

Attachment A2

**City Plan 2036: Draft City of Sydney Local
Strategic Planning Statement**

01

Infrastructure



01

Infrastructure

Infrastructure, both physical and social, is the range of services and facilities that make cities liveable and productive.

Infrastructure not only supports the everyday needs of residents, workers and visitors, but also encourages stronger communities, attracts investment and talent, and can make our city resilient and sustainable.

The City plans and delivers community infrastructure to create a great city for everyone. Doing so ensures the city becomes a better city in which to live, work and visit, and not just a bigger one.

The following local priorities identify how the City will deliver infrastructure for our community:

Priorities

- I1** Movement for walkable neighbourhoods and a connected city

- I2** Align development and growth with supporting infrastructure

- I3** Supporting community wellbeing with infrastructure

Priority 11

Movement for walkable neighbourhoods and a connected city

In giving effect to *A Metropolis of Three Cities* and the Eastern City District Plan, this Local Priority delivers on the following planning priorities:

- ▶ E1 – Planning for a city supported by infrastructure
- ▶ E10 – Delivering integrated land use and transport planning and a 30-minute city

In giving effect to Sustainable Sydney 2030, this Local Priority delivers on the following directions:

- ▶ 3 – Integrated transport for a connected city
- ▶ 4 – A city for walking and cycling

Objective

- ▶ Moving to and around our city is efficient, logical and practical with an integrated transport and access network that:
 - a) is accessible, reliable and safe
 - b) encourages walking, cycling and the use of public transport
 - c) serves people first, with Central Sydney, village centres and activity streets becoming better places, not simply movement corridors
 - d) serves existing populations, with capacity to serve predicted future growth
 - e) accelerates economic growth by directly connecting strategic centres and employment areas and their workers
 - f) caters for service, freight and delivery vehicles while managing their impacts on other city users
 - g) supports a low-carbon and energy-efficient city

The way you access and move around a city can have a big impact on your impression of that city – how enjoyable it is to live there, and how easy it is to do business. It shows what is valued and prioritised – people walking and cycling or people in cars, great streets to experience or streets that just move vehicles.

Walkable neighbourhoods are connected so that they are efficient, logical and practical to get around. They are intuitive and seamless, where walking and cycling are easy options and switching between transport modes is fast and straightforward. They are effective, meaning that residents, workers and visitors can easily and successfully conduct their daily lives.

Creating walkable neighbourhoods, where everybody is in reasonable walking distance to local services and transport connections to other places, will require working with land owners, neighbouring councils and the NSW Government. The City has cycling and walking strategies in place to deliver a more walkable neighbourhoods.

Achieving a truly connected city, aligning development and growth and maximising the liveability and productivity benefits of an integrated transport network, will be more challenging. As strategic transport planning is primarily undertaken by the NSW Government, the City will collaborate to promote the needs and benefits of increasing transport connections across the city and district.

Creating walkable neighbourhoods

Walkable neighbourhoods are convenient, bike-friendly and promote healthy populations. Because they are walkable, they are more liveable and productive. A walkable neighbourhood is an invitation for people to walk and spend more time outside – where neighbours meet and communities are forged, and where workers can easily meet to create new ideas and relationships.

Planning for the location of jobs, housing and local services – including fresh food, childcare, primary schools and cultural infrastructure – is important in achieving walkable neighbourhoods. But in an already highly dense and mixed-use city such as ours, where community and social infrastructure is already relatively well dispersed, how we connect people and local services, and their experience in making that connection, plays an important role.

With the city expected to accommodate an extra 700,000 people on a daily basis by 2050, how we assign road space and increase connections for these people is a critical issue. Some city roads give insufficient priority to public transport, walking and cycling. For many of them, space is allocated due to historic circumstance, with little consideration to the growing community and their demands for safe, healthy and liveable neighbourhoods. This is particularly the case in Central Sydney, village centres and on our activity streets where the majority of daily activities are focused. We need to change these streets from being just about moving from one place to another to being better places for walking, shopping and socialising. Opportunities to do this include:

- **Central Sydney** – 92 per cent of trips are by foot, but road space allocation does not reflect this demand for walking. Employment growth, supported by new metros, will create even more intense concentrations of walkers, at both daily peaks and at lunchtime.
- **Parramatta Road and Broadway** – Connecting Camperdown and Haymarket, this is an opportunity to create a high amenity environment that supports collaboration in the health and education precinct. Intense flows of walkers heading towards universities or retail precincts are forced to crowd onto narrow footpaths, while the eight to nine lanes of traffic are often relatively empty.
- **Oxford Street** – The street fails to encourage people to walk or stay because of footpath width and traffic. There is no protection of pedestrians from adjacent fast-moving vehicles. This creates challenges for businesses on one of Sydney’s most iconic streets, which is planned to be a cultural hub. Improvements could be achieved through prioritising movement for people travelling to and within, rather than through, the precinct and implementing bus-rail interchanges at Edgecliff and Bondi Junction.
- **King Street and City Road** – There are significant pedestrian crowding issues especially in the areas around the railway station. Speed limits should be reduced. Parts of Sydney University needs further improvement in relationship to City Road, with some long street frontages inaccessible, uninviting and uninteresting for pedestrians.
- **Botany Road** – The corridor is a hostile environment with significant air and noise pollution. Transport improvements, road pricing and, to a lesser extent, the Sydney Southwest Metro, present the opportunity for Botany Road to transition from a movement corridor to a better place supporting business land uses. This may require rethinking how and when heavy vehicles and vehicles carrying dangerous goods are moved between Sydney Airport and Port Botany and Sydney’s northern suburbs.

Figure 17: Delivering the 30-minute city



More efficient transport, supporting better places for people

The NSW Government's Future Transport Strategy 2056 outlines elements of a 'movement and place' framework to maximise the value of places and roads. This approach defines streets as either for movement or as a place, with the aim of making the streets as efficient as possible via road space reallocation, according to how they are used. However, an integrated policy for coordinated road management is needed to address:

- priorities for road space for each major road corridor that can provide better places that support liveability and productivity (e.g. within the Innovation Corridor to support knowledge-based clusters)
- opportunities to reallocate road space on corridors served by portals to the motorway network
- implementing the mechanisms required to ensure the future expanded Harbour CBD is not impacted by general traffic exiting the motorway network
- a pricing and access framework to support the network strategy.

Infrastructure investment in both rail and road provides an opportunity to reassess how our road network functions at a district level. Multi-modal, place-based plans are needed to support this new model.

The Liveable Green Network

The Liveable Green Network aims to create a pedestrian and bike network that connects people with Central Sydney and village centres as well as major transport and entertainment hubs, cultural precincts, parks and open spaces.

It is important that residents, workers and visitors are able to walk and cycle around a city as large and diverse as Sydney. Many global cities have bike and pedestrian networks with a focus on recreation and leisure, which often frame parklands, foreshores and other scenic attractions.

The Liveable Green Network integrates pedestrian and bike infrastructure with high-quality public domain and increased tree canopy cover, which will help limit the impact of heat in the city. Improvements will include separated cycleways, lower speed limits, widened footpaths and improved crossings.

Public Spaces Public Life

The City has been continually improving the walkability of Central Sydney. In 2007 the City commissioned Gehl Architects to create a blueprint to turn Central Sydney into a people-friendly, public transport-oriented and walkable centre. The Public Spaces Public Life study provided the City a comprehensive set of ideas and recommendations to transform Central Sydney. It informed the strategic directions of Sustainable Sydney 2030 and influenced the Light Rail concept and has helped us transform laneways and public spaces, improve footpath design, implement cycleways and provide wayfinding. More than 10 years on, Gehl Architects are revisiting Sydney to help shape Sustainable Sydney 2050 and the City's work to create a liveable and walkable place.

Figure 18: Liveable Green Network
 Source: City of Sydney



- Primary Local Pedestrian Network
- LGN Priority Network (Pedestrian+Cycle)
- George Street (city spine)
- Citywide Pedestrian Priority Network
- Citywide Ped. Cycle Priority Primary Local Ped. Network
- Citywide Cycle Priority Network
- City centre LGN streets
- City centre LGN laneways
- Central Sydney

Creating a connected city

The integration of land use and transport is at the heart of the 30-minute city. People tend to use the transport network to move from home to the places where they work or undertake other important activities. As the city is the centre of the existing and planned network, we will need to plan for and prioritise the business and other activities that people throughout the region are seeking. The city is host to a number of transport projects that will change the way people access and move around the city, with a priority for new stations at Green Square and Pyrmont.

Decisions around transport projects, such as modes, alignment and station locations, directly and indirectly influence opportunities to improve people's lives. The obvious opportunity is to connect people's homes with their place of work. Workers make up nearly half of the city's daily population. Connecting these workers more effectively and efficiently means they spend less time in traffic and more time at home, and that we are more productive on the whole. Better transport connections have economic advantages by increasing business's access to workers.

The City is committed to responsibly and thoughtfully reviewing land use plans in response to NSW Government investment in public transport projects where it significantly increases the available capacity to move people in the city. The draft Central Sydney Planning Strategy, for example, responds to the four Sydney Southwest Metro stations in Central Sydney by planning for 1.6 million square metres of additional employment floor space.

Land use response to metro station precincts

The City is responsible for planning the areas around transport nodes.

In Central Sydney, to maximise the economic advantage of additional rail capacity and the connectivity provided by new metros, job growth is the priority. This will support the 30-minute city vision.

In locations outside of Central Sydney, the City prioritises jobs growth for retail, entertainment and community uses in the immediate areas around stations (i.e. within a 400-metre radius). Residential development is more suitable in the areas outside that radius and is not the priority immediately above or adjacent to stations.

Genuine mixed-use development in station precincts increases the 24/7 activity in that location, providing a more efficient use of transport systems than purely residential and commuter catchments do. This makes the most out of the opportunities for two-way flow along corridors. These outcomes will increase the long-term economic feasibility of rail improvements and should assist with their business cases. Mixed-use, transit-oriented development needs careful attention to a number of factors:

- The mix, location and intensity of land use, to maximise the long-term economic value of the investment
- Public space provision
- Activation of public spaces
- Interchange facilities, including for car and bicycle share
- Walking and cycling connections, especially from adjacent residential areas
- Low-speed environments on adjacent streets.

Connecting Green Square

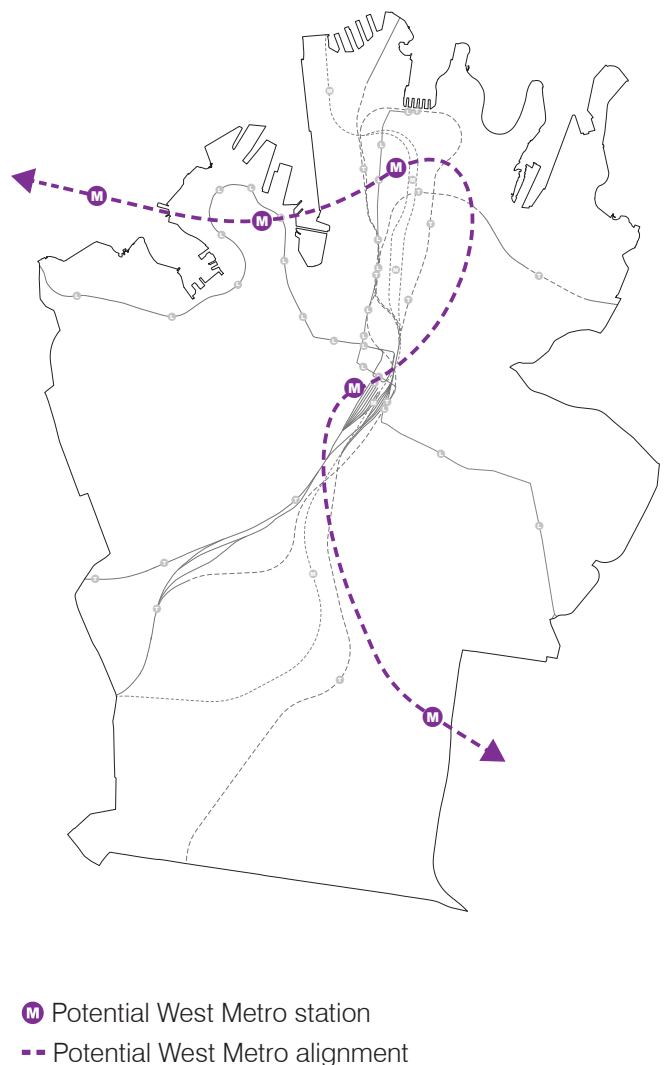
Transport in and around Green Square is increasingly under pressure. There is significant congestion on roads, buses and trains at peak times. Despite the development of the area being linked to the expansion of public transport – the delivery of the Airport Rail Link’s Green Square Station in 2000 – demand has quickly outstripped supply. With dwelling occupancy rates in the area trending upwards, addressing the demand for additional transport services to serve both existing and future populations is critical.

Infrastructure Australia, an independent statutory body with a mandate to prioritise and progress nationally significant infrastructure, has repeatedly listed public transport enhancement between Green Square and Central Sydney as a high national priority with a timeframe of 5 to 10 years.

Work is underway between NSW Government agencies and the councils in the Eastern City District to progress a number of transport initiatives for south-eastern Sydney. Sydney Metro West is a significant opportunity to serve current and future populations of Green Square with an accessible, reliable and safe connection to Central Sydney and job opportunities in Greater Sydney’s west.

Extending Sydney Metro West to the southeast with a station at Zetland is essential to serve existing populations and planned development. It ensures that planned additional jobs and dwellings are feasible and can be delivered and supported by 2036. Failure to deliver this station by 2028 will mean the largest planned urban renewal area in NSW will be overcome with congestion. This will be a productivity loss for Greater Sydney given Green Square’s position at the head of Sydney’s global gateways (Sydney Airport and Port Botany) and the Eastern Economic Corridor, not to mention the negative impact on the lives and health of residents.

Figure 19: Sydney Metro West



Connecting Pyrmont

Pyrmont is a pivotal location in the Eastern City District's Innovation Corridor. Growing business and enterprise throughout the Harbour CBD is critical to Sydney's continued global competitiveness. By including a station at Pyrmont as part of the Sydney Metro West, a continuous employment corridor is established linking Central Sydney, Pyrmont and The Bays. This would accelerate the growth of employment clusters and ensure The Bays and The Bays Market District are not isolated from the Harbour CBD.

By 2036, Pyrmont–Ultimo will be home to more jobs and residents than the NSW Government's urban renewal precincts of Camellia and Rydalmere combined. It will match Sydney Olympic Park in terms of jobs provision. Pyrmont is currently Australia's most densely populated suburb – this alone demands a rail station.

A station at Pyrmont as part of Sydney Metro West would be a catalyst for economic and employment growth in the area. The City is committed to working with NSW Government agencies to respond to infrastructure investment and generate productivity benefits.

Connecting Greater Parramatta to many parts of the Harbour CBD would maximise the economic and employment growth benefits for the Central River City. Providing additional public transport access to the city would allow the city's highly educated, knowledge-intensive labour market access to jobs in Greater Parramatta.

The indirect benefits of locating a station in Pyrmont are also substantial. It would create off-peak and contra-peak patronage, by increasing public transport access to visitor destinations like the Sydney Fish Markets, the Maritime Museum, the Sydney Convention and Exhibition Centre, the Lyric Theatre, the Powerhouse Museum and the Star City Casino. It would provide relief to overcrowded Town Hall station for peak events at Darling Harbour. It would relieve congestion, including from tour coaches, allowing opportunities to transition movement corridors like Harris Street to better places for walking, cycling, working, visiting and investing.

Pyrmont's information media employment cluster

Pyrmont has one of the largest and fastest growing concentrations of information media jobs along the Sydney Metro West corridor, including the corridor's largest and fastest growing employment cluster of internet and data processors.

Improving transport access, will allow information media firms based in Pyrmont to better service clients along the east–west axis of this transport corridor, including but not limited to:

- Parramatta and Westmead (University of Western Sydney, Westmead Hospital)
- Rhodes (Unisys, NAB, Hewlett Packard, Citibank)
- Sydney Olympic Park (NRMA)

Other government, professional and financial service organisations are also located along the route.

Improving transport access from the local area to Greater Parramatta would also allow businesses in the west to attract members of the city's highly skilled information and media workforce.

Figure 21: Media and Telecommunications workforce by % of total workforce – Sydney Metro West corridor

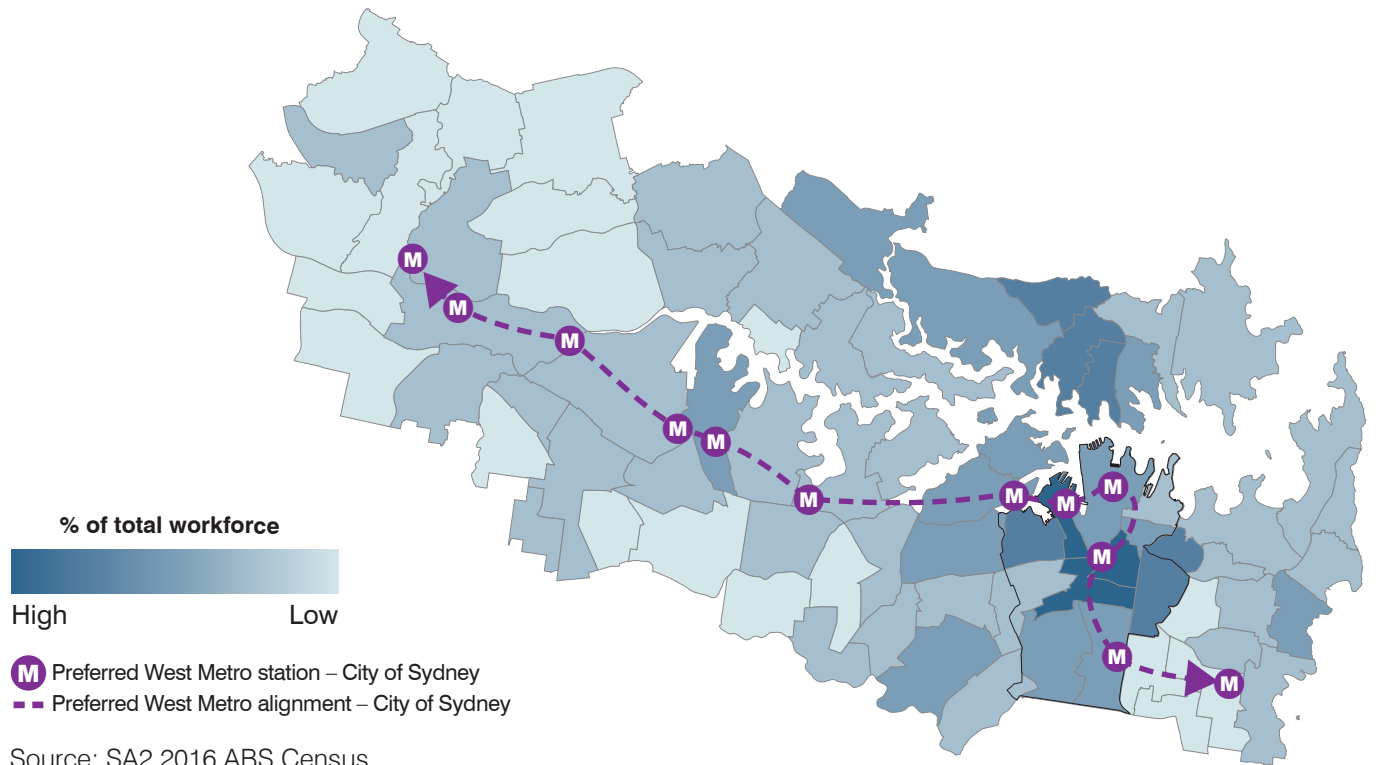
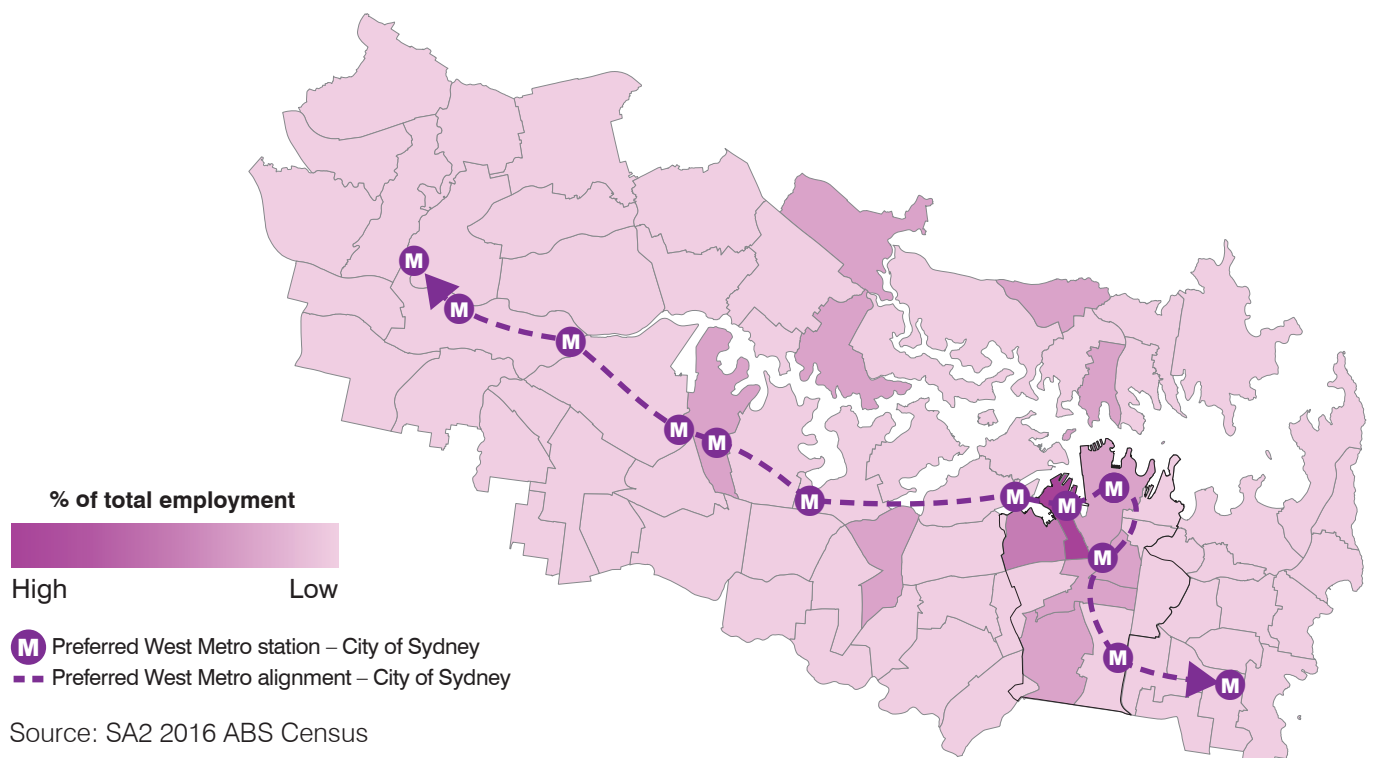


Figure 20: Internet and data processing jobs by % of total employment – Sydney Metro West corridor



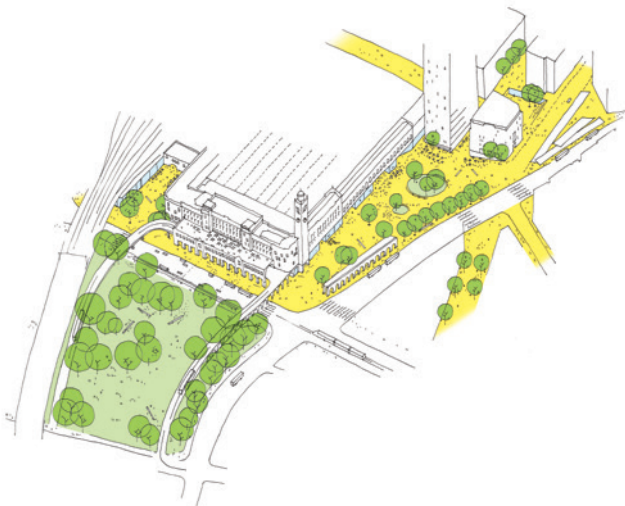
Connecting Central Station

The area around Central Station with Ultimo, Haymarket and parts of Surry Hills is the future southern extension of Central Sydney. With Central Station at the centre of the Harbour CBD, a Sydney Metro West station in this location will be an important catalyst for employment and economic growth in the area. It would reduce car dependency and traffic congestion in the area and would support the growth of existing knowledge-intensive employment clusters in the area.

The City is committed to responsibly and thoughtfully reviewing the planning controls for the Central Sydney South precinct in response to catalytic infrastructure like Sydney Metro West. This includes achieving Central Sydney's third new city square at Central Station – an essential place making element that will be the mark of success for the precinct.

For many, Central Station is the first meeting with Sydney. A city square at Central, the 'Third Square', linked to George Street, will provide a quality public setting for the areas growing creative and young professional workforce to socialise, share, innovate and celebrate.

Figure 22: Draft Central Sydney Planning Strategy project idea for future city square at Central Station



Improving east-west movement

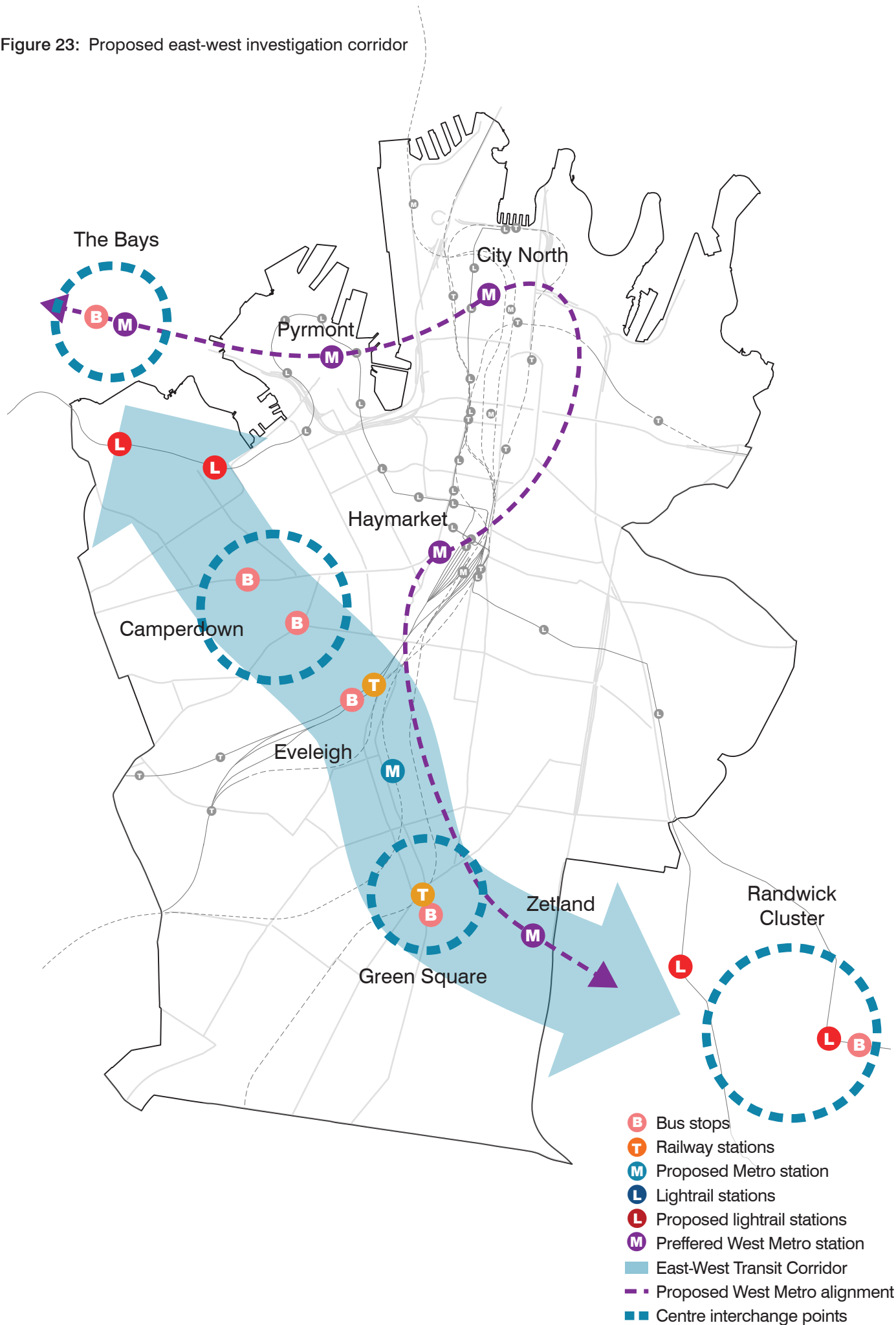
The city's topography and historical pattern of development means its major transport corridors run north-south. The same can be said across the Eastern City District where major geographical features, including railway cuttings, universities, golf courses and racecourses, impede the efficient, logical and effective movement of people in large numbers from east to west.

The NSW Government's Future Transport Strategy identifies a new transport corridor for The Bays Precinct to Randwick via Green Square which the City supports. This cross-district link would change the way people choose to move east-west, but also reduce the public transport interchange crowding at Central Station. It could connect existing rail and light rail lines with interchanges at Kensington, Zetland, Green Square, Eveleigh or Waterloo, Camperdown and The Bays Precinct.

This corridor would serve the Camperdown Ultimo Collaboration Area, fostering the transfer of skills and ideas across economic and activity nodes, and connect to the Randwick Collaboration Area. This corridor could be served by a lower-frequency metro, light rail or trackless tram and improved local access including additional walking and cycling connections.

As a future metro line it could transfer to other metros at The Bays and Randwick with a number of stations in between, serving Camperdown and Sydney University.

Figure 23: Proposed east-west investigation corridor



Managing the road network

The city's road network serves multiple customers who access different locations at different times. It serves public transport, people walking and cycling, freight and servicing, and commuter or discretionary private vehicle traffic, including through-traffic.

The Greater Sydney motorway network orbits Central Sydney and the city more broadly, with major cross-harbour connections that channel massive flows of vehicles directly into the local area – a large proportion of which are not travelling to the city but simply passing through.

Rail and road projects could assist in reducing the growth of trucks on city roads and reducing through-traffic on streets in southern areas of the city.

Catering for service, freight and delivery vehicles within the city will, however, remain a necessity, as it is for any global city. The city's road network will need to efficiently and effectively cater for industrial, business and urban services activities in the Southern Enterprise Area, which support the economy of Central Sydney and Greater Sydney's global gateways. Similarly, the road network will need to cater for the increased trend for online retail, food deliveries, tour coaches and tradespeople that will service the 1.7 million daily users of the city in 2036.

Solutions for access for these purposes need to consider movement and place issues along road corridors and how to limit their impacts on other city users. Considerations include:

- Freeing up street space for people, by moving freight and servicing activities off-street and outside peak times of people activity
- Assigning precious kerb space to where there is a tangible need for on-street freight and servicing
- Better managing the task of freight and servicing to optimise efficiency and productivity within a movement and place approach and using innovation
- Reducing the impact of last mile deliveries using light modes, including active transport like cargo bikes

- Committing to a gradual reduction of on-street loading and servicing to enable the logistics industry and property owners to make the transition.

Road space management should also continue to be supported by parking management strategies, both on-street (kerb space) and off-street.

Parking supply and pricing in centres are effective determining factors for people choosing to drive, use public transport or cycle.

The City will continue to link the supply of destination parking in developments to the relative level of access by public transport. This will assist broad transport, community and healthy lifestyle outcomes and reduce the cost of development.

The City and the NSW Government have agreed on the Central Sydney On-Street Parking Policy to prioritise kerb space in Central Sydney for the highest-value uses, including taxis, loading and mobility parking.

Much of Central Sydney's off-street parking is subject to a Parking Space Levy. The use of the Levy as a demand management and revenue tool, consistent with a coherent network strategy, has never been optimised since its introduction in 1992.

Elsewhere, on-street parking is controlled by the City's Neighbourhood Parking Policy, to manage parking pressure arising from businesses and residents, and their visitors. The key levers are timed restrictions and paid parking in high-value locations; some drivers with permits are exempt from these.

As the inner city's accessibility increases with the introduction of new metro lines, stations and the delivery of new pedestrian connections, accessibility of areas and the off-street parking rates will require review. Parking and how we use private vehicles is undergoing disruption from new technologies, new platforms (like ride sharing) and growing demand for electric vehicles. The City will need to collaborate with industry, the NSW Government and land owners to maximise the benefits of this global trend, including harnessing its contribution to transition to a low-carbon and energy-efficient transport system by 2030.



Actions

11.1

Continue to encourage walking and cycling in the city by implementing the City's walking, cycling and Liveable Green Network strategies, including working with:

- a) Land owners, universities, neighbouring local governments and the NSW Government to deliver new, improved and safe connections, in particular across rail corridors
- b) The NSW Government is requested to:
 - i. implement pedestrian and cycling improvements as part of the Sydney City Centre Access Strategy
 - ii. investigate opportunities to improve pedestrian and cycle priority and reduce travel time for people walking and cycling
 - iii. respond to lower speed environments across the city that make streets safer and more liveable, by reducing speed limits with a target of 30km/h
 - iv. ensure better access to major transport hubs
- c) Building owners and businesses to encourage walking and cycling through active workplace strategies and provision of end-of-trip facilities
- d) Reviewing development controls to identify new walking and cycling links.

11.2

Work with the NSW Government to plan for the transition of streets to 'people first' places so streets are quieter, cleaner and greener, particularly:

- a) In Central Sydney by increasing footpath widths where possible
- b) On streets with lower vehicle demand as a result of NSW Government transport investments and by applying the NSW Government Movement and Place framework
- c) On local streets, identifying opportunities for reducing through traffic, to make streets more suitable for walking, cycling and play
- d) On multi-modal corridors with the priority to investigate Oxford Street, William Street, King Street/City Road, Botany Road and Parramatta Road/Broadway and their respective side streets.

11.3

Continue to support the global gateways (Sydney Airport and Port Botany), economic growth within the Eastern Economic Corridor and general servicing of the city, by working with the NSW Government to accommodate essential service, freight and delivery vehicles, yet limit their impacts on other city users by investigating innovative opportunities such as the use of open-access loading docks, shared servicing facilities and dedicated small delivery consolidation points for 'last mile' parcel delivery by other means such as foot, cargo cycle courier or electric vehicle.

11.4

Advocate for the delivery of new metro stations on the proposed Sydney Metro West line, by 2028, at Green Square (Zetland) and Pyrmont, to serve existing and forecast populations. Green Square (Zetland), Central and Pyrmont (and in the future Randwick) will serve the Innovation Corridor, link the Western and Eastern Economic Corridors and connect high-growth employment sectors and their workers.

Actions

I1.5

Where a Sydney Metro West station is committed in Pyrmont, work with NSW Government agencies and others to develop a land use framework that:

- a) Promotes employment growth, affordable enterprise space, high technology industry, retail, community and cultural uses
- b) Facilitates improved environments for people walking and cycling
- c) Facilitates precinct-scale energy, water and waste solutions.

I1.6

Where Sydney Metro West stations in Pyrmont or Central Sydney are committed to by the NSW Government, the City will review its Economic Development Strategy in consultation with councils along the Sydney Metro West corridor to maximise the resulting productivity benefits.

I1.7

Continue to advocate for a light rail from The Bays Precinct (Glebe Island) to Central Sydney to support the Innovation Corridor; and advocate for a mass transit solution from Green Square to Central Sydney to support local trips.

I1.8

Work with the NSW and Australian Governments to promote the economic and employment growth benefits and test the feasibility of increasing transport connections across the city and district, including an east–west transport connection between Kensington, Green Square, Camperdown and The Bays, and the potential for City Deal planning, investment and delivery partnerships.

I1.9

Continue to implement, review and update the car parking policies and controls to support the transition to a low-carbon and energy-efficient transport system by 2030, continue promoting more efficient modes of transport including walking, cycling and public transport and manage congestion, including:

- a) Sydney on-street, neighbourhood and car sharing policies
- b) Planning controls for car parking and servicing, including accessibility mapping, parking rates and market mechanisms to manage parking supply
- c) Low to zero parking approaches on and in the immediate vicinity of new transport infrastructure
- d) Adaptive basement design to allow for repurposing as demand for parking decreases

This includes working with the NSW Government to review and update the Central Sydney Parking Space Levy.

Priority 12

Align development and growth with supporting infrastructure

In giving effect to *A Metropolis of Three Cities* and the Eastern City District Plan, this Local Priority delivers on the following planning priorities:

- ▶ E1 – Planning for a city supported by infrastructure
- ▶ E2 – Working through collaboration
- ▶ E3 – Providing services and social infrastructure to meet people’s changing needs

In giving effect to Sustainable Sydney 2030, this Local Priority delivers on the following directions:

- ▶ 1 – A globally competitive and innovative City of Sydney
- ▶ 10 – Implementation through effective governance and partnerships

Objective

- ▶ The infrastructure to support a liveable, productive and sustainable city is delivered with development

This planning priority sets out the City’s approach to long-term infrastructure planning and funding.

This Planning Statement outlines where and how much residential and employment floorspace and growth could occur to 2036. It is an agreement with the community, industry and government for where the city could grow, where it will not grow and most importantly how it will grow.

By having an agreed vision for growth, the City and NSW Government agencies can align their planning frameworks and asset management plans to deliver identified infrastructure to support current and future community needs as the city grows.

Growth not envisaged by this Planning Statement is unlikely to be accommodated within existing infrastructure plans. These proposals must demonstrate that they will deliver the infrastructure required to support their growth.

The Greater Sydney Commission acknowledges that:

“many councils are limited in their ability to invest in infrastructure and its maintenance, within the current settings for council rates and development contributions for local infrastructure. Accordingly, there is a need to continue to work within fiscal limits and manage community expectations for infrastructure while achieving objectives to create great places and support growing communities.”

Greater Sydney Commission, *Metropolis of Three Cities*, page 39

Given the infrastructure funding constraints, councils may not be able to fund all the infrastructure needed to meet traditional benchmarks. The City therefore uses additional funding mechanisms, such as community infrastructure plans, and general revenue to bolster infrastructure funding. The City makes choices about what infrastructure to deliver from all that might be desirable within the funding available. Sharing, adapting and reprogramming infrastructure can help deliver what is desirable within the available funding.

Growth Infrastructure Compacts

The growth scenarios in this statement are dependent on the NSW Government supplying State infrastructure such as public transport and health and education facilities in a timely manner.

The Greater Sydney Commission has introduced Growth Infrastructure Compacts as a tool for councils to:

- identify the growth potential of a place and explore scenarios for the long-term future
- be upfront about the range of infrastructure and services needed to grow a place, the costs involved and how this could feasibly be funded
- get smarter about staging growth by being selective about where, when and what to invest in to ensure the delivery of successful places
- make the delivery of new places more certain, cost effective and easier to understand for investors, developers and the local community.

The City will prepare a long-term infrastructure plan based on the growth infrastructure compact model. We will seek the NSW Government's commitment to fund and deliver local and state infrastructure through a range of mechanisms in timely manner. This Planning Statement identifies the long-term growth potential of the city and its various precincts. The next step is to confirm the infrastructure needs, particularly local infrastructure beyond the current 10-year capital works program and state infrastructure. The compact will then identify funding and delivery mechanisms. The processes of identifying and funding infrastructure will be iterative to adjust infrastructure based on funding, asset and programming opportunities.

Approaching infrastructure planning and delivery in this way ensures the City and NSW Government have adequate resources to achieve the planned outcomes in a timely manner. This will support the growth in workers, residents and visitors, maintain our long-term financial sustainability and provide maximum value to the community.

Infrastructure identification

The City's 10-year capital works plan sets out the local and community infrastructure that will be provided to support existing and new populations over the next 10 years. Works and funding to support infrastructure for new populations is captured within the City's contributions plans and community infrastructure plans. All plans are reviewed regularly to address the changing needs of the community and resources available.

The City's long-term infrastructure planning will look at demand for infrastructure based on a range of indicators. These including age, income, household type, cultural background, population density, participation trends, program and space needs, and expressed demand via community engagement. Traditional benchmarks will not be used as a substitute for a localised demand analysis. While benchmarks are useful in identifying areas of focus, over-reliance can result in inefficient expenditure and missed opportunities.

Infrastructure planning will also consider supply. Analysis of existing assets will identify capacity, opportunities and constraints for meeting community demand. This can include the current use of a building, maintenance requirements, location and access relative to demand, capacity to host a range of activities (multi-purpose facilities), potential for adaptation, and the sustainability of ongoing operational costs. Supply analysis may also consider sharing opportunities with other owners and operators, collaborating for district-wide approaches where different councils may focus on different assets and development opportunities within a precinct.

Infrastructure funding

Well-planned and well-funded infrastructure not only has significant benefits for communities by providing essential facilities and services, it also has wider economic benefits. The Organisation for Economic Co-operation and Development (OECD) and the International Monetary Fund have shown that for every dollar of investment in infrastructure, there is generally a multiplier of 1.6 in the form of a boost to short-term employment as well as a longer-term productivity gain to the economy.

The City funds local and community infrastructure through development contributions, community infrastructure contributions and other funding sources, including general revenue and restricted grants.

There are three development contributions plans which apply in the Sydney LGA. In much of the city, the contributions do not fully fund the identified infrastructure due to the NSW Government's cap on contributions. For the infrastructure to be delivered, the gap needs to be covered by council rates and other revenue sources. The funding gap exists regardless of density because the cap is imposed on every dwelling constructed. Combined with restrictions on increases to rates revenue, there is a need for innovative sources of infrastructure funding to support our growing community.

Community infrastructure contributions provide for infrastructure needed because of the optional growth possible under the planning controls. Community infrastructure contributions are used for large-scale development sites and precincts, such as the Green Square Urban Renewal Area. This scheme enables a proponent to opt in to additional floor space and sets out the infrastructure contribution or works in kind needed to support the additional development, which is specified in a community infrastructure plan. The contribution is secured through a voluntary planning agreement.

The City intends to implement community infrastructure contributions to support the draft Central Sydney Planning Strategy. The Strategy enables additional height, floor space or both above the current controls for appropriate development and sets out how the additional development is to contribute towards infrastructure needed to support Central Sydney's global economic role.

The City faces a number of challenges in funding infrastructure. Acquiring land is relatively costly as the area is highly developed and in high demand. This affects some infrastructure, such as open space, more than others types of infrastructure that can be co-located in buildings. Operating, maintaining and replacing infrastructure over time also needs to be funded and is considered when planning infrastructure.

Parts of the city, such as Darling Harbour and The Rocks, are outside of the City's authority and the City cannot collect contributions. Major developments assessed and approved by the NSW Government can also seek and be granted exemptions from development contributions. However, the people visiting and working in these parts of the city still rely on City-provided infrastructure.

There are a number of large scale NSW Government projects in the city which may be subject to NSW Government Special Infrastructure Contributions. The City will seek to have any Special Infrastructure Contributions that are collected within the local area used in the local area and in part allocated to local infrastructure upgrades and provision. Special Infrastructure Contributions must also not affect the provision of affordable housing.

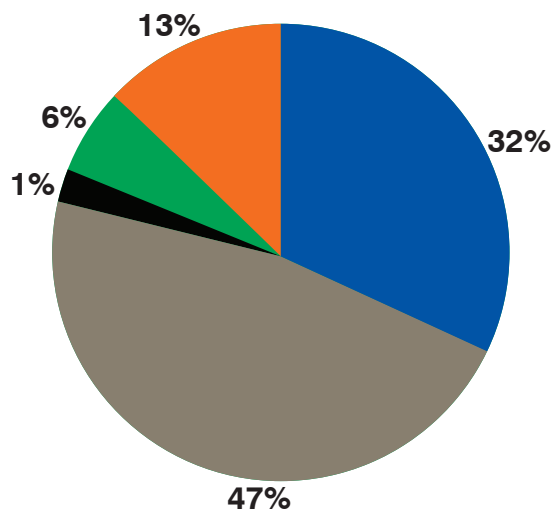
Green Square urban renewal – learnings for Greater Sydney

Urban renewal requires significant funding. Enabling public infrastructure like public transport, drainage and electricity supply is very costly, and much of it is required upfront. In a development environment of high land values, scarcity of available land, and caps on development contributions, innovative sources of funding for councils needs support across all levels of government. Almost a third of Green Square’s \$1.3 billion capital works will be delivered via innovative planning mechanisms of community infrastructure contributions in voluntary planning agreements. Despite these funding mechanisms, a 13 per cent gap is needed to be covered by local government. Without the additional contribution of the City, the land could not have been made suitable for development and necessary community infrastructure wouldn’t have been provided, risking housing supply and good community outcomes.

The City’s contribution extended to NSW-related infrastructure through the part funding of trunk drainage and land for a future transport corridor.

Two innovative funding mechanisms were used in the planning system. The ‘deferral model’ for the Green Square Town Centre held an amending LEP in abeyance until an infrastructure contribution was secured in accordance with an infrastructure plan. In the wider Green Square area, a community infrastructure contribution is payable in accordance with an infrastructure plan if a proponent opts in to the choice of additional floor space.

Figure 24: Green Square capital funding (2015 values) – excludes transport, schools and affordable housing



● Development contributions	\$606 million
● Value capture	\$423 million
● City of Sydney contribution	\$171 million
● NSW Government contribution	\$75 million
● Australian Government contribution	\$24.2 million
Total contribution	\$1.3 billion

Source: City of Sydney

Growth beyond the Local Strategic Planning Statement

Unplanned growth, or growth beyond the capacity described in the Planning Statement, is unlikely to be supported by the existing infrastructure program.

As the City does not have oversight of unplanned growth, including NSW Government projects, it is unlikely the infrastructure needs for these projects have been planned through the City's contributions and capital works plans. Furthermore, the City is unlikely to have the resources to fully fund unplanned growth. Development contributions do not fully fund infrastructure demand due to the cap and the City will have committed general revenue to closing the funding gap on its existing long-term resourcing and capital work plans. It is also unreasonable that the infrastructure need is imposed on existing communities.

As a principle, NSW Government projects will be responsible for delivering additional infrastructure to support the community, including existing gaps and new demand, within their projects. Development on private-owned land will need to deliver or facilitate the delivery of additional infrastructure to support their proposed growth. In each case, it will be assumed that existing development capacity within the area will be delivered and make use of the existing and planned infrastructure.

Unplanned growth will require an infrastructure assessment based on the growth infrastructure compact model. Infrastructure assessments will be applied to different geographies undergoing change, including villages, precincts (such as the Waterloo Housing Estate) and site-specific projects. The infrastructure assessment is to understand the state and local infrastructure demands of unplanned growth, the additional infrastructure that must be delivered for unplanned growth to proceed, the funding mechanisms (such as contributions, value sharing and works-in-kind), responsibilities and timeframes. Infrastructure plans will need to be agreed and secured before planning changes are made.



Actions

12.1

Ensure infrastructure including state infrastructure such as transit, health and education, is delivered in a timely manner, including through working with NSW Government using the Growth Infrastructure Compact model to identify the funding, staging and delivery responsibilities.

12.2

Assess infrastructure needs in consultation with NSW Government agencies, neighbouring councils and other infrastructure providers.

12.3

Work with stakeholders to deliver infrastructure identified in Council-endorsed strategies, action plans, public domain plans and the City's community strategic plan.

12.4

Work with NSW Government agencies, utility and other infrastructure providers to update and align their Asset Management Plans (or equivalent) to this Planning Statement and other City infrastructure plans and strategies.

12.5

When planning for land use change or growth, collaborate with utility providers to ensure appropriate energy, water, telecommunication and digital infrastructure are planned for, committed to and delivered in line with growth.

12.6

Develop and implement funding and finance mechanisms for planning proposals to ensure the City can manage the supply of community infrastructure for its residents, workers and visitors. This includes:

- a) the continued use of community infrastructure contributions in Green Square
 - b) meeting the intent of the proposed mechanisms in Central Sydney
 - c) new mechanisms in precincts identified for investigation in this Planning Statement
 - d) new mechanisms on any other sites subject to a planning proposal which proposes growth beyond this Planning Statement.
-

12.7

Review existing development contributions plans regularly so that they adequately reflect infrastructure needs, and investigate if the City can increase the funds it can collect if funds do not meet the costs of providing infrastructure. This includes working with the NSW Government to repeal the outdated Redfern Waterloo Development Contributions Plan and incorporate affected land and development into the City's contributions plans.

12.8

Investigate opportunities for partnerships to contribute to infrastructure delivery and operation, including public-private and not-for-profit partnerships.

12.9

When planning for growth beyond the capacity of this Planning Statement, or for major renewal projects, assess infrastructure needs, having regard to relevant City plans, policies and strategies and seek to have the demand met by the resulting development.

Priority **I3**

Supporting community wellbeing with infrastructure

In giving effect to *A Metropolis of Three Cities* and the Eastern City District Plan, this Local Priority delivers on the following planning priorities:

- ▶ E1 – Planning for a city supported by infrastructure
- ▶ E3 – Providing services and social infrastructure to meet people’s changing needs
- ▶ E4 – Fostering healthy, creative, culturally rich and socially connected communities
- ▶ E18 – Delivering high-quality open space

In giving effect to Sustainable Sydney 2030, this Local Priority delivers on the following directions:

- ▶ 1 – A globally competitive and innovative City of Sydney
- ▶ 6 – Resilient and inclusive local communities
- ▶ 7 – A cultural and creative city

Objective

- ▶ The wellbeing of the city’s residents, workers and visitors is supported with high-quality and accessible community infrastructure. Great spaces and places provide opportunities for learning, celebrating culture and social connection

Public open space

Public open space is open space which is owned and managed by either the City or the NSW Government. The public open space network in the city comprises parks and reserves, civic spaces and squares and linkages. It provides areas for people to relax, play, exercise and gather and supports strong and healthy communities.

Open space is essential for liveable, healthy cities, with growing evidence of the relationship between public open space, especially green spaces, and improved physical and mental health outcomes. Other benefits of well-designed open space include improved ecosystem health, and the mitigation of the impacts of climate change by reducing urban heat island effects.

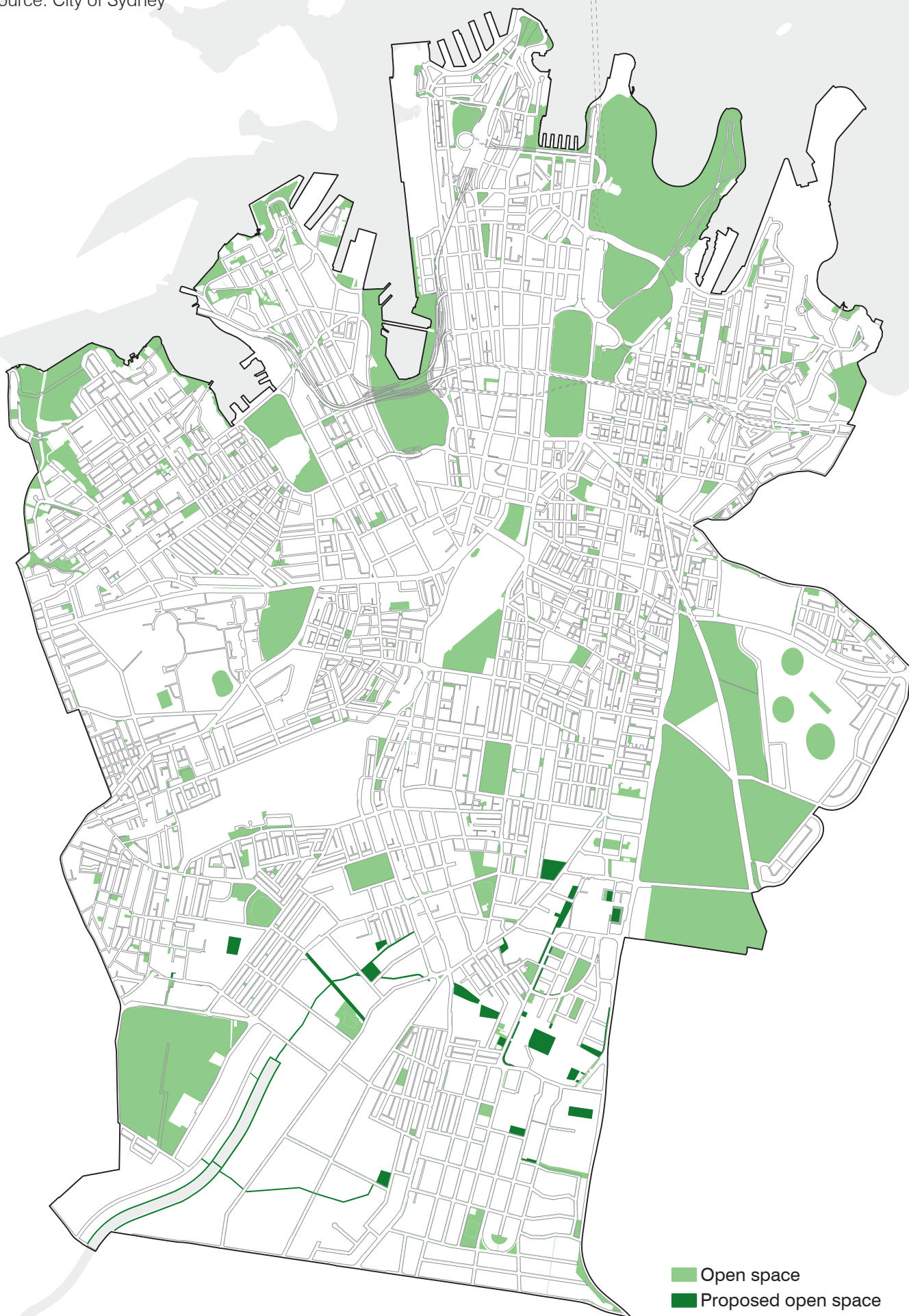
As the local area continues to grow and change, the planning and management of open space will need to ensure that communities are provided with quality, safe and attractive open spaces which respond to recreation needs and trends, and support wellbeing and social cohesion, particularly in high-density areas.

The City’s Open Space, Sport and Recreation Needs Study 2016 (the Open Space Study) provides a detailed analysis of demographic and recreation trends, along with a strategic framework and action plan to meet open space and recreation needs. The Open Space Study identifies the following:

- There was a total of 386 hectares of public open space in the City’s Local Government Area in 2016, (which increased to 392 hectares by 2018), and plans to increase this to 422 hectares by 2030, equivalent to 16.8 per cent of the area of the local area.
- Around 70 per cent of the city’s parks are less than 3,000 square metres which limits the range and diversity of facilities and activities able to be accommodated in these areas.
- A range of recreation and leisure facilities are provided for additional recreational activities, including aquatic centres, sporting fields, courts and indoor facilities.



Figure 25: Existing and proposed open space
Source: City of Sydney



Linkages through the Central Sydney and the villages, including streets, malls and pathways, are a vital part of the open space network, connecting people to a range of open space areas and recreation facilities. They also provide attractive and convenient places for activities such as walking and cycling, social gatherings and public events.

In addition to the Open Space Study, there are other controls and policies for open space and recreation provision in the City, including the Sydney Development Control Plan 2012 and the City of Sydney Development Contributions Plan 2015. Open space provision for Green Square used an innovative approach, with public open space locations and design criteria provided in the DCP, and funding for the delivery of open space secured through community infrastructure funding, as provided in the Green Square Community Infrastructure Guidelines.

The Open Space Study forecasts that the ratio of public open space per resident in the city will be 14.4 square metres by 2036. While this is low compared to other areas, it is balanced by other amenities of a high-density urban environment such as accessibility, vibrancy, recreation and cultural infrastructure.

The Open Space Study responds to these challenges through strategic directions and a capital works program, and is guided by what the community has told us about how important safe and accessible green spaces and linkages are to them. Consistent with the Open Space Study, the City is currently working to improve the quality, accessibility and functionality of existing open spaces to cater for the planned growth to serve a diverse community, evolving recreation trends, and to encourage social interaction. New and expanded open space beyond that planned by the City will be prioritised where demand is greatest and will cater for active recreation uses including informal sports and games.

The Open Space Study requires open space provision in minor urban renewal areas to generally range from 9 per cent and 15 per cent, depending on site density. For major urban renewal projects and NSW Government-led precincts, a minimum of 15 per cent of the site area is required as public open space and the majority being delivered in a consolidated location. Proximity of open space is also important, with the target for all residents to be within 400 metres of a local park. The City will continue to deliver planned open space through the planning framework including the DCP, contributions plans and community floor space schemes.

The City's Liveable Green Network will link open space across the city and complement the Sydney Green Grid which provides regional linkages in collaboration with adjoining councils.

The City will also collaborate with schools, universities and NSW Government agencies to share open space and recreation facilities, and will work with other councils for a coordinated, district approach for open space and recreation facility planning due to available land restrictions. Opportunities to co-locate indoor sporting and recreation facilities in industrial areas are also being investigated.

Best practice management of open space and recreation facilities will ensure that the quality of open space and recreation facilities can be maintained to a high standard over the long term.

Areas of proposed growth above the City's projections and open space works program will need to demonstrate that additional open space and recreational facilities will be made available for the additional population, and is consistent with the Open Space Study, strategic framework, and locational and design criteria.

Case study: Alexandria Park Community School

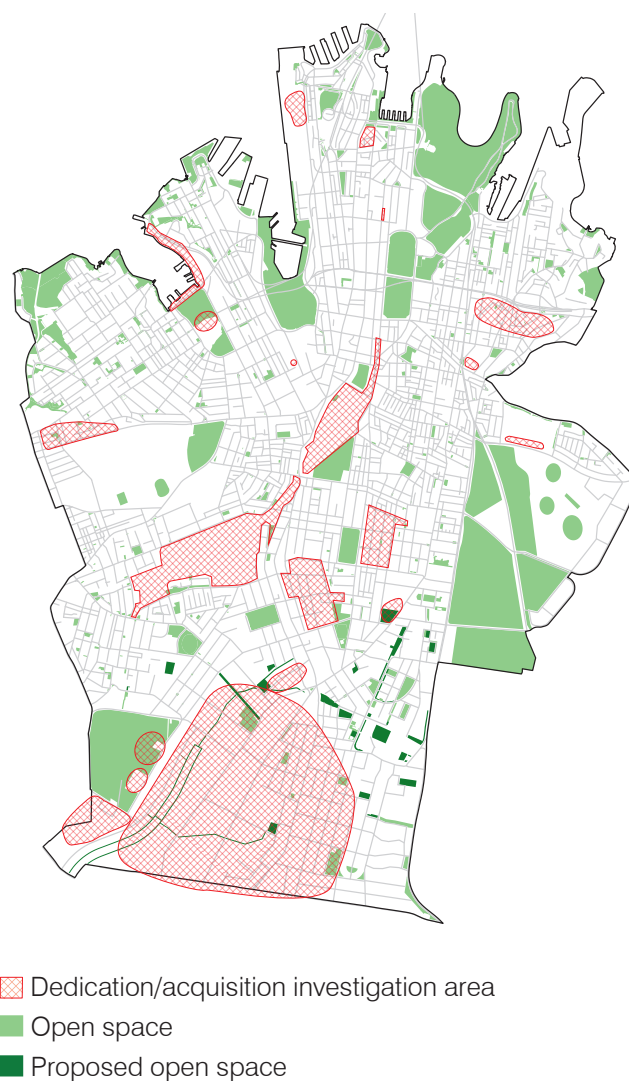
In August 2017, the City entered into a Memorandum of Understanding with the NSW Department of Education to investigate potential joint use projects. The Alexandria Park Community School, which is being redeveloped by the Department of Education, is one school where a joint use arrangement for sharing facilities is being sought.

The redevelopment of Alexandria Park Community School started in early 2019, and will increase capacity from 400 to 2,200 students, from Kindergarten to Year 12. The redeveloped school is expected to be opened by early 2022 with new facilities including a synthetic sports field, two outdoor multipurpose courts, and a multipurpose indoor sports hall.

A separate existing agreement, for phase one of the construction of the new school, involves the closure of Park Road to provide a temporary play area during school hours. Outside school hours, the area will be available for public use.

Discussions between the City and Department of Education to share the new facilities are underway, including maintenance and cost-sharing agreements. Potential arrangements could include use of the sports field by the community out of school hours, closing part of Park Road to allow an expanded, synthetic multi-use sports field to FIFA standards built across the school site and City-owned land, and shared use of the indoor sports facilities.

Figure 26: Dedication and acquisition investigation areas



Source: City of Sydney, 2015

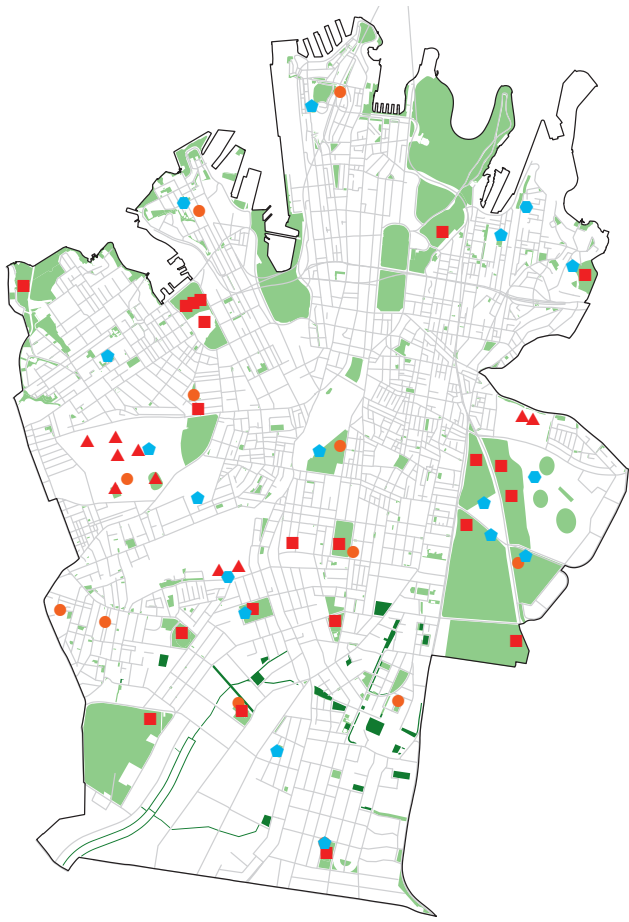


Figure 27: Outdoor recreation

- Open space
- Proposed open space
- Outdoor recreation**
- Multipurpose outdoor court
- Sportsfield
- ▲ Sportsfield (Private)
- ⬠ Tennis courts
- ⬡ Tennis courts (Private)

Source: City of Sydney

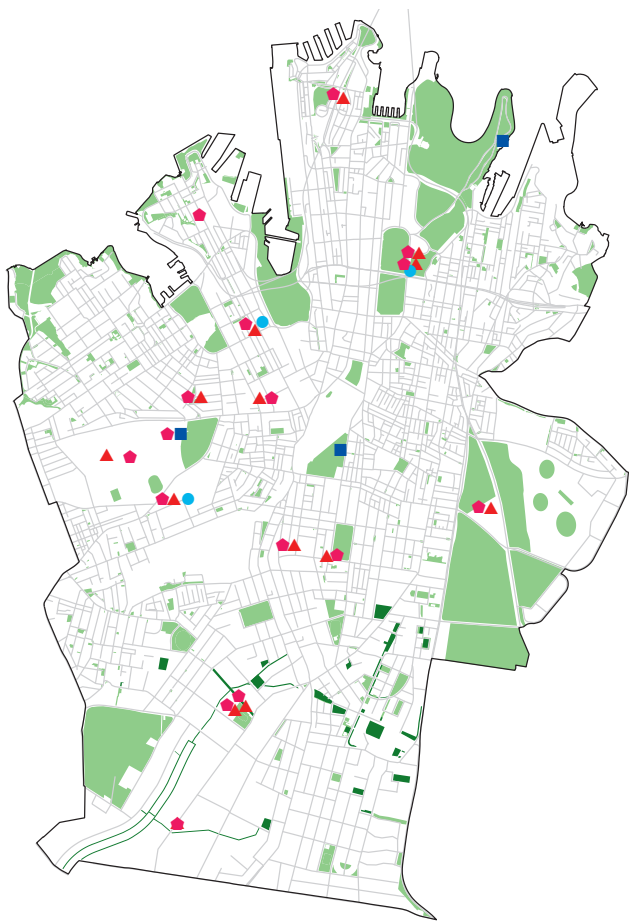


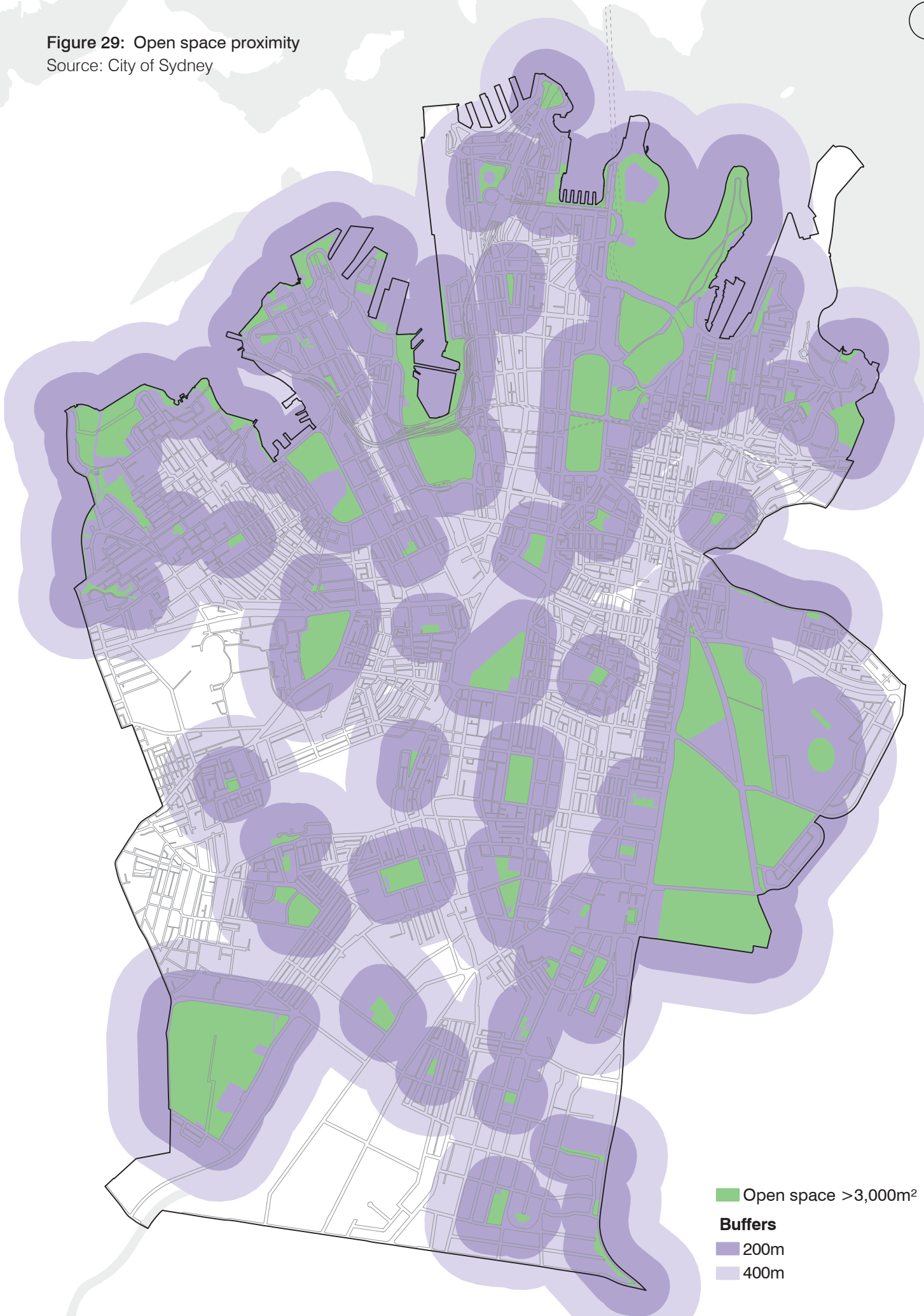
Figure 28: Indoor recreation and aquatic facilities

- Open space
- Proposed open space
- Indoor recreation and aquatic facilities**
- Aquatic facility (Indoor Pool)
- Aquatic facility (Outdoor Pool)
- ▲ Indoor courts
- ⬠ Indoor recreation centre

Source: City of Sydney



Figure 29: Open space proximity
Source: City of Sydney



Community and cultural infrastructure

Community and cultural infrastructure consists of facilities and spaces that enable learning, creativity and connection, and enhance the wellbeing of individuals and communities. Community and cultural infrastructure brings people together, increases a sense of place and belonging, fosters cultural expression and allows everyone to participate in city life. This forms a key part of the city's identity and reputation as a liveable, connected and dynamic global city, which attracts talent, tourism, businesses and investment.

The City is responsible for planning a range of community and cultural infrastructure, which may be delivered by the City or in collaboration with NSW Government agencies or the private sector. These facilities and spaces may be delivered on existing City-owned land, on land that will be acquired, or may be co-located within current or future developments.

Examples of community and cultural infrastructure are:

- Libraries
- Community centres, which provide a range of programs and activities
- Community meeting rooms and kiosks
- Subsidised office, industrial and retail space for a range of community, creative and cultural tenancies
- Theatres, halls and outdoor spaces for use by the performing arts, festivals, events and community groups
- Early childhood education and care.

The local area has a diverse community with a range of ages and cultures with various interests and demands for community facilities and spaces. There is a need to identify changing demand for these services, and ensure these facilities are adaptable to change, in accessible locations and where possible multipurpose, to maximise their benefit.

The City has experienced an increase in demand for affordable creative space, especially by smaller and not-for-profit enterprises, as the supply of suitable warehouse and industrial buildings has decreased and property prices have risen.

To address demand in the cultural sector, the City has begun developing a cultural infrastructure strategy to develop the capacity of the sector and support equitable access to cultural production.

Generally, a branch library is provided in each of the City's villages. Additional spaces are provided the city in former town halls for community and cultural activities. In the future, the City will focus on more centrally locating multipurpose facilities that are adaptable for a range of programs.

The City has recently completed new libraries in Green Square and Haymarket to support the growing community in those precincts. The Green Square library offers a range of programs, services and spaces catering to the high density community including bilingual storytime for children, meeting rooms for hire, a music room and computer lab. The new Haymarket Library is located at Darling Square, a vibrant new neighbourhood next to Darling Harbour. The new library will open in spring 2019. The old Haymarket library building on George Street is in an important location for the Haymarket community and the City will look for expressions of interest for its future use.

Childcare is largely operated by the private sector with some services in 'City-owned' centres. The City has constructed four new centres over the past six years and regularly monitors supply and demand through its child care needs studies.

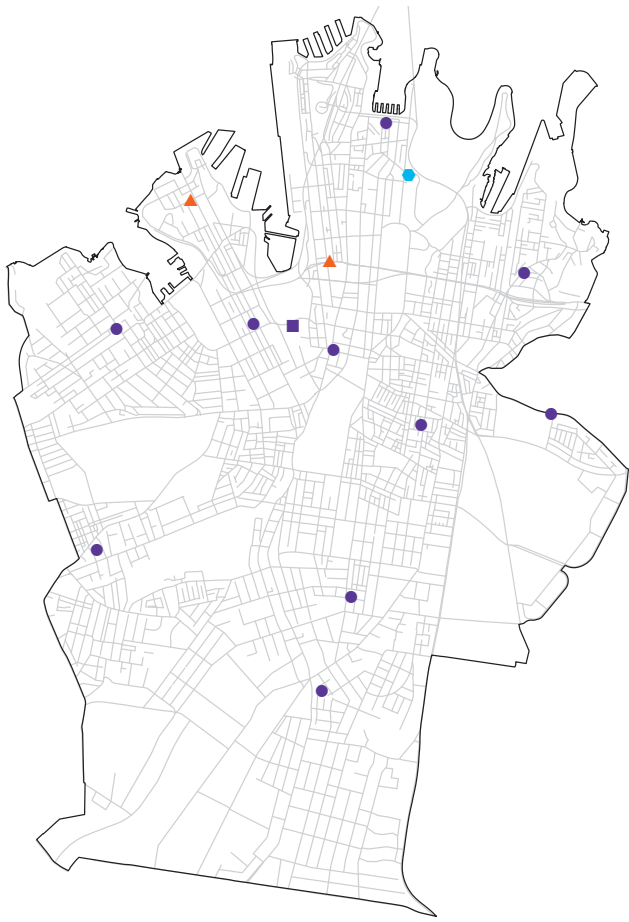


Figure 30: Libraries

- Branch library
- Branch library (unopened)
- ▲ Library link
- ⬠ Metropolitan library

Source: City of Sydney

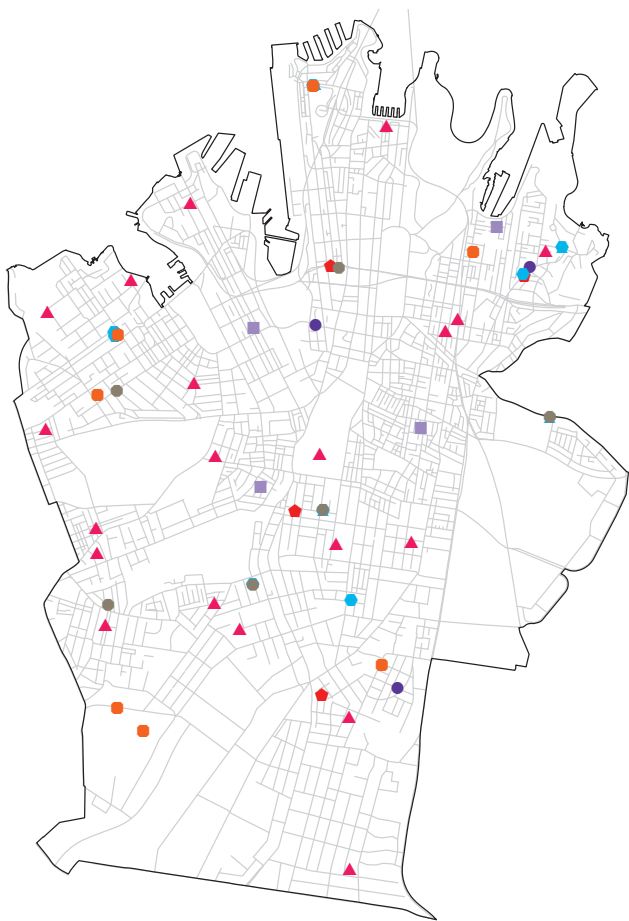


Figure 31: Community facilities

- Community kiosk
- Integrated multipurpose centre
- ▲ Local community facility
- ⬠ Neighbourhood service centre
- ⬠ Subsidised office space
- Town hall
- Venue for hire

Source: City of Sydney

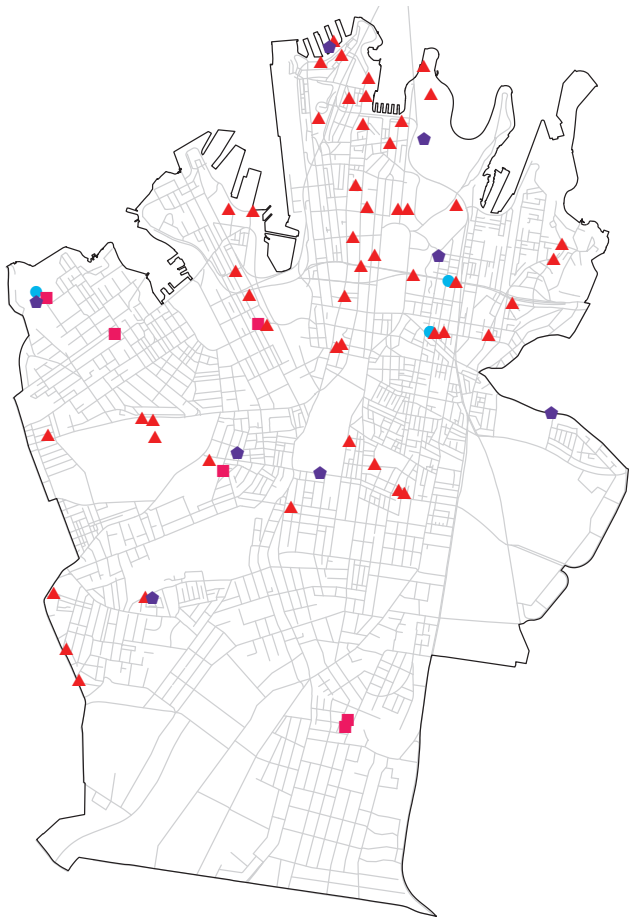


Figure 32: Arts and culture

- Commercial and enterprise space
- Community and participatory space
- ▲ Performance and exhibition space
- ◆ Practice, education and development space

Source: City of Sydney/UWS, 2016

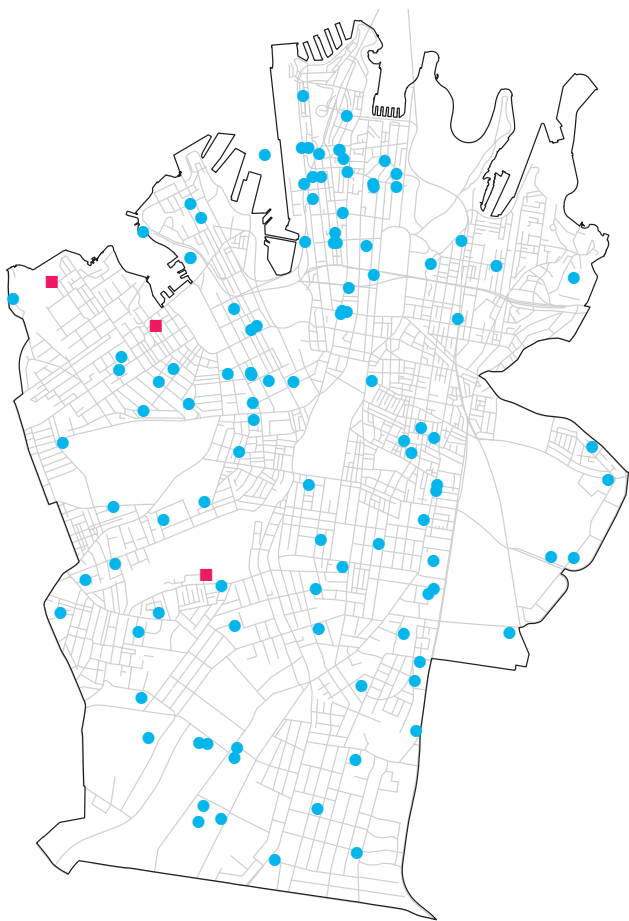


Figure 33: Early education and care

- Long day care, preschool, occasional care (Private)
- Long day care, preschool, occasional care (City operated)

Source: ACEQA and City of Sydney

NSW Government infrastructure

This statement is dependant on the NSW Government supplying infrastructure such as public transport, health and education facilities in a timely manner.

The NSW Government is responsible for providing essential infrastructure which is generally managed at a district and regional scale. This type of infrastructure includes schools, hospitals, major cultural institutions, emergency services, some utilities infrastructure such as water and sewers, and limited roles in other utilities infrastructure such as electricity. This infrastructure complements local community infrastructure supplied by the City, and may also receive supplementary funding from the Australian Government.

NSW Government infrastructure is critical for the day-to-day functioning of cities, and supports residential and employment growth, and the prosperity and wellbeing of cities. It can also determine how resilient the city will be in responding to future technological changes, and stresses such as climate change. NSW Government infrastructure strategies, which identify future plans for infrastructure provision, include the NSW State Infrastructure Strategy 2018–2038 and the Future Transport Strategy 2056.

The number of NSW Government master-planned precincts in the City, including The Bays Precinct and Waterloo, makes coordination of NSW Government infrastructure with the City's planning especially important.

The planning and delivery of this type of infrastructure is the responsibility of the NSW Government. The City advocates for the planning, design and delivery of infrastructure to align with the scale of development planned for the city, and be aligned with the City's own planning and priorities, including those identified in Sustainable Sydney 2030.

The City is working to assess the existing provision of facilities, and identifying whether existing infrastructure can accommodate any new growth, or if upgrades or expansion needs to occur before further growth can be supported.

The planning, funding and sequencing of NSW Government infrastructure is critical. In particular, the planning and protection of land for infrastructure in the early stages of planning, prior to rezoning or urban renewal, reduces risks – time and costs – associated with acquiring land later in the process, and provides greater certainty that development will be appropriately serviced, especially with utilities infrastructure.

Failing to provide the necessary infrastructure for the growing and changing needs of residents and industry could reduce community confidence in the ability of governments to maintain liveability and quality of life expectations, as cautioned by Infrastructure Australia in their report *Planning Liveable Cities (2018)*. A coordinated approach to the provision of infrastructure will provide greater confidence to the community.

The City will continue to advocate for greater collaboration with the NSW Government for the planning, funding and delivery of infrastructure to encourage a coordinated approach to development and infrastructure provision.

The City will also collaborate with utility providers, including Sydney Water (a NSW Government-owned corporation), and other utility providers to ensure that water, sewer, energy, telecommunications and related utilities are committed to and delivered with development capacity. The need for these services will be assessed as renewal precincts are planned. Commitments for the delivery of infrastructure will be needed before planning changes are implemented.

Suitable governance arrangements will also be sought so that this process, especially as it applies to NSW government-led projects, is transparent and accountable.

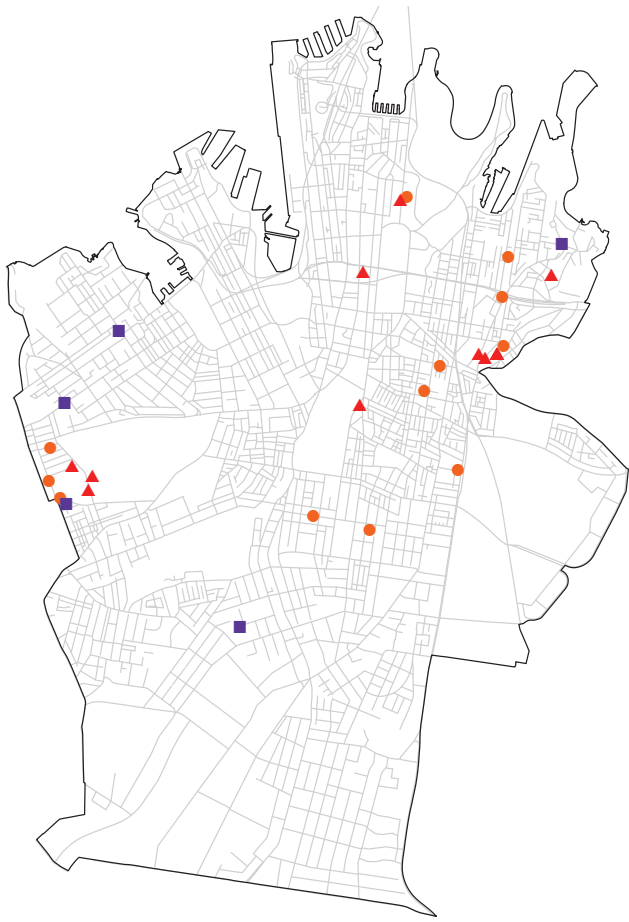


Figure 34: Health facilities

- Community health centre
- Early childhood health centre
- ▲ Hospital

Source: South Eastern Sydney Local Health District, Sydney Local Health District and City of Sydney

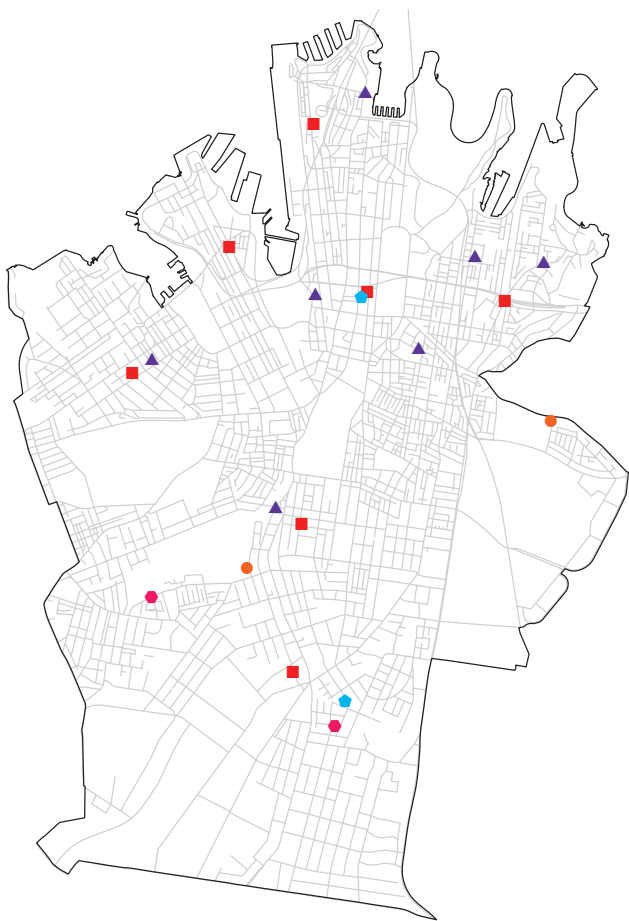


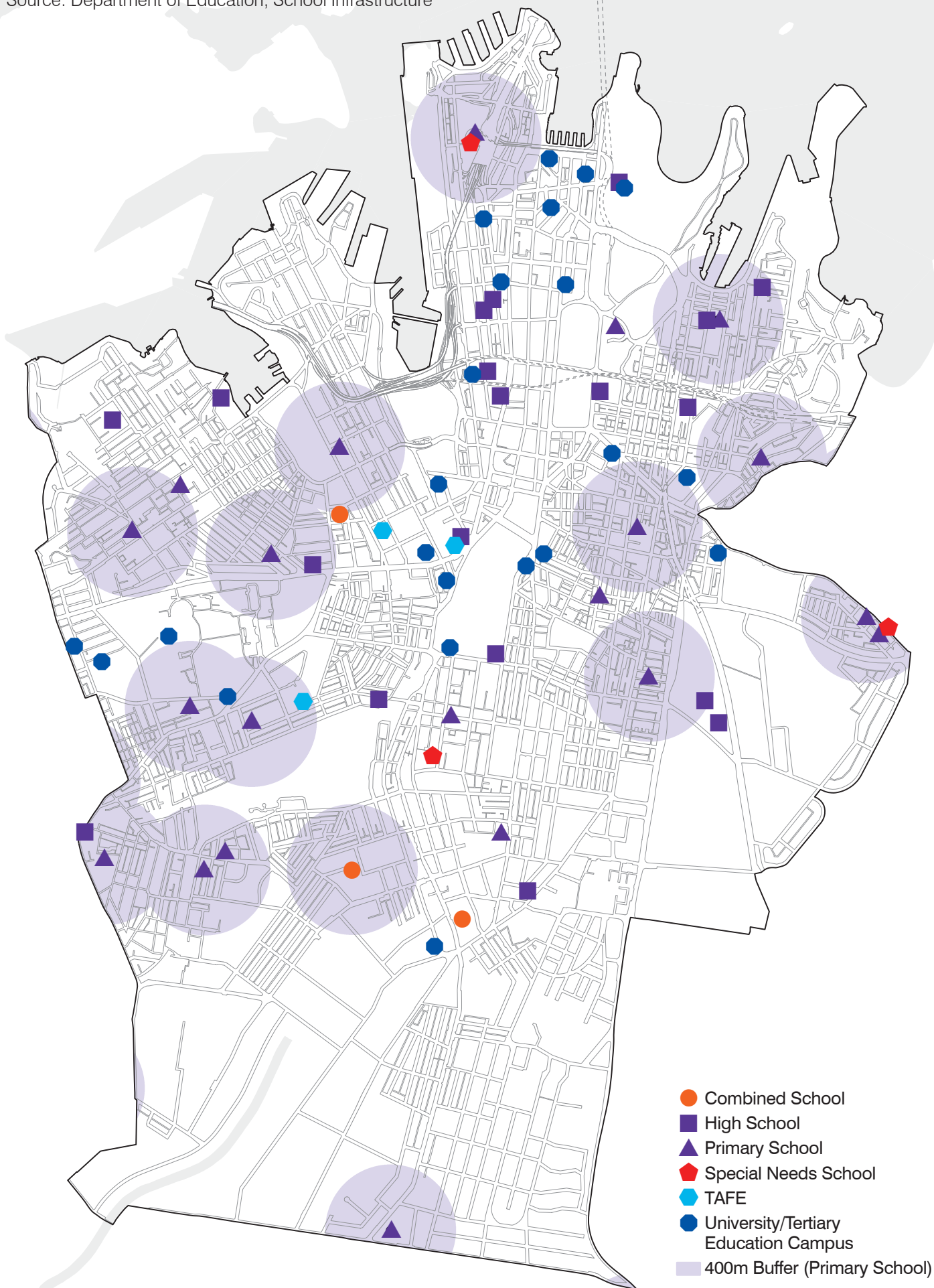
Figure 35: Emergency services

- Ambulance
- Fire station
- ▲ Police station
- ⬠ Rescue
- ⬡ SES

Source: Fire and Rescue NSW, NSW Ambulance and NSW Police

Figure 36: Educational facilities

Source: Department of Education, School Infrastructure



Actions

13.1

Improve the accessibility, capacity and function of existing community infrastructure by:

- a) Investigating existing infrastructure capacity and community demand for infrastructure
- b) Applying the strategic framework, actions and works program in the Open Space, Sport and Recreation Needs Study 2016, to open space planning
- c) Creating a network of open space and recreation facilities by improving walking and cycling connections through the city, including the delivery of the liveable green network
- d) Co-locating facilities to provide a range and distribution of recreational, sporting and cultural opportunities
- e) Enabling the rezoning of land in the Southern Enterprise Area (business and industrial zones) for public open space.

13.2

Plan for and provide open space to meet the following criteria and outcomes:

- a) All residents and workers are to be within 400 metres of quality, functional open space
- b) Plan to increase public open space provision to meet or exceed 15 per cent of the City's total land area
- c) Minor urban renewal areas and individual sites are to provide between 9 and 15 per cent of the land as public open space in a consolidated and accessible location, with high-density projects delivering 15 per cent, as described in the Open Space, Sports and Recreation Needs Study 2016
- d) At least 15 per cent of the site area of NSW Government urban renewal projects and major urban renewal projects are to be delivered as public open space in a consolidated and accessible location
- e) Sunlight to existing parks and public squares is protected and new parks and squares receive adequate sunlight.

13.3

Partner with other councils, NSW Government and other stakeholders to:

- a) Accommodate demand for active recreation and sporting facilities across the District and deliver Sydney Green Grid linkages (district councils)
- b) Share open space and recreation facilities, and community and cultural facilities (schools, universities and NSW Government)
- c) Improve collaboration and coordination of infrastructure planning, funding and delivery by the NSW Government and utility providers, to ensure existing and planned infrastructure supports development and changing demands in a timely and cost-efficient way.



THE ST SYDNEY
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