

12 September 2022

At the conclusion of the Corporate, Finance, Properties
and Tenders Committee

Business and Economic Development Committee

Agenda

- 1. Confirmation of Minutes**
- 2. Statement of Ethical Obligations and Disclosures of Interest**
- 3. Public Exhibition - Economic Strategy Discussion Paper**
- 4. Post Exhibition - Markets Policy**

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

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

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

Item 1.
Confirmation of Minutes

There was no meeting of the Business and Economic Development Committee held on 15 August 2022.

Item 2.

Statement of Ethical Obligations

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

Disclosures of Interest

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

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

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

Item 3.

Public Exhibition - Economic Strategy Discussion Paper

File No: X039976.009

Summary

Sydney is home to Australia's largest local economy, generating more than \$138 billion per annum pre-pandemic (2019). As Australia's global gateway our economy plays a significant role in supporting and influencing economies far beyond our geographic boundary. It is important our economy is thriving and ready to meet the challenges and opportunities of the future.

The City of Sydney helps to strengthen our local economy through strategically targeted economic development that ensures Sydney is ready for the future. Under the guidance of our 10-year Economic Development Strategy adopted in 2013, we have actively supported businesses, workers, residents, visitors, students, investors and other participants in our local economy.

It is time that we now prepare our next economic strategy, particularly given the changes and uncertainty facing our city and economy. To do this we have prepared the draft economic strategy discussion paper at Attachment A and seek to engage with our communities and stakeholders for feedback on the direction and areas of focus.

The pandemic has put our economy through an unprecedented test of resilience. We are on the path to recovery but have some way to go.

The vision identified in the draft discussion paper is that the city will transition to a strong resilient economy that secures its long-term prosperity. We will be prepared and able to withstand major shocks and stresses, and stay responsive to a changing environment.

Our economic resilience will be supported by environmentally sustainable growth, strengthened by innovation, built on inclusiveness and enhanced by the revitalisation of our city centre.

We have identified four key directions in the discussion paper.

- Direction 1 outlines how we will transition to a green and circular economy.
- Direction 2 identifies how we will build an innovation economy.
- Direction 3 is about strengthening our inclusive economy and exploring the new model of community wealth building.
- Direction 4 details how we will revitalise our city centre.

Building a strong and resilient economy is aligned with our recently adopted Sustainable Sydney 2030-2050 Continuing the Vision. Our community strategic plan sets out how we will implement this vision for our city. It is accompanied by detailed strategies and action plans, such as the Central Sydney Planning Strategy as the planning framework that supports future growth.

The draft economic strategy discussion paper has been shaped by many voices, with significant engagement and consultation with key stakeholders including NSW Government, industry, precinct partners, local businesses and our community. It includes evidence-based research into best practice and analysis of emerging global and local trends.

The draft discussion paper has been prepared in a very dynamic and changing environment as impacts of the pandemic continue to be felt and recovery continues. New research and initiatives by the federal and state governments, such as the Treasury's Jobs and Skills Summit and White Paper, as well as the City's own work to collect data and insights, will provide a growing body of evidence and analysis of changes still taking shape. These inputs will inform the development of the economic strategy.

The draft discussion paper is intended to prompt conversations about how to make our economy more resilient, transition to a green and circular economy, promote innovation, strengthen inclusion and revitalise our city centre to meet the needs of the future.

The City of Sydney recently established a Business, Economic Development and Covid Recovery Advisory Panel to provide strategic advice to ensure sustained recovery of our economy. The Panel's insights will inform our work and help shape our next economic strategy using the findings from this paper as the guiding framework. We will work closely with the panel, as well as continue our engagement with stakeholders, local businesses, state government and our communities to gather further insights.

This report recommends Council approve the draft discussion paper for public exhibition. Following public exhibition of the discussion paper and consultation, we will consider feedback and begin work to prepare the next economic strategy in collaboration with the advisory panel and other stakeholders. This is anticipated to be presented to Council in 2023/24.

Recommendation

It is resolved that:

- (A) Council approve the draft economic strategy discussion paper, as shown at Attachment A to the subject report, and relevant case studies at Attachment B to the subject report, for public exhibition for a period of six weeks; and
- (B) authority be delegated to the Chief Executive Officer to make minor amendments to the draft economic strategy discussion paper for clarity or correction of drafting errors prior to public exhibition.

Attachments

Attachment A. Draft Economic Strategy Discussion Paper

Attachment B. Case Studies

Background

1. Sustainable Sydney 2030-2050 Continuing the Vision provides the direction for the City's actions over the next 30 years. Direction 9 identifies that a transformed and innovative economy will support Sydney's position among the highest performing urban economies in the world. We need to encourage and support the city to transform, innovate, diversify and be sustainable in the long term.
2. In this vision, our city maintains its position locally, nationally and globally as a destination for business, investment and talent attraction. Innovation is central to the economy and transformation must occur across all industries. It is also essential that wealth and benefits are shared equitably.
3. Sydney is Australia's largest city and leading global gateway. It attracts visitors, students, migrants, talent and investment from overseas and domestically. It significantly contributes to the NSW State and Australian economy. In 2019, prior to the pandemic, our Gross Regional Product (GRP) represented 22.1 per cent of the NSW economy and 7 per cent of Australia's Gross Domestic Product (GDP). In addition to the economic value generated and jobs created locally, the city's economy strongly imports from and exports to the rest of the country, playing a critical role in supporting and influencing the state and national economies.
4. The pandemic has brought disproportionate adverse impacts to the City of Sydney's economy because our city relies heavily on business and worker density, international students and visitors from outside the area, global talent, international trade and a vibrant city centre. These competitive strengths that we are proud of became our weak spots, making our economy vulnerable throughout the pandemic.
5. It is estimated the economic cost of the lockdown was \$250 million a week, costing close to 6 per cent of our quarterly Gross Regional Product for the local area. Compared to the pre-pandemic period, data shows that visitations to the city fell by more than 80 per cent; office occupancy fell to an all-time low of 4 per cent in September 2021 and total local spend by consumers and businesses in the September quarter was 28.3 per cent of previous levels.
6. We played a key role in helping the local economy weather and recover from the worst of the pandemic. Through the actions and delivery of the Community Recovery Plan to support the social and economic recovery of our city, local businesses have received fee waivers, rent relief, business support grants and benefits from accelerated policy reform.
7. Signs of recovery have started to show in 2022. Office occupancy is back to 52 per cent; unemployment in the city was down to 4.1 per cent in the March quarter 2022, from a peak of 6.6 per cent a year earlier; and our Gross Regional Product is estimated to have grown slightly in 2021, showing we have come out of recession.
8. Our economy has permanently changed from the pre-pandemic settings. The way people work, shop, and interact with each other to collaborate has changed significantly. Many businesses have already updated their operating models, supply chains and investment strategies as our economy heads into a 'new normal'.
9. It is the right moment for us to better understand this new normal and how it will influence the development of our economy. This discussion paper provides the framework for these ongoing conversations with our stakeholders.

10. Central Sydney is the engine room of the NSW economy. Our planning framework, as outlined in the Central Sydney Planning Strategy, will ensure future growth occurs where it respects our special places and open spaces, and is sustainable, resilient and responsive to climate change.
11. The strategy ensures that central Sydney is well positioned to contribute to metropolitan Sydney being a globally competitive and innovative city that is recognised internationally for its social and cultural life, liveability and natural environment.
12. We have the opportunity to review what successful economic development looks like – and rethink how we measure it. Rather than only focusing on growth, we can consider broader social, cultural and environmentally sustainable metrics. In the new normal, we can grow emerging sectors, strengthen competitiveness, and ensure our community shares in the economic growth.
13. We also have an opportunity to explore and explicitly incorporate contemporary economic development models in our new economic strategy. Through the discussion paper we will explore the benefits of a circular economy; innovation economy; community wealth building; and the opportunities attached to a vibrant 24-hour economy.
14. While acknowledging that the pandemic continues to affect our city, through reduced numbers of international travellers, city workers, students and visitors, we have an opportunity to support the industries most affected and re-position the broader economy for future growth.
15. The pandemic has given us a unique opportunity to reflect on the strengths and weaknesses of our economy. We also have a great opportunity to incorporate lessons learnt from the pandemic and to guide our economy so that it remains competitive and robust. This will enable a recovery to a more resilient, inclusive and future-fit economy.
16. The key lesson we learnt from the pandemic is that economic resilience is vital for keeping our economy thriving in the long term without major disruptions. The world is volatile, with many lurking threats that could cause global economic shocks – in addition to the ongoing pandemic. We must strengthen our economic resilience to withstand these shocks. We must also make our economy dynamic and responsive so it can make a quick recovery from unanticipated adversity.
17. Strengthening our economic resilience requires great efforts across many aspects of our economy. We need to reconcile the tension between environmental protection and economic development. We must promote innovation to convert challenges into opportunities. We need to improve the inclusiveness of our economy to empower our community, especially the most vulnerable community groups. We also have to revitalise the city centre to realise its full potential in the new economic era.
18. The vision identified in the draft discussion paper is that the city will transition to a strong resilient economy that secures its long-term prosperity. We will be prepared and able to withstand major shocks and stresses, and stay responsive to a changing environment.
19. Our economic resilience will be supported by environmentally sustainable growth, strengthened by innovation, built on inclusiveness and enhanced by the revitalisation of our city centre.

20. We cannot act alone, it is vital that collaboration and partnership takes place between the City of Sydney and public and private sector, education and research sector, and all our communities to facilitate the transition to a future-ready and resilient economy, and one that supports the long-term growth and prosperity for all.
21. We have identified four strategic directions that will help us transition to a strong and resilient economy. These are based on the results of our extensive local and global research, economic data analysis and insights and, feedback from stakeholders and our community.

Direction 1 - Transition to a green and circular economy

22. Our local economy will continue to decarbonise to achieve our target of net zero emissions by 2035. Our city will harness new economic values as this transition improves economic efficiency, creates new business opportunities, generates more jobs and attracts sustainable investment.
23. We will focus our action by demonstrating leadership in our own practices and encourage education and knowledge sharing among our communities about green and circular options. We will also continue to support the development of key green sectors, including environment advisory, sustainable finance, green utilities, green buildings, the sharing economy, green transport, waste management, cleantech innovation and green research.

Direction 2 - Build an innovation economy

24. We will promote and support innovation, helping our innovation economy to mature to secure our economic competitiveness over the long term. Through innovation, our economy will see a strong recovery, become more productive, and seize new growth opportunities through emerging sectors. The economy will stay future focused and lean into new technology developments.
25. Our area of action will be in collaboration with the NSW Government and other key stakeholders to develop and promote Tech Central innovation precinct. We will also continue to support the city's innovation ecosystem and local startups by providing affordable space, grants, capacity-building programs and knowledge sharing, as well as sponsorship for startup festivals and events. We will position Sydney globally as an innovative city, and a safe and desirable destination, to attract international students, talent, entrepreneurs, scalable businesses and investment.

Direction 3 – Strengthen our inclusive economy

26. We want our economy to be more inclusive and equitable so that our economic prosperity is shared by all. In a stronger inclusive economy, more people will have opportunities to participate in the economy and realise their full potential. There will be less inequality in the city and more locally generated wealth will be distributed back to our community.
27. We will focus our actions on supporting community groups facing barriers and help their members upskill to find employment with fair income and work conditions. We will also promote for-purpose business models driving greater diversification of our economy. We will encourage partner organisations to bring economic, environmental and social benefits to our community. We will collaborate with partners to increase access to affordable spaces for working, living and learning.

Direction 4 – Revitalise our city centre

28. As workers and visitors return to our city centre, we have an exciting opportunity to rethink how we use it. We want our city to be a destination that offers a rich variety of experiences – a place for working where people can connect, collaborate and build new relationships; a place to be creative and express culture; a place to shop, be entertained and have fun with great events and festivals; and a place to connect global audiences to the rest of Australia.
29. We will continue to support our local businesses through the recovery, helping them innovate and build skills and capability to be future-focused. We will continue our reform of red tape, regulations and compliance in collaboration with state government. We will make it easier to activate the city and think about how we can better use spaces for activation, innovation and creative output. We will also promote and tell unique Sydney stories to global and local audiences, highlighting Aboriginal and Torres Strait Islander stories to deepen the visitor experience.
30. This discussion paper recognises that government agencies, industry partners and businesses and the community all have a role to play in building a strong and diverse economy.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

31. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the City to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This report is aligned with the following strategic directions and objectives:
 - (a) Direction 2 - A leading environmental performer - the draft discussion paper addresses the urgency and need for all to participate in the transition to a zero-carbon economy.
 - (b) Direction 3 - Public places for all - the paper recognises the importance of our public spaces and places for people to enjoy, visit, work and invest in. We also recognise the importance of our connections to Aboriginal and Torres Strait Islander peoples in our public places.
 - (c) Direction 6 - An equitable and inclusive city - the paper is focused on supporting a more inclusive city where prosperity is shared by all and people have opportunity to participate in the economy.
 - (d) Direction 7 - Resilient and diverse communities - the paper is focused on strengthening our economic resilience.
 - (e) Direction 8 - A thriving cultural and creative life - the paper directly responds to this direction through the revitalising of our city centre focus, supporting the 24 hour economy and supports the opportunity for the creative industries to be integral to the innovation economy.

- (f) Direction 9 - A transformed and innovative economy - the paper addresses the opportunity for innovation to be central to the economy and that transformation can occur across all industries. It also points to the need to transition to a zero-carbon economy and strengthening our inclusive city where wealth and benefits are shared equitably.
- (g) Direction 10 - Housing for all - the paper has identified the importance of providing access to affordable housing to meet the needs of our diverse communities.

Social / Cultural / Community

- 32. The draft economic strategy discussion paper takes an integrated approach, recognising that our economy is influenced by a range of factors such as liveability and amenity; access to affordable housing for our diverse communities; access to affordable space for work and creatives spaces; equitable economic participation for all; and opportunities to encourage locally shared wealth.
- 33. The discussion paper also recognises that many issues of interest to business and workers are the same issues that are important to our diverse community of residents.

Environmental

- 34. The discussion paper addresses how a strong green and circular economy can decarbonise economic activities, directly addressing climate change issues and mitigating the tension between environment protection and economic development.

Financial Implications

- 35. The costs associated with the development of the draft economic strategy discussion paper, engagement plan and public exhibition will occur within the existing operational budget under Strategy and Urban Analytics in 2022/23. The financing of any identified priority projects as part of the development of the new economic strategy will be sought in future budgets.

Relevant Legislation

- 36. Local Government Act 1993.

Public Consultation

37. If endorsed, the discussion paper will be placed on public exhibition for approximately six weeks. During this time, key business and industry stakeholders will be briefed. Our advisory panel members will be consulted, and our communities will be encouraged to provide feedback through Sydney Your Say.
38. The draft discussion paper has been shaped by many voices, with significant engagement and consultation with key stakeholders, NSW Government, industry, precinct partners, local businesses and our community. The paper sets out a number of questions to help guide feedback, but broader comments outside of the directions identified in the discussion paper are also encouraged.
39. We will then analyse the feedback received during the exhibition period and incorporate it where relevant into a report. This will inform the advisory panel and provide further insights for the development of the next economic strategy.

KATE DEACON

Director Strategic Development and Engagement

Jennie Harris, Economic Strategy Advisor

Attachment A

Draft Economic Strategy Discussion Paper



September 2022

Draft Economic Strategy Discussion Paper

We acknowledge the Gadigal of the Eora Nation
as the Traditional Custodians of our local area.

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

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Lord Mayor's message

We are asking for your advice and to help determine priorities for the City of Sydney's next economic strategy.

The strategy will guide our work to address economic challenges and harness opportunities for our city.

Those challenges could hardly be greater. Recent bushfires and floods demonstrate that dangerous climate change is already on our doorstep. And the pandemic highlighted and exacerbated existing inequalities and created enormous social and economic strain.

But our communities have shown great resilience, creativity and innovation in response. We are putting the transition to a low carbon economy at the centre of everything we do. And we have seen the swift, effective action that is possible with the right political will and social license.

Our work to support our communities through this period of environmental and social uncertainty – to create a city that is both liveable and an exciting place to work and visit, with sustainability and culture at its core – stands us in good stead.

It's clear that the cities that will thrive in this new context are the ones that provide affordable housing, working and cultural space, a myriad of cultural offerings, walking, cycling and excellent late-night public transport, green, cool calm streets, laneways, small bars and late-night activity.

The City of Sydney has, for over a decade, understood these to be the attributes of great and competitive cities and has made them a priority. The reform appetite for this agenda has only accelerated post-Covid – and we need to match that with accelerating our pace of reform.

During our comprehensive engagement program for Sustainable Sydney 2030-2050 Continuing the Vision we spoke to thousands of residents, businesses, workers, students, and visitors to our area.

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

This economic strategy will help us deliver the commitments made in our renewed long-term plan. This discussion paper seeks your views to inform the development of the economic strategy.

We are excited to share this discussion paper. We look forward to your feedback and the opportunity to work with you – with other levels of government, businesses, social enterprises, not-for-profit organisations and communities directly – to build the economic resilience of our beautiful city and position us to take advantage of the opportunities to come and ensure the future success of our city.



Lord Mayor
Clover Moore



Aboriginal and Torres Strait Islander statement

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

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

Sustainable Sydney 2030–2050 Continuing the Vision sets a long-term vision for the whole city, including its economic development. The first step towards delivering this renewed vision is our community strategic plan, which sets out how we will implement the vision for our city. It will be accompanied by more detailed strategies and action plans. We will continue this engagement process as we develop our next economic strategy.

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

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

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

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

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

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

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

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

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

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

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

2015 – we adopted an inaugural Innovate Reconciliation Action Plan in partnership with Aboriginal and Torres Strait Islander peoples as part of our deep commitment to reconciliation.

2016 – we adopted the 10-year Eora Journey economic development plan.

2020 – a stretch reconciliation action plan built on our success and extended our actions. It includes targets to increase employment of Aboriginal peoples, spending with businesses, cultural learning activities for all staff, and major public works such as the harbour walk and *bara*, an artwork and monument to the Eora people.

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



Image: *Welcome to Redfern*, by Reko Rennie in collaboration with local youth artists
Photo: Paul Patterson / City of Sydney

Inclusion and equity statement

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

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

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

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

We value the contributions made by all individuals and believe this diversity strengthens the city. The City of Sydney champions human rights and people's right to self-determination, as we strive for inclusion.

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

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

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

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

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



Image: Sydney City Farm Urban Agriculture Project, Sydney Park
Photo: Katherine Griffiths / City of Sydney



Introduction

Purpose of this document

The City of Sydney is developing a new economic strategy for our local area. In the context of the pandemic and ongoing recovery, we need to examine contemporary challenges and changes to our city centres and how they function. The strategy will set out our short–medium term (three- to five-year) framework, with high-level actions for the city’s recovery and transition to the ‘new normal’ taking shape.

To prepare our new strategy, we have produced this Economic Strategy Discussion Paper. This is a necessary step due to the many uncertainties about how and when workers, students and visitors will return to our city centre. It will also allow us to test learnings, ideas and proposed actions, and gather more feedback from our communities and stakeholders. We will also continue to collect data and insights to provide a body of evidence and analysis of changes still taking place.

This discussion paper is intended to prompt conversations about how to make our economy more resilient, transition to a green and circular economy, promote innovation, strengthen inclusion and revitalise our city centre to meet the needs of the future.

We anticipate the new economic strategy will be presented to Council in 2023–24.

Over the coming months, we will continue to undertake community engagement on this discussion paper. We will post details on the [Sydney Your Say](#) website.

Your feedback will inform the development of our economic strategy, which will govern how we work together to build a resilient economy.

We have included questions and discussion points throughout the paper to stimulate further conversation.



How to have your say

We invite your feedback on this discussion paper from 20 September to 31 October 2022 at sydneyyoursay.com.au.

The City's role

We are responsible for engaging in strategic planning, working in tandem with all levels of government – federal, state and local. We do so on behalf of the local community, workers, visitors and businesses.

When we set out our next economic strategy, we will be guiding our local economy to recover from the pandemic, facilitating the transition to a future-ready and resilient economy, and supporting long-term growth and prosperity for our communities.

Many aspects of the city economy depend on the work of state and federal governments; for example, to provide the legislative frameworks and financial resources that local authorities operate within. However, we can make important and direct contributions to promote a vibrant and dynamic environment that facilitates economic growth, especially in the face of a changing business environment.

The City of Sydney has a vital role in providing projects, programs and services. We'll work with a range of partners across business, government, civil society and community organisations to do so. We'll enter formal partnerships, sponsorships, agreements and memorandums of understanding. And we'll establish less formal arrangements and collaborations.

Many outcomes will be achieved by other levels of government or organisations, and reference and advisory groups will provide specialist advice and guide our work.

The following table outlines our roles under this plan.

Leader	We seek to understand the underlying values of our communities and their needs. We put in place policies and the financial and governance frameworks to ensure we act ethically as stewards of this city.
Provider	We provide a range of infrastructure, facilities, programs and services for the benefit of the city and its communities.
Convenor and facilitator	We bring together all the forces essential for the success of the city, including governments, civil society, businesses and academia.
Planner	We use our professional expertise in city planning, and program and service provision, to undertake research, provide information, and collaborate with communities and stakeholders to develop and evaluate ways to resolve issues.
Thought leader	We commission and publish thought leadership and research on economic, social, environmental and cultural issues and solutions relevant to the city and our communities.
Capacity builder	We work with communities and community organisations, building connections and strengthening their capacity to respond to their needs.
Advocate	We act as an advocate on behalf of our communities, giving voice to their needs and aspirations. We will call on other levels of government and business for policy and regulatory reform as well as changes to service provision for the benefit of the city and its communities.
Networker	We engage in local, national and global networks to share and develop expertise in urban issues.

Funder	We provide funding to support innovation, contribute to collaborative initiatives and provide support to communities and organisations.
Role model	We lead by example in how we run our organisation, manage our assets and engage our employees.
Communicator	We provide timely, accurate, inclusive and inspiring information to the target audiences of our programs, projects and services, and engage them in conversation about the work we are doing.

What we have done

This discussion paper has been shaped by many voices, with engagement and consultation with key stakeholders, the NSW Government, industry, precinct partners, local businesses and the community. It includes evidence-based research into best practice and analysis of emerging global and local trends.

We have undertaken detailed consultations, drawing on expertise within our organisation and conducting more than 20 interviews with key industry and community stakeholders. We also held four co-designed workshops with around 60 attendees from across business and our communities.

Other global cities are facing similar challenges to Sydney following the pandemic. In this document, we showcase local and global responses to illustrate how we might learn, adapt and respond using new economic development models, best practice and contemporary thinking.

We have also conducted an annual Business Needs Survey since 2020, to help inform our response to the pandemic and ongoing recovery. This survey gives us an opportunity to engage with our local businesses to understand their changing needs over time.

We are excited to look ahead and work with all our stakeholders to build, support and create a new normal – a city for all to enjoy, experience and share.

What's next

This discussion paper will be on exhibition and we are seeking your feedback by 31 October 2022.

We recently established our Business, Economic Development and Covid Recovery Advisory Panel to help us shape our economic strategy based on this discussion paper. After we have received your feedback, we will continue to work closely with the advisory panel, as well as continue our engagement with stakeholders, local businesses and our communities, to gather further insights.

We will also undertake further research – including the Floor Space and Employment Survey, Business Needs Survey and Community Wellbeing Survey – gathering data and insights to help shape the development of the strategy.

We acknowledge the many uncertainties that can significantly affect our economy. These include geopolitical tensions, supply chain issues, the energy crisis and the food supply crisis. Then there are migration constraints that can affect talent acquisition and the number of visitors and international students, as well as the uncertainty about how city workers will return to the office over the longer term.

It is vital that we hear from you – our local community. Your feedback is of great value.



Executive summary

Sydney is home to Australia's largest local economy. The city generated more than \$138 billion per annum pre-pandemic (2019), accounting for 22.1% of NSW's economy and 7% of Australia's GDP.¹ The city's economic performance directly affected the 229,000 residents² and 519,000 workers³ in our local government area. As Australia's global gateway and as a regional centre, the city's economy plays a significant role in supporting and influencing economies far beyond our geographic boundary. It is extremely important that the city's economy is thriving and ready to meet the challenges and opportunities of the future.

The City of Sydney is responsible for strengthening our local economy through strategically targeted economic development that ensures Sydney is ready for the future. Under the guidance of our 10-year Economic Development Strategy published in 2013, we have been actively supporting businesses, workers, residents, students, visitors, investors and other participants in our local economy. Our Central Sydney Planning Strategy provides a clear framework for investment and growth of Australia's premier business precinct while continuing to make the city centre even more attractive. We have seen strong economic growth in the city over the past decade.

In the 10 years before the pandemic, the city's gross regional product (GRP) increased by 65.2%, the number of local jobs grew by 28.5% and the number of businesses rose by 23.9%. This success was built on our comparative advantages in many key areas. They include our strong finance and insurance sector, established knowledge economy, and an expanding visitor economy. Our ability to attract global talent, migrants and investment was also a key contributor.

But it is clear that not all members of our communities have shared in the prosperity brought by nearly 30 years of uninterrupted economic growth. Many groups continue to face barriers to economic participation. Structural inequalities have deepened which further place the benefits of higher income and job stability out of reach.⁴

In 2020, Covid-19 highlighted some of these challenges. The severe impact of the pandemic pushed the city's economy into its first recession in nearly 30 years. This was partly due to sections of our local economy relying on the high density of workers and visitors who stopped coming to the city centre because of travel restrictions, lockdowns, and health and safety concerns. Supply chains and market access were also disrupted, affecting many businesses connected to economies beyond the local area.

The pandemic has put the city's economy through an unprecedented test of resilience. We have made great efforts to support the recovery and developed the Community Recovery Plan⁵ at the onset of the pandemic. We have since delivered \$145 million in support packages⁶ to aid businesses and community members in need. Our measures include providing fee waivers, rent relief and business support grants; reforming red tape to allow al fresco dining; and backing other activation projects in the central business district (CBD).

The city's economy is on the path to recovery. However, many industries, including tourism, hospitality, international education, personal services, and the creative and entertainment sector, are still struggling.

More importantly, the landscape of our local economy will never be the same, as the pandemic has made many permanent changes to the way we live, work, consume and do business. For example, remote and flexible working has become standard practice in many industries; e-commerce and online shopping continue to gain popularity; the growth of the gig economy has accelerated; and visitors to our city centre are looking for new purposes and experiences rather than mere business activities. We must conceptualise, understand and embrace the new normal – and decide how to reshape our economy.

We have a great opportunity to incorporate lessons learnt from the pandemic and to guide our economy so that it remains competitive and robust.

We recently adopted our new community strategic plan, Sustainable Sydney 2030–2050 Continuing the Vision which sets a long-term vision for the whole city, including its economic development.

Sustainable Sydney 2030–2050 Continuing the Vision sets a long-term vision for the city's economy to be a transformed and innovative economy.

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

We prepared this discussion paper to share ideas with our community and stakeholders. We want Sydney to be a city for all – a strong, resilient, innovative and green city that offers everyone a great quality of life and opportunities to realise their potential as part of a flourishing society.

This paper supports the development of the next economic strategy. We anticipate it will focus on the short to medium term (three to five years) to address vital issues and set us on the path to become future ready. By doing so, the new economic strategy will strongly align with and contribute to achieving the long-term vision set in our community strategic plan.

Towards a resilient economy

The pandemic has given us a unique opportunity to reflect on the strengths and weaknesses of our economy. This will enable a recovery to a more resilient, inclusive and future-fit economy. While acknowledging that Covid-19 continues to affect our city – for example, through reduced numbers of international travellers and students, city workers and visitors – we have an opportunity to support the industries most affected and re-position the broader economy.

The key lesson we learnt from the pandemic is that economic resilience is vital for keeping our economy thriving in the long term without major disruptions. The world is volatile, with many lurking threats that could cause global economic shocks – in addition to the ongoing pandemic. We must strengthen our economic resilience by making our economy dynamic and responsive, so that it can withstand shocks and quickly recover from unanticipated adversity.

This requires a great effort across many aspects of our economy. We need to reconcile the tension between environmental protection and economic development. We must promote innovation to convert challenges into opportunities. We need to improve the inclusiveness of our economy to empower our communities, especially those that are the most vulnerable. We also have to revitalise the city centre to realise its full potential in the new economic era. All these come together and form our vision for the city's economy.



Image: Sydney Lunar Festival, Lunar Lantern, George Street, Sydney
Photo: Chris Southwood / City of Sydney

The vision

The city will transition to a strong resilient economy to secure its long-term prosperity. The city's economy will be prepared for the future, with the capacity to withstand major shocks and stresses, and stay responsive to a changing environment.

Our economic resilience is supported by environmentally sustainable growth, strengthened by innovation, built on inclusiveness and enhanced by the revitalisation of our city centre.

We have identified four strategic directions that will help us transition to a strong and resilient economy. They are based on the results of our extensive research, economic data analysis and feedback from stakeholders in our community.

Direction 1 – Transition to a green and circular economy

The City of Sydney wants to transition to a strong green and circular economy. Our local economy should continue to decarbonise to achieve our target of net zero emissions by 2035. Our city will harness new economic values as this transition improves economic efficiency, creates new business opportunities, generates more jobs and attracts sustainable investment.

We will continue to show leadership in our own practices. The City of Sydney will encourage education and knowledge sharing among our communities about green and circular options. We will also continue to support the development of key green sectors, including environment advisory, sustainable finance, green utilities, green buildings, the sharing economy, green transport, waste management, cleantech innovation and green research.

Direction 2 – Build an innovation economy

We would like to promote and support innovation, helping our innovation economy to mature to secure our economic competitiveness in the long term. Through innovation, the city's economy will see a strong recovery, become more productive, and seize new growth opportunities through emerging sectors. The economy will stay future focused and lean into new technology developments.

The City of Sydney will collaborate with the NSW Government and other key stakeholders to develop and promote the Tech Central innovation precinct. We will also continue to support the city's innovation ecosystem and local startups by providing affordable space, grants, capacity-building programs and knowledge sharing, as well as sponsorship for startup festivals and events. We will position Sydney globally as an innovative city, and a safe and desirable destination, to attract international students, talent, entrepreneurs, scalable businesses and investment.

Direction 3 – Strengthen our inclusive economy

We want the city's economy to be more inclusive and equitable so that our economic prosperity is shared by all. In a stronger, inclusive economy, more people will have opportunities to participate in the economy and realise their full potential. There will be less inequality in the city and more locally generated wealth will be distributed back to our communities.

We will support community groups facing barriers and help their members upskill to find employment with a fair income and work conditions. We will also promote for-purpose business models and encourage partner organisations to bring economic, environmental and social benefits to our community. We will collaborate with partners to increase access to affordable spaces for working, living and learning.

Direction 4 – Revitalise our city centre

As workers and visitors return to our city centre, we have an exciting opportunity to redouble our efforts to realise the vision of the Central Sydney Planning Strategy. We want our city to be a destination that offers a rich variety of experiences – a place for working where people can innovate and collaborate; a world leader in design and sustainability; a place to be creative and express our culture; a place to shop, be entertained and have fun with great events and festivals; and a place to connect global audiences to the rest of Australia.

We will continue to support our local businesses through the recovery, helping them innovate and build skills and capability to be future focused. We will continue our reform of red tape, regulations and compliance. We will make it easier to activate the city and think about how we can better use spaces for activation and creative output. We will also promote and tell our unique Sydney stories to global and local audiences, highlighting Aboriginal and Torres Strait Islander stories to deepen the visitor experience.

Vision Economic Resilience

The city will transition to a strong resilient economy to secure its long-term prosperity.

The city's economy will be prepared for the future, with the capacity to withstand major shocks and stresses, and stay responsive to a changing environment.

Our economic resilience is supported by environmentally sustainable growth, strengthened by innovation, built on inclusiveness and enhanced by the revitalisation of our city centre.

Cross-cutting themes

1. Risk assessment and preparation
2. Economic diversification

Direction 1 Transition to a green and circular economy

Areas of focus

1. Leadership and commitment
2. Education and knowledge sharing
3. Support for key sectors

Direction 2 Build an innovation economy

Areas of focus

1. Development of Tech Central innovation precinct
2. Support for the local innovation ecosystem
3. Global attraction

Direction 3 Strengthen our inclusive economy

Areas of focus

1. Equitable economic participation
2. Locally shared wealth
3. Access to affordable space

Direction 4 Revitalise our city centre

Areas of focus

1. Support local business to continue to recover
2. Create better spaces and places
3. Activate and promote places and precincts

Image on next page: Darling Square Library
Photo: Jessica Lindsay / City of Sydney



Economic context

Sydney's economy before the pandemic

Sydney is Australia's largest city and leading global gateway. It attracts visitors, students, migrants, talent and investment from overseas and domestically. It significantly contributes to the NSW and Australian economy. In 2019, the city's GRP was estimated to be \$138.8 billion, representing 22.1% of the NSW economy and 7% of Australia's GDP.⁷ In addition to the economic value generated and jobs created locally, the city's economy strongly imports from and exports to the rest of the country, playing a critical role in supporting and influencing the state and national economies.

Before Covid-19, the city had experienced continuous economic growth for nearly 30 years. Building on its competitive strengths in knowledge-intensive and service sectors, access to global markets, and attraction for visitors, students, migrants, talent and investment, the city experienced particularly strong economic growth over the past decade (see Figure 1).

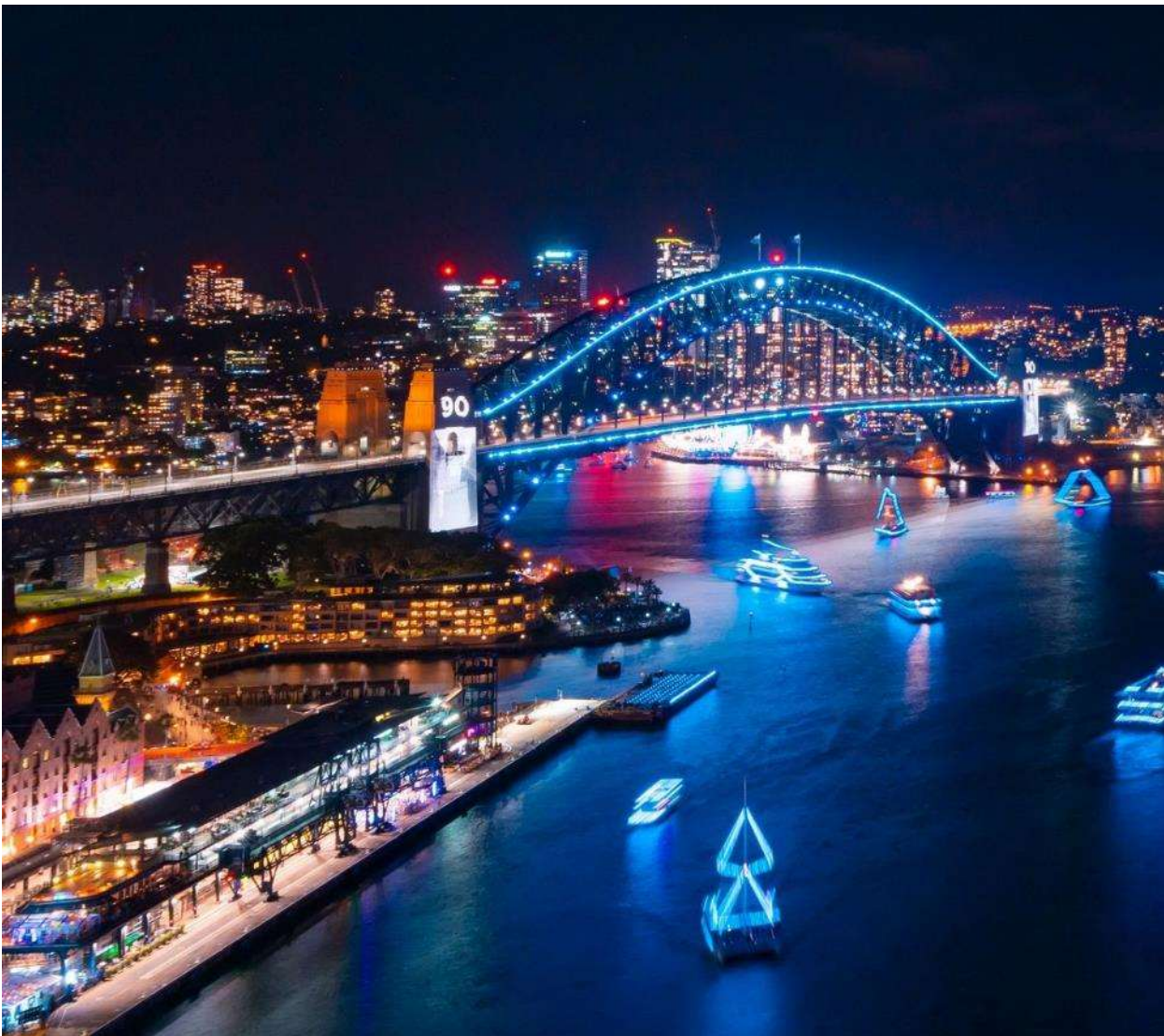
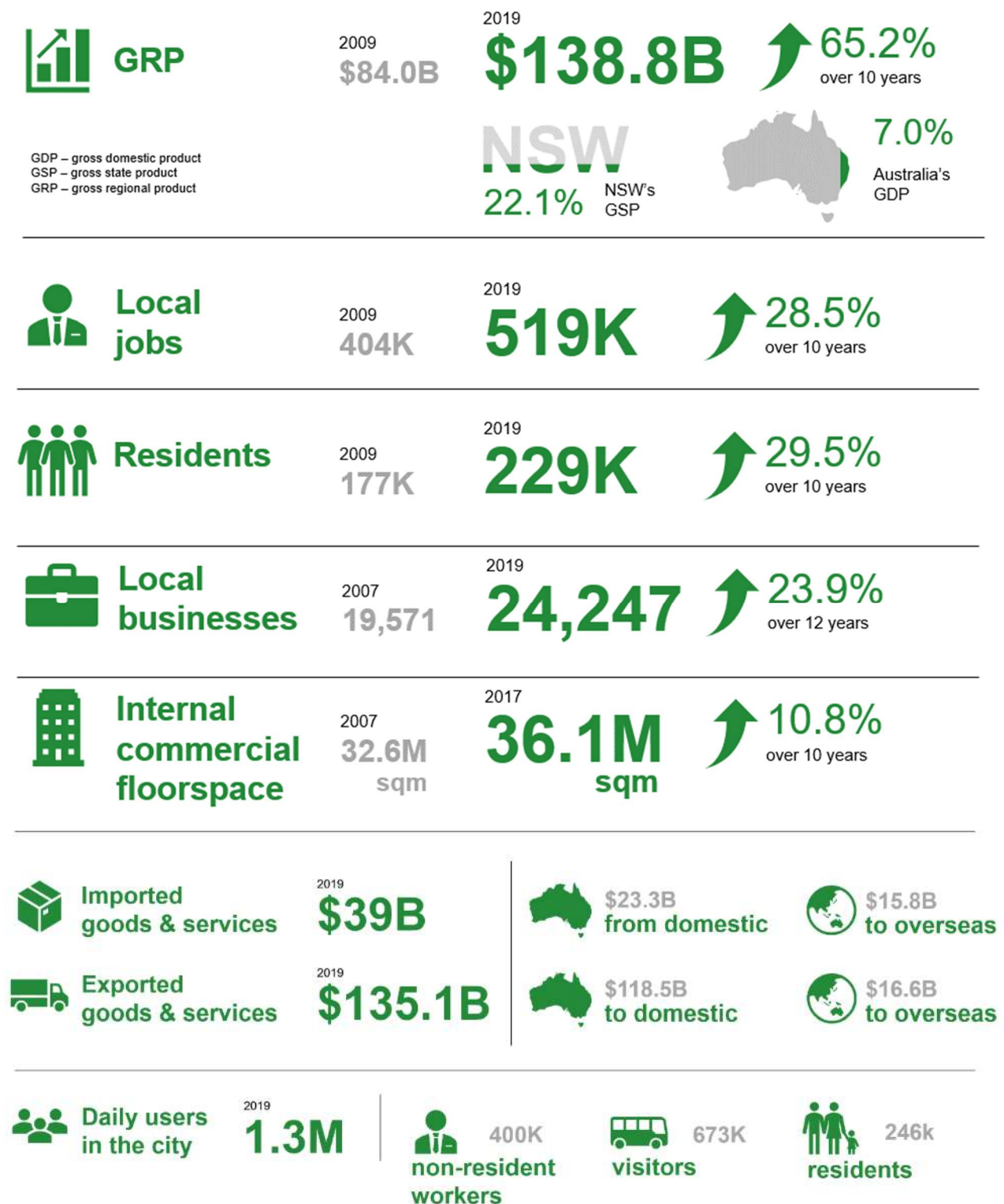


Image above: Sydney Harbour, New Year's Eve 2021.
Photo: Daniel Tran / City of Sydney

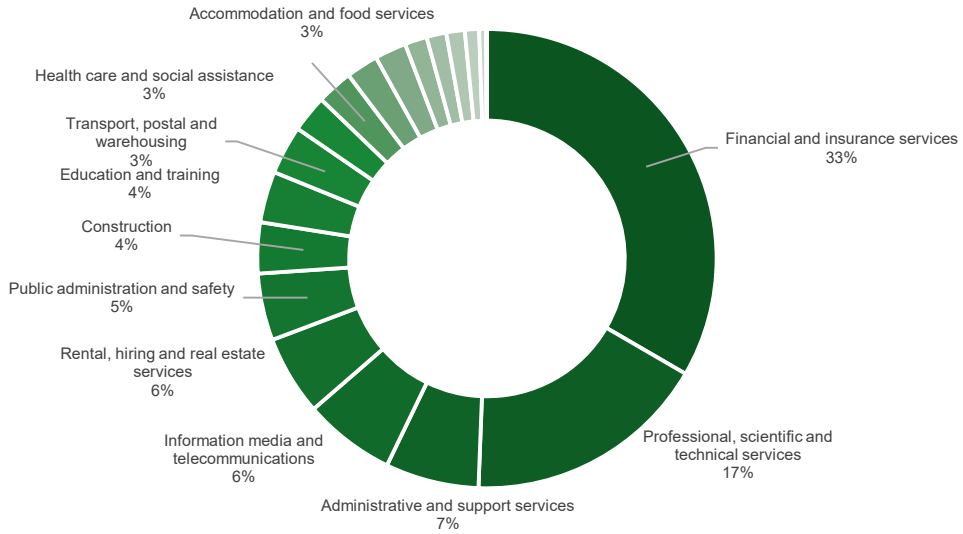
Figure 1. The city's economy at a glance⁸



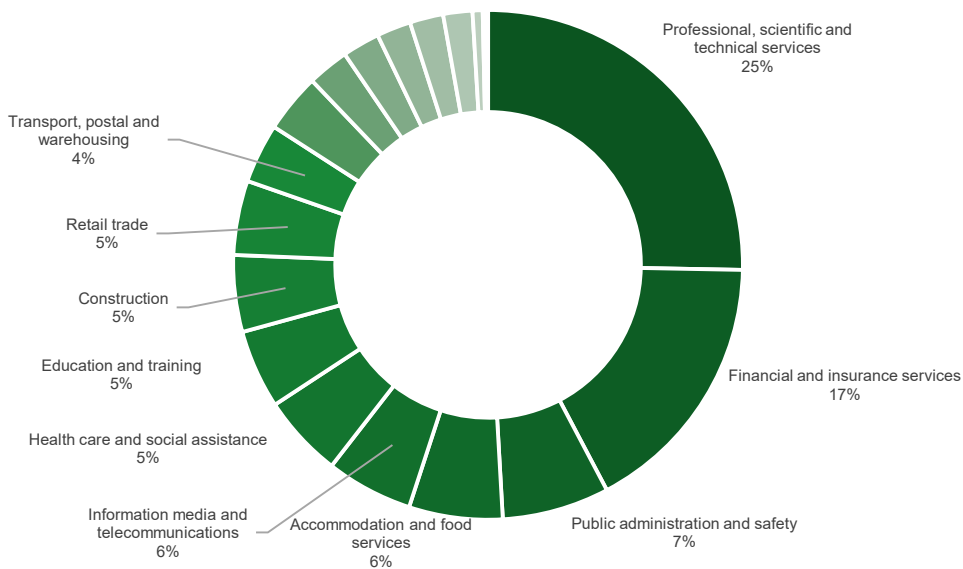
Over the past decade, many key industries recorded rapid growth, led by the finance and insurance sector, followed by professional, scientific and technical services (see Figure 2).

Figure 2. The city's economy by industry, 2019⁹

Percentage of value added by industry sector



Full-time equivalent employment by industry sector

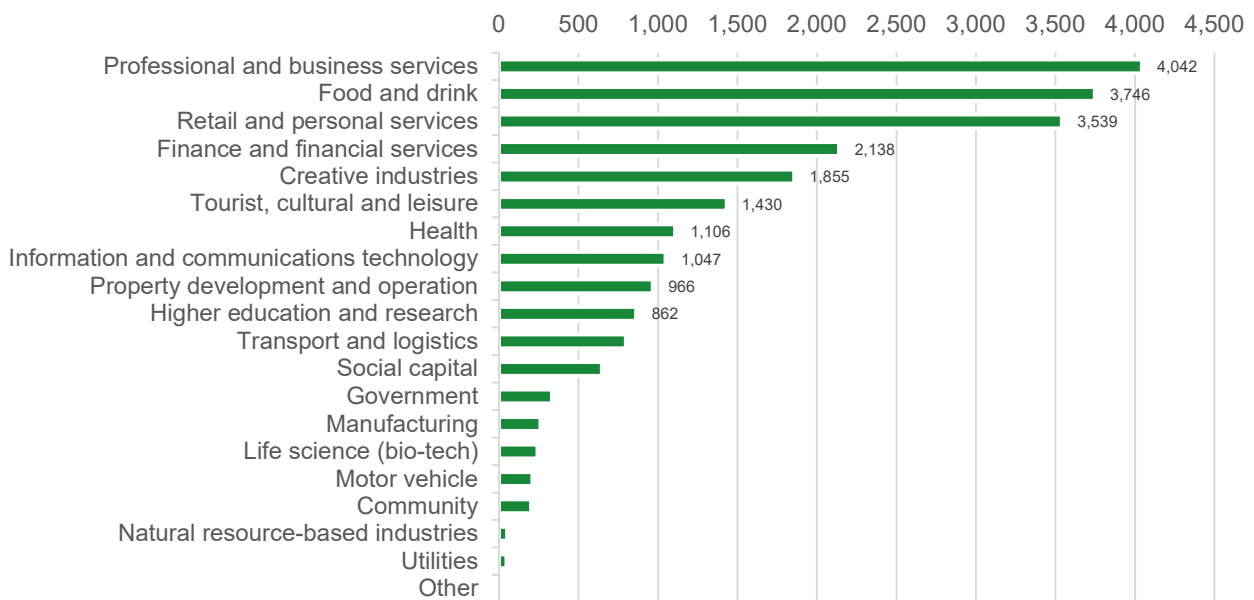


Sydney has the country’s largest and most globally connected finance and insurance sector, and is home to the Australian headquarters of many multinational banks and financial institutions. In 2018–19, the sector generated 33% of the city’s economic output and provided 17% of total full-time equivalent (FTE) employment. In the same year, the sector exported \$49 billion worth of products and services, representing 42% of Sydney’s exports.

In the same period, the professional, scientific and technical services sector contributed 17% of economic output, 25% of FTE employment and 16% of exports.¹⁰

Many other key industries in the city add tremendous value, creating employment opportunities for people of various skill levels, and adding vibrancy, liveability and vitality for people who live, work, study, visit or do business in Sydney. Based on our 2017 floor space and employment survey, 45% of businesses in the city fall under the umbrella of the visitor economy. This includes food and drink; retail and personal services; creative industries; and tourism, cultural and leisure services (see Figure 3).

Figure 3. Number of businesses in the city by industry, 2017¹¹



The international education sector plays an important role too. It contributes to the education and research sector, boosts labour supply and consumption demand, attracts talent and strengthens global connections. It also supercharges the city’s visitor economy.

An estimated 20–40% of international students travelled to Australia as tourists before enrolling in a course, and around 50% return to Sydney after completing their studies.¹²

On average, each student spends \$60,000 per year on tuition fees, living expenses and tourism-related activities. In 2022, more than 120,000 international students enrolled in courses in our local area (City and Inner South areas).¹³

Impacts of Covid-19

Covid-19 pandemic impacted Sydney's economy from March 2020, when Australia's border was closed to non-residents. The economic shocks were so significant that in 2020–21 the city entered its first recession in nearly 30 years.

The pandemic has had a particularly severe impact on the city's economy compared to the rest of NSW. This is because our city relies heavily on business density, workers, students and visitors from elsewhere, global talent, international trade and a vibrant CBD. But these competitive strengths that we are proud of became our weak spots, making our economy vulnerable throughout the pandemic.

The stay-at-home orders, social distancing, closed borders and travel restrictions decimated many key industry sectors in 2020–21. These include tourism, hospitality, international education, personal services, creative arts and entertainment – and they are still facing challenges on the path to recovery.

In the 2020–21 financial year, the city's GRP is estimated to have shrunk by \$6.8 billion or 4.9%, with 4.2% of jobs lost, even with the Australian Government's JobKeeper support. Over the same period, projected GRP losses could be \$8.1 billion, or 5.7%, compared to a scenario in which our economy experienced uninterrupted growth.¹⁴

The arrival of new virus strains created new uncertainty and unanticipated disruptions for our business community. In late June 2021, just as businesses were anticipating economic recovery, the Delta variant forced Greater Sydney into a lockdown that lasted more than four months.

That lockdown is estimated to have cost the economy \$250 million a week for its duration, adding up to 6% of quarterly GRP for our local area.¹⁵

Compared to the pre-pandemic period, data shows:

- visitations to the city fell more than 80%¹⁶
- the office occupancy rate fell to 4% in September 2021¹⁷
- the total local spend by consumers and businesses in the September quarter of 2021 was only 28.3% of previous levels.¹⁸

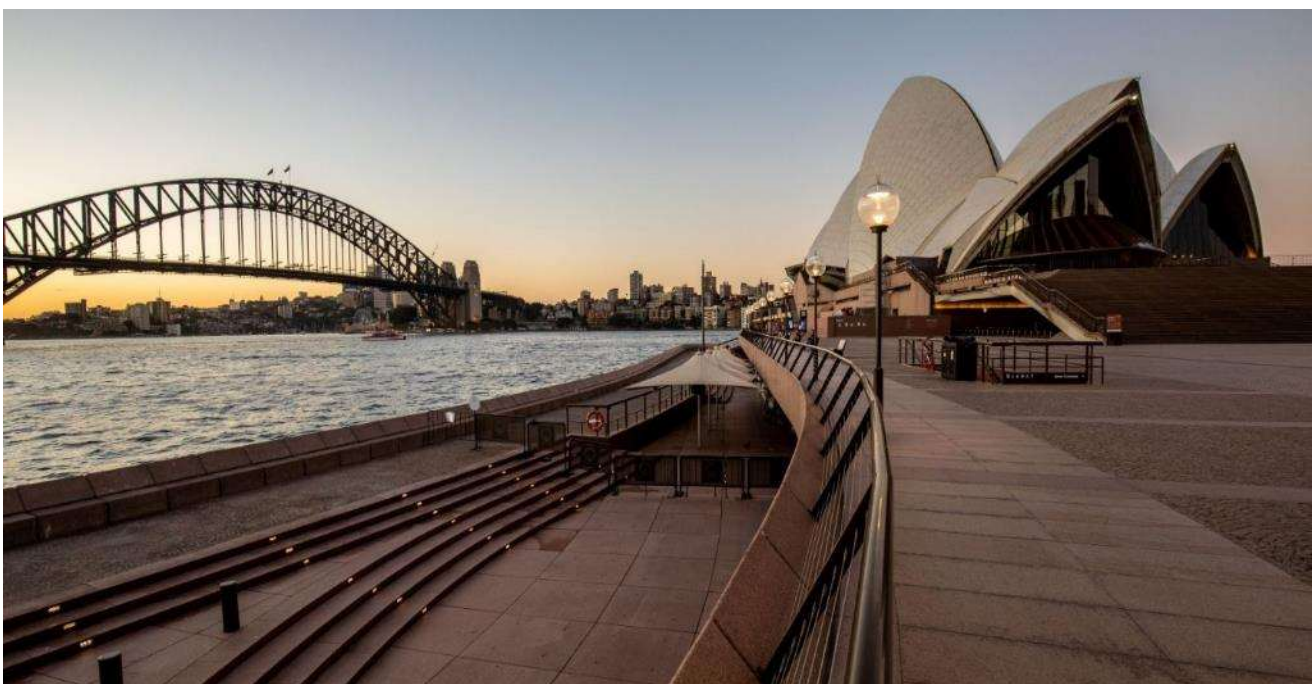


Image: Sydney Opera House and Harbour Bridge during the pandemic, April 2020
Photo: Katherine Griffiths / City of Sydney

Sydney's economy now

The City of Sydney played a key role in helping the local economy weather and recover from the worst of the pandemic. Under the Community Recovery Plan¹⁹, local businesses have received fee waivers, rent relief and business support grants. We also created al fresco dining opportunities and other CBD activation projects to attract visitors.

The signs of recovery have started to show in 2022:

- The business confidence index has stayed above pre-Covid levels since the start of 2022.²⁰
 - The CBD's office occupancy rate grew to 52% of the pre-Covid level in July 2022.²¹
 - Unemployment in the city was down to 4.1% in the March quarter of 2022, from a peak of 6.6% a year earlier.²²
 - The city's GRP is estimated to have grown slightly in 2021-22 financial year, showing we have come out of the recession.
-

Challenges and opportunities

Challenges

It is vital that we continue to support our economy to recover quickly. This includes helping a few key industries in the visitor economy and many small businesses that are still suffering. The reduced number of city users, shortage of skilled workers, changes in consumer behaviour, and rising cost of supplies and maintenance have contributed to their challenges.

At the same time, our residents, workers and students face rising cost-of-living pressures and less affordable housing, leading to shrinking disposable income, which curbs consumption.

The pandemic has also exposed and amplified many issues, similar to those faced by other global cities. It gave us a wake-up call to reflect on the past and become aware of the concerns and challenges we must address.

First, some of our economic growth was at the cost of the environment. Prosperity is associated with high levels of emissions, which has made climate change the greatest threat to our economy in the long term.

Second is the over-concentration of the industry mix and business location. Although clustering businesses together strengthens competitiveness, it also makes our economy vulnerable if key areas we rely on experience a major shock.

Third, Sydney's innovation ecosystem is not developing fast enough. For consecutive years, it has slipped behind many international peers in the global ranking.^{23,24,25} The city needs a top-performing ecosystem to boost productivity growth, which has been slow for more than a decade. Over this period, the city's economic growth was mainly propelled by population growth and increased investment.²⁶

Fourth, evidence shows economic growth has not been shared equally and fairly within our local community. According to the most recent Census data²⁷, the proportion of the city's local workers in the lowest income quartile increased, while the percentage of those in the two middle quartiles decreased. In addition, under-employment and the gig economy are growing, exacerbating wealth and income inequalities.

Meanwhile, the city's housing costs continue to rise. In 2018, the median house price and median unit price were 115.7% and 32.4% higher than the state average, respectively. Rents are also higher – 76.3% and 32.7%, respectively.²⁸ As a result, essential services workers are priced out of the city, leaving our economy vulnerable to labour shortages.

Finally, the city's CBD is struggling to attract workers and visitors back. With a strong trend of working from home, online shopping and food delivery, our CBD needs to offer new purposes and enhanced functions to encourage people to return. The unoccupied offices and underused commercial spaces around our city centres must be activated to support a thriving local economy.

Opportunities

We are optimistic about our longer-term recovery. And while the city's economic environment has been changed permanently, we have a great opportunity to consider its future shape.

The biggest lessons we learnt from the pandemic is that the world is full of uncertainty. There may be more shocks to come, so we must strengthen the city's economic resilience so that we are prepared to withstand them, and respond and adapt for a quick recovery.

Our economy won't return to pre-pandemic settings because the way people work, shop and interact has changed significantly. But many businesses have already updated their operating models, supply chains and investment strategies. It is the right moment for the City of Sydney to better understand the new normal and how it will influence the development of the city's economy.

We have an opportunity to review what successful economic development looks like and rethink how we measure it. Rather than only focusing on growth, we can consider broader social, cultural and environmentally sustainable metrics. In the new normal, we can grow emerging sectors, strengthen competitiveness, and ensure our community shares in the economic growth.

We also have an opportunity to explore and incorporate contemporary economic development models in our new economic strategy. The models include the circular economy, the innovation economy, community wealth building and the 24-hour economy.



Image: Students protest as part of a global climate strike, urging politicians to take urgent action, Town Hall Square 2019
Photo: Katherine Griffiths / City of Sydney



Vision – Build economic resilience

Our vision

Our city will transition to a strong, resilient economy that secures our long-term prosperity. We will be prepared and able to withstand major shocks and stresses, and stay responsive to a changing environment.

Our economic resilience will be supported by environmentally sustainable growth, strengthened by innovation, built on inclusiveness and enhanced by the revitalisation of our city centre.

What is economic resilience?

A resilient economy can withstand disruptions from risks or shocks caused by stresses, threats or uncertainties, and minimise the material effects on businesses, workers, investors and consumers. Its three main attributes are the ability to:

1. avoid a shock altogether
2. withstand a shock
3. recover quickly from a shock.²⁹

Economic resilience is an important pillar of a city's overall resilience, which includes the ability to withstand environmental, social, cultural and institutional shocks.

Why it's important

Like many major cities, Sydney's economic losses were unmatched in our history because our economy was not well prepared for the scale and duration of the pandemic. Our CBD lost its vibrancy, tens of thousands of workers lost their jobs or had their hours reduced, and many disadvantaged communities became even more vulnerable.

It is vital that we strengthen the resilience of the city's economy because, in addition to the problems already discussed, any major shocks can undermine the hard work of generations.

Image on previous page: Petal and Fern, Roslyn Street Potts Point
Photo: Katherine Griffiths / City of Sydney

It takes much longer for an economy to recover if it can't adapt and restructure quickly. A prolonged recession can also escalate underlying problems and trigger serious social issues, which will weaken the economy even further.

Making the city's economy resilient will ensure growth without significant disruptions in the long term. It will give our businesses, workers, students, consumers and investors confidence. It will also give the city a competitive edge that makes it more attractive to global talent and investment.

We must act now to build economic resilience because more economic shocks are likely. The risks to local and global economies include accelerating climate change, rising geopolitical tensions that could jeopardise international trade, and emerging new technologies that could make many traditional industries obsolete. Additionally, recent military conflicts have pushed up fuel and commodity prices, and Covid-19 certainly won't be the last pandemic the world sees.

How do we build economic resilience?

Risk assessment

Our first step is to identify and assess potential major economic shocks we might face in the future. With a better understanding of the likelihood of these shocks occurring, and their consequences, we can help prepare the city's economy to minimise the risk.

It's important to emphasise that multiple shocks can occur together. This amplifies their economic impact due to chronic stresses, such as income inequality, low housing affordability, an over-concentrated economy and vulnerable supply chains.

Our preliminary assessment shows the leading sources of risks are:

- climate change and extreme weather events
- geopolitical tension that disrupts or jeopardises trade
- another pandemic
- cyber attack
- terrorist attack
- financial shock and global economic uncertainties.

We will study these risks in greater detail and share our findings with our community. We are unlikely to anticipate and fully prepare for everything, but we will support local businesses to develop plans to manage the risks.

Economic diversification

We are unlikely to anticipate and fully prepare for all potential economic shocks. But we must diversify our economy to spread the risk.

The city's economy, however, has become more concentrated in a few key sectors. The two dominant sectors – finance and insurance services, and professional, science and technical services – together contributed 50.6% of value added and 42.3% of FTE jobs to the local area in 2018–19. In addition, the tourism and hospitality sector generated 8.2% of value added and more than 11% of FTE jobs in the same year.³⁰

Over-concentration reduces resilience because the damage is amplified if a key sector is hit by a major shock, such as the closure of international borders and shutdown of the tourism sector. The economy may also miss out on emerging sectors' potential growth if it is suppressed by the dominant industries.

We will encourage the diversification of our economy. We will promote greater industry mix, business models, job types and workforce. We will also support and encourage diversification of supply chains and balanced connections to domestic and global markets. By doing this, we can improve the robustness of our market access and strengthen our economy for when we need to prioritise local economic activities.

Clustering diverse businesses in an urban environment is also likely to lead to exchanges of ideas – a prerequisite for innovation in the knowledge economy and the basis for growth. Additionally, evidence shows that individual businesses that support diversity outperform those that don't.

We are unlikely to have a direct impact on diversifying the economy. But we will try to embed this principle when working on our proposed four strategic directions.



Four strategic directions

To achieve our vision of building a strong and resilient local economy, we propose to focus on four strategic directions. They will complement and build on each other to form a buffer that will absorb the initial impact of any future major economic shocks.

The four directions are:

1. **transition to a green and circular economy**
2. **build an innovation economy**
3. **strengthen our inclusive economy**
4. **revitalise our city centre**

Each direction addresses a key domain that will contribute to the city's economic resilience. As well as helping the economy to thrive, they will shape it into a desirable one that attracts participants.

Transitioning to a green and circular economy will decarbonise the economy and directly address the climate emergency. This will lead to long-term sustainable development. It will also de-risk our industries by adopting higher sustainability standards and keeping them attractive to environmentally conscious investors.

Supporting and promoting innovation will keep the economy productive and competitive. It will minimise the risk of disruption by a technology revolution. When major shocks hit our economy, innovation can lead to creative and smart solutions to address the challenges and may even turn the changing conditions into growth opportunities.

Strengthening our inclusive economy will give everyone opportunities to participate in economic activities, generating local wealth that is shared more equally. Importantly, groups previously unable to participate in the economy will face fewer barriers and have better opportunities, strengthening community resilience.

Revitalising our city centre will give us an opportunity to rethink the future role of the city. It keeps the city the destination of choice, attracting businesses, workers and visitors to activate the local economy. It also gives businesses and investors confidence. It ensures that our most value assets can continue to achieve their full potential.

Discussion

Under each strategic direction in this discussion paper, we have included questions to prompt further discussion with our community and stakeholders. The answers and feedback we receive will help clarify our role, prioritise areas for action, and enable better collaboration and advocacy.

The following box contains a list of additional overarching areas for discussion.

- Skills and labour shortages – how persistent are the shortages likely to be? What are the solutions? What are the opportunities?
- Transport – will the city's connectivity to other city centres affect its economic development? What opportunities will the Metro projects provide? How do we better support active transport (travelling by foot, bicycle or other non-motorised vehicle)? What can be done to improve the walkability of the city for better productivity and local vibrancy?
- Economic stresses and potential shocks – what might these be in the future? How can we prepare for them?
- Economic diversity – how do we encourage diversity in industries, business models and location, employment and labour force?
- Collaboration and partnerships – how do we facilitate and promote strong connections between the City of Sydney, stakeholders and our communities?



Direction 1 – Transition to a green and circular economy

Strategic context

What is a green and circular economy?

A green economy is the collection of economic activities that have a primary purpose of protecting or restoring the environment. It produces green goods and services, adapts existing industries to be more environmentally friendly, and provides education, advisory services and regulations to support the change.³¹

A circular economy is a regenerative model of a closed loop that keeps products and resources in use for as long as possible to reduce waste and minimise the consumption of resources. It aims to decouple economic growth from virgin resource use. Circular design of products, services and systems keep resources in the market longer, enabling sharing and reuse business models to become business as usual.³²

The green economy and circular economy have different emphasis but work together to ensure long-term sustainability while we grow our economy.

How does a green and circular economy contribute to economic resilience?

A strong green economy decarbonises economic activities, directly addressing climate change issues and mitigating the tension between environmental protection and economic development. The circular economy model redefines growth by focusing on decoupling economic activity from the consumption of finite resources and designing waste out of the system.³³ It lowers our dependence on raw materials, offsetting risks if our supply chains are disrupted by global economic shocks.

Finally, by diverting investment from obsolete non-green industries into sustainable portfolios, our finance and insurance sector can de-risk from holding stranded assets and losing its attraction to environmentally responsible investors.

Why we need to act

Challenges

Globally, economic development models have underplayed environmental impacts, focusing on short-term growth and profit. So we have achieved some of our prosperity at the cost of the environment. Damage includes heavy pollution, exhausted natural resources, deforestation, loss of biodiversity, uncontrolled waste disposal and climate change.

All levels of government have acted to tackle climate challenges. The new federal government reaffirmed Australia's commitment to net zero emissions by 2050 and increased the national emission reduction target to 43% by 2030.³⁴ The NSW Government published its *Net Zero Plan Stage 1: 2020–2030* to reduce emissions. And in June 2019, the City of Sydney declared a climate emergency, making decarbonising our economy a top priority and setting a target of net zero by 2035. While achieving these targets is challenging, the policy environment is now more aligned than ever. However it still requires a tremendous amount of work, large investments, strong collaboration across industries and high levels of participation by all.

Domestic and global investors have already started to take action that could affect the economic success of our city. They are proactively seeking sustainable investment options. But Australia has a poor reputation in this area because of our heavy weighting in non-green sectors, such as mining and fossil fuels.³⁵ If we cannot develop a strong sustainable finance sector in time, our financial market may suffer from a large number of investors leaving for alternative destinations.³⁶ This could pose a material risk to the city's economy because Sydney is Australia's leading financial centre.

If we don't take strong action by moving to new development models, environmental problems will threaten the long-term economic success of the city and the ability of our society to thrive.

Opportunities

Transitioning to a green and circular economy would create strong economic growth opportunities for the city. According to the Green Economy Study, there were 16,000 green jobs in the city, contributing 2.5–3% of local employment and \$2.4 billion in gross value added in 2018. The number of green jobs has grown twice as fast as overall jobs in the city local area in recent years.³⁷

Our green job numbers lag global leaders such as Oslo, Copenhagen and Amsterdam, where they account for more than 7% of jobs.³⁸ While we have a long way to go to catch up, this gap also represents potential growth and economic benefits.

It is estimated that the circular economy could generate US\$4.5 trillion of additional economic output globally by 2030 and up to US\$25 trillion by 2050.³⁹

Sydney's competitive advantages – such as high urban density, strong financial sector and knowledge-based economy – provide promising growth opportunities for many high-value green sectors. These include environment advisory, sustainable finance, green utilities, green buildings, sharing economy, cleantech innovation and green research.

The city's green economy also brings broader benefits to metropolitan and regional areas. Transitioning to a stronger green economy will provide a sizable market for the upstream sectors located in other areas offering green products and services, including construction materials and green energy.

In addition, the growth of our environment advisory sector, green research, cleantech innovation and sustainable finance will further support the development of green sectors across the nation. In short, our green economy will act as an innovator, enabler and facilitator for green activities outside our borders.

The NSW Government's plan outlines strategies to reduce emissions while growing the economy and creating jobs. The State Government – which has committed \$60 million to support the circular economy⁴⁰ – has a vision to establish Sydney as Australia's sustainable finance centre and carbon services hub. Its financial support and favourable policies will help the city to grow its green and circular economy.

Recommendation – Things we can do

Focus area – Leadership and commitment

As a local council, we will take a leadership role and demonstrate to other councils, residents and businesses a strong commitment to supporting a green and circular economy. We have set clear targets for our own operations to be sustainable, including:

- reducing our operational carbon emissions by 80% from our 2006 baseline by 2025
- achieving zero fleet emissions by 2035 or sooner
- maintaining zero increase in annual use of potable water from our 2006 baseline until 2025
- diverting 90% of waste from landfill, with 50% source-separated recycling, from City of Sydney–managed properties by 2025
- recovering 50% of resource waste from our parks, streets and public places by July 2025.⁴¹

We will continue to monitor our performance, apply best practice in our own operations and ensure policy consistency. By consuming renewable energy, sourcing green products, and purchasing green and circular services, we will use our procurement power to create local market demand and stimulate key sectors in the green and circular economy.

Focus area – Education and knowledge sharing

We will monitor the green economy in the city to track its performance, identify barriers and explore opportunities for growth. We will use this information to update policies and develop programs that accelerate the transition to a green and circular economy.

The market for the green economy expands when supply is met by demand. But many consumers and businesses don't know a lot about green products and circular economy practices, and their economic and environmental benefits. Education and information sharing to encourage the adoption of green practices and products will build knowledge. This will also enable businesses to collaborate across industry chains, which is key to creating opportunities for the sector.

Finally, we need to help our businesses realise that having high sustainability standards and green operations and products will build their reputation, meet public expectations and respond to regulatory policy changes.

Focus area – Support for key sectors

We will support the development of key green sectors that are built on the city's comparative advantages and have shown promising growth potential.

Our Green Economy Study identified environment advisory, sustainable finance, green utilities, green buildings, sharing economy, green transport, green research and cleantech as priority sectors. We will focus on these and collaborate with businesses, industry peak bodies and other government agencies to accelerate their development.

A particular focus is sustainable finance, which refers to banking, investment and insurance services that integrate sustainability criteria into investment decisions. Sydney's reputation and access to capital, and the appetite for green economic development in the region, mean it is well positioned to emerge as a regional hub for sustainable finance. Promoting a strong sustainable finance sector will bring benefits to our economy, including:

- raising capital to decarbonise the economy and accelerate the transition to a green economy
- creating thousands of jobs within and beyond the city
- boosting the reputation of our financial services industry
- making Sydney a more attractive destination for foreign investment.

Another area of important focus is the circular economy. We are working to align our services and functions to a circular economy, which will create significant economic opportunities. We will support the development of this sector to strengthen our economic resilience as growth is decoupled from consumption of finite resources, reducing our economy's dependence on the raw materials market.

Finally, we will support green research and innovation, which sits at the core of resolving the tension between economic prosperity and environmental protection. It provides economically viable solutions to protect and restore the environment while creating jobs and growth opportunities.

The city has a strong foundation for innovation. We host world-class universities, research institutes and a maturing tech startup ecosystem. The city is also an ideal testing ground for green technologies. We will build on these advantages to further promote innovations.

Actions to consider – Direction 1: Transition to a green and circular economy

Action #	Strategic action
Focus area – Leadership and commitment	
1	Showcase best practice in our own operations to demonstrate leadership in a green and circular economy.
2	Use our procurement power to stimulate key sectors in the green and circular economy.
Focus area – Education and knowledge sharing	
3	Monitor the green and circular economy in the city. Raise awareness of available green and circular economy options and their benefits.
4	Facilitate knowledge sharing and collaboration across our community and stakeholders.
Focus area – Support for key sectors	
5	Promote and support the development of key green sectors in our local economy, including the greening of the built environment sector, green transport, renewable energy, the circular economy and sustainable finance.
6	Encourage innovation and promote commercialisation of research that contribute to the green and circular economy.

Discussion

- How can small to medium enterprises be better supported to transition to being green and circular, including those most affected by the pandemic?
- What are the main barriers to our local economy advancing to a circular economy?
- What is our role in supporting the sustainable finance sector?
- What is the ongoing impact of the energy crisis and how will this affect our transition?

Image on next page: CityTalks: Big Ideas transforming global cities, Sydney Town Hall
 Photo: Mark Metcalfe / City of Sydney



Direction 2 – Build an innovation economy

Strategic context

What do we mean by innovation and an innovation economy?

Innovation is the process of trying new and different ways to solve problems, add value, and create opportunities for business, consumers and the broader community. It includes researching and developing technology, creating new ideas, inventing new business models and adopting innovative practices.

An innovation economy encourages creative thinking, invests in research and development (R&D), and supports entrepreneurship to commercialise new technologies and fresh ideas. It improves productivity, finds solutions to problems, disrupts obsolete industries, creates new jobs and fosters high-growth sectors.

How does an innovation economy contribute to economic resilience?

Building a strong innovation economy is crucial to strengthening the city's economic resilience.

Innovation provides solutions to new challenges. During the pandemic, many businesses adopted new technologies, pivoted to innovative operating models, and creatively engaged with clients to mitigate its effects and even find growth opportunities. Innovation has been proven to be a powerful tool that will help our business community to withstand, adapt and recover from major economic shocks should they happen again in the future.

As our economy steps into the new normal, innovation has become even more important. It will play a crucial role while our consumption behaviours evolve, flexible working arrangements become permanent, online business and delivery services prevail, and our city centre tries to offer new purposes for users and visitors.

Innovation is also the key to increasing productivity, which will expand economic output and increase opportunities for related wage growth for the city's workforce.

Finally, innovation will prepare our economy for disruptions led by technology advancement, such as automation, quantum computing and artificial intelligence. It will strengthen the comparative advantages of the city's economy, enabling it to compete in the global market and remain attractive to international investment and talent.

Why we need to act

Challenges

Although Sydney is home to Australia's largest innovation economy, we have fallen behind many international peers. Our ranking as a global tech startup ecosystem dropped from 16th in 2016 to 20th in 2022 (and 24th in 2021).⁴² We also slipped from the top two decile in 2016⁴³ to the top four in 2021 for R&D and innovation in the Committee for Sydney's annual benchmarking report into 32 peer cities.⁴⁴

Studies have identified issues affecting our innovation ecosystem. Among the top 20 global cities, Sydney's scores in knowledge commercialisation, entrepreneurial culture and public attitudes towards innovation are all below the Organisation for Economic Co-operation and Development (OECD) average.⁴⁵

Lack of early-stage investment in local startups is another problem. Sydney's innovation ecosystem scores poorly in funding quality and activity due to the relatively low number of local experienced venture capital firms compared to other top ecosystems.⁴⁶

While innovation clusters and precincts have started to emerge, they are low density compared to top-performing international peers. Commercial space in the city is expensive for startups, and there aren't enough alternatives, including co-working facilities.

The pandemic also meant many international students and talent were unable or unwilling to come to Australia due to travel restrictions or safety concerns. One study shows we lost around half of our international students during the pandemic.⁴⁷ Even if the fall in numbers is temporary, it will eventually translate into a gap in our talent pipeline.

Finally, we need more innovation across all sectors to boost economic productivity, which has stagnated. Over the last 10 years, most of the city's economic growth has been powered by population growth and capital investment. Productivity improvements only contributed a quarter of real GRP growth.⁴⁸

NSW's annual productivity growth has been below 1% since 2003 and has continued to slow down.⁴⁹ Our data shows that average productivity per worker in the city has also slowed down, growing by only 9.9% in the last 10 years.⁵⁰ By comparison, for the same period in the US, it grew by 12.6%⁵¹, while in Singapore it rose by more than 30%.⁵² If left unaddressed, low productivity growth will pose a material risk to our economy's long-term competitiveness and prosperity, and will continue to hinder wages growth.



Image: Visiting Entrepreneur Program 2022 launch event, at The Grounds, Eveleigh
Photo: Cassandra Hannagan / City of Sydney

Opportunities

Sydney has an established knowledge-based economy; a university sector that is strong in science, technology, engineering and mathematics (STEM); and business graduate programs that include entrepreneurship education. Our workforce is highly educated. We attract international talent and have longstanding global connections and close proximity to Asian markets.

Our tech startup ecosystem is maturing – more than 60% of Australia’s tech startups are in the metropolitan area.⁵³ Our most successful startups include unicorns such as Atlassian and Canva, which continue to contribute to the ecosystem.

The NSW Government has begun developing the Tech Central innovation precinct, the largest technology and innovation hub in Australia. It will increase the density and improve the quality of Sydney’s innovation ecosystem and elevate its reputation and attractiveness globally.

During the pandemic, innovation played a critical role in helping businesses withstand shocks. Local businesses have since become more willing to invest in it. As a result, adoption of new technology and digitalisation is accelerating, as is industrial modernisation.

Having an innovation economy will improve productivity as it improves efficiency, empowers workers with new technology and supports business decisions through better information. This will increase the city’s competitiveness and desirability as an investment destination, which will grow output and jobs, and ensure our economy thrives in the long term.

Recommendation – Things we can do

Focus area – Development of Tech Central innovation precinct

Tech Central will transform the landscape of Sydney’s innovation ecosystem. It will increase the density of the city’s innovation economy by clustering and activating key assets already in the area. It will also raise the quality of the ecosystem through better digital infrastructure and stronger collaboration between researchers and entrepreneurs, startups and tech giants, and government and industries.

It has the potential to become Sydney’s strongest drawcard for talent, researchers, investment, startups and scaleups, and global companies looking for an international location.

We have been involved with the project since its inception. We will continue to collaborate with NSW Government and other key stakeholders to develop and promote this innovation precinct.

We will continue to chair the Tech Central Alliance, which comprises the City of Sydney, the University of Sydney, University of Technology Sydney, NSW Health and Inner West Council and several other stakeholders. The Alliance enables collaboration, shares information and ensures that the organisations that have been present in the precinct for many decades are central to development of the precinct.

In addition, we will:

- renew place strategies, review and amend planning controls in Tech Central areas to facilitate more commercial space, and deliver additional housing and jobs
- continue to improve walkability across the precinct and strengthen pedestrian links with other areas
- update existing and build new public domain developments, including Belmore Park and Central Square
- support digital infrastructure projects such as exploring the provision of free public wi-fi
- collaborate to develop the brand and identity of Tech Central and market it.

Focus area – Support for the local innovation ecosystem

The City of Sydney will continue to provide strong support to other areas of our local innovation ecosystem. Sitting at its core is innovation culture, entrepreneurship and tech startup founders who turn new ideas and technology advancements into economic opportunities.

As part of this support, we will:

- promote awareness of our tech startup ecosystem and share success stories to encourage recognition, participation, career choice and investment
- continue to sponsor tech startup festivals, events and career fairs
- work with partners to build skills and encourage entrepreneurship in the community, especially among young people and female talent.

In addition, we will continue to implement our Tech Startups Action Plan.⁵⁴ Through grants, procurement, events and programs, we will partner with other government agencies and peak bodies to help founders stay connected and support them to access affordable space, investment and markets.

Knowledge sharing and collaboration will be another focus of our work. We will encourage and support collaboration between researchers and entrepreneurs, between startups and corporates, and between government and industries, to catalyse innovation.

Finally, it is vital to acknowledge that creative industries are an integral part of the innovation ecosystem. We will advocate to co-locate creative industries with other key assets in our innovation precincts. By doing so, they will spark creativity, attract talent and add value to the innovation economy.

Focus area – Global attraction

We will position Sydney globally as an innovative city, and a safe and desirable destination for international students, talent, entrepreneurs, scalable businesses and investment.

Talent is vital to building an innovation economy. The World Economic Forum concluded that “talent, not capital, will be the key factor linking innovation, competitiveness and growth in the 21st century”.⁵⁵ Although the city has a highly educated and skilled labour force, we have gaps that must be filled by international talent. Such talent makes significant contributions to research, business innovation, productivity improvement, market expansion and industrial upgrading.

Sydney’s many business opportunities and great liveability make it Australia’s most attractive city for talent. But we can’t rest on our laurels. We slipped from 11th in 2020 to 29th in 2021 in the Global Cities Talent Competitiveness Index.^{56,57} We will need to collaborate with Investment NSW and industry peak bodies to promote Sydney globally.

In addition to their invaluable economic contribution to Sydney’s education, tourism, personal services and other sectors, international students are also future talent for our innovation economy. We will continue to implement our International Education Action Plan⁵⁸ to make students feel welcome, improve their wellbeing and support their work-integrated learning.

Finally, promoting innovation and improving productivity will increase our appeal for foreign businesses and investors. Attracting them to Sydney will in turn accelerate our transition to a strong innovation economy. We will work with other governments and organisations to promote Sydney via marketing, business events and tailored programs.

Actions to consider – Direction 2 – Build an innovation economy

Action #	Strategic action
Focus area – Development of Tech Central innovation precinct	
7	Collaborate to develop and promote Tech Central, increase the density of the innovation ecosystem, and strengthen collaboration to drive innovation and productivity gains.
Focus area – Support for the local innovation ecosystem	
8	Foster an innovation culture, promote entrepreneurship, support local tech startups, and encourage business innovation through events, capacity-building programs, grants and sponsorships.
9	Encourage data sharing and knowledge exchange. Strengthen and support collaboration to drive innovation.
10	Support creative industries to flourish and contribute to the knowledge economy, given their vital role in the innovation ecosystem.
Focus area – Global attraction	
11	Position Sydney globally as an innovative economy, and a safe and desirable destination for international students, talent, entrepreneurs, scalable businesses and investment.

Discussion

- How do we best leverage Tech Central innovation precinct to accelerate the development of the city’s innovation economy? How do we ensure that Tech Central complements and contributes to existing innovation clusters in Sydney?
- What support does our diverse community need to be empowered in an innovation economy?
- How do we best support First Nations peoples to bring their creativity and innovation skills to the economy?
- What support do creative industries need to be better integrated in the innovation ecosystem and grow in the city?



Direction 3 – Strengthen our inclusive economy

Strategic context

What do we mean by an inclusive economy?

An inclusive economy provides opportunities for everyone, distributes the benefits of growth and wealth fairly, and considers the social and cultural impacts of economic activity. To do this, it addresses barriers to participation; ensures more equal access to spaces and resources; values different skills; and enables everyone to make an economic contribution through their skills, production and consumption.

It also takes responsibility for environmental, social and governance (ESG) outcomes and encourages diverse shared-value business models and structures. These include for-purpose organisations, social enterprises and entrepreneurs, B Corps (for-profit companies that voluntarily meet high standards for social and environmental performance) and mutuals.

An emerging economic model that builds and strengthens an inclusive economy is community wealth building.⁵⁹ Gaining popularity in Europe and the US, this people-centred approach redirects wealth back into the local economy and places control and benefits in the hands of local people.⁶⁰

How does an inclusive economy contribute to economic resilience?

Improving access to employment, income and opportunities helps build a solid economic base that can buffer members of the community from major economic shocks and stresses.

It also improves wellbeing. During the early stages of the pandemic and associated lockdowns, people experiencing economic disadvantage found it harder to stay safe, remain employed and maintain a decent standard of living. People on temporary or short-term contracts, temporary visa holders (such as international students), gig-economy workers and those already facing challenges entering the workforce all felt the effects.

Many essential workers enabled us to keep functioning but faced a greater risk of infection. These essential workers were predominantly women in the roles of nurses, aged care workers, teachers, early education and care educators. Women also undertook the majority of homecare while facing greater risks of job and income loss.⁶¹

By supporting groups like these with equitable opportunities, stronger social security and fair wealth distribution, we are strengthening the robustness of our communities and, in turn, making the city's economy more resilient to endure economic adversity.

An inclusive economy encourages business and employee diversity. It promotes different business models, connections, job types and workforces made up of people from all genders and cultural backgrounds.

With a more diversified economy, the city will be able to spread the risk and confine the damage if there is a major economic shock. It will also mean more robust supply chains and strength from within when we need to prioritise local economic activities – strengthening our economic resilience.

Why we need to act

Challenges

Evidence shows income inequality has not improved over the past 10 years. Many groups still face significant barriers to sharing in the prosperity of our city. This was highlighted in the pandemic when many members of our community suffered disproportionately and unfairly. In most instances, people and businesses already experiencing inequalities were the most severely affected.

Our Community Wellbeing Indicators⁶² and Equality Indicators⁶³ show those on low incomes also experience unequal access to jobs, education, health, housing and public participation. The most severe and extensive inequalities are seen among Aboriginal and Torres Strait Islander peoples, people with disability, women, non-citizens and members of LGBTIQ+ communities.

Disadvantage is also disproportionately increasing, while those with comparative advantages are disproportionately increasing their wealth.

Housing and other living costs continue to rise. In our local area, housing is amongst the most expensive in Sydney. We have lost lower- and middle-income households, which typically include key workers, such as hospitality workers, carers and aides, teachers, nurses, childcare workers and police. This makes our economy vulnerable to labour shortages in essential services.

Unaffordable working spaces affect the creative sector, startups and for-purpose businesses, undermining the city's economic prosperity and post-pandemic revitalisation. Creative industries underpin many of our city's successes by delivering vibrancy, activation and unique precincts. This helps attract talent and investment, but it is in jeopardy.

As the *Making Space for Culture in Sydney* report⁶⁴ highlighted, more than 110,000 square metres of creative employment space and 2,000 creative workers were lost from our local area in 2012–17. The pandemic is likely to have led to more losses. Traditionally, creatives accounted for our third-largest workforce but shrank to our fifth largest in 2012–17.

Not addressing uneven wealth distribution and unaffordable housing will compromise the city's prosperity. The challenges will compound and be the top barrier to long-term economic growth.



Image: Young girl on computer at the Green Square Library opening, 2019
Photo: Adam Hollingworth / City of Sydney

The pandemic has exacerbated barriers to employment and the availability of secure, well-paid jobs. Lack of inclusive employment practices, access to networks or connections, employment pathways, or secure or regular hours, all compound the issues faced by many in our community. Insecure work and unfair work conditions can leave people vulnerable – to unemployment, to poverty, and to wage theft or exploitation.

The digital divide is also becoming more evident. Not having access to technology, not being able to afford it and not having the digital skills to use it, creates barriers for people to participate in economic life. This in turn reduces access to upskilling and digital learning opportunities.

At the same time, some businesses don't recognise or know how to benefit from the productivity, innovation and growth a diverse workforce with different skills can bring.

Access to childcare is critically important. Australia's childcare costs are higher than elsewhere in the world.⁶⁵ We know childcare enables participation in the workforce, especially for women.

Opportunities

An inclusive economy requires a mix of business types, sizes, industries and jobs. The City of Sydney can play a unique leadership role in creating the conditions that enable this mix – so that everyone can choose how fully they participate. We can also support alternative business designs, and we're exploring community wealth building as a model of economic development (see Community wealth building).

We can lead as an employer, directly creating job opportunities across our community, while demonstrating to others the value of diversity and how to create and support it.

The pandemic has exposed growing societal problems. In response, interest is growing in for-purpose business models that solve traditional business challenges and enable the development of a social impact ecosystem and more inclusive economy.

Social enterprises, for example, trade to intentionally tackle social problems, improve communities, provide people with jobs and training, or help the environment. Australia has more than 20,000 social enterprises, which account for up to 3% of GDP, and the social enterprise ecosystem is growing rapidly globally.⁶⁶

Through our spaces and grants programs, we provide affordable spaces and access to digital tools and skills training.



Image: Gangari Storytime with Aunty Kathryn Dodd Farrowell, Lawn Library, Redfern Community Centre
Photo: Katherine Griffiths / City of Sydney

In our local area, we have partner organisations with big purchasing power. They include hospitals, universities, local government, community partners and enterprises committed to the wellbeing of the local area. These are place-based and mission-driven. By working together, we can significantly improve inclusion in our local economy through our joint procurement purchasing power.

When these partner organisations collaborate and involve their supply chains, the effect is multiplied. Their collective expenditure and employment capacity can achieve positive economic, social and environmental outcomes for the local community.

Community wealth building

This new model of economic development aims to create an inclusive, sustainable economy embedded in local and broadly held ownership. It generates wealth for a local area and its communities by growing the overall economy and retaining and sharing as much wealth as possible locally.

Success is achieved by local communities and major organisations working together. Local government often plays several roles, including leading by example, and facilitating and coordinating the efforts of other organisations.

Community wealth building is based on five principles:

1. A generative economy: diversifying the economy and including more for-purpose businesses.
2. Progressive procurement: maximising expenditure from major organisations, supporting jobs and businesses, and providing additional social, environmental and local benefits.
3. Employment: addressing employment issues in the local area.
4. Land and property: using assets held by key organisations as a platform for generating community wealth or benefits.
5. Finance: harnessing community capital and aligning it with environmental and social goals.

Recommendation – Things we can do

Focus area – Equitable economic participation

The City of Sydney will lead by example, showing our commitment to workforce diversity and inclusion. By implementing our related policies and practices, supporting workforce wellbeing, promoting gender equality, and providing apprenticeships, traineeships and broader employment opportunities for people who are disadvantaged, we can influence others to adopt similar policies.

We will also continue to:

- enable the connections, networks and pathways between different community groups and the business and not-for-profit sectors to support job opportunities
- promote economic prosperity for Aboriginal and Torres Strait Islander peoples in our local area through our Stretch Reconciliation Action Plan⁶⁷ and Eora Journey Economic Development Plan⁶⁸
- broaden employment opportunities for people with disability through our Inclusion (Disability) Action Plan⁶⁹ and Resourcing Strategy⁷⁰

- invest in upskilling our people to retain diverse employees
- provide digital literacy and upskilling opportunities, and training and mentoring programs through our Social Sustainability Policy and Action Plan, A City for All⁷¹
- encourage the business sector to support our diverse communities, including international students and culturally and linguistically diverse people
- collaborate with education providers, government and industry to increase the number of employment pathways that support the innovation economy and priority groups.

The City of Sydney monitors and responds to the community's need for childcare.⁷² Since 2013, we have worked hard to increase the number of available childcare places. Supply is now meeting demand, and this trend is set to continue to 2036. We manage 10 children's services, including long-day care, preschool, occasional care, after-school care and vacation care. We also own 18 centres that we lease at reduced or no rent to not-for-profit childcare providers.

Focus area – Locally shared wealth

During the pandemic, with closed borders and disrupted global supply chains, purchasing from local suppliers helped small businesses survive and kept some members of the local workforce in jobs. It also circulated wealth back to the local economy.

We want to encourage this trend to continue. We want local businesses that generate wealth in our area to reinvest and redistribute it by procuring goods and services locally.

The City of Sydney can also investigate procuring our goods and services in ways that break down barriers for organisations that struggle to access opportunities and funding.

We will also work with other organisations to amplify the impact of procurement. For instance, through their Reconciliation Action Plans, many organisations have enabled a range of Indigenous businesses to grow sustainably. If these organisations committed to procuring together, they could provide even more support.

Around the world, for-purpose businesses are emerging. These can be not for profit, social enterprises, Aboriginal-owned organisations, B Corps, mutual enterprises or cooperatives.

Social enterprises, for example, use market-based solutions to generate inclusive economic results. This 'shared value' approach differs to a purely charitable or profit-driven approach, using the best of both worlds to address local inequality and sustainability.

We can have a significant role in developing, enabling and building the capacity of the for-purpose ecosystem. We can use our procurement policies as a direct mechanism and provide support through our grants programs, including our Indigispace entrepreneurs program and FoodLab Sydney.

We have also awarded a grant to enable the establishment of the Social Enterprise Council of NSW & ACT, a new peak body for social enterprises in Sydney.

Other support we can provide includes access to collaboration and working spaces, awareness and activation campaigns, resources and capacity building.

Focus area – Access to affordable spaces

With limited capacity and increasing pressure on existing work, living and creative spaces, we need to optimise space and increase its accessibility and affordability.

By 2036, more than 80% of people in the local area are expected to be living in apartments. With higher-density developments, it will be necessary to provide housing choices that meet different social and cultural needs. Additionally, the need for accessible and adaptable housing is expected to increase with the ageing population and with around 20% of Australians living with disability.⁷³

Our city must offer a mix of housing, as we encourage our skilled workers to live close to their job, which will increase workforce participation. In addition, we must consider essential workers who need access to affordable housing in our local area.

We have set a target for 7.5% of housing to be affordable housing.⁷⁴ The City of Sydney will continue work on our Social Sustainability Policy and Action Plan⁷⁵ and our Housing for All: City of Sydney Local Housing Strategy as part of trying to achieve this.⁷⁶

Additionally, we will:

- advocate to the state and federal governments to increase the amount of social, affordable and supported housing in our local area
- continue to offer city-owned land and property to not-for-profit housing providers
- optimise the use of all city-owned spaces
- collaborate with partners and influence planning proposals to offer affordable and accessible spaces
- use our libraries and community centres to improve access to affordable spaces for lifelong learning, social networking and cultural events
- continue to use our Accommodation Grants Program to provide spaces that encourage mixed business types and industries, including creative industries.

The supply of creative spaces is particularly important because the creative economy is essential for revitalising and adding vibrancy to our city. They create meaning, bring distinctiveness, activation and intrigue to our neighbourhoods. Creative spaces can include artist studios, workshops, rehearsal rooms and offices. They are key to attracting talent, global business and investment. They also generate direct employment in the creative industries.

We need a targeted, cross-government and private sector approach to increasing the supply of creative employment spaces. We will consider new property vehicles, including successful models established in London, San Francisco and Toronto, to ensure the supply of creative floor space. The City of Sydney will also explore recommendations of the Making Space for Culture Report.⁷⁷

Under our Inclusion (Disability) Action Plan⁷⁸, we will continue working with organisations that occupy our properties, to ensure they keep inclusion and equity principles at the forefront of their programs and services.



Image: Central Park, Broadway
Photo: Adam Hollingworth / City of Sydney

Actions to consider – Direction 3 – Strengthen our inclusive economy

Action #	Strategic action
Focus area – Equitable economic participation	
12	Research and understand the barriers to participation and invest in initiatives to remove those barriers. Support local businesses to create more diverse and inclusive workforces, which will lead to more equitable economic participation.
13	Facilitate access to economic opportunities for Aboriginal and Torres Strait Islander peoples and businesses through capacity-building programs, as well as procurement and employment opportunities.
14	Lead by example and collaborate with partner organisations to commit to decent wages, fair working conditions, local recruitment, and workplace diversity and inclusion policies to improve employment outcomes for all.
Focus area – Locally shared wealth	
15	Support for-purpose businesses, including social enterprises, cooperatives, mutuals and employee-owned enterprises to build a generative economy.
16	Establish our own progressive procurement policy. Work with partner organisations to develop similar policies to amplify the social, economic, cultural and environmental benefits.
Focus area – Access to affordable space	
17	Increase the supply of affordable and diverse housing to support workforce participation across the local area.
18	Work with stakeholders to optimise access to affordable spaces that enrich our cultural sector and support community needs.

Discussion

- How do we best support the for-purpose ecosystem?
- What role can we play in enabling affordable spaces for living and working?
- What role can we play to remove, and support other organisations to remove, barriers to economic participation faced by disadvantaged groups?
- How can we support our diverse communities right to economic self-determination and access meaningful employment for example, affordable and accessible childcare?
- How can we best promote secure jobs and fair work conditions, especially for those in the gig economy?
- How do we encourage community wealth building with our partner organisations and community?

Image on next page Summer Streets 2022, Redfern Street, Redfern
 Photo: Adam Hollingworth / City of Sydney



Direction 4 – Revitalise our city centre

Strategic context

What do we mean by revitalising our city centre?

The city centre defines our city, and has been the beating heart of our economy. It is a globally competitive and innovative city highly regarded for its social and cultural life, liveability and natural environment. It is more than the CBD, expanding to cover a much larger geographic area – from The Rocks, Circular Quay, Central and Surry Hills to Camperdown and Pyrmont. It includes unique precincts such as Haymarket, Oxford Street and Tech Central innovation precinct.

The Central Sydney Planning Strategy is our 20 year vision to grow central Sydney, attract investment and build its economic productivity and contribution to Sydney, NSW and the nation.

The strategy recognises Central Sydney's role in metropolitan Sydney, NSW and Australia, and the need to maintain and grow its status as a global city with a dynamic economy and high quality of life. It celebrates and promotes Central Sydney's many famous, loved and valued attributes. The strategy focuses the development environment on accommodating business needs while driving needed social infrastructure, public amenity and sustainable outcomes.

The pandemic is accelerating the city centre's long term evolution to a place that attracts people, investment and activity. There is an increased focus on 21st century knowledge and innovation industries that rely on collaboration and bespoke workplaces; a wider range of cultural activities, experiences and recreation priorities that attract people; and an inviting place of sunlit parks, heritage buildings and walkable streets.

Due to the pandemic, the number of workers and pedestrians declined dramatically, office vacancies increased⁷⁹, and our hospitality, creative and retail sectors were hit hard. There have also been almost no international visitors or newly arriving international students.

While we are starting to see a steady increase in workers returning to the city, we need to meet the needs of workers, visitors, students and residents through innovative workplaces, great public space and inviting experiences – to ensure it continues to be the powerhouse of our economy.

Revitalisation is also about offering recreation, dining, fashion, shopping and culture that meet the human desire to connect face to face – creating experiences that are better than staying at home.

Working together, we can reignite, revitalise and reimagine our city.

How will a revitalised city centre contribute to economic resilience?

Australia's major cities generate around 80% of GDP, and our city centres are the engine room of this activity.⁸⁰

Before the pandemic, nearly two-thirds of our residents worked in the city and around 50% of our local businesses were located in the city centre.

The City of Sydney local area is around 26 square kilometres, but our city centre is only about five square kilometres. Yet it is responsible for around 5% of Australia's economy, adding more than \$100 billion in GDP annually.

Given that the city centre floor space accounts for around half of the total internal floor space in our local area, we need to ensure we optimise its value.

We must also recognise its intangible value as a destination, not just for commercial activity but for tourism, business connection, retailing, hospitality and telling the rich cultural history of place. This is the collective value of bringing all parts together to drive visitor engagement and appreciation.

We need to look after our city centre. It plays an essential role in attracting businesses, workers and visitors to activate the local economy, making it a key element of our economic resilience.

City centres can experience the greatest impacts from adversity, so resilience is vital if there is a major economic shock. Resilience creates a strong foundation for a quick recovery. It gives businesses and investors confidence in the future. It also gives governments solid evidence of the importance of supporting programs and measures that protect the city.

Collectively, we can ensure we provide the right economic environment to build resilience by diversifying our mix of industries, business types, market connections, job types and workforce.

Why we need to act

Challenges

The competitive post-pandemic city will be the one that is most attractive to people, investment and ideas.

Office occupancy has risen from a low of 7% in January 2022 to 52% in July⁸¹, but it is uncertain if occupancy will return to pre-pandemic levels and, if it does, how long this might take. We must recognise the value to workers and employers of workplace flexibility and the hybrid working model. Evidence suggests that 70% of workers want flexible work to continue, and prefer office days from Tuesday to Thursday.

We will keep collecting data, collaborating with our city stakeholders and partners, to provide evidence, insights and analysis of how workers and workplaces are responding to this challenge, which is a global issue. This will allow us to put the best strategies forward to respond to the demand and supply of commercial office space and other places for collaboration, recreation, hospitality and new experiences.

The city centre is facing several challenges including:

- uncertainty around office occupancy and the flow on effects for small businesses and services for workers
- the investment needed to bring older building stock up to a competitive standard to attract a greater diversity of businesses into the city centre
- limited investment in the 24-hour economy. We need our hospitality, creative and cultural, personal services and retail sectors to be open for business.

Our workers also need an office to go to, at least for some of the week. Recent research conducted by EY Sweeney⁸² on behalf of the 24-Hour Economy Commissioner suggests that many young people in the early stages of their careers have not had those incidental networking, mentoring and coaching opportunities the office environment provides. In fact, all workers have been affected by the lack of physical networking opportunities during the pandemic. It has stifled opportunities for promotion and movement.

Finally, the city needs high-capacity, rapid and frequent public transport to the rest of metropolitan Sydney. This transport must be affordable, safe, reliable and accessible to support the 24-hour economy. To ensure safe travel around the city at night, there must be links between public transport, on-demand services and active modes of transport – such as cycling and walking.

Opportunities

There is still much uncertainty about how many workers and visitors will return to the city. We will continue to collect and share data and insights into this with our local stakeholders. Collectively, we are all responsible for working towards providing the right conditions for growth, including by delivering great experiences in our city.

Commercial landlords have a clear opportunity to diversify their tenant base. For example, some smaller and medium-sized industries want to move to our city centre, potentially filling some of the gap left by large anchor tenants leaving. This will lead to greater diversity and more activity in the medium to longer term, strengthening the resilience of the city.

We have an opportunity to encourage property developers and investors to consider innovative building designs that create an 'experience' that can't be found at home. New buildings should motivate people to visit the city for work or play. We need developers to think about how basements are used and accessed. They need to consider the ground, first and even second floors – what opportunities are available to engage with visitors and workers?

As the innovation ecosystem grows across the city centre, including Tech Central, people will have a strong desire to come together to collaborate, share knowledge and meet in person. Many tech companies that had enabled a work-from-anywhere culture are now expanding their office space across the city centre to ensure they can meet the needs of their workers and provide well ventilated, smart office space to drive that collaboration.

For vibrancy to flourish in our city, we need to create distinctive precincts and places with high-quality amenities to support people to live, work and play. These precincts need appropriate infrastructure and services, and capacity for innovative businesses to cluster and grow. These places must also provide greater experiences for all to enjoy.

We can also enhance workplaces and strengthen our cultural capital through partnerships that produce public art, pop-up installations, performances and festivals. We can create curated spaces that spark innovation and creativity, drive footfall and spend, and enrich the visitor experience.

Recent research by EY⁸³ explored what people want from their city. It found that 86% want more green, open public space; 77% want more precincts for creativity, arts and expression; and 75% want more flexible work and return-to-office choice.

People also said they wanted a variety of experiences from their city centre and that cities should focus on being 'central experience districts'⁸⁴ – this term is now widely accepted and acknowledged by city stakeholders, place makers and all levels of government.

Reinventing the city centre offers opportunities to look at how we can address multiple issues, including climate change and economic recovery.

The lifestyle and liveability of a city play crucial roles in attracting the best global talent. We focus on providing more opportunities to incentivise people to come back to the city centre and enjoy new things. We will continue to drive the alfresco outdoor dining program, work closely with the 24-Hour Economy Commissioner on initiatives such as the CBD Revitalisation Program and promote our own precinct activation grants program to encourage precinct development across the city.

The City of Sydney visitor services will have a key role in reactivating the city centre by supporting the experiences of visitors. Our volunteer Destination Ambassadors will welcome visitors, share their knowledge of the city and surrounds, provide information about what's on, and help with wayfinding and general city information.

We can also make travel a more integrated part of the 24-hour experience, enhancing rather than detracting from a night out. We can aim to create more enjoyable, inspiring and even entertaining environments and precincts along commuter pathways at night.



Image: Summer Streets 2022 Stanley Street, Darlinghurst
Photo: Katherine Griffiths / City of Sydney

Recommendation – Things we can do

Focus area – Continue to implement the Central Sydney Planning Strategy

Planning for development in Central Sydney means planning for Sydney’s ongoing competitiveness, appeal and resilience. The area plays a critical role in the continued growth and economic success of wider Sydney and the national economy.

Through 10 key moves, the strategy balances opportunities for development to meet the demands of growing numbers of workers, residents and visitors and their changing needs. It includes provisions for affordable housing, community facilities, open space and the essential services that will help these populations thrive.

It includes opportunities for more height and density in the right locations, balanced with environmental sustainability initiatives and sets criteria for excellence in urban design.

We will continue to work with the industry and progress changes to planning controls consistent with the Strategy. World leading projects will create the space to attract the innovation businesses of the post-pandemic world supported by the infrastructure and experiences workers, visitors and residents desire.

Focus area – Support local business to continue to recover

Many key sectors, including tourism, retail, hospitality, international education, personal services, the creative and cultural sector, and entertainment and night-time economy, were decimated by the pandemic and are still struggling.

Our role is to help local businesses to fully recover as quickly as possible. We will continue to support and encourage them to innovate and adapt to the changing environment by providing capacity-building and skills development programs such as Reboot (our digital skills for startups and small business program) and Charge Up Challenge (our business innovation and digital transformation program).

We will continue to work with the NSW Government and other local authorities to review planning reforms, particularly to support nightlife, entertainment and cultural enterprises. In partnership with the government, we will continue to streamline our regulatory and compliance processes. We need to create more flexibility to support experimentation and improve access to space and activation.

This won't happen alone. We need public and private spaces to be viewed as places for creativity and entertainment, as well as drivers of economic output and productivity.

We recently streamlined the process for businesses to provide outdoor dining on footpaths and reclaimed car spaces. So far, more than 400 businesses have increased the space they use for outdoor dining and/or live entertainment. We will continue to work with all partners on this red tape reform. We are also making it easier to activate laneways, modify and amend late-night trading, increase live music and extend trading for cultural institutions.

We need to make sure that we have well-planned and adequate commercial floor space in the city to comfortably accommodate business and jobs growth. Underused office spaces can be optimised in the short term through alternative usage. In the longer term, we must plan to unlock capacity for new commercial floor space to support the growth of new functions, such as retail spaces that deliver experiences.

The City of Sydney also needs to monitor the desire of businesses to offer open collaboration spaces that can bring workers together to share, exchange ideas and work.

Focus area – Create better spaces and places

We will continue to upgrade public domains to create more opportunities for connection, vibrancy, green spaces and access for active transport.

The City of Sydney will look for opportunities to increase pedestrianisation of main streets and create more parks and town squares, in line with our long-term vision. These improvements will add vibrancy to our city centre and assist with its revitalisation.

We will also provide green avenues with more tree cover and plantings. The pandemic has shown the importance of having public spaces in the heart of our city that give solace as well as space for people to meet, dine outdoors and move around comfortably.

To remain competitive and attractive as a city, we must maintain high levels of amenity and protect the diversity and renowned character of our many unique precincts. We need to ensure they are authentic representations of Sydney's histories, stories and cultural diversity. Our cultural and creative precinct place strategy for Oxford Street is an example of this authenticity. The initiatives, activations and planning reforms that are part of this strategy have the support of the local LGBTIQ+ communities.

We can also encourage late night and entertainment precincts to support the night-time economy. The City of Sydney can do this by encouraging the NSW Government to reform trading hours and safety measures, and consider changes to the public transport timetables to meet the needs of the 24-hour economy.

Other unique precincts include the exciting small bar district of YCK – York, Clarence and Kent Street – Tech Central and Chinatown.

Focus area – Activate and promote places and precincts

We have an opportunity to strengthen Sydney's identity locally and internationally by including our communities and sharing stories to show the diversity of our city. We need to actively share Sydney's Eora history and living culture alongside our modern history. We must engage our Aboriginal and Torres Street Islander communities to share their stories and encourage our visitors and residents to connect with Country to listen, learn and heal.

By collaborating with Aboriginal communities, curators, artists and other knowledge holders, we will continue to develop new projects. We are planning seven public art projects through one program

– Eora Journey: Recognition in the public domain (see our Yananurala case study). These will recognise the living cultures of Aboriginal peoples and reflect the natural systems that have shaped and continue to shape Aboriginal cultural practices.

Sydney’s visitor services will play a key role in reactivating our city centre. Our Destination Ambassadors will be on the ground to provide information to the millions of international visitors we hope to welcome back. They will share information on the inspiring and unique experiences our city offers, and our exciting program of major events, festivals and sporting activities. These ambassadors enhance our reputation as a welcoming, culturally vibrant and diverse city.

We play a key role in facilitating access to public domains and other spaces for creative events and activations. We will continue to invest in year-round festivals, major events and business conferences to support the 24-hour economy and help grow our central experience districts.

We recently approved \$3 million in grants under our new precinct activation grants program. The program is funding collaborations between neighbouring businesses and creatives to revitalise the city centre and villages, and activate new micro-precincts.

The YCK Laneways festival will continue and we will start to see:

- new events and activations in Haymarket and Chinatown, Darlinghurst and Surry Hills
- monthly growers and producers markets, including art and music events, at Quay Quarter
- events across Haymarket, Chippendale, Surry Hills and Broadway hosted by Tech Central
- events hosted by the Walsh Bay Arts Precinct.



Image: Summer Streets 2022, Glebe Point Road, Glebe
Photo: Katherine Griffiths / City of Sydney

Actions to consider – Direction 4 – Revitalise our city centre

Action #	Strategic action
Focus area – Continue to implement the Central Sydney Planning Strategy	
19	Assess and determine planning proposals to unlock development opportunities consistent with the Central Sydney Planning Strategy.
20	Work with the NSW Government to ensure State Significant Precincts and Development deliver on the vision for Central Sydney.

Action #	Strategic action
21	Continue to implement the 10 key moves and actions of the Central Sydney Planning Strategy.

Focus area – Support local businesses to continue to recover

22	Continue to collect data and monitor how people are using the city centre. Share the data and insights with our local community.
23	Support our local businesses to recover from the pandemic, and enable them to innovate and build capacity and skills to adapt, grow and support the revitalisation of our city centre.
24	Deliver red tape reforms to streamline planning and regulatory processes that enable better use of spaces – in the public domain and privately – for activations, experimentation and experiences.
25	Investigate how we might activate underused existing office space and unlock capacity for new commercial floor space to accommodate a diverse range of businesses.

Focus area – Creating better spaces and places

26	Upgrade public domains and services with creative, green and high-quality amenities and good governance, to support residents, workers, students and visitors, and drive the revitalisation of the city centre.
27	Improve walkability and further support active transport and cycling to strengthen connectivity within the city. Advocate for high-frequency, reliable and safe transport options to meet the 24-hour economy.
28	Identify and support the development of unique precincts with distinct identities, including entertainment, cultural and innovation precincts.

Focus area – Activate and promote of places and precincts

29	Support the visitor economy through promoting and developing Sydney’s unique character and experiences, highlighting Aboriginal and Torres Strait Islander stories and tourism infrastructure to deepen the visitor experience.
30	Continue to invest in, support and promote local festivals and major events that attract local, interstate and global audiences to contribute to Sydney’s vibrancy and revitalisation.
31	Deliver a marketing and communications strategy to reach local and global audiences, promoting our city as a great place to live, work and visit.
32	Activate local precincts by investing in year-round creative programming and collaborative precinct marketing aligned with the NSW Government’s 24-hour Economy Strategy.

Discussion

- What is the role of the city centre in Greater Sydney in the future?
- To what extent will flexible work arrangements change the demand for office floor space in the city centre over the long term?
- How will underused commercial space be activated and what support is needed?
- What needs to be done to supercharge the 24-hour economy in the city?
- What are the unique stories (for example, First Nations stories) and experiences that attract visitors, given the competition from other city centres and changing consumer behaviours?



Image: Sydney Lunar New Year 2020, Chinatown, Dixon Street, Haymarket
Photo: Jessica Lindsay/ City of Sydney

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⁸² EY and Property Council of Australia, "Reimagining our Economic Powerhouses: How to turn CBDs into central experience districts," March 2021. Available: https://assets.ey.com/content/dam/ey-sites/ey-com/en_au/pdfs/ey-reimagining-our-economic-powerhouses-v3.pdf?download.

⁸³ EY and Property Council of Australia, "Reimagining our Economic Powerhouses: How to turn CBDs into central experience districts," March 2021. Available: https://assets.ey.com/content/dam/ey-sites/ey-com/en_au/pdfs/ey-reimagining-our-economic-powerhouses-v3.pdf?download.

⁸⁴ EY and Property Council of Australia, "Reimagining our Economic Powerhouses: How to turn CBDs into central experience districts," March 2021. Available: https://assets.ey.com/content/dam/ey-sites/ey-com/en_au/pdfs/ey-reimagining-our-economic-powerhouses-v3.pdf?download.

Attachment B

<h2>Case Studies</h2>

Appendix: case studies



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Direction 1 - Transition to a green and circular economy

Focus area - Leadership and commitment

A net zero organisation

Since 2011, the City of Sydney has been a certified carbon-neutral organisation under the Australian Government's Climate Active program.

We're using 100 % renewables sourced from Sapphire Wind Farm in New England, Bomen Solar Farm near Wagga Wagga and the community owned Repower Shoalhaven solar farm. This reduces our annual emissions by around 24,000 tonnes – equivalent to the power consumption of 4,000 households and saves up to \$500,000 a year.

In 2020, we installed over 2MW of onsite solar PV panels on our properties. We also installed over 2MW of trigeneration and cogeneration, reducing grid electricity demand by around 6,000 MWh a year, avoiding 5,340t CO₂e of electricity emissions.

We're buying nature-based offsets, which remove carbon from the atmosphere. In 2021, we sourced these from a Tiwi Island traditional land management cultural burn project in northern Australia. It's an important partnership delivering toward the City's Aboriginal and Torres Strait Islander economic development plan. We continue to purchase carbon offsets with an increasing share of higher quality, nature-based carbon offsets.

We're aiming for zero fleet emissions by 2035. Currently we have 19 electric cars, 40 hybrid cars, 70 hybrid trucks and one fully electric truck.



Image: City of Sydney staff with the fleet's first electric truck and car
Photo: Jennifer Leahy / City of Sydney

Focus area - Education and knowledge sharing

Green leadership for Sydney’s commercial and public buildings

Led by the City of Sydney, the Better Buildings Partnership aims to address the challenges facing the commercial property sector and help Sydney become one of the world’s top sustainable cities.

The collaboration aims to:

- improve the energy, water and waste efficiency of buildings within our area
- help facilitate the roll-out and connection to green infrastructure, such as the proposed tri-generation and recycled-water networks
- engage with regulators and governments on environmental policy and regulatory issues

With the Better Buildings Partnership representing over half of the office floor space across Sydney’s city centre, these commercial landlords have an important role to play in improving the energy, water and waste efficiency of Sydney’s existing buildings.

Progress achieved:

- 63 % Emissions reduction (from FY06)
- 65 per cent Potable water reduction (from FY06)
- 75 per cent members committed to achieve net zero emissions



Real impact through demonstrated global sustainability leadership

Our collective impact



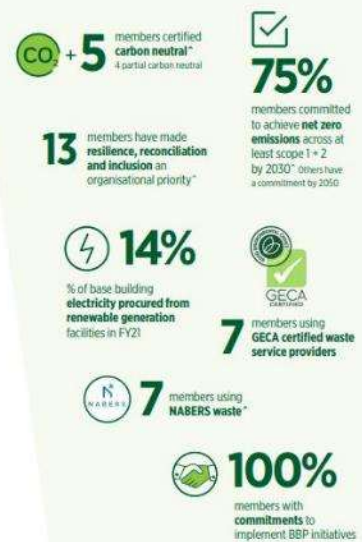
* Commercial office building floor space (sqm) controlled by BBP members as a percentage of PCA defined CBD commercial office building floor space (sqm)

betterbuildingspartnership.com.au

Our progress



Our transition to a low carbon economy



* Note: source is the BBP members FY20-21 qualitative survey data, includes BBP property owner members only, excludes: GECA, NABERS, GECA, PCA, Colliers, CBRE and JLL

Image: Better Buildings Partnership Annual Results 2021 infographic

Photo: Better Buildings Partnership website

Encouraging residents and businesses to switch to renewable electricity

We've heard from residents and businesses that they overwhelmingly want a response to climate change and to reduce emissions. In response, we have been supporting residents and businesses to switch to offsite renewable electricity through a rolling program of communication and online education.

Targeting renters and residents in apartments, a range of resources and marketing content promoting GreenPower have been shared online through the Renewable Energy Help Centre, social media, City of Sydney News, and media partnerships.

To encourage businesses to take the move, we started promoting our own power purchase agreement. We also developed a range of resources to educate businesses about offsite renewable electricity options, including Power Purchase Agreements and GreenPower.



Image: Smart Green Apartments Program, Solar panels at the Galleria 27-51 Palmer Street, Woolloomooloo
Photo: Katherine Griffiths / City of Sydney

Sustainable Destination Partnership

Since its establishment in 2018, the City of Sydney has been leading the Sustainable Destination Partnership. It is a collaboration of tourism, accommodation and entertainment sector organisations including hotels, hostels, serviced apartments, cultural institutions, event, and entertainment venues who share the vision to make Sydney a global leader in sustainable tourism and work together to lift industry standards in sustainability performance.

The partnership aims to:

- improve the energy, water and waste efficiency of buildings in the local area
- increase the uptake of renewable energy
- engage with regulators on major environmental policy and regulatory issues.

In 2019, the partnership won the Global Destination Sustainability Index award for innovation in collaboration.

By June 2021, the partnership has 33 partners and 13 associate members. It covers 72 buildings and 61% hotel rooms in the City of Sydney local government area. Comparing to the 2017-18 baseline, the partnership achieved 28% reduction in emissions, 33% reduction in potable water.

During the pandemic, the partnership members continued to improve their sustainability performance through improving energy and water-efficiency, minimising waste, and increasing sustainable procurement. These measures will provide strong long-term economic benefits through cost saving as well as attracting more eco-conscious tourists to our city.



Image: Sustainable Destination event at the Barnet Long Room, Customs House

Photo: anna Kucera / City of Sydney

Focus area - Support for key sectors

Greenhouse – business innovation space at Circular Quay

Opening in 2023, Greenhouse innovation hub will provide a desirable and affordable home to startups focused on tech solutions to benefit the environment. It will be located over 3 floors of Lendlease's striking 56-storey tower development at 180 George Street, Circular Quay.

It will be a place where progressive climate tech companies can accelerate their growth into local and global markets, make a positive impact on the environment, and contribute to reducing Australia's carbon emissions.

The project aims to support over 100 high-performing businesses to create more than 1,500 new jobs within 10 years.

To make Greenhouse a reality, we have awarded an accommodation grant to Innovillage Pty Ltd, a wholly owned subsidiary of seed investment company Investible, to operate and sub-lease the space.

Greenhouse will support emerging technology companies with investment capital, talent and growth services to realise their global ambitions. This will accelerate Sydney's climate-tech scaleups' expansion into global markets and position Sydney as the home of smart, inclusive, and green innovation.



Image: Sir David Adjaye and Daniel Boyd design for new public square, building and artwork, 180 George Street, Circular Quay
Photo: Adjaye Associates

Textiles Recycled and Reused – supporting a Circular Economy project

In 2019, the City's Environmental Performance Innovation Grant supported a project to reduce fast fashion wastage and transform unwanted clothing into their original fibres ready for reuse.

A Sydney based company, BlockTexx, developed an innovative chemical technology that separates polyester and cotton materials, such as those used in clothes, sheets and towels of any colour or condition back into high-value raw materials of PET and Cellulose for reuse.

BlockTexx applied the new technology to a waste challenge faced by the Star Entertainment Group. The group generated large amounts of textile waste from accommodation and dining linen, and from workwear for over 5,000 employees, most of which previously ended up in landfill.

The project provided new pathways for the waste by recycling and recovering polyester. Coat hangers were made from the recovered material.

The project showcased a true example of a circular economy model by turning textile waste into a resource. It demonstrated the commercial value of the circular approach that'll encourage stronger and wider collaborations across industries.



Image: Colourful textiles on display

Photo: Richard Payne / City of Sydney

Direction 2 – Build an innovation economy

Focus area - Development of Tech Central

Tech Central - Australia's innovation engine

In 2018, the NSW Government announced the creation of a globally competitive innovation and technology precinct in the city. Tech Central - Australia's Innovation Engine spans a large area and comprises six innovation "neighbourhoods": Camperdown, Ultimo, South Eveleigh, Darlington/North Eveleigh, Haymarket, and Surry Hills.

Tech Central will create a vibrant and connected precinct where collaboration is enabled through the co-location of education, industry, talent, infrastructure, and investment. It'll offer critical elements that facilitate and accelerate collaboration and innovation, including high quality public domain, space for people, active and public transport, excellent pedestrian connectivity and digital infrastructure.

The economic potential of Tech Central is vast. It'll provide up to 250,000 sqm of space for technology companies, including 50,000 sqm at affordable rates for startups and scaleups, in a connected location brimming with heritage, culture and activity. It'll incubate 100 scaleup companies and create 25,000 innovation jobs.

Collaboration between universities and industry will maximise the commercial potential of research and development projects. This'll attract talent and investment and in turn accelerate the precinct's productivity.



Image: Concept design for central square
Photo City of Sydney

Focus area - Support for the innovation ecosystem

Visiting Entrepreneur Program

As the flagship program under the City's Tech Startup Action Plan, the Visiting Entrepreneur Program (VEP) is a free annual event that invites global and local experts and successful entrepreneurs to engage with Sydney's tech startup community. Focusing on a chosen theme, they share insights into technological breakthroughs and innovation trends.

This program aims to educate local startup founders, investors, and talent, as well as enable knowledge exchange and networking among these key players in the ecosystem. It fosters a culture of entrepreneurship and innovation and raises awareness of Sydney's tech startup ecosystem globally.

Since its November 2017 launch, the VEP has covered themes including social impact tech, artificial intelligence, cybersecurity, blockchain, space, extended reality, cleantech, biotechnology, and quantum technology.

Partnering with over 90 organisations, including Sydney Startup Hub, StartupAus, Spark Festival, USYD, UNSW, UTS, and Cicada Innovation, it's delivered 74 events for over 6,500 members of the local tech startup ecosystem.



Image: Visiting Entrepreneur Program 2022, The Grounds, South Eveleigh
Photo: Cassandra Hannagan / City of Sydney

Focus area - Global attraction

Sydney Landing Pad Program

Sydney Landing Pad Program is supported through the City's Knowledge Exchange Sponsorship. It encourages international tech companies with growth potential to successfully expand into Australia, via Sydney and it's free to participate.

The program helps overseas companies learn about the Australian market, access mentors, lawyers, and recruiters, build networks of partners and clients, and connect to investors. It provides a mix of content and virtual support to participants.

Since 2019, the program has gained massive international traction the program and attracted 185 applications from 40 cities around the world with an average valuation of \$25million. To date, 37 companies have taken part in the program, and it has created 13 jobs in the city.

We are now in discussion with industry partners to explore the opportunity to launch the second iteration of the Sydney Landing Pad Program.



HAYMARKET HQ

CITY OF SYDNEY 

Accelerate your tech company into Australia via Sydney.

Join the Sydney Landing Pad.
Sydney's premiere program for international tech.

Image: Promotional image for the Sydney Landing Pad
Photo: Haymarket HQ / City of Sydney

Direction 3 – Strengthen our inclusive economy

Focus area - Equitable economic participation

Indigispace Entrepreneurs Program

In 2019-2020 Indigispace Entrepreneur Program, run by First Innovators in partnership with Indigenous Capital, created a supportive environment to foster great outcomes for First Nations entrepreneurs. It was also supported through the City's Knowledge Exchange Sponsorship.

As an Aboriginal business, Indigispace knew issues faced in building a business and how to support the 34 First Nations entrepreneurs who participated. The program included an ideation workshop, bootcamp, mentoring and business pitch night.

Over 250 participants took part in associated events. Participants agreed it exceed their expectations, provided insights and learnings on relevant topics to implement in their business.

Over 300 hours of mentoring strengthened participants' business connections and opportunities including securing a co-working space at Fishburners.

First Innovators is currently completing a research project to analyse the needs of local Aboriginal and Torres Strait Islander businesses.

Community wealth building principles are seen here building the generative economy through supporting social enterprises.



Image: NAIDOC in City 2022, Sydney Town Hall

Photo by Joseph Mayers / City of Sydney

IncludeAbility increasing meaningful employment

IncludeAbility is an initiative of the Australian Human Rights Commission to increase meaningful employment opportunities for people with disability and close the gap in workforce participation.

The City of Sydney is a member of the employer network that includes large public and private sector employers. We committed to:

- create accessible and inclusive workplaces
- promote meaningful and sustainable employment
- attend meetings to discuss improving long-term employment
- collect and review data to progress employment
- advocate to improve employment

Following our involvement in the network, we were awarded Disability Confident Recruiter status. This involved a comprehensive assessment of our recruitment systems and commitment to remove unintended barriers for candidates with a disability. Additionally, we implemented a version of the Australian Public Service's Recruitability scheme. Now, applicants who identify as living with disability, and meet the requirements of a position, will automatically go through to the interview stage. We continue mandatory Disability Awareness training for all.



Image: City of Sydney staff enjoying workplace collaboration
Photo: Anna Kucera / City of Sydney

Focus area - Locally shared wealth

San Diego: supporting recovery through collaboration

In the San Diego region, small businesses employ over 60% of the workforce, more than double the national average.

With the pandemic, 1 in 3 small businesses were closing. It was critical for the region's economy to help them recover and build resilience.

The Anchor Institution Collaborative was formed representing 45 major regional institutions, who collectively employ over 70,000 workers and spend \$9.9bn (US) annually in goods and services. It includes universities, healthcare, navy, national cybersecurity lab, utility companies and port authority. They're using their purchasing power to support small regional businesses.

Procurement data from 14 institutions was analysed, goals set to increase local procurement and strengthen connections between large buyers and small local suppliers. This illustrates the importance of:

- Consistency and coordination - creation of a set of definitions/requirements and encouraging coordination in bidding processes
- Leadership and resourcing - shared resources and platforms to ensure organisational leadership and procurement targets align
- Leveraging - prime contractors help set and achieve procurement goals



Image: San Diego Regional Economic Development Collaboration, hosting the San Diego anchor institution collaborative
Photo: San Diego Regional Economic Development Collaboration website

Support the regions and Indigenous community through procurement

In a highly urbanised environment like the City of Sydney opportunities to restore nature are limited. But there is a major opportunity for us, and the organisations that operate in our area, to invest in Indigenous-led nature restoration in the regions.

Organisations with strong environmental, social and governance (ESG) goals can proactively use their purchasing power to bring economic, environmental, cultural, and social benefits to our regional areas and diverse communities.

An example of this is our purchase of carbon offsets from Indigenous led savanna fire and land management in the top end of Australia. This way of managing the land with controlled burns during cooler seasons produces fewer carbon emissions than uncontrolled fires in the heat of summer. It also makes for healthier plant and animal communities that are better able to sequester carbon.

The City of Sydney, like many organisations, is committed to Indigenous economic development by continuing to procure from Aboriginal and Torres Strait Islander businesses for our needs. We have set a target in our Stretch Reconciliation Action Plan to spend a minimum of \$2 million annually with Aboriginal and Torres Strait Islander businesses by 2023.

We purchased these offsets through the Aboriginal Carbon Foundation, an Indigenous not-for-profit that supports carbon projects and maintains an office in Sydney. It has Indigenous rangers at its helm and connects Aboriginal communities with organisations seeking to offset their emissions.

In addition to the environmental benefits, purchasing carbon credits from carbon farming is a valid way for organisations to support jobs, skills, and income opportunities to Indigenous communities.

The Aboriginal Carbon Foundation is now developing a carbon farming demonstration project on Aboriginal land in NSW. This project received funding by the Carbon Neutral Cities Alliance due to its significant potential to reduce emissions and provide economic development in our region.



Image: An Elder from Western Yalanji supervising a traditional burn in 2020

Photo: Australian Carbon Foundation

Focus area - Access to affordable spaces

Creative Studios – affordable, purpose-built spaces for artists

In 2022 the Creative Studios opened on Bathurst Street in the Greenland Centre. The \$25 million arts rehearsal and production centre spans 2000 square-metre over five storeys and features 30 spaces including recording and editing suites, visual art studios, workshops, screening rooms, café and an artist-in-residence apartment.

A voluntary planning agreement between the City of Sydney and the developer enabled a 99-year lease over the facility for a peppercorn rent, allowing us to offer low-cost creative space. Currently, the studios are managed by not-for-profit Brand X Production.

Providing affordable places sustaining art practices is essential to drive artistic life. Artists who were priced out of space to develop their craft will be given a chance to amplify their voice using quality equipment and infrastructure. This diversity is vital as it encourages curiosity in anyone who engages with the spaces, whether they are a casual hirer, working on a project for a month, or a tenant.



Image: Captain Pipe, Neil McCann at the launch of the Bathurst Street Creative Studios
Photo: Matt Lambley / City of Sydney

Creating space for culture in cities around the world

Artscape Triangle, Toronto, is a former factory that was home to artists whose live/workspaces were not legally zoned. Artscape's redevelopment allowed for purchase of 48 live/work studios through an affordable ownership program.

In San Francisco, Community Arts Stabilization Trust (CAST) established in 2013 with a US\$5 million donation. Buildings were acquired with local cultural organisations and ownership transferred to them over time. CAST's structure leverages tax offsets, which provide incentives for investment in low-income communities. It provides upgrades and renovations through tax incentives and leverages public funding to support cultural enterprises to purchase property.

In 2018, the Mayor of London established London's Creative Land Trust. It uses public funds to purchase properties in Greater London, take receipt of properties transferred by public or private partners, and work with providers of artists' studios to jointly purchase spaces.

These examples are based on a community-led development model that develop and manage housing and other assets. In Australia, the model less common, due to the absence of suitable finance, particularly capital bonds. We will investigate how creative land trust models might be applied.

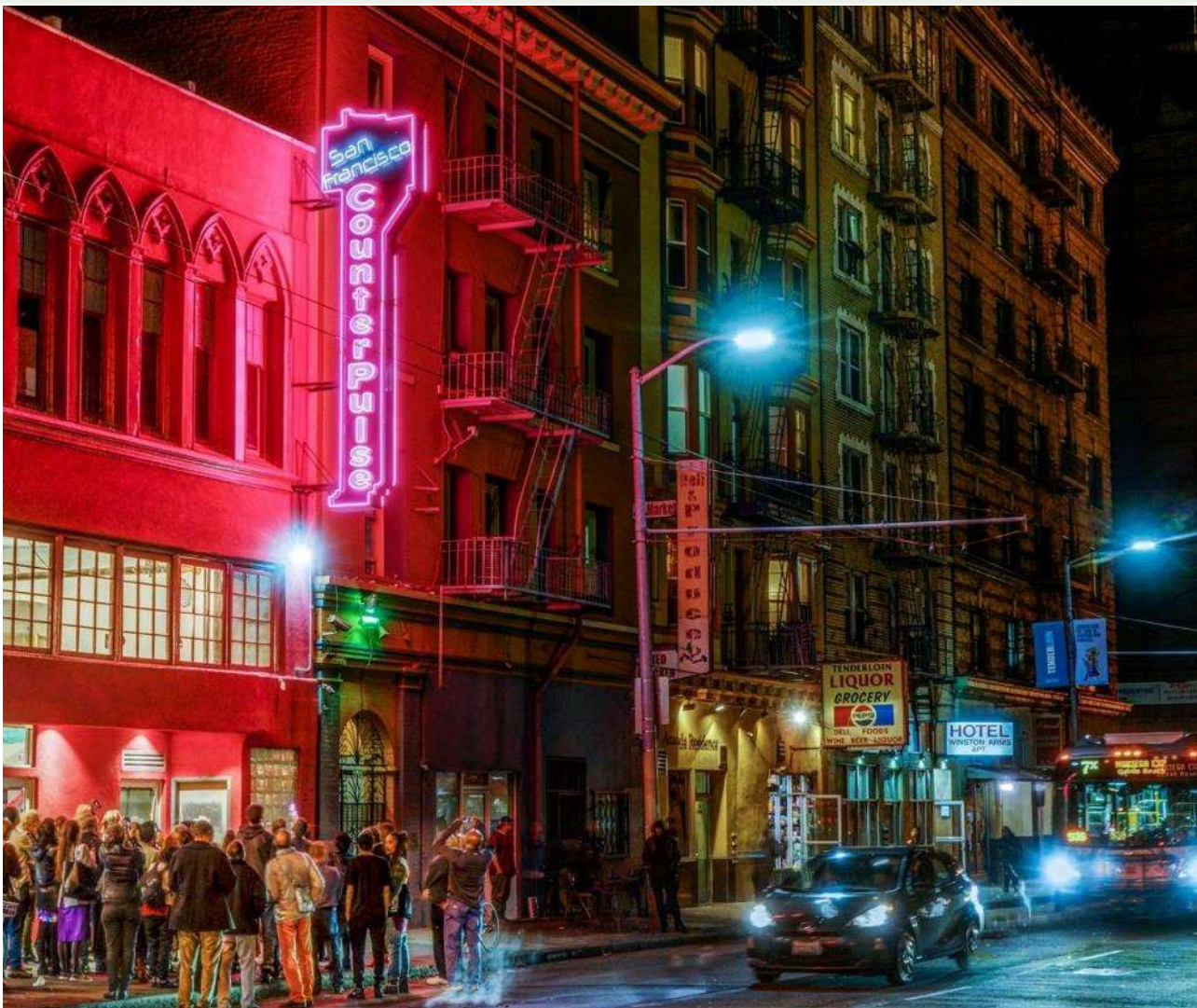


Image: Neon sign lighting event, San Francisco Arts Commission
Photo Scot Finn

Direction 4 – Revitalise our city centre

Focus area - Support our local businesses to continue to recover

Alfresco Dining

Through the Alfresco program, we approved over 430 new outdoor dining areas including 130 on-street approvals across in response to the pandemic to support our local hospitality businesses commence recovery.

The revised outdoor dining guideline enabled fast tracked approvals, reduced notification times and more flexible and permissive requirements. It allowed the reallocation of on-street parking bays and allowed pubs, small bars and takeaway food and drink premises to use outdoor dining.

This red tape reform has been a huge success, in partnership with NSW government and its agencies. In addition to the simplifying the process, we removed outdoor dining fees from March-2020 until June 2023 to better support the ongoing recovery and revitalisation of our city centre and neighbourhoods.

Hospitality businesses who have taken up this opportunity have enjoyed growth of customers, turnover, staffing and outdoor dining space, which has benefited their businesses, the economy, and the vibrancy of the local area.



Image: Outdoor dining at the Dolphin Hotel, Surry Hills,
Photo: Jessica Lindsay / City of Sydney

Reboot - Business Upskilling Program

This series focuses on digital content skills and growing customer and brand for startups and small businesses. The first series in 2021 saw more than 7000 registrations, and the second series in 2022 has received over 5000 registrations so far.

The webinars provide inspiring stories and practical examples for retail and hospitality owners, startups, entrepreneurs, creatives, artists and professional service businesses. Subjects covered include financial fundamentals, create winning online store, content that drives clicks, storytelling content that connects, growing your brand with Instagram and nailing your marketing mix and more.

Presenters include key personnel from Kelly Slessor, CEO of Shop You, e-commerce coach and digital marketing guru; Naomi Simson, founder of RedBalloon and Big Red Group, editor in chief at news.com.au and more.



Image: Alex Elliott-Howery, presenter and co-founder of Cornersmith Café, Annandale

Photo: Katherine Griffiths / City of Sydney

Charge Up Challenge 2022

Charge Up Challenge is a free 10-week program designed to accelerate business innovation and digital transformation, hosted by the City of Sydney to support small to medium sized businesses through the recovery and beyond.

The program is a bootcamp for business and designed to give our local businesses that extra support and guidance to achieve both short-term and long-term goals. It offers an opportunity to learn from innovation and entrepreneurial leaders and experts.

It challenges founders look at their business and explore opportunities to develop innovations and embrace latest trends. It covers a huge range of innovation thinking including marketing and business tools, taking business from offline to online, customer experience journey, branding, sales strategy, ideas validation, risk management, networking, and stakeholder strategy development.

Businesses engaged in the program come from retail, hospitality, and tourism sector. This program aims to build the capacity and resilience of local businesses across our city



Image: Erica Barry, Bread & Circus café, Ashmore Precinct, Alexandria
Photo: Katherine Griffiths / City of Sydney

Focus area - Creating better spaces and places

Oxford Street Place Strategy

Unveiled in 2022, the Oxford Street Place Strategy is one of a handful in the world to explore ways to protect and preserve LGBTIQ+ culture and communities. It is the first of its kind in Australia – reflecting the importance of this precinct and local LGBTIQ+ community.

The strategy identifies important places and sets out opportunities to strengthen, support and promote LGBTIQ+ cultural identity and importance. It promotes inclusive businesses, funds new public artworks, and supports establishing a pride museum driving the revitalisation of this important precinct.

It will help us deliver more cultural spaces in the precinct – galleries, space for artists, theatres, restaurants, and nightclubs – and a 24-hour precinct with inclusive and diverse cultural offerings that include the full spectrum of LGBTIQ+ communities.

Visibility is vital to create a proud, colourful, and welcoming destination that Oxford Street is known for globally. We will also continue to address disadvantage and connect people with the services they need.



Image: Dog walker on Oxford Street circa 1988
Photo: C. Moore Hardy / City of Sydney Archives

Upgrading our public domain

Currently, the City of Sydney is embarking on many revitalisations for our city centre and a significant upgrade of the southern end of the city is underway now. Covering the area between Liverpool, George, and Elizabeth streets through to Central station. This area will be transformed, advancing plans to progress the design for Belmore Park to better connect to Central station.

Other longer-term plans will see Pitt Street transformed into a green promenade stretching from Central station to Circular Quay. It will have more trees and greenery, seating, outdoor cafes, fine grain shopfronts and space for entertainment.

We are working with Transport for NSW to prioritise people over cars, and the widening of Pitt Street between Hay Street and Eddy Avenue.



Image: Pitt Street. transformation artist's impression
Photo: HASSELL

Focus area - Activate and promote places and precincts

Yananurala - Eora Journey Harbour Walk

Yananurala (Walking on Country) is the name for the new 9-kilometre walk sharing Aboriginal perspectives of place through artworks and installations along the Sydney harbour foreshore. This walk is an Acknowledgement of Country in its truest, most ancient form.

Yananurala is part of the City of Sydney's Eora Journey program, curated by Hetti Perkins, to recognise the heritage and living cultures of Aboriginal and Torres Strait Islander peoples in the public domain.

Devised by Wiradjuri curator, Emily McDaniel, Yananurala includes audio and text-based installations highlighting places of historical and cultural significance. It stretches from the Australian National Maritime Museum in Tumbalong (Darling Harbour) to Wallamool (Woolloomooloo Bay) and Bayinguwa (Garden Island).

As visitors walk the shoreline, interact with public art and stories, hear whispers of language, and place their feet in the water, they introduce themselves to this Country so that it will remember them.

Yananurala invites us all to celebrate and learn from our beautiful harbour. It's hoped it will help locals and visitors better understand Country in a way Aboriginal people have experienced for millennia.



Image: bara by Judy Watson, above Dubbagullee, Royal Botanic Gardens. This public artwork is part of the Eora Journey
Photo: Chris Southwood / City of Sydney

Summer Streets

In 2022, our summer streets series tapped into global trends reclaiming public spaces for local communities during the pandemic.

The program saw us shut our best-known inner city high streets to traffic for one day. Cars and buses were replaced by street furniture, a crew of roving entertainers, and pubs and bars that spilled out onto the road.

These unique events allowed local communities to enliven the public spaces and make them more inclusive, driving social connection.

The program started with an event in Kings Cross followed by Redfern Street and Crown Street, then Pyrmont, Glebe and East Sydney. Rather than inviting external vendors to set up markets, the focus was on encouraging local businesses to shine - one local shop said its sales were up 900% on the event day.

We will continue this program three times per year, across seven main streets to drive vibrancy and support for our local city centres.



Image: Summer Streets 2022, Stanley Street, Darlinghurst
Photo: Katherine Griffiths / City of Sydney



Item 4.

Post Exhibition - Markets Policy

File No: X084995

Summary

The City permits third parties to operate markets on City owned and managed land throughout the local government area. Governing the City's approach and management of third party markets is the Markets Policy which provides a framework for Council to assess, manage and approve markets on land owned or managed by the City.

The original policy was adopted by Council on 29 June 2015, and a further review was undertaken on 24 June 2019. In line with the City's Policy Management Procedure, a further review of the policy has been undertaken in 2022.

As a result of this review, minor changes were made to the Policy that improve language, enhance clarification and understanding, but do not alter the intent of the Policy.

In addition to reviewing the policy, updates have been made to the supporting guide to ensure consistency so that both documents accurately reference each other.

On 27 June 2022, Council endorsed placing on exhibition the draft Markets Policy and Guide to Setting Up a Market on Council Land. They were exhibited from 28 June to 28 July 2022.

A total of 134 submissions were received during the exhibition period. Of the 134 submissions, the general feedback was in support of the policy and proposed changes banning the sale or promotion of any prohibited items or services at a market such as fur and exotic animal skin products. A total of 97 submissions requested for the ban to be extended to include live animals and exotic feathers.

The issues raised in the submissions, together with responses and staff recommendations, are included in the Consultation Report at Attachment C.

Following the exhibition period, some further amendments have been made to the Policy and Guide.

This report seeks Council approval of the Markets Policy and the Guide to Setting Up a Market on Council Land.

Recommendation

It is resolved that:

- (A) Council adopt the Markets Policy, as shown at Attachment A to the subject report;
- (B) Council note the Guide to Setting Up a Market on Council Land, as shown at Attachment B to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to make minor amendments to the Markets Policy and Guide to Setting Up a Market on Council Land to correct any drafting errors and finalise design, artwork and accessible formats for publication.

Attachments

Attachment A. Markets Policy

Attachment B. Guide to Setting Up a Market on Council Land

Attachment C. Consultation Report

Background

1. On 29 June 2015, Council adopted a Markets Policy with the purpose of providing a standard approach to the approval of markets. The Policy also provides an assessment framework for the City to approve ongoing markets.
2. The Markets Policy was reviewed and amended on 24 June 2019.
3. At the 9 March 2020 Council meeting, the Chief Executive Officer was requested to investigate amending the City's Markets Policy, and Guide to Setting up a Market on Council Land, to prohibit the sale of all fur products, mislabelled fake fur products and exotic animal skins at markets and stalls on council owned land.
4. Subsequently, the Markets Policy was updated to reflect this change and on 26 October 2020, Council approved that the draft Markets Policy be placed on public exhibition.
5. Community consultation was placed on hold at the time due to the Covid-19 pandemic and many markets not operating during that period.
6. During 2021, a further review and update to the Markets Policy was undertaken.
7. Changes to the Markets Policy are minor in nature and improve language, clarification and understanding, and do not alter the intent of the Policy.
8. Changes include:
 - (a) inclusion of the prohibition of the sale or promotion of any prohibited items or services at a market on Council land, such as fur and exotic animal skin products, other than where is permitted under traditional first nation cultural practices;
 - (b) clarification of the scope of Council land where a market can take place and for which the policy is applicable to include all lands under the care, control, or management of the City, including Crown Land;
 - (c) increase in the number of occasions a temporary market can be held as a temporary event prior to the markets policy process applying, from four occasions, to 12 occasions, within a 12-month period;
 - (d) removal of the detail of the market approval stages within the policy, with referral to this specific detail being within the markets guide;
 - (e) inclusion of operator criteria and objectives the City applies to the assessment and consideration of market proposals;
 - (f) confirmation that the City will issue public notices and accept and review community feedback for all market occasions on City land; and
 - (g) revision of the detail regarding the specific calculation of market land use fees to refer to the adopted fees and charges schedule, which may be varied where required.

9. In addition to updating the policy, updates have been made to the guide including:
 - (a) a revised application and assessment process to a Request for Proposal process, which allows greater flexibility for changes to be made, based on Council or community feedback;
 - (b) clarification that during the public notice period of a market location, as the notice does not include the specific details of a particular proposal, the City will accept additional Requests for Proposals, which will be competitively assessed along with the original Request for Proposal at the close of the public notice period; and
 - (c) removal of fees for market site application assessments.

Public Exhibition - Markets Policy and Guide to Setting Up a Market on Council Land

10. The Policy and Guide were placed on public exhibition from 30 June to 28 July 2022.
11. Electronic copies of the documents were made available to the community through the City's Sydney Your Say website, which had 872 unique visits and 48 document downloads.
12. The public exhibition was included in the City's Sydney Your Say eNewsletter, sent on 7 July to 7,152 subscribers and an email was sent to 96 key stakeholders (including residents' action groups).
13. A total of 134 submissions were received during the consultation period (98 submissions were received via the Sydney Your Say website and 36 submissions were received via the Sydney Your Say email address).
14. Of the 134 submissions, the general feedback was in support of the policy and proposed changes banning the sale or promotion of any prohibited items or services at a market such as fur and exotic animal skin products. A total of 97 submissions requested for the ban to be extended to include live animals and exotic feathers.
15. The 134 submissions have all been internally reviewed, with staff recommending that a minor change be made to the Policy from that exhibited in response to the submissions received. The issues raised in the submission, together with responses and staff recommendations, are included in the Consultation Report at Attachment C.

Post Exhibition Amendments to the Markets Policy

16. In the Policy under the heading Approval of Markets, the point pertaining to the market operator ensuring that the market does not sell or promote any prohibited items or services on Council land, such as fur, mislabelled fake fur, exotic animal skin products, other than where permitted under traditional first nation cultural practices, has been expanded to include live animals and feathers.

Key Implications

Strategic Alignment - Sustainable Sydney 2030-2050 Continuing the Vision

17. Sustainable Sydney 2030-2050 Continuing the Vision renews the communities' vision for the sustainable development of the city to 2050. It includes 10 strategic directions to guide the future of the city, as well as 10 targets against which to measure progress. This policy is aligned with the following strategic directions and objectives:
 - (a) Direction 1 - Responsible governance and stewardship - The revision to the Policy improves transparency, clarity and provides better understanding for the community of how the City assesses market applications and what criteria it uses, what return the City is seeking from market operators, and the process through which the City provides approvals.
 - (b) Direction 3 - Public places for all - Markets provide an attractive drawcard and destination for locals and tourists to visit, creating an activated and vibrant location, and contributing towards village identity.
 - (c) Direction 9 - A transformed and innovative economy - Markets are an important part of community and business ecostructures, providing opportunities for the community to shop for fresh produce, food, and items, facilitating employment and contributing towards the economy.

Organisational Impact

18. Markets are overseen by the Venue Management unit that is resourced to deliver markets and other activations in the public domain.

Risks

19. There are no significant risks associated with the adoption of the revised markets policy.

Social / Cultural / Community

20. The benefits that the community obtains from a market in their local area is the opportunity to purchase fresh produce, goods and services including food and beverage items, handicrafts, and other items.
21. Markets also act as an opportunity for the community to meet as an activity in itself, as well as providing opportunities for the community to come together.

Environmental

22. The City requires operators to undertake a site assessment and detail how they will minimise impact on the location, including having wet weather contingencies.
23. The City requires operators to develop and provide detailed plans for how they will manage load in and load out, vehicle movements, infrastructure placement, waste management and safety to reduce impact on the location.

Economic

24. Markets are an important part of the City's business ecosystem, providing employment for stallholders that include food and beverage operators, local creatives, florists, and other retailers, and additionally, markets employ a range of ancillary businesses to facilitate their activities.
25. Local businesses can also benefit from the presence of markets driving more foot traffic into the area as the market is a destination, by activating the space and being an additional driver for both the local community and people from elsewhere to visit the village.

Financial Implications

26. Income of approximately \$100,000 was generated from Market Fees in pre-Covid-19 years. Annual income could reasonably be expected to increase to more than \$100,000 per annum over time.
27. Market operators are responsible for all costs associated with running the market including waste management above and beyond the City's normal service of the site, and issues of maintenance and/or damage that are directly attributable to the market.

Relevant Legislation

28. Due to the varied nature of markets, their activities and how they take place in the public space, markets are governed by a range of legislation including:
 - (a) Local Government Act 1993
 - (b) Crown Land Management Act 2016
 - (c) Roads Act 1993
 - (d) Environmental Planning and Assessment Act 1979
 - (e) Disability Discrimination Act 1992
 - (f) Food Act 2003
 - (g) Protection of Environmental Operations Act 1997
 - (h) Sydney Local Environment Plan 2012
 - (i) Work Health and Safety Act 2011

Critical Dates / Time Frames

29. The Markets Policy was last reviewed in June 2019 and is due to be reviewed before June 2023.

Public Consultation

30. The draft Policy and Guide were publicly exhibited from 30 June to 28 July 2022.
31. During this period, the community were invited to make comments and submissions regarding the draft Policy and Guide. The City used the Sydney Your Say community engagement platform to seek responses. All submissions received by the City for the draft Policy and Guide have been considered and assessed. More details are provided in the Consultation Report at Attachment C.

EMMA RIGNEY

Director City Life

Peter Rugg, Manager, Venue Management

Attachment A

<h2>Markets Policy</h2>

Markets Policy

Purpose

The purpose of this policy is to establish the City of Sydney's approach to approving markets and the level of commitment it requires from market operators to achieve quality market operations. It aims to encourage well managed markets that help to support and contribute to local communities, complementing the local businesses.

Scope

The Markets Policy applies to ongoing markets on Council land in the City of Sydney Local Area. Ongoing markets are classified as markets that operate more than twelve (12) occasions in a 12 months period.

The Markets Policy provides an assessment framework for the City to approve ongoing markets.

In addition to obtaining market approval, ongoing markets are required to lodge a development application to obtain development consent before operating, if the market operate more than 52 days (consecutively or not) in any 12 month period or if the markets operate on sites containing heritage items. Other ancillary approvals may also be required. It is the market operator's responsibility to obtain all necessary consents/approvals to operate the market.

Markets not covered by this Policy

Temporary Markets on Council Land

The markets policy and guide do not apply to temporary markets on Council land. Temporary markets are classified as markets that operate on up to twelve (12) times in a 12-month period.

The City of Sydney's guidelines for holding outdoor events, intended for one-off and temporary events, apply to temporary markets.

Temporary markets must meet the event guidelines requirements and receive an event approval before operating.

Markets on land other than Council Land

The market policy does not apply to markets that are not on Council land, including private property, other NSW Government agencies or statutory authorities. For markets on land that is not Council land, our land ownership map will help you determine the landowner you need to contact.

Definitions

Term	Meaning
Council land	<p>Land owned or under the care, control, and management of the City of Sydney. Land owned by the City of Sydney includes land classified as operational or community, including public reserves.</p> <p>Land under the City of Sydney’s care and control and management includes Crown land, roadways (including footpaths) and third-party owned land where the City of Sydney has been granted tenure.</p>
Market Approval	Formal approval granted by the City of Sydney for a market to begin operating.
Market Operator	The individual or group who intend to operate the market and who will enter into an agreement with the City of Sydney for the use of the site.
Market Proposal	A detailed document describing the layout, management and preliminary operational plans for a market.
Ongoing Market	A market of regularly scheduled Market activities in line with the terms of an approved market licence.

Policy Statement

The City of Sydney supports quality markets in the Local Area. Markets provide for the needs of the community, ranging from providing fresh food to goods and services. We recognise the potential contribution of markets to community life and local economies. Markets can complement local business offerings and provide opportunities for emerging enterprises.

We will:

- apply a consistent assessment framework to approving site applications and market proposals
- require market operators to demonstrate capacity to meet community needs, contribute to social cohesion, strengthen the local economy, and complement the offerings of local businesses
- consult the community about new market proposals by providing consultation opportunities

Market Operators will be required to:

- minimise any undue impact of the market on the environment, residents and nearby businesses and stakeholders
- ensure market sites are well-maintained and accessible for all members of the community
- prioritise community health and safety by rectifying hazards and problems where required.

Approval of Markets

The City of Sydney seeks diversity of quality markets across the local area. Preference will be given to a market proposal that demonstrates innovation and diversity.

Council will look favourably on a market proposal and operator who can:

- curate an innovative market that also provides a platform for cultural vitality through art, performance, and bringing the local community together
- through a curated offering, provide a point of difference to the existing market offerings within the City of Sydney local government area
- engage and include local businesses, stakeholders, and community groups into a market to promote cohesiveness and complement the surrounding area and existing businesses
- demonstrate a clear commitment to zero waste to landfill, aligning with the goals of Sustainable Sydney 2030, including a ban on single use plastic bags, a commitment to use biodegradable containers including, but not limited to beverage, takeaway containers, and cutlery within the market
- commitment to reducing food waste through utilising services such as food rescue organisations for unsold food or food waste collection for recycling

The market operator must also be able to meet the following objectives:

- operate the market as an interesting and vibrant destination
- operate a market that sells a high quality of goods/services representing value for money
- maintain high standards of presentation and customer success
- ensure that the market's operation complements and adds value to the existing businesses in the area
- ensure the market does not sell or promote any prohibited items or services on Council land, such as live animals, fur, miss-labelled fake fur, exotic animal skin products, and feathers, other than where is permitted under traditional first nation cultural practices
- professionally organise, manage, and operate the market
- have regular contact with Council and submit performance reports as part of the ongoing review of the market
- ensure compliance with all requirements of the Licence as well as other applicable legislative or planning obligations

The application, assessment and approval steps for market proposals are detailed within the markets guide.

Market Agreements/Consents

The proposed market operator will be required to obtain the City of Sydney's consent before a market can start. These documents will contain conditions about the use of the land and the operation of the market.

Community Consultation

The City will consult the community about proposed use of Council land for markets. Consultation provides opportunity for community needs and concerns to be addressed When market proposals are assessed. There are 2 types of community consultation.

Statutory Public Notice

The City of Sydney is required to give public notice of proposals to grant a lease or licence on community land or Crown land in line with all relevant legislation. The City of Sydney is not required to give public notice for use of operational land, roads and footways.

Community Consultation

In addition to any public notice required by law for the use of community or Crown land, the City of Sydney may consult the community to address any community needs and concerns as part of the market proposal assessment process. This may include:

- consultation of market proposals on the City's website
- Feedback from the public consultation being considered in the final market approval process
- Notices placed at the proposed market location advertising of a market proposal being considered and how to provide feedback within the consultation period

Markets Management

Ongoing Review

Market Operators are required to participate in regular communication and performance reviews with the City of Sydney. Regular communication and reviews provide opportunities to resolve issues raised by the community, the Market Operator and the City of Sydney.

Health & Safety

Market Operators are responsible for ensuring all stallholders involved in preparing, selling, or providing food comply with the *Food Act (NSW) 2003*.

Market Operators must also ensure stallholders hold current City Temporary Food Premises permits and comply with permit conditions where applicable. Further information may be found online at City of Sydney and NSW Food Authority websites.

The City of Sydney and other authorities may inspect markets and individual stallholders at any time to ensure public health and safety standards are upheld.

Site Accessibility

Market Operators ensure market site configurations encourage community participation and ease of access. Market Operators are responsible for site accessibility, safety of crowd movements and compliance with legislation. This includes the *Disability Discrimination Act 1992*, *Roads Act 1993*, *Work Health and Safety Act 2011* and other conditions set out in the market agreements. Market Operators are also required to minimise environmental impacts.

Fees and Charges

The City's Fees and Charges Schedule includes fees for markets. For more information see fees and charges.

A site maintenance fee is charged by the City of Sydney to the Market Operator to cover maintenance costs incurred as a result of market use of a site. These are determined for

each market licence, dependant on the services required and space used.

The City of Sydney reserves the right to review and vary the fees and charges of this policy where required.

Equal Opportunity Land Use

The City of Sydney will determine the appropriate length of any agreement or consent on a case-by-case basis. No term will be longer than five years.

To ensure markets retain community use and participation, market operators are required to dedicate a stall space for use by community groups, social enterprises, not-for-profit organisations and new start-up businesses.

Equal Opportunity Land Use

The City reserves the right to review, vary or revoke this policy.

Responsibilities

The responsibility for the implementation of this policy resides with the Outdoor Events, Markets and Busking Coordinator, overseen by the Filming & Outdoor Events Manager of the Venue Management Business Unit.

Consultation

Internal consultation has been undertaken with relevant internal stakeholders including Procurement, Legal and Finance.

External consultation has been held with Market Operators.

References

Laws and Standards
<ul style="list-style-type: none"> • Local Government Act 1993 • Crown Land Management Act 2016 • Roads Act 1993 • Environmental Planning and Assessment Act 1979 • Disability Discrimination Act 1992 • Food Act 2003 • Protection of Environmental Operations Act 1997 • Sydney Local Environment Plan 2012
Policies and Procedures
<ul style="list-style-type: none"> • City of Sydney Markets Guide to Setting Up a Markets on Council Land • Sustainable Sydney 2030 • City of Sydney Plans of Management for Parks and Reserves

Policies and Procedures

- City of Sydney Sustainable Events Management Policy
- City of Sydney Events Markets Guideline
- City of Sydney Aboriginal and Torres Strait Islander Cultural Practice Policy
- Markets Guideline
- City of Sydney Performance Bonds Policy
- City of Sydney Procurement Policy
- City of Sydney Inclusive and Accessible Public Domain Policy and Guidelines

Review period

This policy will be reviewed every 4 years.

Approval Status

Council approved this policy on 28 October 2019.

Double-Click to insert Initials

Monica Barone, Chief Executive Officer

(To be completed by Office of CEO on approval or deleted if Council approved policy)

Approval History

Stage	Date	Comment	TRIM Reference
Original Policy	29 June 2015	Approved by Council	2015/326743
Reviewed	24 June 2019	Approved by Council	2015/326743
Commence Review Date	September 2021		
Approval Due Date			

Ownership and approval

Responsibility	Role
Author	Outdoor Events, Markets and Busking Coordinator
Owner	Manager, Venue Management
Endorser	City of Sydney Executive
Approver	City of Sydney Council

Attachment B

Guide to Setting Up a Market on Council Land

Guide to setting up a market on Council land



Contents

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About this guide

This guide is for market operators seeking to set up markets on Council land in the City of Sydney local area.

The guide aims to assist market operators through the market application process, identifying suitable sites, and how to obtain consent to use the site.

The City of Sydney supports markets on Council land in several ways.

These include:

- Dedicated markets coordinator to help applicants and organisers through the application, approval and stages and then the ongoing reviews and operational support once a market is set up
- Templates and proformas ~~provided~~ for developing operational plans
- Simplified application process for markets held less than 12 occasions in year

Markets policy

The City of Sydney Markets Policy complements this guide in providing guiding principles for supporting markets.

Setting up a market

Markets can provide for the needs of the community, ranging from providing fresh food to providing goods and services. Markets can serve as an anchor for community to come together, get to know one another and celebrate everything local.

The following steps show the process to get a market up and running.

- Identify a market type
- Identify a market site
- Lodge a market site application
- Produce a market proposal
- Community consultation and notification
- Request for proposals open
- Market proposal assessment and selection
- Set up the market

Note: The Markets Policy and this Guide to Setting up Markets on Council Land do not apply to temporary markets on Council Land. Temporary markets are markets that operate up to twelve (12) occasions in twelve (12) month period.

The City of Sydney Event Guidelines, apply to temporary markets that are intended for one-off and temporary events. A copy of the Event Guidelines is available on the [City of Sydney website](#) or from the [City of Sydney customer service centre or neighbourhood service centres](#).

Landowner's consent, including development consent where applicable, must be obtained for markets that are not on Council land. The Markets Policy and this guide do not apply to those markets held on land that is not under the City of Sydney's ownership or care and control.

Identify a market type

Successful markets begin with identifying the goods and services best suited to a community, by taking time to understand what goods and services exist or may be lacking in the area.

The City of Sydney requires that you identify a market type ensuring your market offering remains consistent with the needs of a community and does not unreasonably compete with goods or services that may already be available in the area.

Some market type examples include:

- **Fresh food/farmers market** – a mainly fresh food market that provides farmers and food producers opportunity to sell food products directly to customers
- **Goods market** – a mainly goods-based market that provides craftspeople, goods, or service providers an opportunity to sell new or used goods and services direct to customers
- **Speciality market** – a goods or service-based market that provides one main type of goods or service direct to customers. Examples of speciality markets can include camera markets, antique or flower markets

Identify a market site

A well-located market can provide a strong foundation for a successful long-term operation. A market site must be selected that suits the type of market being proposed. The site suitability checklist (see attachment A in this guide) should be used to assess potential market sites and determine how a market may affect a site and its surrounds. This checklist provides performance criteria to help select the most suitable site.

Typically, markets are held outdoors, however the City of Sydney has several indoor venues and community spaces that may also be available for market hire. Contact the Community Venues team for more information about indoor community venues – communityvenues@cityofsydney.nsw.gov.au or via 9265 9333.

Whilst we encourage creative use of sites, some sites are better suited to ~~erection of~~ erect structures and for vehicular access than others. Some market formats can include:

- **Stalls and marquees** – best suited to sites with hardstand such as concrete, bitumen, brickwork and other paved surfaces to avoid damage to turfed areas. Overhead shelters are mandatory for food preparation and displaying unpackaged food.
- **Trestle tables and ground displays** – best suited for indoor sites, sites with overhead cover, grassed surfaces for example due to the absence of inclement weather cover.
- **Other formats** – may include creative market proposals such as car boot sale markets, rooftop markets and markets comprising portable trolley displays and tricycle stands.

Market applicants should speak to our Markets Coordinator to discuss the capacity of a site before proceeding to the next step.

The Markets Coordinator can help identify if a market permitted on a particular site in line with NSW Government legislation, including the Local Government Act 1993, the Sydney Local Environmental Plan 2012 and any other relevant policies and legislation before a proposal progresses to an application.

Lodge a market site application

The market site application form can be downloaded from the [City of Sydney website](#).

Applications must be lodged by sending the completed application by email to markets@cityofsydney.nsw.gov.au, or submitted in hard copy at our [customer service centre or neighbourhood service centres](#).

The City of Sydney will determine if a site is appropriate for market use by assessing the site against the performance criteria listed in the site suitability checklist (see attachment A), together with any other criteria relevant to a particular site. The City of Sydney will also determine any specific requirements and identify any conflicting works or existing bookings that may be scheduled for the proposed location.

Produce a market proposal

A market proposal must be prepared that describes the layout, management, and operational plan for a market to allow the City of Sydney assess the proposal and its feasibility.

Details of what to consider in a market proposal are listed on Page 10 of this guide. Market operational requirements as detailed on Page 12 should also be reviewed to inform a market proposal.

To inform the details and production of the market proposal a market impact assessment (see Attachment B in this guide) should be used to identify and address likely impacts of the market on surrounding residents, businesses, and the environment.

A key factor for a market proposal is how the market can engage the community and collaborate with stakeholders, such as nearby businesses and community groups.

The City of Sydney requires all markets to prioritise collaboration with existing businesses and stakeholders surrounding a market site for any proposal. A proposed market cannot pose an undue conflict with any businesses or services being offered within a reasonable distance surrounding a market site.

The City of Sydney requires all markets to provide stallholder space for community groups, social enterprises, community consultation, not-for-profit organisations, and new start-up businesses. This is an addition to the requirement of a free community meeting space or entertainment area within the market grounds.

Once a market proposal is finalised it should be lodged with the City of Sydney for review. Our Markets Coordinator will then start the required community notification, consultation and request for proposal processes as detailed below.

Market proposals can be lodged by email to markets@cityofsydney.nsw.gov.au or in hard copy at our customer service centre or neighbourhood service centres.

Community Consultation and Notification

Once a market proposal is lodged for review and assessment, the City of Sydney will notify and consult with the local community on the proposed market site and market type.

We consult the community to consider comments and feedback. This may include:

- Letters to the residents and businesses surrounding a site about a market proposal
- Notification signs displayed on the proposed market site
- Details of the proposed market placed on the City of Sydney website
- Public notices placed in local publications

While the City of Sydney is only required to notify the community for proposed market licences on certain types of land, we recognise the importance of consultation and will notify the community for all proposed market sites on all City of Sydney owned or operated land.

The feedback we receive from the community about a market will be considered in the overall assessment of a market application.

We may also provide comments from the community to a market applicant to refine a market proposal and address community concerns or needs, where required.

Requests for proposals

To ensure the community receives the best offerings for City of Sydney spaces, during the public notification and consultation period for any new market proposal the City of Sydney will accept additional market applications for a proposed site through a request for proposal (RFP) process. This process will run concurrently to the public notice publication and conclude on the same date as the public consultation feedback.

The process requires any additional applicants to provide information about them as an operator and their initial proposal for a market on the site identified for initial assessment.

The details for any request for proposals and the lodgement deadlines will be included in public notices and on the City of Sydney's website, with a link to the request for proposal document that needs to be completed for any additional applications.

Any request for proposal applications must be received before the closing time and date specified in the public notice and should be lodged via email to markets@cityofsydney.nsw.gov.au or in hard copy at [customer service or neighbourhood service centres](#).

Note: any request for proposal documents lodged in hard copy must be time and date stamped by a City of Sydney employee when it is received.

Market proposal assessment and selection

If the notification and consultation period ends with no other qualifying proposals lodged during the request for proposals period, the City of Sydney will proceed to assess the original proposal on its own merits and in line with assessment criteria set out by the City of Sydney.

If the City of Sydney receives a request for proposal during the notification and consultation period that meets the standard requirements, the applicant will be asked to produce a formal market proposal, as detailed above and on page 10 for assessment and consideration, along with the original market proposal. All proposals will be assessed on their own merits and under the same assessment criteria set out by the City of Sydney.

The City of Sydney will initially assess applications to identify a short-list that will progress to the next stage based on the viability of the proposal and in relation to the assessment criteria.

Shortlisted applicants will be asked to prepare and deliver a presentation to City of Sydney staff on their market proposal and to be interviewed on the operational details and vision for the market. This can include assessing and discussing details of the proposal such as logistical considerations for safety, security, traffic management, and waste management. It can also include operational considerations such as the realistic number of stalls expected and estimated budgets and forecast revenues.

The City of Sydney may identify a successful proposal and operator at the conclusion of the assessments. At this time, conditional approval will be issued, pending final documents and permits, where required.

The City of Sydney will look favourably on a market proposal and operator who can:

- curate an innovative market that also provides a platform for cultural vitality through art, performance, and bringing the local community together
- through a curated offering, provide a point of difference to the existing market offerings within the City of Sydney local government area
- engage and include local businesses, stakeholders, and community groups into a market to promote cohesiveness and complement the surrounding area and existing businesses
- demonstrate a clear commitment to zero waste to landfill, aligning with the goals of Sustainable Sydney 2050, including a ban on single use plastic bags, a commitment to use biodegradable containers including, but not limited to beverage, takeaway containers, and cutlery within the market
- demonstrate a commitment to reducing food waste through utilising services such as food rescue organisations for unsold food or food waste collection for recycling.

Market operators must also be able to meet the following objectives:

- operate the market as an interesting and vibrant destination
- operate a market that sells a high quality of goods/services representing value for money
- maintain high standards of presentation and customer success
- ensure that the market's operation complements and adds value to the existing businesses in the area

- ensure the market does not sell or promote any prohibited items on Council land, such as live animals, fur, miss-labelled fake fur, exotic animal skin products, and feathers, other than where this is permitted under traditional first nation cultural practices
- professionally organise, manage, and operate the market
- have regular contact with Council and submit performance reports as part of the ongoing review of the market
- ensure compliance with all requirements of the licence agreement as well as other applicable legislative or planning obligations

Set up the market

Once a market is granted conditional approval, an operator will need to prepare and lodge final operational documents and apply for relevant ancillary permits and licences, where applicable.

Page 11 provides further information on other permits and licences that may be required before the market can start operating which will also be identified by our Markets Coordinator when conditional approval is issued.

The successful operator will need to enter into a formal agreement with the City of Sydney to operate a market. This will either be a licence agreement for a market operating on Council land classified as operational or community, (including public reserves and Crown land), or a consent granted under the Roads Act 1993 for a market operating on a roadway or footpath.

The agreement will contain conditions that apply to the use of the land and operation of the market.

Fees

The following application fees are for markets on Council land.

Note: The City of Sydney reserves the right to review and vary fees and charges outlined in this guide where required.

ITEM	FEE
Market site application form	\$0
Market proposal and impact assessment	\$0
Community notification and public consultation	As applicable. You may obtain a quote from the City of Sydney if required.
Development application, if required	As applicable. You may obtain a quote from the City of Sydney if required.

The following land use fees apply for a market site.

Site fee	Land use fee	Site maintenance fee
Council land	<p>Commercial market operator: 20% of gross annual revenue*, estimated at the beginning of each year.</p> <p>Not-for-profit market operator: 10% of gross annual revenue</p> <p>No fee charged for the initial 12-month terms of new sites set up by not-for-profit market operators.</p> <p>*The gross annual revenue is calculated by the approved average stall numbers multiplied by the amount charged by market operator to stallholders.</p>	<p>Site maintenance fee is estimated at the beginning of the year by assessing utility use and maintenance required on a site, as a result of market use. It is charged incrementally to monthly invoices.</p>

The City of Sydney's grants and sponsorship programs are designed to support the community to develop projects and works which directly benefit one or more of the following key areas:

- celebrating culture and creativity
- supporting the economy and business
- ensuring environmental sustainability
- building community.

View more information about our grants and sponsorship programs, or contact the grants team at communitygrants@cityofsydney.nsw.gov.au or phone 02 9265 9333.

What to include in a market proposal

The market proposal details your market plans to the City of Sydney and the community.

This section sets out what to include in a market proposal.

SECTION 1

1.1 Description of market

Include:

- Name of the market and its purpose
- A market charter which should explain why this market is good for the community and the philosophy that underpins it.
- Production schedule detailing the time, location, frequency of the market, including bump-in and bump-out times.
- List of equipment to be used on site.
- Description of stall types, numbers and market activities including entertainment, workshops, and any children's activities.

1.2 Site plans

- Provide a site plan to show the location of structures (including stallholder structures) and access ways including any toilets, stages, seating, generators, refrigeration, stallholder loading areas, entry and exit points.
- Provide at least 2 site configurations (one as a wet weather contingency) if there is grass within the market site.

1.3 Site impact report

- Prepare a site impact report using the site impact assessment proforma (see attachment B) This needs to provide information on how you will protect the site and surrounding environment, minimise impact on the community and ensure your market complements the local economy.

1.4 Market administration

Include details on:

- anticipated patron numbers
- community engagement plan and provision of community space at the market
- marketing and promotional plan
- product consistency and service quality assurance
- stallholder manual and agreement
- stallholder fees
- stallholder retention strategy

SECTION 2

2.1 Risk management plans

- Crowd management
- Emergency management plans and chain of command
- All weather protection, wet weather contingencies and market cancellation procedure
- On-site contacts, such as market manager and a staff absentee back-up plan
- Work, health and safety plan

2.2 Waste management and sustainability plans

Include plans and details regarding:

- Waste minimisation plan
- Reuse and resource recycling initiatives
- Whole market sustainability initiatives

2.3 Transport and traffic management plan (where applicable)

- Provide a traffic management plan and traffic redirection plan if applicable
- Provide details on active transport provisions, including safe parking for bicycles, way finding signs for accessible pathways and so on

2.4 Public Health

Include details on:

- Portaloos and accessible toilet locations and numbers
- First aid
- Security and money handling procedures
- Noise management plan, if applicable
- Weighting and securing of structures

2.5 Permits

Applications for approval of the following must be made to the City of Sydney, where applicable, for ancillary approvals prior to a market being permissible to commence:

- Temporary food vending permits
- Temporary road closures
- Traffic management on City roads

You may also require additional services at your market. Applications for the following are to be made directly with the respective service providers:

- Temporary event liquor licences (Liquor & Gaming NSW)
- User-pays police (NSW Police Force)
- Sydney buses approvals (State Transit Authority)
- Road occupancy licence (Transport for NSW)
- Clearways (Transport for NSW)
- Taxi Council approvals (NSW Taxi Council)
- St John Ambulance or other first aid provider (Ambulance NSW)

Fees and charges may apply for the above services. Each service provider will advise directly about any applicable fees for their services or approvals.

Market operational requirements

This section provides additional market operational requirements and recommendations.

Insurance

You must obtain a public liability insurance policy for a minimum of \$10 million. The City of Sydney requires a market operator to provide this certificate of currency before entering into a licence agreement.

The City of Sydney is not responsible for the risks incurred from operating a market in a public space. It is recommended you hold a current workers compensation insurance policy and other forms of businesses and operational protection.

Performance bond/security deposit

You may be required to provide a performance bond/security deposit before market operation starts. This will be discussed and confirmed with the Markets Coordinator.

Payment terms

A market operator is required to pay a minimum of one month's land-use fee in advance to the City of Sydney before market operation starts.

Make good and site maintenance

Where possible markets should locate market stalls and infrastructure on hardstand areas rather than on grass. Ground surface protection mats (Trakmat, Terratrack or similar) are to be used where vehicles will be operated on, or impactful infrastructure located on, grassed areas.

Site layouts should be designed to guide patrons to walk on existing pathways and hardstand where possible.

A site maintenance contribution fee may be collected for the City of Sydney to undertake works arising from market use. These may include the following works associated with a market's operation effect on a site:

- landscape and general property maintenance
- general cleansing of the site
- remediation of grass.

The City of Sydney will assess grass and landscape conditions periodically. Grassed areas may require closures for several weeks if turfing and remediation are required. Sites on grass may incur higher site maintenance fees due to the increased damage to turf and landscaping.

A site maintenance fee does not include waste collection services. A market operator is required to organise commercial waste collection at the conclusion of each market with an appropriate service provider.

Resource and waste management

The City of Sydney [sustainable event guidelines](#) is a helpful resource to inform ways to reduce market impact on the environment.

Key principles for developing your resource and waste management plan include:

Minimise resource use:

- Ensure compliance with local and state government requirements relating to the prohibition of plastic bags, single use plastics and many forms of pamphlets and flyers provided at markets.
- Encourage stallholders to minimise waste through reducing use of packaging where possible.
- Consider implementing whole market sustainability initiatives, such as zero waste markets across the whole market and reduced carbon footprint initiatives for vehicular use related to the markets production.

Recycle and reuse:

- Use biodegradable or compostable products where required and feasible, in line with the City of Sydney reduction of single use items policy and relevant state government policies and initiatives.
- Additional bins should be placed next to City of Sydney bins to ensure waste from the markets does not conflict with the capacity of these bins on any site.
- City of Sydney bins do not have the capacity to service market operations in most circumstances.

Remove all waste immediately and sustainably from the site

At the conclusion of the market operation, waste must be collected by a commercial waste service provider. Depending on waste disposal arrangements, recycling bin caps are to be used on bins.

Additional bins should be placed at the following locations as a minimum:

- key entry and exit points
- areas where food and drink are consumed
- next to City of Sydney bins
- beside designated walkways and high traffic areas
- where they can be effectively emptied and serviced, especially in peak periods.

Market operators must make sure the site is returned to its original condition at the end of each market. An operator is required to remove associated litter from the streets surrounding a market site up to 50m from the site boundary, or as specified in the licence agreement with the City of Sydney for the use of the site.

Sustainability education and initiatives

The waste management plan for a market should include how an operator plans to work with the City of Sydney's waste and education and community gardens program. For example:

- encourage stallholders to take food waste back to their farms or suppliers for onsite composting
- consider running workshop programs to educate customers on seasonal buying, composting, worm farming at home, cooking to minimise food waste, meal planning and growing food at home
- consider including organic waste collection as part of your recycling system.

Wherever possible, include educational information at a market to inform patrons where waste and recyclable items from the market will go to, the distances in which produce or products travelled to reach the market, packaging minimisation initiatives, water bottle refilling points and other initiatives you have implemented for community involvement and collaboration.

A market must involve the local community and should engage community groups, sporting clubs, schools, colleges, and community centres, for example, to participate in a market where possible. Markets must provide space for the community to meet, participate in activities, perform, and enjoy live entertainment where possible.

Local service and community groups must be given access to free or low-cost stalls at any market, as markets can help connect communities and enliven the public domain.

Stallholder and supplier selection

Stallholders must be able to operate sustainably and safely. Priority should be given to stallholders that operate or produce goods locally, to minimise the distance in which goods sold at a market have travelled to get there.

Pedestrians and cyclists

Well-designed access routes and adequate space for gathering around stallholder displays are integral to safe and accessible environments for patrons.

Under the *Disability Discrimination Act* it is unlawful to discriminate against someone if they have a disability. A person with disability has a right to obtain goods and use services and facilities in the same way as people without disability. Refer to the City of Sydney's inclusive and accessible public domain policy.

The Building Code of Australia provides requirements for site design, such as providing accessible parking and circulation space to allow manoeuvrability of wheelchair turns and passing through doorways and accessways.

Ample room for bicycle parking should be provided to encourage patrons to ride to the market. Public transport and active transport access must be communicated clearly on any promotional material for a market.

Traffic and parking management

If you require a road closure or alterations to the public road, traffic or parking arrangements, approval is required from the Local Pedestrian Cycling and Traffic Calming Committee before the operation of a market.

A detailed traffic management plan, including road closure plans where applicable, must be prepared for lodgement with the committee, within the deadlines required by Transport for NSW. Information on application requirements and deadlines for submission to committees can be discussed with the market's coordinator once an in-principle approval has been confirmed for a market proposal.

The City of Sydney recommends operators source off-street parking for stallholders to ensure no additional pressures are placed on local streets for parking. Markets should be ideally situated close to transport links to reduce requirements for vehicle use for the public attending a market.

Hours of operation

The City of Sydney will assess proposed operating hours by considering surrounding site uses. Permitted set up and pack down times are dependent on impacts to the surrounding stakeholders, uses and zoning.

Set up and pack down

Access for stallholders for their trading site must be considered to reduce conflicts with vehicle and produce movements across pathways and pedestrian areas. A route should be provided that ensures protection of grass and natural landscape. Loading zones should be allocated on a scheduled basis to avoid conflicts with access for stallholders. Pedestrian safety must be maintained as an upmost priority throughout the use of a public space for a market.

Continual improvement

During the licence agreement term, a market operator will be required to meet with our Markets Coordinator for ongoing operational reviews, market performance and feedback from the community and the City of Sydney.

Our Markets Coordinator will ensure that any community issues notified to the City of Sydney are raised in a timely manner with the operator and will follow up any resulting actions.

Attachments

Attachment A

Site suitability checklist

This is an initial checklist for assessing a site's physical capacity for market use. In assessing an application, the City of Sydney's Markets Coordinator will discuss this checklist with an applicant to assess the site suitability.

In considering the market impact on the environment, community, and local economy, refer to the market impact assessment (attachment B) and market operational requirements.

Capacity and conditions

Criteria	Criteria performance measure	Y/N
Location	Highly visible sites, such as high pedestrian or vehicle traffic routes, provide recognition and attract passing traffic.	
Landmark	Sites with a well-known landmark provide increased location recognition.	
Slope	Levelled sites are preferable to sites on a gradient, particularly for erection of stalls and stages. Ensure site slopes and landings meet access standards.	
Heritage	Sites with heritage listed items are not always recommended for markets. Development consent must be obtained for use of sites with heritage listed items.	
Surface	Fully grassed or landscaped sites are not recommended for markets, as infrastructure cannot be staked into the turf. Hardstand is preferred for storage of goods, erection of temporary structures, vehicle travel and pedestrian access.	
Patron and stallholder capacity	Estimate site capacity to ensure it will accommodate anticipated stallholder and patron numbers. Consider how patrons will move through the site and the stall layout.	
Seating and community space	Ensure adequate seating is available. Providing seats and tables for patrons is a great way to ensure patrons stay longer at your market.	

Criteria	Criteria performance measure	Y/N
	Provide space for the community to meet and gather, in the form of sheltered space, space for information sharing or entertainment. If the site is within proximity to a community centre, find ways to link your market with the centre by way of involving the centre or wayfinding between the centre and your market.	
Amphitheatre and entertainment space	Grassy slopes, wide steps, raised surfaces form a natural stage. These spaces encourage live music and a place for people to gather.	
Distance to existing markets	Ensure the site is located beyond reasonable walking distance of an existing market similar in product or service offering to your proposed market type.	

Utilities and infrastructure

Criteria	Criteria performance and measure	Y/N
Water and power	Access to power (preferably 3 -phase) reduces need for use of portable generators. Sites with running water assists with vendor needs and points for patrons to refill water bottles	
Toilets	The City of Sydney's public toilet strategy provides a guide on temporary public toilet facilities and accessible toilets	
Overhead cover	A degree of cover at a market site provides weather protection and reduces uncertain trading conditions.	
Storage	Sites with storerooms or cages are ideal for storage of ongoing use items such as banners, seats, tables, sunshade, traffic control equipment and ground protection mats.	
Sound amplification	Sites with an in-built announcement system increase the opportunity for live entertainment. Always consider how market noise and sound amplification may impact adjoining or neighbouring properties.	

Accessibility and transportation

Criteria	Criteria performance measure	Y/N
Parking capacity	Consider where your stallholders may access all-day off-street parking to ensure no additional traffic pressure is placed on the local area	

Criteria	Criteria performance measure	Y/N
Public transport	Regular public transport service connections to major transport interchanges reduces the need for provision of patron car parking and encourages visitation.	
Active transport	Consider how the site caters for people walking or riding bikes to the market. Are there accessible routes to and throughout the site? Would you require bike parking?	
Loading zones and emergency access	Where vehicles are unable to drive onto the site, consider how the stallholders would be unable to load and unload their vehicles. Sites that are too narrow for emergency vehicle access are not ideal for operating markets.	
Equitable access	The <i>Disability Discrimination Act 1992</i> requires non-discriminatory access for all people regardless of disability. Review your site circulation space, doorway space, and navigation throughout the site such as uneven surfaces, surface material and raised footpaths.	

Long term potential

Criteria	Criteria performance measure	Y/N
Potential to expand	Consider the availability of nearby sites such as laneways, parks, car parks, vacant properties, school grounds and other Council owned sites. All sites require landowner's consent and may require development consent as well	
Minimising long term impact	Review how the market impacts existing uses in the surrounding area and how you can minimise market impact. Use the market impact assessment (attachment B) to consider social, economic, and environmental impacts.	
Proximity to other markets and retail shops	Ensure your market does not duplicate goods and services offered by businesses within the local area and nearby markets.	

Attachment B

Market impact assessment

ENVIRONMENT

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible /minimum /moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Traffic

- Impact resulting from market activities. For example, road closure, traffic redirection, loading zones and increased traffic in local streets.
- Number of all-day parking spots required for stall holders.
- Parking provisions for patrons conflicting with people who currently use parking in the area.

Waste

- Collection, storage, handling, and disposal of compostable, recyclable and general waste
- Resource and packing minimization
- Gray water and cooking oil

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible /minimum /moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Water use and run off

- Liquid spillage by patrons and stall holders.
- Use of public taps and drainage.
- Liquid spillage by patrons and stall holders.
- Use of public taps and drainage

Visual impacts

- Liquid spillage by patrons and stall holders.
- Use of public taps and drainage.
- Site surface.
- Grass, soil and landscaping, protection and protection monitoring

Heritage

- Heritage listed and conservation items onsite and surrounding site.

SOCIAL

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible/ Minimum/ moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Public access and safety

- Safety during daytime operation.
- Safety during evening markets (if applicable).
- Site configuration and structures creating unsafe conditions.
- Access and points of congestion around stalls or displays.

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Community engagement and capacity building

- Interaction with City of Sydney projects, programs, and other events in the local area.
- Interaction with the local community.
- Impact on diverse social groups (including young people, older people, Aboriginal and Torres Strait Islander peoples, people from CALD backgrounds, LGBTIQ communities and people with disability)

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible/ Minimum/ moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Stallholders and suppliers

- Ensure ethical, local, and sustainable stallholders and suppliers.
- Ensure market meets public health and safety requirements.

ECONOMIC

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible/ minimum/ moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Local businesses

- Impact on business activities surrounding the site.
- Ensure complementary to existing retail offering in surrounding areas.
- Impact on nearby markets.

Reputation and image

- Impact of market reputation and image for the local area.

Impact consideration	Anticipated impacts during operation	Level of impact – Negligible/ minimum/ moderate	Mitigation measures: describe actions and measures	Level of impact after mitigation implemented
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Cost to Council

- Additional costs to City of Sydney in increased maintenance, waste, transport, rangers and environmental health inspectors, ground surface

Wider and long-term economic benefits

- Engagement of local businesses and main street retailers.
- Other economic benefits arising from the market.



Attachment C

Consultation Report

Consultation report – revised market policy and guidelines

Consultation overview and background

Between 30 June 2022 to 28 July 2022 the City consulted the community on a revised market policy and guidelines.

This report outlines activities undertaken to promote the consultation and summarises key themes and feedback received during the public exhibition.

Purpose of the consultation

The purpose of the engagement was to:

- exhibit and gather community feedback on the revised market policy and guidelines
 - gauge level of support for the revised documents
 - inform the final documents ahead of adoption by Council
-

Activities to support the consultation

- The [webpage and survey](#) were open for feedback from 30 June 2022 to 28 July 2022, with 872 unique page views and 48 document downloads during this period.
 - Included in July edition of Sydney Your Say eNews (sent 7 July), sent to 7,152 subscribers
 - Email notification sent to key stakeholders (including residents action groups): 96 stakeholder
-

Outcomes from the consultation

We received a total of 134 submissions during the consultation period. 98 submissions were received via surveymonkey and 36 submissions were received via email. We received submissions from the following organisations:

- Animal Liberation
- FOUR PAWS Australia
- Humane Society International Australia
- World Animal Protection
- The freelance consultancy group
- World Animal Protection
- Collective Fashion Justice

Submissions are summarised in the tables below.

Overview of submissions	Number of times raised
General feedback in support of the policy and proposed changes banning the sale or promotion of any prohibited items or services at a market such as fur and exotic animal skin products.	134
Requests for the ban to go further	97
Support for exemption where permitted under traditional First Nation cultural practices	3
Do not support exemption where permitted under traditional First Nation cultural practices.	2

City of Sydney response to key issues raised in submissions

Detail of issues raised in submissions	City of Sydney response
<p>Requests to include a ban on the following, regardless of whether these wild animals are farmed or wild-caught:</p> <ul style="list-style-type: none"> - exotic feathers (such as ostriches, peacocks etc) - all exotic skins including crocodiles, snakes, lizards, sharks and kangaroos. - ban products from Australian native animals 	<p>Noted, the City has amended the policy to extend the ban to exotic feathers. Banning the sale of exotic skins and native animals is already covered in the current wording.</p>
<p>Request for clarification over whether the ban extends to the selling of animals ie cats, dogs, chickens or any other animal for purchase.</p>	<p>The City will not approve events which conflict with its vision or values or that do not represent a positive benefit to its community in some way.</p>
<p>Requests to ban animal and reptile petting zoos</p>	<p>The City will not approve events which conflict with its vision or values or that do not represent a positive benefit to its community in some way. This includes petting zoos and/or circuses with the use of live animals.</p>
<p>Ban single use plastic and support recycling, regeneration, and effective rubbish disposal</p>	<p>This is addressed in the markets guidelines ('guide to setting up a market on Council land').</p>

Detail of issues raised in submissions	City of Sydney response
<p>Temporary markets - how this will be monitored and conflicts to the policy managed? Understand the point on increasing number of temporary markets before the policy is introduced but that goes against the intent of the policy.</p>	<p>The number of temporary markets will be monitored against the Account Name of the applicant/organisation. Once the organisation has reached the 12 occasion limit over a 12 month period, the conditions of the Markets Policy will apply.</p>
<p>Requests to extend this ban to shops</p>	<p>This submission does not apply to the Markets Policy.</p>
<p>Request to include a clear definition of both 'fur' and 'exotic skins' included in this policy.</p> <p>We suggest the phrasing:</p> <p><i>'a prohibition on the marketing, exhibition and sale of all animal fur, skin with attached fur, or skin from all animals excluding cattle, sheep, goats and pigs.'</i></p> <p>While acknowledging the inherent cruelty involved in the use of these farmed animals in fashion, too, using this phrasing ensures the policy is specific to wild rather than domestic animals, as is likely intended.</p>	<p>Submission is noted. The phrasing is not required as the term fur and exotic animals is clearly defined.</p>
<p>Request to extend this policy to all City sponsored activities, including but not limited to Australian Fashion Week.</p>	<p>Noted, this submission has been forwarded to the appropriate City of Sydney teams.</p>
<p>Comments in support of the exemption where permitted under traditional First Nation cultural practices.</p> <p>Comments not in support of the exemption where permitted under traditional First Nation cultural practices.</p>	<p>The City of Sydney supports First Nations Cultural Practices. The City's Busking and Aboriginal and Torres Strait Islander cultural practice policy outlines the criteria for exemptions for the practice of Aboriginal and Torres Strait Islander cultures.</p>