

Attachment A6

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

05

Governance & implementation



05

Governance and implementation

Collaborative and accountable planning is essential to achieving the vision of this planning statement.

The effectiveness of the planning system and the quality of our city depends on open, accountable and collaborative actions. This extends to how we consult on planning matters, work with others on projects, integrate places and plans and report on our planning activities.

The following local priority guides how the City will carry out its planning responsibilities:

Priorities



Open, accountable and collaborative planning

Priority **G1**

Open, accountable and collaborative planning

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

- ▶ E2 – Working through collaboration
- ▶ E21 – Preparing LSPS informed by local strategic planning
- ▶ E22 – Monitoring and reporting on the delivery of the Plan

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

- ▶ 10 – Implementation through effective governance and partnerships

Objectives

- ▶ The community is informed about and participates in planning, understands decisions and has confidence in planning processes
- ▶ The City of Sydney partners and collaborates with others to achieve the vision and planning priorities for the city
- ▶ Planning decisions are strategically aligned from the local to the state level
- ▶ Best-practice governance arrangements ensure open and transparent involvement of all stakeholders in the collaboration process.

An open, accountable and strategic planning system is essential to achieving the green, global and connected city envisaged by Sustainable Sydney 2030. Openness and accountability creates trust that enables effective planning while a long-term strategic approach will ensure good public interest outcomes.

Collaboration is essential to achieving the City's vision. The City values community participation in planning processes and decisions to help shape the growth and change in the area. The City works within a complex governance structure with local governments and the Greater Sydney Commission, as well as numerous NSW agencies and the federal government involved in planning and infrastructure. Greater collaboration between government agencies will improve planning outcomes to support the vision of the Region and District Plans and this Planning Statement.

The effectiveness of the planning system and the quality of our city depends on open, accountable and collaborative actions. This extends to how we consult on planning matters, work with others on projects, integrate places and plans, and report on our planning activities.

Community participation

The community expects to have the opportunity to be involved in planning the city. Community participation and engagement in the planning process through high-quality communication is important. It builds trust and a shared understanding. It helps build confidence, by improving knowledge and understanding about development, and increases transparency in planning decisions. It can also result in better planning outcomes and lead to quality partnerships between the community, the City and other stakeholders.

The City provides regular opportunities for the community to participate in the decisions and projects that shape the city's built environment, economy, culture and society. This includes development applications and strategic planning. The City understands the importance of early and ongoing community participation in the planning process. We are guided by the City's Community Engagement Strategy 2017 and will develop a Community Participation Plan to set out how and when we engage the community in planning processes.

Consultation for better planning outcomes

Within the city, NSW Government urban renewal sites represent scarce opportunities to deliver on the strategic objectives of the Eastern City District Plan and Sustainable Sydney 2030. When urban renewal is poorly conceived and implemented, it erodes community trust in the planning system and jeopardises the achievement of those strategic objectives.

Too often, NSW Government renewal projects are criticised because they are imposed on the community with little understanding of community aspirations or the local context. Early and ongoing community participation in renewal sites will allow the public to understand why major change is taking place and to shape outcomes to reflect broader community aspirations. Transparent governance which includes the City as a genuine partner in all stages of the projects will aid in building community trust.

Integrating places and plans

The City of Sydney has become a patchwork of planning governance with the NSW Government responsible for pieces of the city through State Significant Precincts, State Significant Development and planning controls which carve areas out of the City's planning. NSW planning controls apply to approximately 296 hectares of land, which is over 10 per cent of the city. The map (see Figure 79) shows the areas where the NSW government controls apply. For some development types, the City's planning controls and framework can be put aside, resulting in inconsistent approaches to planning and building the city.

The City continues to demonstrate its ability to deliver large-scale, high-value and complex urban renewal projects and development applications. In recent years, the City has, through the Central Sydney Planning Committee, approved office projects worth \$600 million and retail projects worth \$800 million. However, hotel, education and museum projects over a certain value are removed from the City's jurisdiction as are certain developments in The Rocks, Redfern-Waterloo, Darling Harbour, Barangaroo, Walsh Bay, Central Park and Moore Park, despite being carried forward by private sector proponents.

The City has requested the NSW Government enable projects to be determined by the Central Sydney Planning Committee and reintegrate the precincts into the City's planning framework to ensure consistent place-based planning outcomes. Future projects, particularly those within the City's planning controls, should remain with the City for planning and determination.

Declared NSW Government projects such as Waterloo Estate, Waterloo Metro Quarter, Elizabeth Street Redfern and The Bays should be transferred into the City's planning framework following their completion.

Collaboration for shared planning outcomes

A collaborative approach to strategic planning is particularly important for precincts and corridors where 'place-based' strategies require a coordinated approach to ensure their delivery will align with the growth strategies for these areas.

Effective collaboration must be underpinned by governance arrangements established in the early phases of planning to identify roles and responsibilities, resourcing, and accountability. Review processes to monitor and measure infrastructure delivery should also be put in place to ensure the collaboration process is transparent and effective. Such governance arrangements can provide greater certainty to the community that strategies and plans can be delivered within timeframes and budgets, be optimally managed into the long term, and achieve desired outcomes for industry and the community.

The City is pursuing collaboration for specific sites, precincts within and across local area boundaries, and more broadly, the infrastructure, liveability, productivity and sustainability themes in this Planning Statement.

State Significant Precincts and State Significant Development

A large part of the City's expected growth will be delivered on large urban renewal sites, many of which will be either owned or under the planning authority of the NSW Government. The outcomes of these NSW Government urban renewal sites will play a significant role in determining if the NSW Government's District Plan can be achieved. Without direct control over the planning outcomes of these major urban renewal sites, the creation of great places will be largely dependent on successful collaboration between the City and the NSW Government. A strong collaborative approach with transparent processes will help achieve the shared objectives of the City and the NSW Government for housing diversity, sustainability and great places.

Innovation Corridor, Camperdown-Ultimo and King Street

The Camperdown-Ultimo Health and Education Precinct has been identified as a Collaboration Area by the Greater Sydney Commission. The City supports ongoing collaboration for the planning of this precinct, which to date has included sharing data, working closely with other government agencies and implementing the Camperdown-Ultimo Collaboration Area Place Strategy (2018). The City is committed to continuing its active participation in collaboration teams for this precinct.

The City will work closely with Inner West Council on the precinct's Camperdown node. The City will also continue its collaboration with Inner West Council to manage the local centre, entertainment and night-time role of King Street, Newtown.

The Bays Precinct

The City will coordinate with Inner West Council to advocate for appropriate and well-designed non-residential floor space in the Bays Precinct as part of the Innovation Corridor.

Harbour CBD

In recognition that Harbour CBD includes North Sydney CBD, the City will prioritise information-sharing and dialogue with North Sydney Council to support and understand cluster and commercial market interdependencies between Central Sydney and the North Sydney CBD.

Green Square-Mascot

The Green Square-Mascot Strategic Centre contains urban services and industrial land which extend into Bayside Council. Port Botany and Sydney Airport are also located within the Bayside Council area. The City will continue its collaboration with Bayside Council to ensure that the ongoing coordination of planning and development within this strategic centre is maintained to protect its capacity for employment and productivity while, at the same time, addressing the demands of housing from a growing population in the wider area.

Eastern Economic Corridor

The Eastern Economic Corridor from Macquarie Park through the Harbour CBD to Sydney Airport is the State's greatest economic asset. This Corridor contributed two-thirds of NSW's economic growth in the 2015–16 financial year. The Corridor and surrounding neighbourhoods have access to efficient, regular, reliable public transport networks, and attractive places to work and live, which further encourages substantial investment. To support the Corridor, the City will collaborate with other councils to build economic and employment growth in all centres.

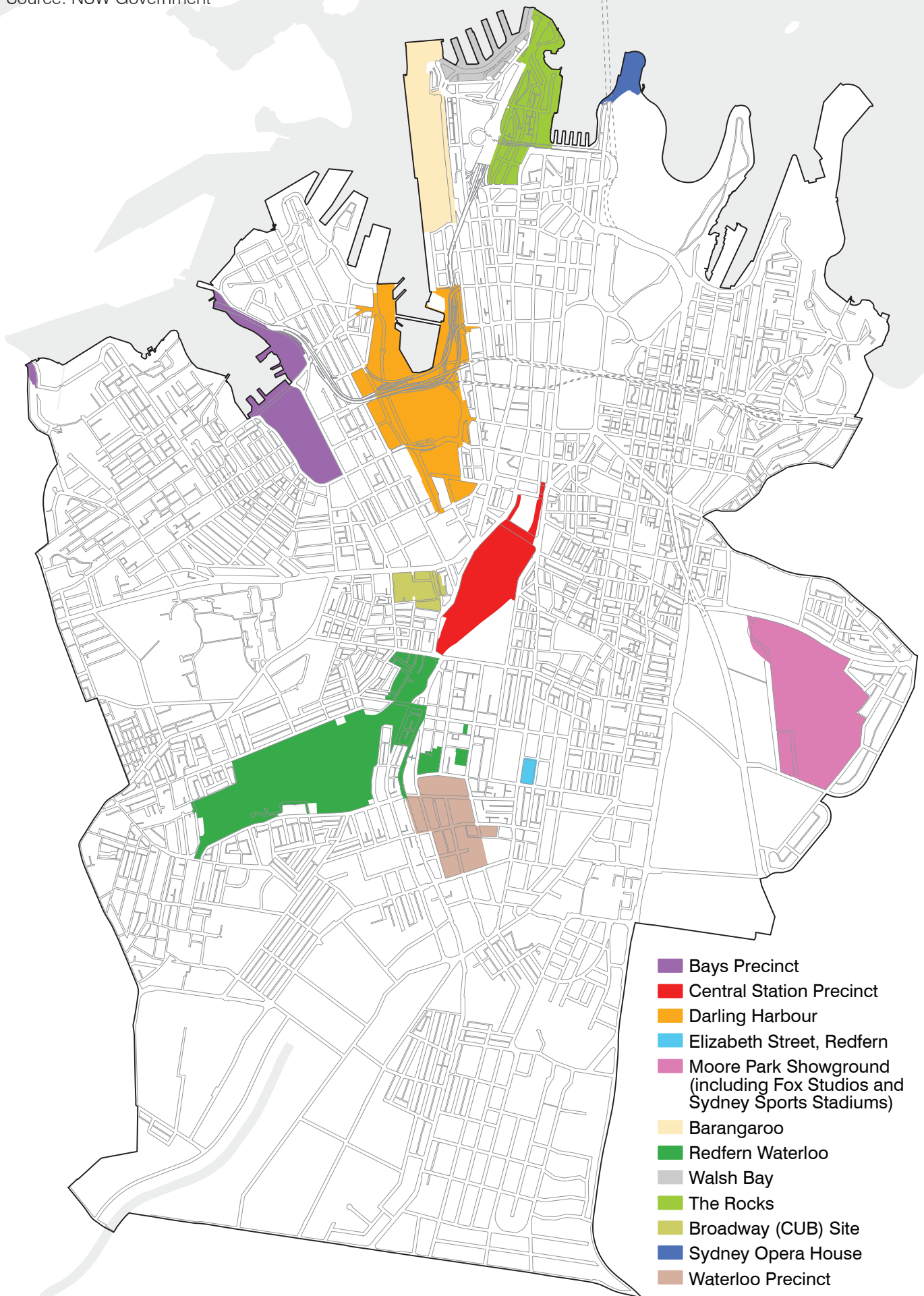
Sydney Innovation and Technology Precinct

Participation and collaboration with key stakeholders as part of the Sydney Innovation and Technology Precinct Panel will advance the vision for the precinct as a world-class area for universities, start-ups and high-tech companies to innovate and agglomerate.



Figure 79: Land where State Government controls apply

Source: NSW Government



District collaboration to deliver infrastructure

The City is seeking a district approach to open space and recreation facility planning. Due to the shortage of available land, high use of sports grounds and continuing pressure for more and better facilities that cannot be met by one council alone – as noted in the City's Open Space, Sports and Recreation Needs Strategy, a cross District approach could facilitate new opportunities.

District collaboration to deliver sustainability

The City will continue to collaborate with the District and other councils on improving the sustainability performance of buildings across energy, water and waste. The City is currently collaborating with multiple stakeholders, including other councils and the NSW Government, on developing performance standard pathways to net zero energy buildings in Greater Sydney planning controls. District collaboration could also assist to protect existing and plan for new waste transfer stations and other waste and recycling facilities.

Collaboration is needed to implement the Risk-Based Framework for Considering Waterway Health Outcomes in Strategic Land Use Planning Decisions and the preparation of the Coastal Management Plans for Sydney Harbour and the Cooks River. Leadership from the NSW Government is also needed to coordinate processes and outcomes.

There are also opportunities to collaborate to implement the Sydney Green Grid and connect to the City's Liveable Green Network and walking and cycling routes, as well as to provide connectivity across the district for biodiversity.

District collaboration to deliver housing

The Region Plan sets a 20-year housing target for the entire Eastern City District of 157,500 new dwellings. As the Greater Sydney Commission has not provided council-specific targets after 2021, the City of Sydney will collaborate with other councils in the District to provide housing across the District. Housing diversity is also best understood at the District level, with each council area having unique opportunities and constraints affecting the supply and diversity of housing, which need to be taken into account.

Monitoring and reporting

The City will monitor and report on this Planning Statement. This will ensure implementation of and alignment with the Greater Sydney Commission's Region and District plans and Sustainable Sydney 2030.

The City will report annually on the implementation of the planning priorities as part of its corporate reporting under the Integrated Planning and Reporting Framework of the *Local Government Act 1993*, and consider the inclusion of key projects into the City's four-year Delivery Program and annual Operational Plan. The City will also report on a series of indicators to show progress towards the objectives of the strategic plans.

Five-year reviews of the LEP will include additional reporting and analysis that may include, but not be limited to, analysis of the City's floor space and employment survey, census data, tree canopy, community wellbeing indicators and infrastructure provision and needs.

Indicators

Infrastructure:

- Length of separated cycleways provided annually
- Growth in cycling activity at key intersections around the City of Sydney (100 key intersections)
- Growth in walking activity at key locations around City of Sydney (100 Key locations)
- Percentage of people surveyed accessing City Programs and Services who report an improvement in their social wellbeing
- Percentage of people surveyed accessing City Programs and Services who report an improvement in their physical health
- Total overall attendance at City Spaces
- Attendances at aquatic and leisure centres

Source: City of Sydney Annual Report

Liveability:

- Number of dwellings approved
- Number of dwellings completed
- Number of dwellings under construction
- Number of dwelling applications lodged
- Net annual increase by dwelling structure
- Net annual increase by dwelling type (including social, affordable, boarding house and student accommodation dwellings)
- Additional dwelling capacity created through planning proposals

Source: City of Sydney Housing Audit and Development Monitor

Productivity:

- Amount of commercial floor space approved
- Amount of commercial floor space completed
- Amount of commercial floor space under construction
- Amount of commercial applications lodged
- Number of visitor accommodation rooms approved
- Number of visitor accommodation rooms completed
- Number of visitor accommodation rooms under construction
- Number of visitor accommodation applications lodged
- Additional non-residential capacity created through planning proposals

Source: City of Sydney Commercial Monitor and City of Sydney Visitor Accommodation Monitor

Sustainability:

- Total street trees
- Street trees planted annually
- Greenhouse gas emissions for City of Sydney local government area
- Percentage of reduction in greenhouse gas emissions in the local government area based on 2006 levels
- Potable water usage from the local government area
- Percentage of recycling and recovery of residential waste
- Extent of locally indigenous bushland increased compared to 2009/10

Source: City of Sydney Annual Report

Actions

G2.1

Develop a Community Participation Plan to:

- a. involve the community in planning processes and decisions
 - b. establish transparent, fair and consistent consultation processes
 - c. increase transparency of decision-making.
-

G2.2

Collaborate with others on a range of planning matters including:

- a. Ultimo-Camperdown health and education precinct
 - b. Green Square-Mascot Strategic Centre
 - c. Harbour CBD
 - d. King Street, Newtown and Oxford Street, Paddington
 - e. Eastern Economic Corridor
 - f. Housing, sustainability and infrastructure in the District
 - g. State Significant Precincts and other NSW Government projects.
-

G2.3

Advocate for greater, genuine and effective collaboration on State Significant Precincts, development enabled by transport infrastructure and other precincts and corridors identified to boost growth and investment including through governance arrangements that identify roles and responsibilities, resourcing and accountability, and review processes and monitoring of infrastructure delivery.

G2.4

Work with the NSW Government to reintegrate selected precincts and sites into the City's planning framework.

G2.5

Report annually against the planning priorities and indicators.

Strategic alignment

Sustainable Sydney 2030 Directions

		A globally competitive and innovative city	A leading environmental performer	Integrated transport for a connected city	A city for walking and cycling	A lively and engaging city centre	Resilient and inclusive local communities	A cultural and creative city	Housing for a diverse community	Sustainable development, renewal and design	Implementation through effective governance
Infrastructure	Movement for convenient and liveable neighbourhoods and a connected city			●	●						
	Align development and growth with supporting infrastructure	●									●
	Supporting community wellbeing with infrastructure	●					●	●			
Liveability	A creative and socially connected city						●	●			
	Creating great places				●	●	●	●		●	
	New homes for a diverse community						●		●		
Productivity	Growing a stronger more competitive Central Sydney	●				●		●			
	Developing innovative and diverse business clusters in City Fringe	●				●					
	Protecting industrial and urban services lands and evolving businesses in Green Square-Mascot strategic centre	●									
Sustainability	Protecting and enhancing the natural environment for a resilient city		●							●	
	Creating better buildings and places to reduce emissions and waste and use water efficiently		●							●	
	Increasing resilience of people and infrastructure against natural and urban hazards										
Governance	Open, accountable and collaborative planning										●

Strategic alignment

		Eastern City District Plan Priorities								
		Infrastructure		Liveability				Productivity		
		“Planning for a city supported by infrastructure”	Working through collaboration	“Providing services to meet people’s changing needs”	“Fostering socially connected communities”	“Providing housing supply, choice and affordability”	Creating and renewing great places	Growing a stronger Harbour CBD	Growing the Innovation Corridor	“Growing international trade gateways”
Infrastructure	Movement for convenient and liveable neighbourhoods and a connected city	•								
	Align development and growth with supporting infrastructure	•	•	•						
	Supporting community wellbeing with infrastructure	•		•	•					
Liveability	A creative and socially connected city			•	•					
	Creating great places				•		•			
	New homes for a diverse community					•	•			
Productivity	Growing a stronger more competitive Central Sydney							•		
	Developing innovative and diverse business clusters in City Fringe							•	•	
	Protecting industrial and urban services lands and evolving businesses in Green Square-Mascot strategic centre									•
Sustainability	Protecting and enhancing the natural environment for a resilient city									
	Creating better buildings and places to reduce emissions and waste and use water efficiently									
	Increasing resilience of people and infrastructure against natural and urban hazards									
Governance	Open, accountable and collaborative planning		•						•	

Productivity (continued)				Sustainability								Governance	
Delivering integrated land use and transport planning	"Growing jobs in strategic centres"	Retaining and managing industrial land	"Supporting growth of targeted industry sectors"	Improving the health of the District's waterways	"Protecting bushland and biodiversity"	Protecting and enhancing cultural landscapes	"Increasing urban tree canopy cover"	Delivering high quality open space	Reducing carbon emissions	"Adapting to the impacts of urban and natural hazards"	"Preparing LSPS' informed by local strategic planning"	Monitoring and reporting on the delivery of the Plan	
•													
								•					
						•							
•	•												
			•										
	•		•										
	•	•											
				•	•		•						
									•				
										•			
											•	•	

References

- i ABS, Census 2006 and 2016, Usual Resident Population
- ii Astrolabe Group, City of Sydney Community Engagement Insights Report: Planning for Sydney 2050, 2019
- iii City of Sydney Community Engagement Insights Report – Sydney 2050
- iv Student Housing in the City of Sydney, SGS Economics and Planning, January 2019
- v ABS, Census, 2016
- vi City of Sydney, Floor Space and Employment Survey 2007 and 2017, Sydney
- vii See breakout box ‘Urban heat island effect’ in Section 5.
- viii City of Sydney, 2018, City of Sydney Annual Report 2017/18.
- ix ARUP Pty Ltd, 2019, Draft City Economic Future Study 2019; Globalization and World Cities (GaWC) Research Network, 2018, The World According to GaWC.
- x City of Sydney, Central Sydney Planning Strategy.
- xi City of Sydney, Floor Space and Employment Survey 2007–2017.
- xii .id Consulting, Population and household forecasts, 2016–2036 .
- xiii City of Sydney, City User Estimates, April 2019.
- xiv City of Sydney, Central Sydney Planning Strategy.
- xv City of Sydney, Capacity Study 2019.
- xvi Deloitte Access Economics, 2019, Tourism and hotel market outlook, Edition 1, 2019.
- xvii City User Estimates, April 2019.
- xviii Tourism Action Plan and Visitor Accommodation Action Plan.
- xix Dransfield Management Services, 2018, Hotel Futures 2018.
- xx ARUP Pty Ltd, 2019, Draft City Economic Future Study.
- xxi SGS Economics and Planning, 2019, Productivity Profile and Directions Study.
- xxii HillPDA, 2019, Draft Camperdown-Ultimo Innovation Cluster Study.
- xxiii City of Sydney, Floor Space and Employment Survey 2007–2017.
- xxiv BIS Oxford-Economics, 2018, Redfern-Waterloo Strategic Employment Study.
- xxv SGS Economics and Planning, 2019: Productivity Profile and Directions Study.
- xxvi UrbanGrowth NSW, 2015, The Bays Precinct Sydney Transformation Plan.
- xxvii Sydney Airport, 2019, Sydney Airport Traffic Performance, December 2018 Sydney Airport, Sydney.

- xxviii Infrastructure Partnerships, Australia, 2019 2019 International Airfreight Indicator" Data and measurement series, Infrastructure Partnerships Australia, Sydney.
- xxix Australian Competition and Consumer Commission, 2017, Container stevedoring monitoring report 2016–17, Australian Government, Canberra.
- xxx Greater Sydney Commission 2018, Employment Lands Database, Sydney.
- xxxi City of Sydney, 2014, Employment Lands Strategy 2014–2019, Sydney.
- xxxii City of Sydney, 2017, Floorspace and Employment Survey, Sydney.
- xxxiii Ibid.
- xxxiv See breakout box 'Urban heat island effect' below.
- xxxv City of Sydney, 2014–2019, Bush Restoration Management Plan – area updates (internal document)
- xxxvi City of Sydney, 2014, Urban Ecology Strategic Action Plan
- xxxvii City of Sydney, 2018, Amphibian and reptile survey 2018; City of Sydney 2017, Microbat survey 2016/17; City of Sydney 2017, Bird survey 2016–2017
- xxxviii City of Sydney, 2013, Urban Forest Strategy
- xxxix City of Sydney, 2013, Urban Forest Strategy; Arbor Carbon Pty Ltd, Urban Forest Cover and Condition Report, 2019
- xl City of Sydney, 2013, Urban Forest Strategy
- xli City of Sydney, 2018, Green Environmental Sustainability Progress Report: July to December 2018
- xlII City of Sydney 2016, Environmental Action 2016–2021: Strategy and Action Plan
- xlIII City of Sydney, data from CCAP 2.0 reported through the City of Sydney's Environmental Sustainability Platform, Total greenhouse gas emissions analysis for 2016–17.
- xliv City of Sydney, 2016, Environmental Action 2016–2021: Strategy and Action Plan.
- xlv City of Sydney, 2012, Decentralised Water Master Plan 2012-2030
- xlvi City of Sydney, 2017, Leave Nothing to Waste Strategy and Action Plan 2017–2030.
- xlvII City of Sydney, data from CCAP 2.0 reported through the City of Sydney's Environmental Sustainability Platform, Potable water consumption analysis 2005–2018.
- xlvIII Greater Sydney Commission 2018, Eastern City District Plan, Sydney
- xlIX City of Sydney, 2017, Adapting for Climate Change, Sydney
- I Ibid.
- II Ibid.

