emissions for all City of Sydney assets	Tonnes CO2	49,570	48,336	-	45,630
Greenhouse gas emissions for City of Sydney Building Assets	Tonnes CO2	24,945	24,718	20,350	22,975
Greenhouse gas emissions for City of Sydney Street lighting	Tonnes CO2	15,081	14,783	-	14,533
Greenhouse gas emissions for City of Sydney Parks	Tonnes CO2	2,934	2,578	-	2,355
Council's fleet vehicle greenhouse gas emissions (total)	Tonnes CO2	3,155	2,945	3,042	2,684
All other City of Sydney Greenhouse gas emissions (annual figure) (includes emissions from flights, taxis, contractor's fuel, events, and refrigerants)	Tonnes CO2	3,456	3,084	-	3,084
<b>Sustainability Programs - Encourage businesses and residents to reduce their greenhouse gas emissions</b>					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2011/12</b>
		<b>Result</b>	<b>Result</b>	<b>Target</b>	<b>Actual</b>
Value of environmental grants approved	\$	-	-	-	171,617
Commercial office floor space signed up to CitySwitch Green Office in the local government area	m2	-	-	936,944	736,915
Percentage of commercial office floor space (net lettable area) signed up to CitySwitch Green Office in the local government area	%	-	-	20	16
<b>Water Usage and Stormwater - Reduce overall water consumption and reliance on mains water used by council and across the local government area.</b>					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2011/12</b>
		<b>Result</b>	<b>Result</b>	<b>Target</b>	<b>Actual</b>
Total City of Sydney mains water usage	KL	382,806	398,483	-	325,314
Total City of Sydney mains water usage – Parks and Public Domain	KL	132,069	139,905	-	111,173
Total City of Sydney mains water usage – Commercial Buildings	KL	105,478	114,206	-	80,077
Total City of Sydney mains water usage – Community Buildings	KL	40,501	41,252	-	36,609
Total City of Sydney mains water usage – Operations (Depot etc.)	KL	45,820	32,812	-	26,345
Total City of Sydney mains water usage – Aquatic Facilities	KL	58,938	70,308	-	71,111
Total mains water consumption for the local government area (measured annually)	mL	31,032	33,833	-	-

**Waste - Provide high quality waste management services to residents that encourage a reduction of overall waste generation and diverts 66% of domestic waste from landfill by 2014**

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2011/12</b>
		<b>Result</b>	<b>Result</b>	<b>Target</b>	<b>Actual</b>
Local Government Area: Total Domestic Waste [including: Garbage, Recyclables, Household Clean-up]	Kg/Capita	-	-	335	327.58
Local Government Area: Recyclables [including: Kerbside Recycling, whitegoods, garden organics and e-waste]	Kg/Capita	-	-	95	97.46
Resource recovery recycling rate	%	36	49.25	57	65.5
City of Sydney (organisation) waste generation	Tonnes	-	-	-	2,453

**Greening Sydney - A green liveable city, that recognises the importance of trees and quality open space that supports diverse and abundant ecosystems**

<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2011/12</b>
		<b>Result</b>	<b>Result</b>	<b>Target</b>	<b>Actual</b>
Street trees planted	No.	759	462	600	753
Total street trees	No.	-	29,597	29,500	29,470
Native plants planted at community planting days	No.	9,120	7,865	8,000	8,155
Total trees and shrubs planted	No.	52,000	48,466	52,000	85,763
Public Domain Landscaping (nature strips, rain gardens, traffic treatments)	m2	8,000	8,334	6,000	6,875
Indigenous fauna species diversity maintained or increased compared to 2009/10 baseline (measured annually)	No.	-	-	-	-
Extent of locally-indigenous bushland increased compared to 2009/10 baseline (measured annually)	m2	-	-	-	-

# 3. Integrated transport for a connected city

## ***Sustainable Sydney 2030:***

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

## ***Sustainable Sydney 2030 Targets:***

- *Trips to work using public transport will increase to 80%, for both residents of the City and those travelling to the City from elsewhere.*

## ***City of Sydney responsibilities:***

The City of Sydney delivers world-class walking and cycling infrastructure, promotes and supports sustainable transport options, manages and maintains local roads, controls the impact of major developments on traffic and transport networks, manages parking and influences other major players in an attempt to improve the quality of access Sydney residents and workers have to their city.

In linking the changes in how people want to use the city with the transport they need to make that happen the City seeks to influence the NSW State Government, the Federal Government and private developers to make the right decisions that best support the environment, economy and society.

The City seeks a wide range of travel options so that the choice to take the most efficient and sustainable trip is also the most convenient and attractive. We can only do this in partnership with others based on the best available evidence.

Sydney needs a high quality world-class public transport system that is well planned, resourced, efficient and integrated as an essential cornerstone of sustainable development. While transport is primarily the responsibility of the NSW State Government, we play our part through advocacy for State and Federal Government investment in public transport infrastructure to connect the city centre with the rest of Sydney by fast and efficient public transport.

We actively promote car share, and are committed to making sustainable and active transport options available to residents, workers and visitors, and providing a viable alternative to private vehicles.

The City of Sydney is responsible for construction, maintenance and management of local roads. Through this responsibility we manage parking and traffic movements to encourage use of sustainable travel options and improve the safety and amenity of residential and commercial precincts.

## ***Key Functions and Services***

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

- City Access and Transport
- Clearways and Arterial Roads Inspections
- Community Transport
- Parking Meter Management
- Parking Station Management
- Public Domain Assessment
- Roads and Footways Maintenance
- Street Furniture Maintenance
- Street Lighting Maintenance
- Traffic Management

## Objective 3.1

### *Support and plan for enhanced access by public and active transport from the Sydney Region to the City of Sydney*

#### 2030 Actions

Code	Detail
3.1.1	Support improved metropolitan rail systems and new metro rail lines.
3.1.2	Support improvements to existing City Centre stations and their surroundings, including their interchange role.
3.1.3	Support and plan for the integration of cross-regional public transport services, including light rail and metropolitan rail systems and the quality of modal interchanges.

#### Major Projects and key outcomes

##### Green Square Transport Management and Accessibility Plan (TMAP)

- The City is working closely with State Transport agencies on Green Square transport issues.
- Transport for NSW is considering the TMAP and its impacts.
- The City continues to advocate for improved public transport, pedestrian and cycling links from Green Square to surrounding employment and services catchments. We advocate for this through strategic publications, such as Connecting Our City, and through regular meetings with various State Government representatives from the transport and planning portfolios.

##### City Centre Transport Access Plans

- The City continues to work with Transport for NSW on its City Centre Access Plan. Transport for NSW has not yet nominated a release date.
- The City has commenced initial discussions with a sample of companies operating light commercial vehicles, experts in loading data and strategy, commercial parking operators and building owners to get a better idea of the issues to be reviewed. Discussions have also commenced with Transport for NSW on likely bus networks to narrow down areas of investigation.
- An electric vehicle strategy will be submitted with an action plan to Council for approval in late 2012.

#### Areas for Improvement

- Transport for NSW has not released the Transport Management and Accessibility Plan (TMAP) for comment, nor the Botany Road Corridor Study.

## Objective 3.2

### *Align transport infrastructure with City growth*

#### 2030 Actions

Code	Detail
3.2.1	Develop an Inner Sydney Integrated Land Use and Transport Strategy.
3.2.2	Identify a network of local bus services.
3.2.3	Enhance the integrated accessible community transport network.
3.2.4	Investigate development opportunities at and around existing and new stations in proposed Village Centres.

#### Major Projects and key outcomes

##### **Integrated Transport and Access Strategy**

Connecting Our City, the 25 year strategic transport and land use integration strategy was exhibited in May 2012 and received wide acceptance. A final report incorporating feedback from submissions will be submitted to Council in 2012.

##### **Community Transport Review**

- Council endorsed a new policy for community transport services in the City. This reflects a significant change in the way we deliver services and results in almost double the current level of service to the community.

##### **Wynyard, Central and Newtown Stations Access and Design Studies**

- The City Centre Access Plan work is being revived by Transport NSW and will inform much of the hub redevelopment.
- Central has already been investigated by the State, and the work concluded with City input.
- Newtown Station upgrade is progressing and the City is working with Railcorp to institute a shared zone on Thomas St and Railway Lane.

#### Major Programs and key outcomes

##### **Community transport**

- The City's Community transport program provides a range of free transport services for the community.
- Community transport links Over 55 members to a vast range of healthy ageing activities, centre based programs, events and partnership programs throughout the year. Examples include; Seniors Week, Harmony Week and Christmas Events.
- Community Transport delivers transportation for internal business units such as Youth and Children's Services for sporting, educational and the school holiday programs.
- The City's Community Transport also provides eligible local community groups/organisations with access to subsidised community bus hire through the City's Community Bus Scheme.

##### **Accessible bus stops**

- Council is progressing towards the 55% compliance target as per the requirements of the Standards for Accessible Public Transport. Council is currently at 21%, with a greater rollout of the program in late 2012 to achieve the 55% target by December 2012.

##### **Roads maintenance and renewal**

- Reactive maintenance is effectively addressed through the established asset inspection and defect referral process and subsequent defects repair and patching works.
- Proactive maintenance is addressed by established programs such as the crack sealing, kerb and gutter maintenance and the annual road resurfacing programs.

##### **Areas for Improvement**

- The Integrated Transport and Access Strategy requires further work with multiple stakeholders across business, Government and residential groups, with a focus to implement major actions from the Strategy during 2013.

### Objective 3.3

#### *Reduce negative impacts from transport on public space in the City Centre and villages*

#### 2030 Actions

Code	Detail
3.3.1	Improve surface transport reliability in the City Centre.
3.3.2	Increase access for sustainable transport modes.
3.3.3	Manage car travel demand.
3.3.4	Develop sustainable travel initiatives.
3.3.5	Investigate transport pricing mechanisms to encourage sustainable travel.
3.3.6	Develop a comprehensive parking strategy that supports land use, environmental and sustainability policies.

#### Major Projects and key outcomes

##### Integrated Parking Strategy

- The City is currently trialling aspects of the draft Integrated Neighbourhood Parking Policy in Alexandria to prove feasibility and is also trialling the care workers permits across the local government area. Data collection is also continuing.

#### Major Programs and key outcomes

##### Motorcycle and Scooter Parking

- There are now 1,143 motorbike spaces in the Local Government Area.

##### Car share parking

- The total number of car share spaces in the City of Sydney is 397.
- There are now over 10,000 members of the car share program.
- There are now over 10,000 members of the car share program.

##### Bus Priority and Bus Stops

- The State Government continues to concentrate on the northern city centre, with the City assisting via the Congestion Management Planning Group to implement changes as requested.

##### Pedestrian, Cycling and Traffic Calming (PCTC) Plans

- Since the commencement of the PCTC program a total 102 projects have been built.

##### Parking Compliance

- Proactive and reactive ranger patrols continue to focus on pedestrian safety enforcement, including increased patrols in school zones and ensuring main arterial roads are kept clear.
- Rangers also maintain their routine patrols ensuring a regular turnover of parking spaces.
- The increased use of public transport and increased compliance rates by motorists has continued to lead to a lower number of parking penalty notices issued

## Objective 3.4

### *Increase public transport use and reduce traffic congestion on regional roads*

#### 2030 Actions

Code	Detail
3.4.1	Develop a road hierarchy and management plan for major corridors.

#### Areas for Improvement

##### Management Plans for Major Corridors

- The development of management plans for major feeder corridors to the city (mostly State roads) including public transport, cycling, walking and traffic safety targets for advocacy with the NSW State Government has yet to start. This project will commence in the following period.

#### Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

3.S.1 Key Performance Indicators					
Transport Management -					
Provide infrastructure and services to encourage use of sustainable transport alternatives and improve accessible transport connections within the city					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
People using community transport services in the local government area	No.	-	-	24,000	24,635
Parking and road management -					
Encourage use of more environmentally friendly and sustainable means of travel in the City					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Motorcycle/scooter parking spaces - total provided	No.	950	1,107	945	1,143
Car share parking spaces - additional provided	No.	171	113	110	112
Proportion of resident drivers who are members of car share schemes	%	-	-	5	6.4
Roads maintenance -					
Optimise the lifespan of City road and footpath assets, and improve street safety and accessibility					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Area of road renewal	m2	106,962	106,982	80,000	81,681

## 4. A city for walking and cycling

### **Sustainable Sydney 2030:**

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

### **Sustainable Sydney 2030 Targets:**

- *At least 10% of city trips will be made by bicycle and 50% of trips by pedestrian movement*
- *Every resident in the City of Sydney will be within a three minute walk (250m) of continuous green links that connect to the Harbour Foreshore, Harbour Parklands, Moore or Centennial or Sydney Parks*

### **City of Sydney responsibilities:**

People choosing to walk and cycle in the City require safe, direct, accessible and attractive networked paths that connect them conveniently to their destinations. The City is responsible for providing walking and cycling paths and advocating to Governments and developers the benefits of providing supporting infrastructure that improves user amenity.

Choosing walking and cycling is sustainable, take pressure off congested road and public transport networks and is healthy.

The City will work to normalise walking and cycling and highlight the convenience and ease with which the switch from car or public transport can be made. The City aims to take walking and cycling from health or sports-based activity to a legitimate, convenient and preferred mode of travel within and to the City for short to medium trips.

### **Key Functions and Services**

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

- City Transport and Access
- Cycling Strategy
- Parks Inspections
- Public Domain Assessment
- Road Safety Education
- Roads and Footways Maintenance
- Roads and Pedestrian Areas Management
- Traffic Management

## Objective 4.1

### *A network of safe, linked pedestrian and cycleways integrated with green spaces throughout both the City and Inner Sydney*

#### 2030 Actions

Code	Detail
4.1.2	Work with partners, owners, agencies and authorities to develop and implement the Liveable Green Network in the City and extend it to Inner Sydney.
4.1.3	Advocate, negotiate and prepare design plans for a continuous foreshore path between Glebe and Rushcutters Bay and from the harbour at Glebe, to Botany Bay, Rosebery and beyond.
4.1.4	Continue to ensure walking and cycling facilities and networks are provided and designed to be safe and meet the needs of everyone.

#### Major Projects and key outcomes

##### Liveable Green Network

- The Liveable Green Network implementation strategy was completed and handed over for implementation in June 2012. The strategy will be reviewed annually.
- The report, 'Connecting our City', has identified an approach to developing a Street Hierarchy which will assist in prioritising measures to enhance pedestrian and cycling infrastructure enhancements. These are both incorporated into the Liveable Green Network which was adopted by Council and is currently being prepared for implementation. The Liveable Green Network will deliver both cycle and pedestrian connectivity across the local government area over the next 10 years.

##### Streetscapes and Landscaping

- The upgrade of Foley Street, Darlinghurst seeks to revitalise the laneway between Oxford Square and Taylor Square. Works will be undertaken to enhance for outdoor activation, and facilitate the use of underutilised parts of buildings that adjoin the laneway as retail tenancies for a variety of business activities.
- Early work to replace Burton Street footpath paving between Oxford Square and Foley Street substantially completed.

#### Major Programs and key outcomes

##### Footpaths Maintenance and Renewal

- Reactive maintenance is effectively addressed through the established asset inspection and defect referral process and subsequent defects repair works.
- Proactive maintenance is addressed by established programs such as the crack sealing, trips trimming and the annual footpath improvement programs.

#### Areas for Improvement

##### Integrated Cycling Network works program for delivery of 200km of cycleways by 2021

- Projects for the next 4 years have been identified and have been reported to Council. Key issues include lead time in obtaining statutory approvals and mitigating the impact of new cycleways.

## Objective 4.2

### *Give greater priority to cycle and pedestrian movements and amenity in the City Centre*

#### 2030 Actions

Code	Detail
4.2.2	Advocate for the re-timing of traffic signals and phasing to give priority to pedestrians and bike riders.
4.2.3	Advocate for the reduction of the speed limit in the City Centre to a maximum 40kph to improve safety and amenity.
4.2.4	Implement part-time or full time road lanes and street closures where outdoor activities can be encouraged.
4.2.5	Improve directional signs and education about pedestrian and cycling networks.
4.2.6	Implement a public bicycle scheme.

#### Major Projects and key outcomes

##### Traffic Signal Priority

- Continuing to implement small scale trials of signal patterns that decrease waiting time for pedestrians continue with Roads and Maritime Services. Technology trials for better detection of bike riders at signals are under way with Roads and Maritime Services. Awaiting City Centre Access Plan which we are advised has a pedestrian section.

##### Laneways, Shared Zones and Slow Zones

- Central, Wilmot and Eagar Street have all received approval, or in-principle approval from the Local Traffic Committee.

##### George Street trial closures

- Local Traffic Committee has approved the part closure of George Street for October 2012.

#### Major Programs and key outcomes

##### Road Safety Program

- Awareness campaigns continue to monitor and review the interaction between bike riders and pedestrians. These campaigns included having an onsite presence at key sites where safety concerns were highlighted. Each event and onsite presence promoted coexistence between cyclists and pedestrians as well as monitoring the interface between pedestrians and cyclists.

##### 40 km/h Speed Limits in Villages

- Work continues on reducing the speed limits in residential areas. The City is currently working with Roads and Maritime services on implementing a 40km/h zone in Kings Cross.

#### Areas for Improvement

##### 40 km/h Speed Limits

- The 40km/h in the City Centre project was proposed under the former State Government. While work was continuing on proposed treatments until recently, work has now been halted temporarily. This is to allow the new legislated Central Sydney Traffic and Transport Committee to be established. This project will need to be reviewed by the new committee. Work on 10km/h shared zones continue to be progressed.

## Objective 4.3

### *Promote green travel for major workplaces and venues in the City of Sydney*

#### 2030 Actions

Code	Detail
4.3.1	Establish or improve end of trip facilities to encourage walking and cycling.
4.3.2	Investigate and develop a requirement for Green Travel Plans for major developments.
4.3.3	Provide bike parking, showers and change facilities, where appropriate, for walkers and bike riders at City of Sydney buildings.
4.3.4	Advocate for changes to the tax system to encourage incentive programs for employees who take sustainable transport to work.

#### Major Programs and key outcomes

##### Bicycle Parking

- On street bike parking - 333 O-Rings and 102 U-Rails installed.

##### Private End of Trip Facilities

- To encourage the provision of end of trip facilities the Draft Local Environmental Plan and Development Control Plan introduce the concept of additional floor space (end of journey floor space) for parts of buildings used as showers, change rooms, lockers or bicycle storage areas. The Draft LEP is a formal consideration under the Environmental Planning and Assessment Act.
- When the LEP is adopted, consideration will be given to how to advocate for the provision of these facilities.

##### Green Travel Advocacy

- The City is included in a number of working groups where sustainable transport options are discussed on a regular basis and has distributed widely Connecting Our City across all levels of Government, advocating a sustainable transport future for the City of Sydney.

#### Areas for Improvement

##### Green Travel Facilities

- An upgrade project for end of journey facilities at Town Hall House will be incorporated with upgrading works to the Level 1 lobby and also with workspace upgrades on Levels 2 and 3. The project program has been updated to reflect these circumstances and completion is proposed for the first half of 2013.

##### Green Travel Plans

- A system is being developed to manage travel by City of Sydney staff and reduce impact on city congestion by increasing walking, cycling and public transport use and reducing taxi and fleet use. The initial study was limited in its options and recommendations and was insufficient to effect a tangible change in outcomes. A more detailed investigation and implementation plan are under development.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

4.S.1 Key Performance Indicators					
Cycleways - A network of 55km of separated cycle ways and another 145km of other bicycle facilities which link people to their preferred destinations to encourage cycling as the preferred means of transport for work and leisure purposes					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Length of separated cycleways provided annually	Km	6	4.77	9	0.08
Length of on-road cycleways provided/upgraded annually	No.	-	0.52	6	0.93
Length of shared paths provided/upgraded annually	Km	-	3.62	12	0.58
Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)	%	-	54	25	34
Footpaths - Optimise the lifespan of City footpath assets, and improve street safety and accessibility					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Area of pedestrianised space created	m2	-	-	1,000	213
Area of footpath renewal	m2	43,659	37,930	35,000	39,283

# 5. A lively and engaging city centre

## ***Sustainable Sydney 2030:***

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

## ***Sustainable Sydney 2030 Targets:***

***There are no 2030 targets for this strategic direction***

## ***City of Sydney responsibilities:***

Sydney is a great city with a magnificent harbour and the green spread of the Domain and Royal Botanic Gardens. But its heart is congested, choking on the noise and fumes of traffic. We need to unlock the centre of the City so that it becomes a place people will want to go, and a place that welcomes everybody – workers, children, old people, and students.

Truly great cities attract people to their centres through the provision of safe and attractive public spaces and a vibrant city lifestyle.

City of Sydney is committed to delivering a public square at Town Hall as part of the three city squares concept. We will work to attract small businesses to further activate the streets and lanes. We have already been successful in advocating for changes to licensing laws to allow small bars and restaurants.

We will work to implement a vision for our City which includes more places for people to enjoy, and more activities that enliven the streets.

## ***Key Functions and Services***

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

- CCTV Management
- Customs House Management
- Laneways and Fine Grain Strategy
- Late Night Economy
- Regulatory Services
- Strategy and Economic Development

## Objective 5.1

### *Strengthen the city centre's public domain identity and create more places for meeting, rest and leisure*

#### 2030 Actions

Code	Detail
5.1.1	Plan for George Street as a north-south central spine in the City Centre connecting 3 new squares at Circular Quay, Town Hall and Central; with priority for public transport, cycling and pedestrians.
5.1.2	Investigate solutions and controls to limit and reduce vehicle access to the North-South central spine.
5.1.3	Develop a public space improvement strategy to enhance streets and squares in the City Centre.

#### Major Projects and key outcomes

##### George Street City Transformation

- The State Government has announced that George Street is the preferred corridor for light rail in the Sydney City Centre.
- A draft George Street urban design study was prepared in collaboration with Gehl Architects and reported to Council in February 2012. This Study is complemented by urban design studies for Barrack Street and Regimental Square which are existing public spaces adjoining George Street.
- An urban design study for Sydney Square has commenced with pedestrian and observation surveys and other site analysis completed.

##### City Centre Public Spaces

- Work is progressing on a city centre public domain plan that includes concept designs for specific public spaces. Draft urban design studies for Barrack Street and Regimental Square have been completed by Gehl Architects. These will now be progressed to more detailed masterplan proposals.

##### City Centre Public Domain Plan

- The draft City Centre Public Domain Plan is underway through a series of public domain precinct plan projects and site specific urban design studies.

#### Areas for Improvement

##### Three City Squares

- The George Street project is currently with the State Cabinet awaiting approval.

## Objective 5.2

*Provide active civic spaces across the city centre attractive to all.*

### 2030 Actions

Code	Detail
5.2.1	Investigate, model and develop the three new squares as primary focal points, supported by appropriate civic services and activation programs
5.2.2	Undertake cultural mapping to identify opportunities for cultural, entertainment and hospitality precincts around existing venues, and facilitate by appropriate development controls, street level lighting, signage and paving.
5.2.3	Investigate and create civic spaces and strategies to activate them.
5.2.4	Investigate technology services (e.g. free Wi-Fi) to activate public spaces.

### Major Projects and key outcomes

#### Cultural Mapping

- On 14 May 2012 Council formally requested the Chief Executive Officer to advance work on developing a City of Sydney cultural policy and strategy through research and consultation with the cultural and creative sector and the broader Sydney community. This was followed by the adoption of the City of Sydney Community Wellbeing Cultural Indicators on 25 June 2012.
- Barani / Barrabugu (Yesterday / Tomorrow): Sydney's Aboriginal Journey booklet was launched in July 2012, the first expression of cultural mapping of Aboriginal history in the City. Research and planning took place to consolidate research, update the Barani website and support the Eora Journey Public Domain working group.

### Major Programs and key outcomes

#### City Life

- The City provided support for a range of festivals and celebrations that significantly increased the culture and street life of the City. The events were as varied in scale and focus as the level of support the City provided. They catered to audiences of over 4 million residents and visitors to the City. These events include Open Sydney, City to Surf, Newtown Festival, Surry Hills Festival, the Greek Festival, Sydney Fringe, Pyrmont Food and Arts Festival, NAIDOC Week celebrations, Yabun Festival, Ultimo Pyrmont Festival, Sydney Writers festival, Sydney Film Festival, Tiny Stadiums Festival, Festival of Sydney, Mardi Gras, Cultural Film Festivals and the Christmas Celebrations.
- The city continues to work towards the new partnerships and developments to support the Late Night Economy. The late night library programming of performances, readings and entertainment continue in the Surry Hills Library, Ultimo, and Customs House.
- A number of cultural institutions and organisations continue to explore programs and activities to extend their traditional opening hours and greet new audiences. The City also provided grant funding to two After Dark programs in the City's more marginalised areas. This funding provides weekly programs to young people on a Friday and Saturday evening.
- The Grants and Sponsorship team have promoted the late night economy strategies and encouraged local organisations to consider applying for project grants that address these objectives, through their grant information sessions. The City approved a grant to Historic Houses Trust to extend their Sydney Open program to incorporate late night economy strategies into their program.

### Objective 5.3

#### *Manage and strengthen the mix of active frontages and precincts in the City Centre.*

#### 2030 Actions

Code	Detail
5.3.1	Maintain and enhance the integrity of the built heritage of the western precinct.
5.3.2	Enhance and retain the distinctiveness of Chinatown in the Haymarket precinct.
5.3.3	Identify other precincts which are distinctive or potentially distinctive.
5.3.4	Promote laneway precincts.
5.3.5	Support Sydney as Australia's main retail destination.

#### Major Projects and key outcomes

##### Laneways public domain improvements

- Albion Place: Construction works include a series of seating terraces to extend outdoor dining spaces, improvement of public domain lighting, installation of a new artwork and new planter boxes. A laneway opening event was held on 19 June 2012.
- Bulletin Place: The project is in design phase and currently finalising design documentation. Target for the commencement of construction is early 2013.

##### Chinatown

- Little Hay Street, Factory Street and Kimber Lane - the streetscape upgrade of these small streets in the heart of Chinatown, together with the Information Kiosk were officially opened on 21 January 2012.
- Thomas Street and Hay Street Improvement project sees the next phase of implementation of the Chinatown Public Domain Plan. The creation of a new public space as a result of the proposed road closure of Thomas Street in Chinatown, combined with the adjacent opportunities to create new pedestrian space in Hay Street and Thomas Street, provides an opportunity to develop a significant collaborative integrated public art and public domain project in this next phase of the implementation of the Chinatown Public Domain Plan.
- Council endorsed the appointment of an artist in June 2012. The design brief for Head Consultant can now be finalised. Target commencement of design in September 2012.
- Early Start Projects - Little Hay Street, Kimber Lane and Factory Street and conversion of Dixon Street Pagoda to an information kiosk have been completed.
- Expressions of Interest (EOI) to seek an innovative proposal or concept based around the theme of a 'New Century Garden' for the closure of Thomas Street and Hay Street improvements were evaluated and a short list of five teams selected to progress their design proposals. The preferred artist team has been selected and are currently under contract negotiation. This project will provide an opportunity to develop a significant collaborative integrated public art and public domain project as the next step for the upgrade of the Chinatown Public Domain.
- Project briefs for urban design services to collaborate with the artist team for the Thomas Street road closure and Hay Street improvements have been issued.

## Objective 5.4

***Support the development of small scale spaces for cultural, creative, retail and small business on streets and lanes.***

### 2030 Actions

Code	Detail
5.4.1	Encourage buildings to be built to the street edge with active, externally focused frontages for small retailing.
5.4.2	Develop ways to encourage existing building owners to build to street edges. Fill in empty colonnades and activate blank building edges with retail activity on streets and laneways.
5.4.3	Consider the conversion to 'grand retail' or 'grand hotels' for landmark city buildings.

### Major Programs and key outcomes

#### Laneways Business Approvals

- A Small Bars 101 workshop was held in 2012. This was aimed at potential new operators and included a presentation from the Office of Liquor Gaming and Racing. This gave all participants to enquire about how licensing works. The City's guide on how to open a small bar has also been updated.

## Objective 5.5

***Support the development of appropriate small businesses and diverse new bars and restaurants in the City Centre.***

### 2030 Actions

Code	Detail
5.5.1	Develop 'City Centre Business Diversity' criteria to attract and encourage businesses in the City Centre.
5.5.2	Maintain a small business grants program and align to the City Centre Business Diversity criteria when developed.
5.5.3	Investigate creating City of Sydney assisted or funded business incubators.
5.5.4	Monitor the implementation of new liquor licensing laws and promote further reforms needed.

### Major Programs and key outcomes

#### Laneway and Finegrain Business

- Support for Finegrain Businesses and laneway activation continues. One Finegrain Business Development Matching Grant of \$30,000 was approved.
- Fit out works are underway for 'China Lane' to open in Angel Place, though works have been slightly delayed. Construction works in Albion Place have been completed and the project was launched in June 2012. Four proposals have been selected for installation as part of the 2012 Laneways temporary art program to be installed in lanes off George Street.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

5.S.1 Key Performance Indicators					
City centre public life - Strengthen the City's public domain identity and create more places for meeting, rest and leisure					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Amount of street level outdoor dining in the city centre (total)	m2	2,539	2,474.60	2,600	2,687.74
Laneways reactivation - Reactivate Sydney's laneways as a vital part of public life in the City					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Small bars opening across the local government area	No.	-	-	-	13
Small unique / finegrain businesses opening in central Sydney (including laneways)	No.	-	-	-	7

## 6. Vibrant local communities and economies

### **Sustainable Sydney 2030:**

#### ***Building communities and local economies by supporting diversity and innovation in the City's Villages***

### **Sustainable Sydney 2030 Targets:**

- *The level of community cohesion and social interaction will have increased based on at least 45% of people believing most people can be trusted*
- *Every resident will be within a 10 minute (800m) walk to fresh food markets, childcare, health services and leisure, social, learning and cultural infrastructure*

### **City of Sydney responsibilities:**

Our land use planning activities, community and economic development, community programs and services, transport management and provision of parks and recreation areas provide opportunities for people live, work and play safely and harmoniously in the city. The city is unique among local government areas in that it is made up of local villages, as well as the global city centre. This means that we have local residents, a large workforce population and a large number of daily visitors. The city needs to be safe for everybody and provide opportunities for all. As part of our commitment to children, a childcare needs assessment will be conducted to help provide and plan for the changing demands of the community. There are also many local organisations that provide direct services to communities. The City of Sydney works to support those organisations. We provide direct funding to organisations through our community grants programs.

The City of Sydney's Social Policy 2006 sets out our responsibilities for community development, community services and community facilities as:

*The City has a strong commitment to social justice and equality, demonstrated through policies and services aimed at improving the quality of life of all people who reside and work in the city. The City values its diverse communities, recognises the worth of all people.*

*The City builds strong and positive relationships and partnerships with local community organisations and seeks to assist them to be independent, responsive to local needs, and to fulfil their service delivery goals.*

*The City provides community facilities and services that enhance the quality of life of all by providing accessible, quality, safe, needs-based and multi-functional spaces for people to come together for social, cultural, educational, recreational, and civic activities. The City aims to use its resources to try and fill gaps in service delivery on a needs basis.*

*The City works to ensure the appropriate and equitable development and use, of indoor and outdoor community facilities, to enable access unrestricted by financial or social constraints.*

The City of Sydney Social Plan 2006-2010 contains information about who is in the community and levels of need and relative disadvantage. A new social sustainability strategy is being developed to update the Social Plan.

### ***Key Functions and Services***

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

- Aquatic Centres
  - CCTV Management
  - Children's Services
  - Community Centres
  - Community Development
  - Companion Animal Education
  - Health and Building Services
  - Homeless Services
  - Integrated Community Facilities Planning
  - Living Colour Floral Displays
  - Meals on Wheels
  - Library Services
  - Over 55 Services
  - Parks and Open Spaces Bookings
  - Parks Maintenance
  - Private Property Tree Management
  - Safe City
  - Sculpture and Water Feature Maintenance
  - Social Policy and Programs
  - Social Strategy
  - Venue Hire
  - Youth Services
  - Strategy and Economic Development
  - Volunteering Coordination
- [also relates to other relevant Strategic Directions]*

## Objective 6.1

*Maintain and enhance the role and character of the Villages and places.*

### 2030 Actions

Code	Detail
6.1.1	Ensure that City of Sydney planning, policies and programs support a sustainable City of Villages.

### Major Projects and key outcomes

#### Local Action Plans

- A community garden themed mural was completed at Alexandria Community School.
- Street Creatures workshops were held at Waterloo Oval in late April. Kids ages 7 - 13 painted skateboard decks and made their own skateboards. The project was displayed on the cover of Central Magazine.
- Sydney Bike Style passed out free bike seat covers in Newtown and Surry Hills to promote riding in the rain and general cycle awareness.
- Six new Matching Grant Projects were recommended by Council in the 5th and 6th Allocation for 2011/12. These projects include a new community garden in Waterloo, 4 community building projects across the LGA, and 1 cycle related project in Pyrmont.
- Local Action plans are being superseded by Village Centre Planning

#### Village Centre Plans

- Ten community workshops were held between February and April across the 10 village groups. Specific consultations were also held with resident groups, chambers of commerce and Housing Neighbourhood Advisory Boards. Small scale tailored consultation was held with children, young people, Aboriginal and Torres Strait Islander people, culturally and linguistically diverse people, youth, and people who are homeless. Ten draft plans have been written for consideration by Council this calendar year.

#### Plans of Management for Community Land

- The public exhibition of the Generic Plan of Management - Parks, Sportsgrounds, General Community Use Land commenced on 19 March ending on 3 May.

## Objective 6.2

### *Create a network of Village Centres as places for meeting, shopping, creating, learning and working for local communities*

#### 2030 Actions

Code	Detail
6.2.1	Develop Villages and local places to support community needs and the role and future character of community life.
6.2.2	Prepare a Community Facilities Plan for community assets, facilities and elements consistent with the future role and character of the Village Centres
6.2.3	Investigate technologies such as Wi-Fi to activate the village parks and open spaces.

#### Major Projects and key outcomes

##### Integrated community facilities plan

The Integrated Community Facility Plan is being informed by consultation of Village Plans.

##### Village Centre Public Domain Plans

- The Chinatown Public Domain Improvement Plan was adopted by Council in May 2010.
- The revised Harbour Village Public Domain Plan that includes a range of priority and longer-term projects, with a focus on street upgrades, improvements to Observatory Hill Park and connections to Barangaroo's new Headland Park was reported back to Council and adopted in May 2012.
- Development of an updated Public Domain Strategy for Green Square Town Centre is currently underway.

##### Village Centre Public Art Plans

- An Artist Team has been selected for the next stage of the Chinatown Public Domain Improvement Plan.
- The Green Square Public Art Strategy has been revised and will be distributed as part of project briefs for the development of Green Square Capital Works projects.
- An initiation brief is being finalised to develop the George Street (City Centre) Public Art Strategy.

##### Woolloomooloo Plan

- As a result of the work of the 90Homes for 90Lives project the number of rough sleepers in Woolloomooloo has been substantially reduced. From highs of around 95 rough sleepers, counted in November 2010, the number now sits consistently at around 30. The City of Sydney is also collaborating with a range of government, non-government and community partners on a project aimed at generating positive cross community dialogue in Woolloomooloo called 'Show us your Woolloomooloo'. This project involves photography, a World Cafe and an Exhibition which will take place in 2012.
- A highlight in programming was the Friday Late Night Program based at PCYC in partnership with Woolloomooloo PCYC and Catholic Care. Each week, young people take part in basketball skills sessions and competitions and a BBQ dinner is provided to all.

##### Sydney Town Hall

- Lighting and Clock Tower: Work has commenced on the Sydney Town Hall Clock Tower Conservation project in February and is expected to be completed mid 2013. Scaffold was built to lower facade and the scaffold wrap, with a seismic bracing mock up produced.
- External Works Stage 2: Scope of work includes the conservation of the north and south-west facades and remaining portions of the east façade and also the roof. This project is in initiation phase, design to commence in July 2012.

##### Burton Street Tabernacle

- Construction works are ongoing with anticipated completion of excavation works by mid July 2012. First stage of desalination completed and second stage in preparation. The project target completion date is early 2013.

##### Community Facilities Upgrades

- Erskineville Town Hall conservation and refurbishment works include extensive repairs to the building fabric, upgrade of services and general refurbishment of the interiors. Construction works to commence on site in July 2012.

- The Glebe Town Hall upgrade is under construction.
- The Paddington Town Hall upgrade is under construction and scheduled for completion in Jan 2013.
- The Green Square Community Centre Fitout and Upgrade Works will provide an accessible and multi-purpose centre containing library services, administration and program spaces. A new lift will be installed to access all floors of the building. This project is in the design phase.

#### **Village Shopping Strip upgrades**

- Early construction works include tree and verge planting in Cleveland Street (between Bourke and Marriott Streets), street furniture upgrade, tree and verge planting at Baptist Street (between Cleveland Street and Boronia Lane).
- Cleveland Street (between Bourke Street and High Holborn Avenue): Murraya hedges were planted on the northern side and 20 metres of garden beds were planted on the southern side.
- Baptist Street: Footpath brick paving was completed and garden beds were prepared on the western side. Construction of footpath has commenced on the eastern side. Bus stop was relocated.
- The installation of 33 new Smart Poles on King Street Newtown, between Missenden Road and Eliza Street is nearing completion.

#### **Accessibility upgrades**

- Accessibility works to Community buildings are progressing well. The Glebe Town Hall upgrade, to be completed in late 2012, includes an accessibility upgrade. Tabernacle building refurbishment has commenced. St Helens Community Centre entrance upgrade is complete, Waterloo Oval Youth Facility is complete, Erskineville Town Hall works have commenced which includes an accessibility component. Minor works to the entrance of 107 Redfern Street are in progress prior to the major refurbishment in 2017/2018. All new works in the capital program to buildings will encompass an accessibility aspect due to the revised Disability Discrimination Act.

#### **Youth facilities**

- The Waterloo Oval Youth Facility construction has been completed, with tenants now moved in.

#### **Parks and Open Space Upgrades**

- Glebe Foreshore Stage 5 is the last portion of foreshore open space that will extend by way of an easement across the foreshore edge of the Sydney Secondary College, Blackwattle Bay Campus, between Ferry Road and Bridge Road. Stage 6 will provide some minor footpath improvements to the northern side of Bridge Road, between the School and the Fish Markets.

#### **Pools and Leisure Centre Upgrades**

- Prince Alfred Park Pool - Construction works have progressed which include timber cladding to external wall with this work almost complete, installation of door frames, mechanical equipment to plant room, terrazzo partitions to change rooms, soil and meadow planting to building roof, footings for fence posts, fence installation works and installation of five chimneys. The estimated completion date is in September 2012.
- Prince Alfred Park Coronation Centre – The Coronation Centre refurbishment includes partial demolition and reconstruction of the Coronation Centre. This will accommodate the adaptive reuse of the Centre as a community facility to fit within the adopted Prince Alfred Park Plan of Management (POM) & Master Plan. Practical completion was issued end of May 2012.

#### **Childcare facilities**

- An additional facility in Darlinghurst is planned as part of the works at 277 Bourke Street - Community Centre - Stage 1. This project is in the initiation phase. Preliminary concept design was presented and endorsed by Design Advisory Panel.

### **Major Programs and key outcomes**

#### **Community facilities**

- Use of the City's community venues continues to be strong, with over 10,000 bookings and 2,000 enquires per year.
- Facilities have had a number of improvements, refurbishments and repairs resulting in some closures. Increase in use is expected when these are finalised.
- The program of phased improvement and replacement of old equipment continues to keep the facilities fit for purpose. Ongoing improvements in the information provided about the facilities through the web site and constant attempts to streamline the bookings process continue to contribute to this positive result. Centres are still being used primarily for physical activity, meetings, rehearsals and seminars.

## Objective 6.3

### *Provide accessible community-level social infrastructure, services and programs across the City*

#### 2030 Actions

Code	Detail
6.3.1	Prepare a city-wide Social Sustainability Strategy to ensure services and programs meet local community needs.
6.3.2	Establish partnerships and programs to improve social outcomes among diverse communities.
6.3.3	Investigate ways to increase community involvement in improving local areas and economies.

#### Major Projects and key outcomes

##### Social Sustainability Strategy

- The document is in draft format and will be put to Council later in 2012.

#### Major Programs and key outcomes

##### Child Care Services 0-5 year olds

- As well as taking children on excursions the centres also arranged in-house workshops. Children are involved in various musical and movement workshops, sports programs, story telling workshops and wildlife shows. These have all been positive experiences for the children and they have shown great delight in being involved.
- As part of the implementation of the National Quality Framework, all centres developed their first Quality Improvement Plan. Each centre assessed their practices, educational program and policies against seven quality areas outlined in the Education and Care Services National Regulations and developed an improvement plan in line with the National Standards.
- At the end of 2011, a study was undertaken into the supply of child care places across the City of Sydney.
- Between May 2005 and December 2011, there had been a net increase of 1,041 places across the City of Sydney. This represents a 32% increase in places in the past 6 years. The majority of new places are work based centres in the city centre and private centres in Green Square.

##### Child Care Services for 5-12 year olds

- The six Children's Programs continued to provide a range of after school and holiday activities for primary school children, supporting families with workforce participation, study and providing activities to children who may not otherwise be able to access these services.

##### Library services

- The City libraries ran 1,149 programs during 2011/12, with a total of 29,369 people attending, a significant increase on the numbers from 2010/11 (17,200).

##### History and heritage

- Special accessibility tours of Town Hall were conducted as part of International Disability Day. An AUSLAN guide to Sydney Town Hall has been developed for the hearing impaired. Items of the civic collection have been included in a number of current and forthcoming exhibitions; including loans to other cultural organisations. Planning has commenced for major exhibition of the civic collection in 2013.
- The History Unit continues to support the Eora Journey project with advice, research and cultural mapping, along with reprinting and distributing the Barani/Barrabugu booklet. The City Historian works on the Eora Journey Public Art Working Party providing advice and research support.
- The unit provides content and historical context for stories and responds to enquiries from students and the public. House histories, the old Sydney burial ground, street names and the location of old businesses are all popular topics of public enquiry.
- The unit has delivered a number of lectures to community groups and general audiences, including talks at the State Library of NSW, Sydney Mechanics' School of Arts, library branches, City of Sydney Historical Association, the inaugural Digital Humanities Conference. A number of background lectures and talks to architecture students on historical research have been delivered as part of the City's MOU with the University of NSW.
- The City's oral history collection widely available and easily accessible on the website.
- The City's Oral Historian is concentrating on editing audio and transcripts from the collection for inclusion on the new oral history website, while audio and text are starting to be populated onto the website for development and design testing.

- The Oral Historian has overseen collection in the themes of Shared Terrain and Shelter, adding another 20 interviews to the archival collection. The oral history collection will be featured in the City's History Week Program around the theme of 'Threads'.
- The Dictionary of Sydney Trust has been implementing their marketing strategy, to engage the community and keep them up-to-date with the progress of this project, including Twitter and Facebook. The Dictionary's articles have been included in the National Library of Australia's Trove.
- The Trust's various information websites have been amalgamated to create a Dictionary of Sydney HQ
- Content produced by the City's History Unit that has been published on the website includes biographies of early mayors.
- The Dictionary of Sydney Trust was successful in securing a grant for just over \$21,000 from the Federal Government Your Community Heritage Program. An inter-local government project around the Cooks River is being developed.

### **Security and Emergency Management**

- The City's Street Safety Camera Program works in unison with the Police, to report and respond to incidents.
- The City receives around 350 applications for CCTV footage per year. The City releases items of footage, the vast majority of which is for the NSW Police for the purposes of investigation and prosecution of offences.
- The City is on target to complete the installation of 6 additional cameras and the upgrade of 3 existing cameras in Kings Cross in August/September 2012.
- The City has continued to maintain the 'Let's Get Ready Sydney' website, which provides information to the community about preparing for and responding to emergencies.
- There was one meeting of the Local Emergency Management Committee, where a work plan was agreed for the next 12 months, including:
  - Review of the emergency risk assessment for Sydney LGA
  - Re-assessment of evacuation centres in the Sydney LGA
  - Emergency management exercise to practice local emergency management arrangements
- The emergency training and evacuation program was delivered in accordance with the annual program.

### **Community Safety**

- City staff worked with local residents, Police, Housing NSW, Local Health Districts and community to conduct community safety audits in Waterloo and Woolloomooloo. The outcomes of the audits have been recorded into reports for all stakeholders to action.
- City staff attended all community safety precinct committee meetings with the seven local area Police commands to address local safety issues and levels of crime. The City supported two Family and Culture Day events at Waterloo Green.
- The Kings Cross Plan of Management has been developed to include initiatives to manage the late night trading areas, to be delivered over Summer 2012/13.

### **Alcohol Related Crime**

- The City received applications from local Police, local business and a resident to establish alcohol free zones and alcohol prohibited areas in the City Central, Kings Cross, Newtown, Redfern, Surry Hills and The Rocks Local Area Commands. Applications for alcohol free provisions are only endorsed by Council after extensive consultation process.
- A solution-based workshop was held for businesses and residents in Kings Cross, addressing late trading issues. A community working group was formed to provide feedback and advice while the City works towards deliverable outcomes for Kings Cross (and the rest of the LGA) beginning in summer. Preparation for Precinct Ambassador and portable urinal programs is underway. Two food trucks received their permits and are operating in designated areas in city streets.

### **Volunteering**

- The City engages close to 4,000 volunteers per year in the following areas.
  - Organising and /or performing in National Youth Week, Seniors Week, SmARTart Festival events and Living in Harmony programs.
  - Helping out in children's excursions and in classes during after school and school holidays
  - Delivering Meals on Wheels to disadvantaged residents and helping out with centre programs in 7 Over-55s centres.
  - Running ongoing recreational programs and one-off events in community centres such as Aboriginal one-on-one Job Support Program
  - Transcribing and cataloguing archival records
  - Facilitating library programs as guest speakers and maintaining specialist collection
  - Assisting staff in tourist information kiosks
  - Acting as translators, parade marshals, costume assistants for events such as Mardi Gras, Chinese New Year, New Year's Eve etc.
  - Regularly toiling in 15 community gardens or participating in annual National
- Tree Planting Day
  - Counting rough sleepers in Street Count twice a year

### **Ageing in the Community**

- Over 55 Services provides members and residents with a range of food and meal options such as Meals on Wheels home delivery, centre based lunches, anniversary lunches and food hampers.
- Social and community support and health and recreation programs are provided through referral and social support, education and health talks and events such as: Christmas; Seniors Week; Carers Week; and Volunteers Week. 'Healthy Ageing' activities are provided under the Growing Older Living Dangerously (GOLD) program and in partnership with the Community Transport service. These services and activities are targeted to meet the needs of our diverse clientele including Aboriginal and Torres Strait Islander Elders, Chinese speakers and other culturally and linguistically diverse people.

### **Major Venues and Open Spaces**

- Venue Management runs commercial activities at the same time continuing to support community events without compromising service standards. Major community events held at our indoor venues, City parks, open spaces and streets include The Sydney Writers Festival, The Sydney Festival, Yabun, Australia Day, Art and About, Homeless Connect and the regular Christmas Concert series at the Sydney Town Hall.

### **Community Events**

- The City of Sydney's Living in Harmony Festival was held from 21 March to 25 May 2012. It is estimated that close to 60,000 people participated in 20 festival events. The Festival focused on promoting diversity within diversity, to bridge understanding and acceptance between our multicultural communities, gay, lesbian and transgender communities (GLBT), and people with disability. Highlights from the 2012 Festival included: The launch of "diverseCITY" booklets at the Harmony Gala Concert ; The Growing Family Tree Forum and The Aboriginal and Torres Strait Islander Heritage Tour.
- The City launched the 'Needs Assessment Report of the Korean Community in the City of Sydney 2011' at Sydney Town Hall Vestibule. The launch was attended by over 100 people representing a range of government and non Government organisations.
- From July 2011 to June 2012, a total of 213 community workers, management committee members and volunteers participated in Connect Sydney community capacity building training. Eight training workshops were organised including Intensive Winning Grants Seminars, Mental Health First Aid workshops, Managing Disability in the Workplace, Board Development training for GLBT organisations, Introduction to facilitative leadership and a Cultural Intelligence Workshop.
- The City in partnership with GLBT organisations organised a number of events to raise awareness of homophobia and transphobia as well as celebrate our sex and gender diverse communities, examples included International Day Against Homophobia (IDAHO) with 200 people attending; Transgender Day of Remembrance with 200 people attending; and The Pride in Colour Working Group hosted 'Fairy Bread with 300 people attending.
- The City also supported a Pride in Colour Working group- a cultural, gender and sexually diverse group to host stalls at the Sydney Gay and Lesbian Mardi Gras Fair Day and Pride Week to raise awareness of the group, with approximately 300 people visiting the stores.
- The City hosts National Youth Week events to celebrate the achievements of young people and acknowledge the contribution they make to their local community.
- The City provides a number of festivals including: Art & About Sydney, Sydney Christmas and the Chinese New Year Festival. Art & About Sydney saw the introduction of a major new launch event, Friday Night Live, which attracted 8,000 people to Martin Place. In addition, the Banner Gallery was seen by approximately 750,000 people each day, Sydney Life in Hyde Park attracted 300,000 people, 10,000 people viewed Little Sydney Lives in Sandringham Gardens, and 100,000 people enjoyed the season of Laneway Art.
- To make NYE2011 more accessible, the City also provided the following services for people with disabilities:
  - Dedicated Accessibility Page on [sydneynewyeareve.com](http://sydneynewyeareve.com)
  - Dedicated email address [nyeaccess@cityofsydney.nsw.gov.au](mailto:nyeaccess@cityofsydney.nsw.gov.au) for individual accessibility enquiries and to process requests for information in alternative formats
  - Audio description of 9PM Family and Midnight Fireworks displays broadcast on digital radio station NYE2011
  - Accessibility map
  - Auslan interpreters at Lord Mayor's Picnic and Lord Mayor's Party
  - Captioning on Channel 9 Broadcast of 9PM Family and Midnight Fireworks displays
- The City worked with the Green Square community, partner organisations and key city staff to deliver events included Friends of Victoria Parks 'Get to know your neighbour Day'. Also included were social enterprise and collaborative consumption workshops and the Sirolli Institute citywide talk followed by the Community Economic Development training course, which continues to yield outcomes both internally and across the community sector servicing Green Square and the wider LGA.
- The Library ran 1149 community programs in 2011/2012, attended by 29,369 people. In addition, the Library hosted 47 exhibitions, and attended 10 festivals. Highlights of the 2011/2012 program were Late Night Library, social media talks, workshops and classes run for a range of skill levels, weekly story times and monthly author talks. The Library also ran special partner events for National Youth Week, Seniors Week, Harmony Week, Chinese New Year, History Week, Heritage Week, Art & About, the National Year of Reading, Mardi Gras, International Women's Day, Women's History Month, NAIDOC Week, the Sydney Writers' Festival, Sydney Film Festival, Design Week, Book Week and National Simultaneous Story time.

- The City's community Centres ran a range of cultural and recreational programs for our diverse communities. The City's Pine Street Creative Centre ran 24 exhibition and partnership events with 3,873 people attending.

### **Building a Healthy Community**

#### **Over 55 Services**

- Over 55s classes and activities are regularly conducted each month at a variety of City venues.
- Over 55 Services, in partnership with Ethnic Communities Council, provided a special educational tour for Ultimo Over 55's members to the Churrolla Recycling factory. The members learnt new skills on recycling and sustainability.
- Over 55 Services celebrated National Volunteering Week by hosting a recognition luncheon for volunteers. The event was held at the Sydney Park Pavilion and was attended by over 70 volunteers. Volunteers were treated to an afternoon of live jazz music, onsite massage therapy and a gourmet buffet lunch. The event was also attended by guest speaker Lynne Dalton, CEO of the Centre for Volunteering and certificates of recognition were presented to each volunteer.

#### **Youth Services**

- Youth Services provide a number of structured and semi-structured health and recreation programs for young people in the City of Sydney community, as well as partnering with community organisations to provide programming and promote healthy lifestyles.
- The City also funds the "After Dark Program" in Glebe that runs on Friday and Saturday nights. This program has a focus on health and recreation through the provision of cooking and sporting programs. Throughout the year, 3331 young people attended with around 90% identifying as Indigenous.

#### **Community Centres**

- Six community centres in Ultimo, Pyrmont, the Rocks, Redfern, Woolloomooloo and Chippendale recorded over 450,000 attendances for the year. Over 2,000 programs were provided across the different centres, around 500 in partnership with other organisations. The centres recorded in the region of 125,000 attendances at these programs. This year over 125 community events were organised by centres which attracted around 40,000 attendances.

### **Responsible Companion Animal Ownership**

- The City continues to provide a number of services for companion animals, including, free micro-chipping, de-sexing and obedience training. A pensioner discounts program has been widely used as part of the registration process.
- The City Rangers and the Companion Animals Liaison Officer continued to conduct uniformed and plain clothed patrols of all parks and open spaces within City's Local Government Area to ensure dog owners are complying with the Companion Animals Act, as well as ensuring all park users are respecting the rights of others.

### **Homelessness services**

- The City continues to provide the Homeless Persons Information Centre (HPIC) to accommodation and other forms of short and long term assistance, with over 60% of people receiving same day accommodation.
- The Woolloomooloo Integrated Services Hub (WISH) is a one-stop-shop providing direct services to people who are homeless or at risk of homelessness. The WISH brings approximately 20 services, such as housing, Centrelink, health, employment and petcare together once a month with the objective of providing coordinated service delivery focused on outcomes to facilitate people's pathway out of homelessness.
- City staff continue to work pro actively with external stakeholders such as the NSW Police, RailCorp, the Botanic Gardens Trust, homeless outreach and other community services to ensure that our approach to the management of public space is both compassionate and also effective in terms of the overall amenity and safety of our public spaces.
- The City provided funding to Housing NSW for allocation to Neami, a non-government organisation, for the operation of Way2Home, the assertive outreach service for rough sleepers in the inner-city. The City also provided funding to the YWCA Homelessness Brokerage program, with funding support from Housing NSW. This program provides assistance to people to prevent them falling into homelessness or to assist newly homeless people to resolve their crisis before becoming entrenched in homelessness.
- The City conducts a winter and summer street count to assess the number of people who are sleeping rough in the local government area. There has been overall decrease in the average of people counted sleeping rough over the previous six street counts.

## Objective 6.4

### *Develop and support local economies and employment*

#### 2030 Actions

Code	Detail
6.4.1	Investigate economic development strategies for Village Centres.
6.4.2	Support and facilitate pathways to training and employment in the local community.

#### Major Programs and key outcomes

##### Economic Development

- Seminars are held to provide business advice on a regular basis. The Shop Local campaign and promotional material were developed to help promote local shops and business, including the Slices of Sydney booklet promoting the Villages, and is available on sydney.com website.
- As part of the creative tenant's six-month property licence and MOU, a review was undertaken with all 16 tenants to assess their first four months in the Oxford Street properties. All reported positive experiences and were very grateful for the opportunity. All chose to remain in the properties for a further six months (to 31 December 2012) and expressed interest in long term occupation. Most tenants reported that their involvement in the project had raised the profile of their businesses, and that the opportunity to operate from a professional office or retail space had increased their accessibility (to clients, colleagues and consumers), improved their status and credibility, and had led to professional opportunities, new networks and opportunities for collaboration.
- The City organised the first in a series of networking events "66 Meet Ups", to capitalise on the creative energy of the Oxford Street project, social enterprise tenant AroundYou. The aim was to create an event where creative entrepreneurs and investors can network and share their expertise whilst showcasing the precinct's creativity and innovation.
- An audit and review of the Oxford Street Cultural Action Plan was completed.
- The Roll Up Redfern Working Group continues to meet bi-monthly, to implement initiatives and projects to further the economic development of the Redfern Street village. Potential applicants continue to express interest in the Redfern Shopfront Grant Program which has been amended to support matched funding of \$6,000.

##### Training, Education and Employment

- The City's Aboriginal Apprenticeships Program continues with 6 AES school-based trainees at the City who are in their second year of this program.
- Throughout the past year, 124 young people have participated in auditions through the Lights Camera Action program, and 109 young people have received paid employment.

##### Late Night Trading Premises

- All high risk licensed premises subject to trial period development consents have been inspected to scheduled targets. Risk ratings are reviewed and re-assessed after each inspection of premises operating under trial development consents.
- Footway seating approvals at licensed premises are being pro-actively inspected for compliance.
- The NSW Police Commissioner and Council have agreed on development of a Memorandum of Understanding across Council to facilitate collaboration and the exchange of information, which originated from the existing close relationship on regulatory enforcement of licensed premises between these authorities.

##### Building Inspections

- The City continues to initiate actions to address concerns raised by the public in relation to non-compliance with Development Approvals and unauthorised building works and uses.
- The completion of these customer enquiries are undertaken in regard to the Council's enforcement policy and the appropriate standard to ensure an acceptable level of safety and benefit to the community.
- New processes are continuing to improve efficiencies and outcomes.

##### Public Health Inspections

- 100% of mandatory high risk food inspections completed, ensuring the safety of the City's food shops.

##### Public Health Education

- The City continues to conduct free hygiene seminars for food handlers, which is supporting and improving food handling practices for safer food across the city.

**Fire Safety**

- The City continues to ensure compliance with fire safety regulations through regular monitoring of properties, investigation of customer queries relating to fire safety and monitoring of the City's Annual Fire Safety Statement Register.
- Customer requests are actioned and investigated within target timeframes. Regular proactive inspections are carried out on high risk buildings such as boarding houses and backpackers to ensure these premises maintain proper fire safety management practices.

**Objective 6.5*****Improve the quality of high density living in apartment buildings*****2030 Actions**

<b>Code</b>	<b>Detail</b>
<b>6.5.1</b>	Promote public discussion on issues relating to improved amenity for high density living.
<b>6.5.2</b>	Investigate community development programs to improve the practical day to day management of high density living, and to build community cohesion
<b>6.5.3</b>	Support legislative reform for better apartment living including strata management.

**Major Programs and key outcomes****Living in Density/Strata**

- A detailed plan for strata literacy and capacity building is in development, to be delivered in later in 2012.
- "Rise and Shine: The Future of Strata in the City" forum was held at Customs House in March to a full house. It featured a panel of building and legal experts, and covered recent changes to the Home Building Act.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

<b>6.S.1 Key Performance Indicators</b>					
<b>Local economies -</b>					
Develop and support local economies and employment					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Amount of street level outdoor dining in the Village Centres	m2	2,905.51	2,914.70	3,206	3,240.13
Aboriginal and Torres Strait Islander people in training / employment / enterprise programs supported by the City	No	158	688	-	1,772
People receiving certification in Pathway to employment programs	No	-	-	360	489
<b>Libraries and learning -</b>					
Provide equal access to information and knowledge to support a life-long learning culture for residents, businesses and visitors to the City					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Library members	No.	37,477	32,034	40,000	29,103
Items borrowed from libraries	'000	1,476.58	1,263.12	1,200	955
Visitors to libraries	'000	1,246.10	1,201.37	1,500	1,209
<b>History and Heritage</b>					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Value of heritage grants approved	\$ '000	-	-	-	22.5
<b>Children's services -</b>					
Provide affordable, safe, stimulating and educational activities and programs for children to enhance their positive growth and development, and assist families in balancing workforce and community life participation					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Families supported through City of Sydney provided child care services	No.	1,127	1,147	1,000	1,124
<b>Community health and well-being -</b>					
Provision of quality recreational facilities and open space as places to meet, socialise and to engage in passive and active recreation activities					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Usage -v- capacity of sports fields (booked use) (hours used -v- hours available)	%	92	89.75	85	91
Open space per capita (measured annually)	m2	21.5	21.02	24	21.02
Area of parks and open space managed by the City of Sydney (measured annually)	ha	188.53	188.5	190	190
Attendances at aquatic and leisure centres	'000	1,281.09	1,275.36	1,300	310,810.73

<b>Community support -</b>					
Support community organisations to improve access to services to reduce disadvantage and build relative equality, and try to fill gaps in service delivery on a needs basis.					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Meals on wheels delivered	No.	60,050	53,014	65,000	51,329
Value of grants to community groups from City of Sydney (cash and in-kind)	\$ '000	3,362.82	3,414.16	-	5,122.77
Community groups using community centres and venues	No.	280	287	-	299
Total bookings by community groups using community centres and venues	No.	-	6,861	-	7,907
City-provided programs and partnership programs held at community centres	No.	-	2,150	2,087	2,038
Attendances at programs and partnership programs held at community centres	No.	-	230,873	241,863	238,713
Total overall attendance at community centres	No.	-	-	-	459,235
Attendances at local community events that promote community cohesion	No.	-	-	-	13,456
Health promotion events or activities relating to the promotion of healthy choices and the reduction of drug and alcohol related harm	No.	-	-	6	12
Healthy Ageing events and activities promoted	No.	-	-	1,640	1,699
Young people participating in sports programs supported by the City	No.	-	-	480	973
Young people participating in the planning and delivery of National Youth Week	No.	-	-	30	52
People who received paid employment following the completion of pathways to employment programs	No.	-	-	50	228
Percentage of people who were provided with assistance they requested on the day of contacting HPIC	%	-	-	75	63.79
Participants in computer training programs at all community facilities	No.	760	793	1,200	829
Volunteers involved with City of Sydney services, programs and events	No.	-	-	-	3,124
<b>Companion animals -</b>					
Support and educate the community in responsible pet ownership and assist residents to meet their obligations under the NSW Companion Animals Act					
<b>Key Performance Indicator</b>	<b>Unit</b>	<b>2009/10 Result</b>	<b>2010/11 Result</b>	<b>2011/12 Target</b>	<b>2011/12 Actual</b>
Dog obedience courses held	No.	-	-	4	4
Dogs and cats impounded	No.	225	199	-	178
Animals reclaimed by their owners	No.	32	84	-	52
Animals rehoused from the pound	No.	52	105	-	105
Animals euthanized at the pound and external Veterinary Clinics	No.	87	40	-	21
Dog attacks	No.	91	87	-	113
Dog attacks in which the dog was subsequently declared dangerous	No.	5	3	-	9
Hours per quarter spent in parks on proactive inspections	No.	-	-	3,540	4,595

## 7. A cultural and creative city

***Sustainable Sydney 2030:***

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

***Sustainable Sydney 2030 Targets:***

*There are no 2030 targets for this strategic direction*

***City of Sydney responsibilities:***

The artistic and cultural life of a city is its heart and soul. Artistic and creative expression inspires, confronts, challenges, entertains and delights us as individuals and as a community. It provides emotional, intellectual and personal enjoyment to both the artists and the audiences.

It is particularly important to recognise and celebrate the traditional and living Aboriginal and Torres Strait Island culture.

City of Sydney provides spaces for artists to work and to show their wares. We use city streets, buildings, parks and other areas in the public domain to make art more accessible for the people of the city. The City of Sydney is one of the largest free events producers in Australia. We produce cultural events and celebrations that are accessible and open to everybody to encourage a sense of identity and place, and which foster understanding of the diversity of Sydney's people and cultures.

Through our sponsorships and grants programs we seek to empower artists and communities to find their own creative expression, and manage their own performance.

***Key Functions and Services***

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

- Cultural Development
- Curatorial and Historical Research
- Events Management
- Film Permits
- Strategy and Economic Development
- Public Art Management

## Objective 7.1

### *Provide cultural leadership and strengthen cultural partnerships*

#### 2030 Actions

Code	Detail
7.1.1	Develop a City of Sydney Cultural Strategy
7.1.2	Undertake a cultural audit of the City which is based on international benchmarks, to inform the Cultural. Strategy
7.1.3	Establish partnerships with other governments to coordinate support for the cultural calendar of major events and cultural development.
7.1.4	Investigate creating a centre to showcase design, culture and the built environment as well as providing exhibition and forum space.
7.1.5	Develop partnerships with the universities to involve them in cultural development, creative industries and applied research.

#### Major Projects and key outcomes

##### Cultural Strategy

- The Cultural Policy continues its research phase, with research into best practice models both locally and internationally, presentations from guest speakers with staff and industry and the adoption of the cultural indicators and metrics by Council in 2012.
- The City has committed to present a Cultural issues paper by the end of 2012.
- The draft cultural policy will be delivered in 2013.

#### Major Programs and key outcomes

##### Cultural Partnerships

- The City partnered with Destination NSW's Sydney in a winter campaign to extend the coverage of the campaign to include local villages. The campaign included offline advertising in 3 states, and consumer generated content through social media (eg - over 1,000 "like a local" images posted to Instagram from the community). Campaign is first of its kind for the partnership and is shaping up to be very successful as it progresses through 2012.
- Late night programming in the libraries continue to prove popular with audiences featuring quirky themes and popular culture at Surry Hills Library, Ultimo Library and Customs House. Most of these programs have been developed in association with local community groups, cultural organisations and artist collectives and add diversity to these public activities. The demand for late night libraries to extend into other branches continues to grow.
- This City has developed a number of co-presenting partnerships that included the Australia Council for the Arts to co-present "Measuring the Value of Culture", the Australian Business Arts Foundation, British Council and Gaddens Laywers to host a Lord Mayor Round Table for Julie's Bicycle CEO Alison Tickell; a partnership with Australian Business Arts Foundation to host a luncheon with the founder directors of Culture Label; in addition, the City became an Affiliate member of the International Federation of Arts Council's and Cultural Agencies in 2012 and through this affiliation hosted a workshop with the CEO of the National Assembly of State Arts Agencies (US).

## Objective 7.2

### *Support cultural activity, participation and interaction*

#### 2030 Actions

Code	Detail
7.2.1	Prepare a Public Art Strategy which reinforces the opportunity to integrate the work of artists in the City's streets and public spaces.
7.2.2	Prepare an Events Strategy which links to the creative economy and enhances the use of the City's streets, laneways and public spaces.

#### Major Projects and key outcomes

##### Events Strategy

- The City is working with Destination NSW in regards to an events/marketing strategy between the two organisations. Marketing support is provided for Chinese New Year, in particular "packaging" events with airlines and accommodation, given its potential for international tourism and possibly marketing assistance for future Art & About festivals post 2012.

#### Major Programs and key outcomes

##### Public Art

- Restoration Projects include:
  - John Baptist Fountain: Project was completed.
  - El Alamein Fountain: Construction is ongoing and scheduled for completion in Oct 2012
  - Llankelly Place Lights, Kings Cross Restoration Stage 1: Scoping Report to go to Council later in the year. Request for Tender (RFT) to go out by end July 2012
  - Haymarket Catenary Lighting Chinatown Restoration Stage 1: Restoration work
  - Material World Towers Railway Square: Project is on hold.
  - Sandringham Fountain: Repair works have been completed.
- Iconic Arts Projects:
  - Shades of Green Sonia - The chimneys for the Trigen plant below ground at Prince Alfred Park Pool are part of the building and part of the landscape linking the plant, the pool, the landscape and the sky. This project is to be completed in August 2012.
  - Taylor Square Public Art Program Stage 2 NAS - Windgrid, Windlab, Windwalk - Embracing the elements Tim Knowles as Artist in Residence at National Art School proposes to activate Taylor Square by capturing the wind. In a mass walk utilising GPS, a lab providing information to the community and a sculpture suspended above Taylor Square north Tim Knowles will deliver a dynamic program from Sept 2012.
  - Golden Watermouth Haymarket - Investigation into possible termite activity is underway.
  - Haymarket Catenary Lights, Chinatown - Stage 1 Restoration work investigation into new lighting technology. Lighting engineer working with artist Peter McGregor. Cost estimate is being prepared.
  - Heaven and Earth Chinatown - Conservation of Earth element complete. Conservation of Heaven component is underway.
  - Streetware Project - The next Streetware commission is for a temporary work that uses the entire T2 building as a canvas. Expression of Interest was advertised in July for appointment of artist/s in August 2012.
  - Reconciliation Mural - Lead artist Elizabeth Rooney, auspiced by Glebe Youth Services. Project involves the work of local indigenous artist, community members and school children and young people from Glebe directed by local community first. Workshops are underway at Glebe Primary and Glebe Youth Services Centre. Completion is in September 2012.
  - Maybanke Mural - The street art mural surrounding the basketball court at Maybanke Youth Centre will be updated. Artists workshops underway in July 2012. Work to be completed in September 2012.
  - Druitt Street Shelter - Proposal by Richard Goodwin in development. Completion in September 2012.
  - Halo by Jennifer Turpin and Michaelie Crawford is in construction and will be unveiled in August. The work will be handed over to the City.
- Conservation Projects:
  - Archaeology of Bathing, Botanic Gardens - Conservation project is in development.
  - Dual Nature, Botanic Gardens - Repair of solar panel and audio under investigation.
  - Glebe War Memorial - Documentation for conservation tender in development.

- The Bower Redfern - Replacement of enamelled paving memory pieces in progress. Redesigned to ensure longevity.
- Public Art Advisory Panel is meeting regularly and providing high quality advice to Council staff and Council.

#### **Art and performance**

- Busking activity has continued to be popular in the City, with Pitt St Mall, Circular Quay and Darling Harbour key locations.
- The City's Public Art Program continues to research unique opportunities to present public art in the City. Current projects include the development of the Eora Journey Public Recognition Project, New Century Garden Project for Chinatown, Green Square Public Art Strategy as well as artist selection for the City Spaces project 2012
- The Art & About festival saw the introduction of a new event, Friday Night Live, to launch the festival in Martin Place. In association with the event, major art installations also started and key institutions in the City opened late, with free buses taking the public to the sites.
- The six community centres in Ultimo, Pyrmont, the Rocks, Redfern, Woolloomooloo and Chippendale have recorded over 450,000 attendances for the year. Over 2000 programs were provided across the different centres, around 500 in partnership with other organisations. The centres recorded 125,000 attendances at these programs.
- In 2012, over 125 community events were organised by centres which attracted around 40,000 attendances.
- The partnerships and outreach aspects of all of our collaborative programs stay a strong feature of our approach. Outreach classes have stayed an important in producing valuable outcomes for people with varying special needs, and the partnerships being built with other organisations in developing such programs continues to strengthen.

#### **Cultural grants, sponsorship and partnerships**

- The City have continued to work closely with the grant recipients to support them through the 2012/13 grant application process. A total of 271 grants have been received in this annual grant round across 5 grant programs. The total amount requested by applicants totalled, \$5,006,018. A total of \$1,131,991 will be allocated in this grant round.
- A range of events and projects were completed or publicly delivered in this quarter including Tamarama Rock Surfers Cut and Paste program, Milk Crate Theatre Program and Aboriginal Dance Theatre's cultural activities for kids. The City also provided significant funding to Monkey Baa Children's Theatre to assist them with the set up costs for their new Darling Theatre space at Darling harbour.
- The City also has supported other major institutions, individuals, festivals and events through the City's Reduced Rates programs for our Major and Community Venues, Banners programs and Quick Response Grants.

## Objective 7.3

### *Support the development of creative industries*

#### 2030 Actions

Code	Detail
7.3.1	Develop a Creative Industry Strategy.
7.3.2	Establish a Creative Spaces Strategy to provide access to studio spaces in the City.
7.3.3	Establish a Creative Industry Forum.

#### Major Projects and key outcomes

##### Cultural Ribbon

- The City's Harbour Village North report was adopted by Council in May 2012. This report recommended that the cultural ribbon and the Eora Journey be integrated as a component of the Harbour North Planning work incorporating way finding, public art and cultural precinct planning.
- The Harbour North Planning work will address connectivity with the between the City and the harbour front through Barangaroo. This work will ensure the unique heritage precinct is sensitively improved and integrated into the adjacent precinct.

#### Major Programs and key outcomes

##### Creative spaces and creative industries

- The City continues to develop opportunities to facilitate and foster opportunities for the cultural and creative industries to access creative work, exhibition, performance and retail space. In addition to the Accommodation Grants Program, the Cultural and Creative tenants in City-owned properties in Oxford Street continues to improve the economic and street life of Oxford Street with a dynamic mix of cultural and creative tenants occupying 16 properties (offices and retail spaces).
- In 2012, the first economic and cultural impact data of these tenancies was collected and showed that more than 251 people and 85 enterprises worked in the spaces during the quarter; these creative workers spend (on average) \$100K per quarter on local goods and services; and, more than 200 artists were showcased in the three retail stores.
- Medium and long term initiatives are underway with a development application lodged for works to commence on the conversion of three adjoining City-owned properties on Oxford Street into creative work and artist live work space.
- Work is near completion on the development of a Collaborative Models Strategy, whereby the City will work with private property owners, neighbouring Councils, including Woollahra and Marrickville, and peak bodies to encourage activation of their underutilised space. In addition, resources including the Creative Spaces website and DA Process Guides (retail/creative/office and café/restaurants) will be made available to facilitate this work.
- The City is fostering a new William Street Creative Hub, with the City's first creative tenant, Cloth Fabric, opened for business in one of the property's showroom spaces. Commercial creative tenancies for the office and remaining showroom spaces are now being cultivated and management models for the artist live work spaces being developed. In 2012/13, the City will call for Expressions of Interest for creative enterprise looking for affordable work space in William Street, while a second Expression of Interest will call for short term creative projects and initiatives that can activate any City property for 1, 3, 6 and 12 months periods between vacancies or while capital works are undertaken.
- The City continues to facilitate relationships and connections between peak organisations and creative practitioners / enterprise, including promoting and providing access to training and professional development opportunities with Australian Business Arts Foundation and the Creative Industries Innovation Centre.
- The City also provides financial support to a range of peak bodies including National Association for the Visual Arts, Music NSW and Screen Producers Association of Australia.
- In addition, Oxford Street creative tenant and peak body, Music NSW spoke at the City of Sydney's Music 101 event; while the City partnered with the Australian Business Arts Foundation, the Australia Council for the Arts and the British Council to co-present a range of talks, forums and events for the creative and cultural industries throughout the year.

## Objective 7.4

### *Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression*

#### 2030 Actions

Code	Detail
7.4.1	Ensure the City of Sydney Cultural Strategy incorporates Aboriginal and Torres Strait Islander arts, public art and design.
7.4.2	Maintain a formal City of Sydney Aboriginal and Torres Strait Islander Advisory Panel.
7.4.3	Develop the Eora Journey framework.
7.4.4	Support and advocate for an Australian Aboriginal and Torres Strait Islander Cultural Centre.
7.4.5	Establish a local Aboriginal and Torres Strait Islander Cultural Centre.
7.4.6	Develop a Signature Event that brings a new focus on the understanding and celebration of Aboriginal and Torres Strait Islander culture in the City.
7.4.7	Investigate and develop a public domain plan that expresses Aboriginal and Torres Strait Islander culture.

#### Major Projects and key outcomes

##### Eora Journey

- The City has worked with Arts NSW in a cultural audit which considered the need for an Aboriginal Cultural Centre.
- Renowned Aboriginal curator Hetti Perkins was appointed as Curatorial Advisor and has overseen the finalisation of the Eora Project Implementation Plan.
- This plan incorporates 5 key principles, Visible, Monumental, Engaging, Meaningful and High Quality. It also includes a priority order of projects and a funding plan.
- In April 2012, the City engaged Vibe Australia to produce a major Celebratory event to launch Sydney's 2012 NAIDOC Week celebrations. The event showcased Aboriginal and Torres Strait Islander celebrated performers and artists. This successful event featured a great program of activities for kids and adults and included activities offered by the Australian Museum. The event was accessible to everyone. The public came and stayed and the Koori community seemed to be out in force which was fantastic.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

7.S.1 Key Performance Indicators					
Aboriginal and Torres Strait Islander culture - Encourage the appreciation and development of Aboriginal and Torres Strait Islander cultural heritage and its contemporary expression					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Aboriginal and Torres Strait Islander cultural projects supported by the City	No.	19	21	25	25
Culture and creativity - Support the creative and cultural life of the City					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Value of cultural grants approved by the City of Sydney (excluding the Major Festivals Grants)	\$ '000	4,222	3,142	-	1,555.52
Arts organisations in creative spaces supported by the City of Sydney	No.	17	17	20	16
Attendances at Art & About	No.	-	-	-	7,650
Value of corporate sponsorship received to help deliver City produced events (cash and value in kind)	\$	-	-	-	1,025,347

## Culture and creativity

A comprehensive report will be prepared on the grant and sponsorship programs and will be reported in the annual report.

## 8. Housing for a diverse population

### **Sustainable Sydney 2030:**

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

### **Sustainable Sydney 2030 Targets:**

- *There will be at least 138,000 dwellings (48,000 additional dwellings) in the city for an increased diversity of household types, including a greater share of families*
- *7.5% of all housing in the city will be social housing, and 7.5% will be affordable rental housing delivered by not-for-profit or other providers*

### **City of Sydney responsibilities:**

The quantity and affordability of housing is dependent on a lot of factors, including availability of land, construction costs, state government taxes, mortgage interest rates, and location.

The City of Sydney has two primary roles in encouraging a mix of housing types – planning and facilitating partnerships.

The City Plan (LEP and DCP) is the City of Sydney's strategic land use planning document. This document should be finalised in 2012 and undergoes continuous review for compliance with *Sustainable Sydney 2030* objectives. We will make amendments to the plan as and when necessary to address issues as they arise. Through our City Plan we set the zoning to identify where and how residences can and should be built. We use our planning controls to identify the character of the villages, and provide guidance on what developments should look like. There are parts of the city where our planning controls require a contribution towards new affordable housing, which can be a monetary contribution.

While it is not the City of Sydney's role to directly provide or manage affordable rental housing stock, it is important that we support state and federal government initiatives to expand affordable rental and social housing. It is also important that the City identifies opportunities, partners and leads by example to provide affordable rental housing.

Even so, changes in the housing market take time. The effect of state and federal housing policy typically affect the housing market slowly as different sectors of the economy adjust their own policies to complement those of the government. Changes may be imperceptible or misleading over short periods of time and are therefore not something that can or should be monitored quarterly with the corporate plan. This will be monitored through our *Sustainable Sydney 2030* reports every 4 years.

In 2030 the City of Sydney local government area is forecast to have 134,000 dwellings. Applying the targets set by *Sustainable Sydney 2030*, 7.5% of all housing in the city will be social housing (10,050 social housing dwellings in 2030) and 7.5% will be affordable housing (8,000 new affordable dwellings by 2030) delivered by not-for-profit or other providers.

### **Key Functions and Services**

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

- Homeless Services
- Statutory Planning and LEP
- Strategic Planning
- Subdivision Assessment
- Urban Renewal

## Objective 8.1

### *Facilitate the supply of housing by the private market*

#### 2030 Actions

Code	Detail
8.1.1	Address unnecessary barriers to residential development by the private market.
8.1.2	Ensure substantial future residential development at major renewal sites.
8.1.3	Provide physical and social infrastructure to meet the needs of residents in a timely way.
8.1.4	Monitor the availability of private and public land for residential development.
8.1.5	Work with Inner City Councils and State Government to ensure a good supply of land for residential development.

*The above objective will be addressed in the City Plan. The Plan is formed by the Local Environment Plan and the Development Control Plan. The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.*

## Objective 8.2

### *Ensure that housing developments provide a diversity of housing opportunities for different lifestyle choices and household types*

#### 2030 Actions

Code	Detail
8.2.1	Develop and promote an affordable Housing Strategy for Sydney and inner Sydney.
8.2.2	Explore new ways to ensure that planning instruments facilitate a mix of housing types to ensure social diversity.
8.2.3	Ensure new residential development is well designed and provides for people with a disability or limited mobility and is adaptable for use by different household types.

*The above objective will be addressed in the City Plan. The Plan is formed by the Local Environment Plan and the Development Control Plan. The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.*

### Objective 8.3

***Ensure that a substantial proportion of housing is aimed at the lower end of the market***

#### 2030 Actions

Code	Detail
8.3.1	Encourage the development industry to develop innovative housing models that result in lower priced housing.
8.3.2	Ensure there are no unnecessary barriers to the supply of lower cost accommodation types.
8.3.3	Develop a strategy to monitor and maintain the supply of boarding houses and bedsit/studio accommodation in the City; support boarding house operators and facilitate the development of new boarding houses.

***The above objective will be addressed in the City Plan. The Plan is formed by the Local Environment Plan and the Development Control Plan. The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.***

### Objective 8.4

***Facilitate and promote growth in the 'affordable rental housing' sector including by not-for-profit and other housing providers***

#### 2030 Actions

Code	Detail
8.4.1	Support the Not-for-Profit sector in providing affordable rental housing.
8.4.2	Investigate new affordable rental housing pilot project in partnership with the not-for-profit and community housing sector.
8.4.3	Investigate the benefits and opportunities of expanding existing inclusionary zones for affordable rental housing to fund the not-for-profit and community housing sectors, such as expansion in future renewal areas or on all commercial development across the City.

### Major Projects and key outcomes

#### Affordable Housing Sites

- The City is testing a number of sites to guide value parameters and Council's expectations. A subsequent expression of interest will identify affordable housing providers.
- The City has facilitated the supply of long term affordable rental housing in an agreement with City West Housing to develop and operate approximately 100 units within the Green Square Town Centre and to develop approximately 100 units within the Redfern central business district.
- The Council has endorsed the in-principle sale of a property at Redfern for an affordable housing unit development subject to the relocation of current depot operations which is anticipated during 2013.
- For the Green Square Town Centre site, contracts have exchanged and settlement will occur upon the granting of development consent. Construction is likely to commence in early 2013 and be completed by mid 2014.
- Affordable housing is also essential to a socially and economically sustainable city and in 2006, comprised just 2 per cent of the total number of dwellings in Sydney.
- The City is aiming to increase the number of affordable housing dwellings to 7.5 per cent of total dwellings by 2030 to ensure key workers can continue to live close to employment, transport and education.
- The affordable housing levy is one of a range of measures the City has undertaken to achieve these targets. "The levy applies to development within Ultimo-Pyrmont and Green Square and will allow for the provision of approximately 548 affordable housing dwellings.
- Other examples where the City has supported the direct increase in the supply of affordable housing include:
  - The redevelopment of the Harold Park paceway site will have 50 new apartments dedicated to affordable housing;
  - The City has also provided for 100 new affordable housing units as a result of the council selling part of the former South Sydney Hospital site;

- There is a provision for 120 affordable housing units as a result of the City's endorsement to dispose of 9-11 Gibbons Street and 5-7 Marian Street, Redfern;
- The Glebe Affordable Housing Project will provide 90 new affordable housing dwellings. The number of social housing units will increase by 19 (not decrease);
- The Common Ground development at Camperdown provides 104 dwellings for low income earners and people who have experienced homelessness

## Objective 8.5

***Facilitate and promote growth in the social housing sector to provide housing opportunities for those with very low incomes***

### 2030 Actions

Code	Detail
8.5.1	Work in partnership with the Department of Housing on its public housing renewal projects.
8.5.2	Identify and initiate social housing and affordable housing projects for people with additional needs.
8.5.3	Advocate increased investment in social housing in the City by other governments.

## Major Programs and key outcomes

### Homelessness

- The City plays a key role in the 90Homes for 90Lives project that is aimed at reducing 30 years of entrenched rough sleeping in the Woolloomooloo area. The project has successfully assisted almost 40 people to enter housing over the last 12 months. The City are also partnering with external partners to:
- increase the supply of affordable rental properties that are available for people exiting homelessness;
- \* deliver research into the costs of servicing homelessness versus the cost of providing long term homelessness and also the costs of providing long term housing linked to support for all of the people currently living on the streets or in homelessness hostels in our Local Government Area;
- the 'Show us your Woolloomooloo' project aimed at generating positive community dialogue across difference;
- City staff also participate on a range of steering and project committees linked to the NSW Government's Homelessness Action Plan that are related to increasing opportunities for people to exit the streets and preventing long term homelessness.

## Objective 8.6

***Promote partnerships and develop advocacy strategies for the delivery of housing for very low through to moderate income households***

### 2030 Actions

Code	Detail
8.6.1	Work with all stakeholders to develop models of construction and delivery of affordable housing to demonstrate how partnerships could work across the City. For example, in areas such as Glebe, Barangaroo and Redfern and Waterloo, with Sydney Harbour Foreshore Authority and the Redfern Waterloo Authority.
8.6.2	Promote the need for and benefits of housing diversity and low income housing.
8.6.3	Ensure programs and services are in place to support people with low incomes in public housing.

***The above objective will be addressed in the City Plan. The Plan is formed by the Local Environment Plan and the Development Control Plan. The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.***

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

8.S.1 Key Performance Indicators					
Affordable housing -					
Protect existing affordable housing and facilitate new affordable housing in the City to provide for social, cultural, environmental and economic sustainability					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Affordable housing units resulting from affordable housing levy - Ultimo/Pymont (measured annually). Target at end of scheme (not specific date): 600	No.	446	-	-	-*
Affordable housing units resulting from affordable housing levy - Green Square (measured annually). Target at end of scheme (not specific date): 330	No.	102	-	-	-*
Affordable housing units resulting from other (non-levy) means (measured annually)	No.	-	-	-	104
Homelessness -					
Prevent the incidence of homelessness through better service co-ordination, improved services, and advocacy. End chronic homelessness in the inner city by 2017.					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
People assisted to exit homelessness or placed on a pathway out of homelessness	No.	-	44	50	271
People who were prevented from becoming homeless	No.	-	248	240	394

\* The affordable housing units for this program are delivered by City West Housing, a NSW registered affordable housing provider that receives funds derived from the affordable housing levies required by the South Sydney and Sydney LEPs. Although City West have not delivered any new Units this year, the City directly supports the affordable housing provider activities by LEP amendments that require an affordable housing component (eg Bay Street Glebe), providing City of Sydney controlled land through an Expression of Interest process to affordable housing providers (City West, South Sydney Hospital Site) and the provision of land through the Harold Park VPA and rezoning process which will be for affordable housing purposes.

# 9. Sustainable development renewal and design

## ***Sustainable Sydney 2030:***

High quality urban design will bring liveability and greater sustainability.

## ***Sustainable Sydney 2030 Targets:***

*There are no 2030 targets for this strategic direction*

## ***City of Sydney responsibilities:***

Sustainability is not only a specific strategic direction; it is the philosophy that underpins everything in *Sustainable Sydney 2030*. By achieving the objectives set throughout this Corporate Plan – for improved environmental performance, innovative green infrastructure, better and more efficient transport, walking and cycling facilities, adequate and efficient housing, and more vibrant communities, we will achieve sustainable development throughout the city.

As there are objectives and benchmarks for sustainability throughout this corporate plan, this section identifies how we will use our planning and regulatory powers to set controls and targets for renewal. Our assessment and regulation activities will ensure that those standards are met, and that all development whether residential or commercial, is appropriate to its broader setting.

We will work closely with the NSW State Government and the private sector in redevelopment of renewal areas, particularly areas such as Barangaroo, Green Square, Ashmore Estate and Harold Park to ensure they are places for people. We have a dedicated management structure in place to oversee these renewal sites to ensure that all sustainability initiatives come together. These areas need to be developed to encourage an active street life, and to become models of sustainable renewal which show us all how we can decrease our environmental footprints.

## ***Key Functions and Services***

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

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

## Objective 9.1

### *Ensure renewal areas make a major contribution to the sustainability of the City*

#### 2030 Actions

Code	Detail
9.1.1	Set sustainability targets for Individual renewal areas.
9.1.2	Undertake broad analyses of urban renewal in order to prioritise economic, environmental, social and cultural sustainability.
9.1.3	Encourage renewal areas to demonstrate step changes in environmental performance, housing affordability, sustainable transport and reduction in car ownership.

#### Major Programs and key outcomes

##### Renewal Oversight, Coordination and Advocacy

- Engagement with the Barangaroo Delivery Authority (BDA) and Department of Planning continues with the aim to achieve the best sustainability outcomes and public domain design outcomes for the Barangaroo site. The City is working with the BDA specifically on the Headland Park Integration Works, effectively an extension of the Harbour Village North Public Domain plan. A Deed between the BDA and City is being set up to cover the design and delivery of these works. A Community Consultation event was hosted by the BDA to gain the community's input in July 2012. The BDAs design consultant is progressing the design of these areas. The City must sign off on each stage of the design process and will be the approval authority for the works.

## Objective 9.2

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

#### 2030 Actions

Code	Detail
9.2.1	Undertake comprehensive public domain planning to define the long-term street and lane network, location of squares and public places and open space system, initially focusing on renewal areas.
9.2.2	Undertake strategic land acquisition or require dedication of land to implement public domain planning.
9.2.3	Create generous channel-side open space and parkland links to Green Square along water canals.

#### Major Projects and key outcomes

##### Public Domain design

- The Sydney Streets Code was adopted as an Interim document on the 6 December 2010. The Interim Code was placed on public exhibition in February - March 2011. The designs are being developed for public domain furniture items such as seats, bubblers, bollards, cafe barriers and pedestrian light poles. When the suite of public domain furniture is finalised these items will be incorporated into an updated Sydney Streets Code document and reported back to Council.
- The Wayfinding Signage Strategy project has commenced and will include the detailed design development of wayfinding signage and mapping elements. The draft Strategy report has been completed and will be placed on public exhibition for comment in August 2012.
- The preparation of Sydney Landscape Code has commenced with background research and assessments completed.
- A brief for the Sydney Lights Code is being prepared and will be issued for tender in July 2012. The updated Sydney Lights Code will consider both the functional and decorative aspects of lighting that will support the City's night time economy objectives.
- Review and update of exiting Parks Code is underway.

### Wayfinding Strategy

- Draft Wayfinding Strategy which includes background research and site evaluation of wayfinding conditions and kit of parts concept design has been completed to be reported to Council in July 2012 and will be placed on public exhibition for comment. Detailed design of signage components and wayfinding map will occur over July - December 2012. This stage of the project will include prototyping and testing of wayfinding elements prior to finalisation of design specifications

### Objective 9.3

#### *Plan for a beautiful city and promote design excellence*

#### 2030 Actions

Code	Detail
9.3.1	Prepare Public Domain Interface Guidelines to define desired street edge conditions.
9.3.2	Move towards 'block planning', including simple building envelope controls over heights, setbacks and bulk.
9.3.3	Promote the design of integrated infrastructure to contribute to the public domain.

### Major Programs and key outcomes

#### Design Excellence

- The Design Advisory Panel's work is ongoing with monthly meetings providing expert advice to Council staff on key projects and development.

### Objective 9.4

#### *Ensure new development is integrated with the diversity and 'grain' of the surrounding city*

#### 2030 Actions

Code	Detail
9.4.1	Establish Fine Grain Development Guidelines
9.4.2	Review development controls against Fine Grain Principles and Guidelines.

***The above objective will be addressed in the City Plan. The Plan is formed by the Local Environment Plan and the Development Control Plan. The draft Local Environmental Plan (LEP) has been endorsed by both Council and Central Sydney Planning Committee (CSPC) and referred to the Department of Planning and Infrastructure with a request that the Minister approve the Plan.***

## Objective 9.5

### *Ensure planning decisions address longer term options for the City*

#### 2030 Actions

Code	Detail
9.5.1	Identify and plan for strategic sites to maximise economic, social, environmental and cultural benefits.
9.5.2	Investigate railways, including above Central Station where the potential for entertainment, exhibition and convention facilities would benefit from co-location with Central Station.
9.5.3	Identify development opportunities in airspace above roads, rail and other infrastructure in Darling Harbour in conjunction with long term planning for Barangaroo.
9.5.4	Identify renewal and regeneration opportunities in and around Department of Housing areas.

#### Major Projects and key outcomes

##### Green Square Town Centre

- Tendering for planning consultancies has commenced.. Tenders and EOI's for "green infrastructure" technologies are being sought. Associated accommodation DA has been lodged.

##### Barangaroo

- The City continues to engage with the Barangaroo Delivery Authority and Lend Lease on aspects of the development including transport, culture, built form, public domain, retail and general construction matters.
- Detailed discussions have been held between the City and the Barangaroo Delivery Authority on the design and delivery of the Headland Park Integration Works which extend upon the City's work on the Harbour Village North Public Domain Plan endorsed by Council. The concept design of the Integration works is progressing with a Community Consultation held by BDA in July 2012. The design is to be agreed by the City and BDA prior to a DA being lodged by the BDA with the City as approval authority.
- A Deed of Agreement between the BDA and City is being drafted by the City in relation to the design, delivery and funding of these integration works.
- Discussions continue with the BDA on the design of Hickson Road, Napoleon Street and the areas around the western end of the Wynyard Walk pedestrian tunnel.
- City officers have participated in innovation workshops run by Lend Lease on retail and public domain. These workshops will inform the briefs for the further design of these areas and others
- The City continues to meet with Transport for NSW on the design and delivery of Wynyard Walk which is now under construction.

##### Epsom Park Precinct

- A draft report on levels and general flood management in Epsom Park is still being completed. Work is about to commence on scoping the Green Square Health and Recreation Centre.

##### Ashmore Estate

- City Plan has commenced work on the infrastructure and drainage concept design.

##### Pymont Land Transfers

- Work continues with progress made on the S94 audit which is required to be finalised to enable the transfer of the Pymont lands from SHFA to the City. Discussions have been held with SHFA and Department of Planning to agree future actions required to enable transfers to be completed in line with relevant Council resolutions.

## Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

9.S.1 Key Performance Indicators					
Development assessments - Continually improve development controls and approvals processes					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Average assessment time for development applications	Days	47.2	47.1	40	60
Average assessment time of notified DAs (including s96) determined from time of lodgement (Target is for 95% of applications)	Days	52.9	50.5	60	64.2
Average assessment time of non-notified DAs (includes s96) determined from date of lodgement (Target is for 95% of applications)	Days	23.1	22.1	30	26.6
Average assessment time for Footway Usage Applications determined from date of lodgement (Target is for 95% of applications)	Days	-	56.9	60	67.9
Average processing time for construction certificates.	Days	7.43	7.53	10	8.58

# 10. Implementation through effective governance and partnerships

## ***Sustainable Sydney 2030:***

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

## ***Sustainable Sydney 2030 Targets:***

*There are no 2030 targets for this strategic direction.*

## ***City of Sydney responsibilities:***

Governance encompasses the systems, processes, policies and practices of the City to deliver efficient and effective decisions, services and facilities so that it meets the objectives of Sustainable Sydney 2030. Effective governance results in better quality decision making. The City also strives to increase the transparency of its decision-making and therefore its accountability.

In order to not only effectively implement the actions from Sustainable Sydney 2030, but ensure that the underlying philosophy is embedded into the organisational culture of the City of Sydney, it is important that we continue to find new ways of working in partnership with all stakeholders. The City of Sydney is committed to extending our levels of influence to encourage the NSW State Government and others to help us achieve Sustainable Sydney 2030.

The City of Sydney has made a commitment, through its work on Sustainable Sydney 2030, to work in partnership, to be open and accountable to the community we serve and to clearly show how we are implementing the 2030 Vision. As an organisation we will act as leaders for the broader community, providing guidance and demonstrating through our own activities how sustainability principles can be embedded in all our operations.

## ***Key Functions and Services***

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

- Asset Management Planning & Systems
- Community Engagement
- Council Business and Councillor Support
- Customer Services
- Document & Information Access Management
- Facility Management
- Financial Management
- Information Technology
- Insurance Management
- Internal Audit
- City Conversations
- Communications and Media  
[also relates to all other Strategic Directions]
- Legal Services
- Marketing *[also relates to all other Strategic Directions]*
- Procurement
- Property Management
- Partnerships and Protocol
- Publishing Services
- Rates Management
- Risk Management
- Workforce Services
- Governance
- Compliance
- Occupational Health and Safety

## Objective 10.1

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

#### 2030 Actions

Code	Detail
10.1.1	Investigate and establish place making arrangements as appropriate to the requirements of Sustainable Sydney 2030.
10.1.2	Develop the capacity of the resources and systems of the organisation to deliver the principles, objectives and actions of Sustainable Sydney 2030.
10.1.3	Establish models and technologies to identify how and where Sustainable Sydney 2030 targets are going to be achieved.
10.1.4	Review the Sustainable Sydney 2030 Vision every four years.

#### Major Projects and key outcomes

##### Integrated planning and reporting

- This is a 2-year project which follows up previous key steps made towards comprehensive sustainability reporting for the City as an organisation and on the local government area. A reporting framework is being developed and progressively implemented for various dimensions of Sustainable Sydney 2030 and corporate outcomes. This is being integrated with the reporting requirements of the new Integrated Planning and Reporting legislation from 2011/12, especially with regard to the Annual Report.
- Community Indicators for the city have been developed to form a framework based on leading research and will be used to measure the wellbeing of the local government area as a new dimension of Sustainable Sydney 2030 reporting from 2012/13. A quarterly Environmental Sustainability Progress Report covering key sustainability target areas (emissions, water and waste) and community programs was established in 2010/11 and is being progressively enhanced. Staff are also investigating the potential future reporting of the City's sustainability performance through the GRI (Global Reporting Initiative) – the leading internationally-recognised practice.

##### Enterprise Risk Management

- A risk intranet page has been developed to improve communication on the City's risk framework. The City's expectations for managers and tools to assist managers and staff in managing their risks.
- The risk management unit continues to provide support to business units and projects via the facilitation of, and participation in, risk workshops; including Perry Park, Green Square, Town Hall House refurbishment, Safe City, Public Art and Cycling initiatives.
- Over the next six to twelve months, a progressive series of business risk workshops be held across business units and divisions. This will seek to assist managers to understand the risks associated with achieving their business plan objectives as well as confirming controls over compliance and fraud and corruption risks. This will also assist managers in the business planning process.

##### Corporate Governance

- A compliance management framework has been developed and will be approved and rolled out in the first half of 2012/13.
- A draft assurance map has been developed and is now being reviewed. Risk Management will be undertaking business risk reviews with Procurement and Development Applications early in 2012/13 and will consider what additional second-line assurance activities may be appropriate.

##### Organisational development

- A Workforce Strategy was developed as part of the Integrated Planning and Reporting process. A number of key workforce projects are underway including an action plan to foster staff engagement and an expanded program for staff learning and development.
- The Equal Employment Opportunity plan was finalised and a Workforce Diversity and Equity Strategy has commenced.

##### Information, Communication and Technology Strategy

- The consultation phase of this project has commenced.

## **Major Programs and key outcomes**

### **Organisational alignment with Sustainable Sydney 2030**

- A staff engagement action plan for the organisation was completed with communication and action planning undertaken with divisions. Divisions are implementing action plans to improve staff engagement and productivity.
- A change management plan has been implemented to support the implementation of the Health and Building Review.
- Changes have been implemented in the Office of the Chief Operating Officer to better support the City's objectives.

### **Sustainable Sydney 2030 reporting**

- Reporting to the community on the progress of Sustainable Sydney 2030 commenced in 2010. The major 2011 community 'report back' and forum on the progress of the strategic plan and program was held in August
- A set of Community Indicators has been developed and will be used to inform reporting on the progress of Sustainable Sydney 2030 from 2012/13. Baseline data is presently being collected for the indicators. Together with the results of the two key community surveys carried out towards the end of 2011, this evidence will help inform the major strategic reports to Council and the community later in the year.

### **Corporate Reporting**

- Progressive enhancements are being made to the City's financial, performance and sustainability reporting to Council and the community. Key steps made to date in community and sustainability reporting are further detailed under the relevant items within Quarterly Reports.

### **Internal Audit**

- A six month internal audit plan (January - June 2012) was approved at the Audit Risk & Compliance Committee (ARCC) in November 2011. This plan is on schedule and is being resourced through a panel of internal audit service providers and in-house staff.
- The audit planning activity is under way to develop a three year internal audit plan (July 2012 - June 2015). The task includes liaising with the Risk Management Unit, the Executive and senior managers. The three year internal audit plan will be tabled at the June ARCC.
- The 2012/2013 audit plan has been distributed to each of the service providers at a planning meeting at which time lines were agreed.

### **Governance and Risk**

- The inclusion of risk, obligations and fraud and corruption plans into business plan documents continues. Following a review by risk and governance, opportunities to streamline existing processes were identified, including using the corporate risk system to capture items rather than the business plan. This will increase ownership by business managers and will decrease bureaucracy.

### **Council Support**

- Councillors receive regular information updates and briefings on current issues. An electronic document management system has been introduced to their offices to enable easier access to City information.

## Objective 10.2

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

#### 2030 Actions

Code	Detail
10.2.1	Maintain and extend current consultation, engagement, education and information procedures.
10.2.2	Foster and monitor the development of more democratic and engaged communities in the City.

#### Major Projects and key outcomes

##### City Website and E-Business

- The development of the City's new web site has progressed with the migration of content to the new site projected to be completed in October.
- This project has progressed with stakeholders engaged and the review of requirements under way to identify business needs and priorities.
- Online Rates Facility developed and moving into acceptance testing phase. Parking permits and detailed requirements prepared. Specification and development of subsequent transactions is scheduled for 2012/13.

##### Community access to development applications

- The Unit is continually working to improve the access to the development process and key development information. Currently staff are working on improved resources for the public, improving the application forms and clarifying aspects of the development process to be accessed from the website.

##### Community engagement and consultation

- Consultation with community, business and other key stakeholders is a continuous process for Council. Some recent projects include: Erskineville Unrestricted On-Street Parking meeting with a Presentation of the Project. Master Plan for the Parklands and Johnston's Creek Community Workshop.
- The 10 part series of 2030 In Your Village forums were delivered.
- 3 x Connecting our City workshops presenting on the City's Transport Strategies and Actions. Each workshop was targeted to specific audiences. One to Local Government stakeholders, one to State Government stakeholders and one to Business & Community Stakeholders.
- A series of 101 Workshops were held for Food Businesses, DA lodgement and Small Bars businesses.
- CitySwitch Cafe Breakfast Series at Barnet Long Room Customs House.
- Roundtable Chamber of Commerce with presentations from on the Economic Development in the City, Future Directions for Sydney at Night and Village Plans and the Business (Community & 2030 in your village).
- City Talks
  - Poverty amid plenty, exploring ideas for a more sustainable and equitable world with Keynote speaker Paul Gilding.
  - Smart Sydney, How do we create an environment for inspiration and innovation? Keynote speaker Chris Anderson.
- Talking Shop Seminar Series.
- City Conversations - Transforming Sydney, How light rail, laneways, retail and night-time activity will revitalise the heart of our city. The second of a 4 piece series of talks scheduled for 2012.
- Roundtable OPEN Sydney - A strategy for Sydney at Night.

## Major Programs and key outcomes

### Customer Service

- The Brief for the 'Customer Service Strategic Review' has been approved by the Initiation Review Group. The review is to commence in August 2012.

### Public Access to Information

- The Government Information (Public Access) Act requires the City to make available information on requests received from the public for access to our documents. This information is available on our website and is regularly updated.

### Diversity and Inclusion

- The City celebrated the International Day of People with Disability with the first ever accessible Sydney Town Hall Tours. Twenty participants from the disability sector, people with disability and their carers/companions. 11 staff and volunteers received accessible tourism and disability awareness training to enhance their confidence in communicating with people with a disability. The Sydney Town Hall Tour Description was converted in Braille and Sydney Town Hall Visitors Guide was audited for web accessibility. An Auslan interpreter was engaged to facilitate communication and tactile experience of replica of historical artefacts was incorporated.
- New Year Eve Celebration 2011
  - Dedicated email address [nyeaccess@cityofsydney.nsw.gov.au](mailto:nyeaccess@cityofsydney.nsw.gov.au) for individual accessibility enquiries and process requests for information in alternative formats
  - Audio description of 9PM Family and Midnight Fireworks displays broadcast on digital radio station NYE2011
  - Accessibility map
  - Auslan interpreters at Lord Mayor's Picnic and Lord Mayor's Party
  - Captioning on Channel 9 Broadcast of 9PM Family and Midnight Fireworks displays
- Business 101 workshops
  - Information about Access to Premises Standards was included in "101 Workshops" including Small Bars 101, Development Applications 101 and Food Businesses 101. The Inclusion (Access) Project Coordinator attended each of these workshops to answer any queries regarding accessibility.
  - Information about access to premises requirements has been included in an update of the brochure 'How to Open A Small Bar in the City of Sydney: A Process Guide for Small Business Owners and Operators'.
- Representatives from seven disability sector organisations attended a targeted consultation session to discuss disability issues as part of the 2030 In Your Village consultation process.
- Three disability sector representatives participated in the Wayfinding Project's first External Reference Group meeting in May 2012. The reference group will provide advice through the course of the project.
- A panel of five external experts on access and inclusion issues were consulted on the development of Terms of Reference for the proposed new Inclusion (Disability) Advisory Panel. Two consultation meetings were held in December 2011 and February 2012. Attendants contributed pertinent comments and recommendations in the meeting that has helped to refine and finalise the draft Terms of Reference.

## Objective 10.3

### *Ensure the long term financial sustainability of the City of Sydney*

#### 2030 Actions

Code	Detail
10.3.1	Integrate long term financial, asset and workforce planning to resource the delivery of Sustainable Sydney 2030 and ensure City of Sydney capacity.
10.3.2	Investigate special rate levies for environmental, social and economic development priorities.
10.3.3	Review scope of existing City of Sydney operations and ensure they deliver value for money against public sector benchmarks.
10.3.4	Establish criteria for better agreements with other governments and agencies regarding funding.
10.3.5	Expand revenues from commercial operations, property portfolio and other income generating assets.
10.3.6	Investigate 'capital capture' where rezoning will increase land values and ways to share revenue.
10.3.7	Review property development levies.
10.3.8	Work with partners to prepare a position paper on new infrastructure financing approaches to finance Sustainable Sydney 2030 projects.

#### Major Projects and key outcomes

##### Asset Management

- Implementation of the Corporate Asset Management System (CAMS) commenced in 2009/10 and continues. Milestones for Phase 2 (of 3), comprising Parks and Open Spaces, Trees, and Aquatic Facilities, have been completed, with follow up training and configuration continuing. Phase 3 comprising Trades, Cleansing and Waste and strategic planning has commenced.
- To date 5,500 sites, 206,000 assets and 18,000 maintenance jobs have been captured.
- Data collection projects related to Stormwater Drainage, Parking and Regulatory Signs, Parks and Open Spaces and Roads (including Footways and Kerb and Gutter) are complete - Signs, roads and drainage loaded into the system.
- A comprehensive review of Land asset and Parks Plan of Management land information details is complete and Buildings data is progressing well
- Infrastructure models for critical asset classes (roads, stormwater drainage, parks and trees and properties) have been developed in association with Integrated Planning and Reporting documentation.
- Asset Management Plans for critical asset classes completed in association with Integrated Planning and Reporting documentation and approved by Asset Management Steering Committee and Executive for Roads, Stormwater Drainage, Properties, Parks and Open Spaces. Plans augmented by new asset condition data collected in 2011 and minimum condition levels for critical assets.
- An Asset Management Plan for Fleet Services (3rd year of the plan) was complete in December 2011.

##### Business Performance

- The first stage of a review of the Health and Building Unit was completed and implementation of the findings has commenced. Stage 2 of process mapping all key functions has also commenced.
- The City of Sydney has started a program of Capability 2030 reviews, ensuring that key parts of the business are positioned to deliver Sustainable Sydney 2030.

##### Procurement

- Procurement contract reviews are ongoing. Quotes and tenders are now prepared electronically with positive outcomes for reducing paper wastage.

##### Long term financial planning

- The modelling for the 2012/13 version of the City's Ten Year Financial Plan has been developed using the simplified model resulting in a flexible and more efficient modelling platform.

### Property Asset Strategy

- The property strategy is constantly monitored and is reviewed in detail annually as part of the budget process. In the development of the 2012/13 budget, medium term strategies for all buildings are being considered.

### Development contributions

- A review is under way of Ultimo Pyrmont S94 plan and is likely to be reported to Council in the second half of 2012. This is delayed to allow for completion of an audit of Ultimo/Pyrmont plan. Incomplete information or unable to be provided by the Department of Planning and Infrastructure.
- A review of the City of Sydney s94 Contributions Plan is to be undertaken throughout 2012.

## Objective 10.4

### *Establish and monitor partnerships for change*

#### 2030 Actions

Code	Detail
10.4.1	Establish agreements between City of Sydney and State Government for delivery against Metropolitan Strategy, State Plan and other state policy objectives.
10.4.2	Continue to work with the Council of Capital City Lord Mayors and engage with the Federal Government on investing in capital cities.
10.4.3	Maintain and develop existing key relationships and respond to new partnership opportunities to implement Sustainable Sydney 2030.
10.4.4	Maintain and develop relationship with inner city councils.
10.4.5	Establish an International Relations function.

### Major Programs and key outcomes

#### Local and regional partnerships

- The City continues to deliver the Connecting our City workshops with representatives from local councils and the State Government, City Talks on topics including Poverty Amid Plenty and Smart Sydney as well as a Conversation on Transforming Sydney as well as OPEN Sydney.

#### International partnerships and sister cities

- The City continues to promote information exchanges with international cities, hosting delegations and meetings with consular staff. Councillors and staff met with representatives from China, Taiwan, Hungary, Korea, Pakistan, United Arab Emirates, Indonesia, Canada and Ireland.

#### State and national partnerships

- The City has continued its involvement in the CCCLM contributing to joint submissions to the Federal Government and participating in a range of workshops with the Australian Centre for Excellence in Local Government and Infrastructure Australia.

## Objective 10.5

### Participate in broader governance reform processes

#### 2030 Actions

Code	Detail
10.5.1	Participate in public debate on the future of local government in Sydney.
10.5.2	Advocate for effective and sustainable governance arrangements across all levels of government.

#### Major Programs and key outcomes

##### Governance Reform

- The City continues to participate in the Australian Council of Local Governments and Urban Policy Forum.
- The City has continued to make submissions to the State and Federal Government on matters impacting the City, our workers, visitors and residents. Some of those have included submissions on a range of State Government strategies and discussion papers such as Sydney over the Next 20 Years, the Macdonaldtown Gasworks Remediation Project, Density Impact Study, Long Term Transport Master Plan, and the State Government Waste Levy Review.

#### Service Area Measures

We will use the following indicators to measure progress against this Strategic Direction:

*NB These measures and their context are also shown in the Corporate Governance section of this plan*

10.S.1 Key Performance Indicators					
Accountability and transparency					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
GIPAA Formal Access Applications received	No	13	3	-	18
GIPAA Formal Access Applications determined	No.	-	-	-	19
GIPAA Informal Access Requests received	No.	-	-	-	6,184
Complaints Processes					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Complaints upheld regarding code of conduct (measured annually)	No.	-	-	-	-
Complaints upheld regarding corruption or maladministration (measured annually)	No.	-	-	-	-
Workforce					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Approved full time equivalent (FTE) establishment positions	No.	1,743.96	1,767.58	-	1,830.55
Vacancy rate (approved FTE positions)	%	7.1	6.97	-	8.2
Lost time injuries	No.	-	-	-	34
Staff in formal further education (measured annually)	%	5.2	6.06	5	4.9

Customer service					
Key Performance Indicator	Unit	2009/10 Result	2010/11 Result	2011/12 Target	2011/12 Actual
Calls received by customer call centres	No.	243,282	238,313	-	243,286
Calls answered within 20 seconds	%	84	80	80	81.3
Calls completed at first contact	%	70	67.64	70	74
Customer requests received	No.	89,965	99,997	-	91,435
Customer requests actioned within agreed service standards	%	94	94.75	95	93.81
Customer satisfaction from Mystery Shopper Survey (overall City of Sydney result)	%	86.25	84	85	84.5

- Note that the Government Information (Public Access) Act (GIPAA) replaced the Freedom of Information Act on 1 July 2010 and as such, historical information is not comparable