

Attachment B

Community Recovery Plan – Engagement Report

Community Recovery Plan



Engagement Report

June 2020

Green Global Connected

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Engagement summary

From 18 May to 3 June 2020 the City of Sydney asked the community for their insights on the impacts of the Covid-19 pandemic, their needs for recovery and how the City can support recovery.

The insights gained provide a platform for the City to work with the community on recovery, ensuring we understand and are responsive to their needs.

This report will outline the community engagement activities that took place and summarise the findings from workshops, an online survey and secondary research.

Engagement purpose and program

The City sought insights from the community for the development of our community recovery plan to:

- Ensure the community recovery plan aligns with how the community is experiencing the impacts of Covid-19 and respond to community concerns and needs.
- Provide a platform to continue work with the community on recovery.

The engagement program included:

- Online surveys for community and businesses.
- Lord Mayor roundtables and online facilitated workshops with community and business stakeholders.
- Review of outcomes from surveys carried out by community and industry stakeholders.

Key outcomes from the engagement

The community expressed a clear desire to be part of their own recovery. The act of asking the community was appreciated and contributes to maintaining a high level of trust between the community and the City. A continuing dialogue with the community, businesses and stakeholders, sharing our insights and data with the community and in turn valuing their knowledge and insights will provide a strong platform for recovery.

“Thank you for taking the time to find out about what your community believes is a priority.”

The impacts of the pandemic have been widespread. Many acknowledged their own social isolation has contributed to health and wellbeing concerns and increased anxiety related to financial impacts, job losses, housing stress and access to essential services.

A third have felt lonely or have mental health and wellbeing concerns. About 40% have lost jobs or experienced reduced income and as many are worried about job security. 77% of businesses surveyed had reduced staffing levels during the Covid-19 restrictions.

The community sector raised concerns for non-citizens including asylum seekers and international students. Food security for these most vulnerable community members will continue to be a concern.

“Businesses being supported so they can grow and take on all those unemployed people. There are lots of people struggling now.”

Concern for others

People are overwhelmingly concerned about others. Half of those surveyed were worried about people who are important to them and 74% said it was very important for council to support vulnerable people during the recovery. This was the most strongly supported action council could take. Local residents groups identified how communities had come together to support each other. There was growing optimism that actions taken during the pandemic could contribute to ongoing action on long-term concerns such as ending homelessness in Sydney.

“Continuation of the increased tolerance and kindness shown to others especially housing the homeless, and better service and financial support for people who are unemployed or living on low incomes”

Clear information

The community told us they need accurate information to help build confidence about when it is safe to return to their normal activities. 68% of people surveyed said that clear communications from the City are very important. Accessible communication was identified as very important including using different formats and channels and being aware that not everyone has access to digital technology.

“Media hype has scared people.”

Sydney as safe

Promoting Sydney as a safe place is an important action to help the arts and cultural sector and businesses rebuild. This was identified as a more significant challenge for the city centre than local main streets where people were starting to feel comfortable again. While about half those surveyed said they were ready visit their local cafes and restaurants now, most people indicated that it would take longer for them to feel confident going to indoor cultural and community events.

“Clear guidelines for CBD workers and visitors on how to interact to ensure safety but also get back to work. Transport solutions that don’t clog up the streets.”

Importance of public space

The community deeply valued public space during the pandemic. Our current predicament is seen by many as a trigger to rethink how we use public space and make more space available for walking, cycling, meeting up and cultural and community events. Using public outdoor space was identified by arts organisations and businesses as an alternative to indoor venues and a way to build confidence and bring people back.

“Eating and drinking later, spreading out on footpaths and roads”

“Greater appreciation for the outdoors, for the simple pleasures of walking in a park and getting some fresh air. An amazing ability for us to all cooperate and help each other. We’ve all gained new knowledge from this new experience.”

Support for business and the cultural sector

Survey results identified financial support, marketing, clear communications, and local activations and events as the most useful ways the City could support businesses to recover. There is a desire to promote the unique cultural experiences of Sydney to local and regional visitors; support innovation and collaborate and negotiate with landowners and big employers to open up new opportunities. The City's role as an advocate particularly for affordable housing and the arts and cultural sector was highly valued.

“Marketing and promotion needs to include profiling local businesses, neighbourhood character, what to do in the city, and what is happening locally.”

Positive outcomes

The community identified positive impacts as including flexible working arrangements (close to 50%), more time with family (close to 50%), acts of kindness (40%) and see this an opportunity to build a more caring society. People referred to a renewed sense of working together and that there was greater awareness of the needs and experiences of different people within our communities.

Business, the cultural community and local residents liked the idea of a community celebration as an important step in Sydney's recovery.

“Hopefully there will be more kindness and tolerance now”

“A positive impact for me, I can work from home less travelling to work. I've enjoyed not stressing and spending time with my family”

Concerns for the future

There are increasing concerns about the impacts on the economy when the federal government's support package ends in September. Continuing physical distancing restrictions were a concern to the arts, cultural and entertainment sectors. Reduced international travel is a long term problem for the tourism and hospitality sector. There is growing concern for the sustainability of the NGO sector who have worked tirelessly to support the most vulnerable members of the community, especially in the face of more financial stress on people as a result of cut-backs to JobKeeper and JobSeeker payments.

We asked people about their greatest concerns for Sydney's future in March 2019 and again in May 2020. Top concerns remain traffic congestion and inadequate public transport, lack of affordable housing and loss of places for entertainment and cultural expression. Importantly, more people are now worried about the impacts of climate change ranking second after traffic congestion.

“I hope this is taken as an opportunity to make a leap forward in environmental protection to address climate change”

Engagement methodology

Background

The City of Sydney Council resolved at its meeting on 4 May 2020 to prepare a Community Recovery Plan in response to the impacts of the coronavirus pandemic.

While there is still a lot of uncertainty about the future, developing a plan for recovery is important to build trust and confidence in the community.

The Community Recovery Plan is informed by health advice from state and federal governments and guided by principles consistent with Sustainable Sydney 2030. These include inclusive and equitable social and economic sustainability, underpinned by environmental sustainability, and the critical contribution of artists and the creative sector in recovering a strong society.

The plan has also been informed by consultation with businesses and our communities on the impacts of the pandemic, the community's needs, and the role the City should play in Sydney's recovery.

This report examines the consultation activities undertaken by the City and their outcomes.

Engagement objectives and guiding principles

Community engagement plays a central role in the transition from government-led actions in response to a crisis to the community regaining a sense of control over their lives during recovery. People must have an opportunity to influence decisions that affect the recovery of the city and their communities.

The following engagement objectives guide the way we work with the community on recovery. These align with the City's community engagement principles of integrity, inclusiveness, dialogue and influence and contribute to an overarching principle of recovery that people and organisations are empowered, connected and effective community builders, involved in the change in the city and shaping their future.

Integrity

- We will provide our communities with clear, accurate and timely information.
- We will coordinate engagement activities to ensure best value for our communities.

Inclusiveness

- We will reach vulnerable people and strive to overcome barriers including lack of digital access and we will ensure our communications are inclusive.
- We will work with community networks and services to broaden the reach of our engagement and to build community resilience.

Dialogue

- We will check-in and respond to our communities about their needs throughout the recovery.

- We will make best use of the information our community-facing services and programs collect to in fine tune the City’s ongoing response.

Influence

- We will strengthen relationships within our communities by regularly sharing our insights from engagement and research on recovery progress.
- We will ensure that people know we value the information and insights they give us and that we act on it.

Engagement approach

The City sought a combination of qualitative and quantitative information from community members, businesses and sector representatives on:

- the impacts of the Covid-19 pandemic on their lives and businesses
- what their personal, community and sector’s needs were for recovery
- how the City can support the community during recovery
- what opportunities exist for collaboration during recovery
- what their concerns were for the future of Sydney
- how the pandemic may change Sydney.

Engagement activities included:

- online surveys for community and businesses
- Lord Mayor roundtables and online facilitated workshops with community and business stakeholders
- a review of twelve surveys undertaken by stakeholders across a variety of sectors.

Engagement activities: Lord Mayor roundtables and online facilitated workshops

A series of online roundtables and workshops were undertaken to understand specific issues affecting particular industry and community sectors that have been heavily impacted by the pandemic. 165 stakeholder representatives attended these sessions.

The Lord Mayor hosted five online recovery roundtables:

- Arts and culture
- Resident action groups
- Community and food security
- Hotels and tourism
- Small business

City staff facilitated six online recovery workshops:

- Retail and hospitality
- Creative and arts
- Night time economy

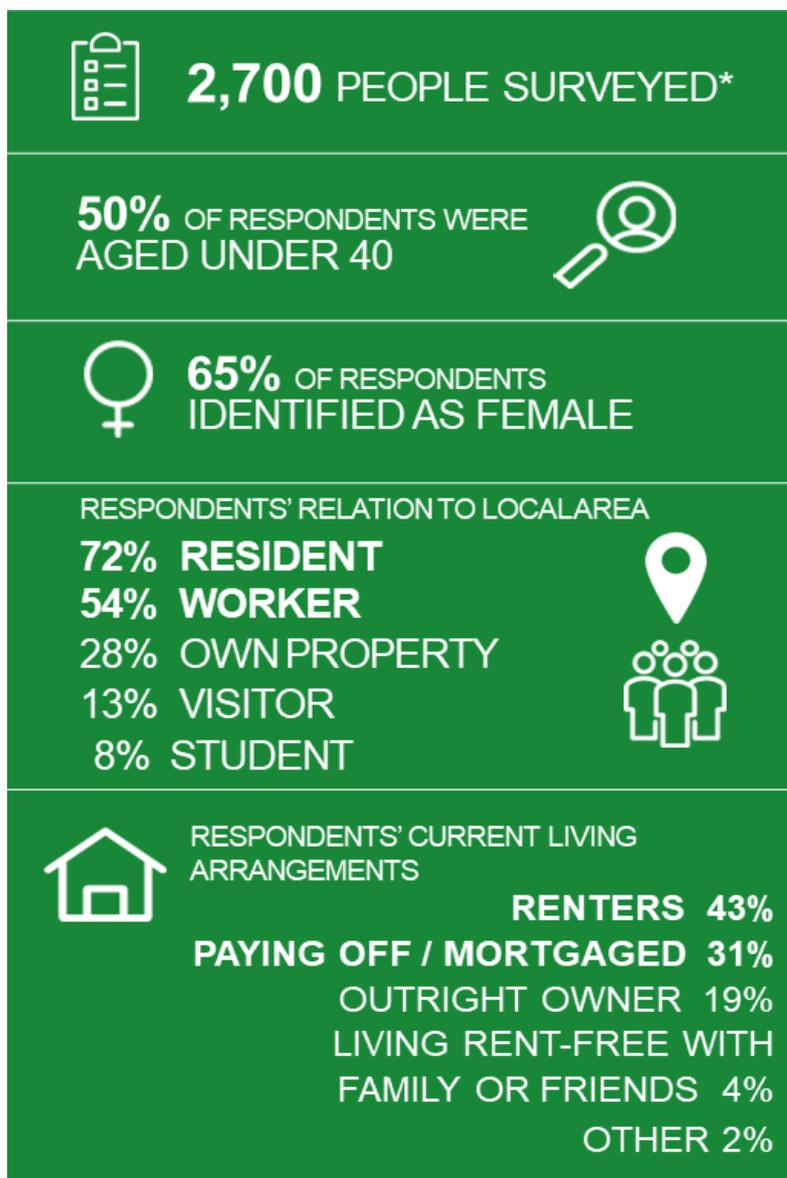
- Local businesses
- Tech start ups
- Inclusion (disability)

Engagement activities: community and business survey

An online survey for community and businesses was hosted by the City. The survey was designed to:

- understand the impacts of the pandemic on the City
- discover what people need to enable their recovery
- allow people to provide feedback on what they believed the City's role should be during recovery
- understand future hope and concerns for Sydney

Community survey results



**533 respondents who completed the community survey also completed the business survey*

Business survey results



**533 respondents who completed the business survey also completed the community survey*

Engagement outcomes

Key insights emerged from the engagement in relation to the impacts of the pandemic, community needs, role of the City during recovery and opportunities & concerns for the future.

The outcomes from these insights have been used to inform the City’s Community Recovery Plan.

The impact of the pandemic

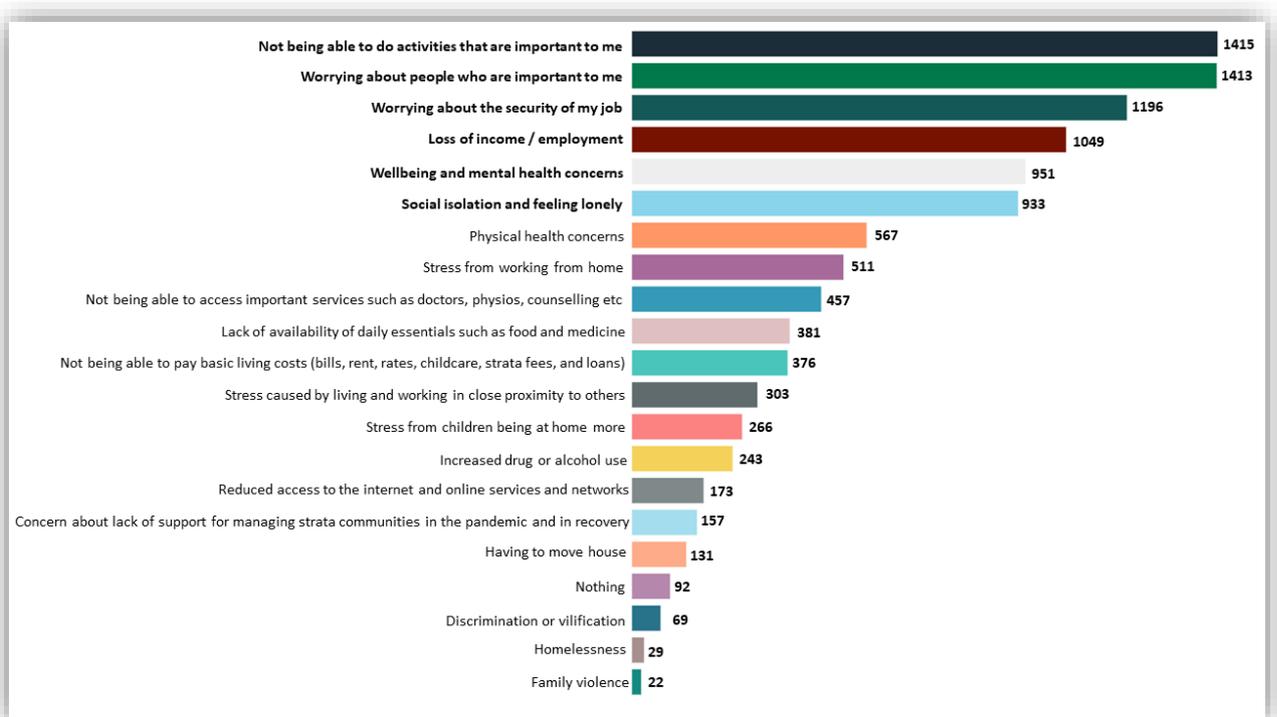
The impact of the pandemic was widespread, affecting many parts of our communities.

Of the people surveyed via the City’s online survey:

- Over half are worried about people who are important to them.
- Over half have not been able to do activities important to them, such as visiting friends or family, going out to cafes and restaurants and cultural activities (cinemas, galleries).
- A third have felt lonely or have mental health and wellbeing concerns.
- About 40% have lost jobs or reduced income and as many are worried about job security.
- 15% encountered lack of availability of essentials such as food and medicine.

Housing costs and household bills are the most common costs respondents are not able to afford. About 5% of respondents have had to move to a new house.

Other than experiencing housing stress, the restrictions and financial worries have meant that close to 1 in 5 have not been able to access important services (doctors, counselling).



This graph shows the results from the community, when asked how the Covid-19 pandemic affected them.

The community sector raised concerns for non-citizens including asylum seekers and international students. Food security for these most vulnerable community members will continue to be a concern.

77% of businesses surveyed had reduced staffing levels during Covid-19. Nearly 9 in 10 businesses survey responses have experienced a reduction in turnover or cash flow as a result of the restrictions.

Government regulations have had a high impact on 59% of businesses surveyed, while 17% reported some impact and 9% reported low impact on their operations. 20% of businesses surveyed had to temporarily close, while 1% had permanently closed due to the impacts of the pandemic. Main reasons for closures are;

- government regulations
- loss of revenue
- lack of demand for their product
- forced closure
- health and safety risks.

In order to remain open, businesses have changed the way they operate. Over half changed their product / service and their delivery model.

Business representatives told us that they were also impacted by the loss of foot traffic from visitors, workers and students. This had a greater impact on areas that heavily rely on these customer bases such as the CBD, the Rocks and Haymarket.

The impact on the creative and cultural sector has been devastating. Some organisations have seen losses in the excess of \$50 million, stood down 80% of staff and a significant amount of their workforce are not eligible for JobKeeper. Individual artists and sole traders were also identified as particularly vulnerable.

Needs for recovery

The community told us they need **accurate information** to help build confidence about when it is safe to return to their normal activities. 68% of people surveyed said that clear communications from the City are very important. Accessible communication was identified as very important including using different formats and channels (phone, easy-read English, large-print versions, accessible websites, captioning and AUSLAN).

Business representatives also told us that to sustainably reopen and operate safely they needed **reliable and timely information**. Poorly communicated regulations left businesses feeling confused about how to safely operate and what support was available to them. Only 32% of businesses surveyed said they completely understood what support was available to them from the Federal Government.

When asked how soon they'd feel comfortable and safe to return to activities in Sydney once level 3 restrictions were in place, it was clear that people need to **feel safe and confident to return**, even if restrictions are lifted. Whilst 65% of people would immediately use open spaces and public parks, only 33% would immediately feel safe to use public transport and 30% to return to work in an office.

Whilst 3 of the top 5 mentioned activities that community were not able to do were related to cultural participation (cinema, galleries & museums, live performances etc.), over a third of the respondents said it would be several months before they would hire an indoor space for a community activity (33%) or participate in indoor cultural and community events (38%).

The business and creative community told us they need the **City to be clean, safe and accessible**. This will build confidence for people and audiences to return to their regular activities and to support businesses.

Business representatives and respondents to the business survey indicated they need:

- immediate clarity in relation to how to safely operate their businesses, this will enable them to plan for their staffing, program and supplier needs.
- financial support, especially in regards to cash flow.
- marketing and promotions support.
- clear and ongoing communications of support available to businesses.
- flexible regulations that consider the location and size of their businesses.

People (business, the cultural community and local residents) liked the idea of a **community celebration** as an important step in Sydney’s recovery. They proposed various approaches on the same theme – a summer of culture in Sydney, a one-day celebration inviting people into the city, neighbourhood block BBQs and village business weekend showcases.

The role the City should play in recovery

When asked how the City should support recovery the following were identified as **very important**:

74%	support vulnerable people
68%	provide clear communications on changes
62%	support local businesses
60%	lead public health adaptations / assist community to do the same
57%	advocate to state and federal governments for better services (eg housing)
56%	support the arts and cultural sector
31%	open facilities, such as libraries, pools and community centres
29%	make it easier for business to get approvals

Both business representatives and respondents to the business survey said that the most useful areas the City of Sydney can assist the business community recover were:

- Financial support: including reduction of fees and charges, grants and sponsorship.
- Marketing and promotion: including shop local campaigns that target local and regional visitors and promote the City’s fine grain main street with safety messages.
- Events, precinct activation and place planning activities: that would allow local businesses and cultural providers to use safe public spaces for events and trading.
- Advocate for further business support across all sectors of Government
- Upskilling in e-commerce

Concerns for Sydney’s future

There was increasing concern about the impacts on the economy when the Federal Government’s support package ends in September. There is growing concern for the sustainability of the NGO

sector who have work tirelessly to support the most vulnerable members of the community especially in the face of more financial stress on people resulting from of cut-backs to JobKeeper and JobSeeker payments.

The business community is concerned that Sydney will find it harder to recover than other cities due to its unique position in the nation’s economy and especially in relation to international tourism, creative and cultural offerings, international students, nightlife and retail sectors who have all been heavily impacted by the pandemic.

When we asked people about their greatest concerns for Sydney’s future in March 2019, their top concerns were traffic congestion and inadequate public transport, followed by lack of affordable housing and loss of places for entertainment and cultural expression.

In 2020, the top concerns are now traffic congestion and inadequate public transport followed by impacts from climate change, lack of affordable housing and loss of places for entertainment and cultural expression. More people are also now concerned about being prepared for a major emergency event than in 2019.

March 2019	May 2020
1. Traffic congestion and inadequate public transport	1. Traffic congestion and inadequate public transport (64% of respondents)
2. Lack of affordable housing	2. Impacts of climate change including heatwaves and storms (58%) - shifted up within top 10
3. Loss of places for entertainment, going out and cultural expression	3. Lack of affordable housing (57%)
4. Lack of parks, trees, green and recreation spaces	4. Loss of places for entertainment, going out and cultural expression (47%)
5. Impacts of climate change including heatwaves and storms	5. Loss of local character and heritage (46%) - shifted up within top 10
6. Loss of local character and heritage	6. Loss of local businesses and services (46%) - new concern added to survey due to Covid-19
7. Lack of transparency in government	7. Lack of parks, trees, green and recreation spaces (43%)
8. Social disconnection and the loss of community	8. Financial hardship and unemployment (40%) - new concern added to survey due to Covid-19
9. Increasing intolerance and social exclusion	9. Not being prepared for a major emergency event in Sydney (40%) - new to top 10
10. Too much population growth and development	10. Lack of transparency in government (40%)

This table shows the results of people’s greatest concerns for Sydney’s future in March 2019 and again in May 2020.

Opportunities for Sydney's future

The pandemic has provided the opportunity to rethink how life can be in Sydney in the future.

Some positive impacts from the pandemic included flexible working arrangements (50%) more time with family (50%), acts of kindness (40%). People referred to a renewed sense of **working together** and that there was greater awareness of the needs and experiences of different people within our communities. People were pleased to see action on long-term issues of concern such as providing housing to people sleeping rough and expressed hope that this would continue.

The community deeply **valued public open space** during the pandemic. It has acted as a trigger to rethink how we use public space and make more space available for walking, cycling, meeting up and cultural and community events. Using public outdoor space was identified by arts organisations and businesses as an alternative to indoor venues and a way to build confidence and bring people back.

“Becoming more European in our lifestyle- option of eating and drinking later, spreading out on footpaths and roads, courtyards -alfresco dining. Not constant layers of compliance for selling alcohol and opening late. Sydney needs to be a 'global city'”

Working from home has also proved to create opportunities for workers to have more time with family, spend more in their local main streets and commute less.

“I'm hoping more people will have the opportunity to work flexibly from home. Just think, if every full time worker worked from home one day per week, this would result in 20% less traffic on our roads & 20% less commuters using public transport. The resulting effect would mean less pressure on our public transport network, greater hygiene through social distancing brought about by less commuters, workers who are less stressed, financial savings on fares & fuel & ultimately a cleaner, greener city.”

Throughout the roundtables and workshops community and business representatives discussed their aspirations to be continue to **collaborate** with other businesses, communities and government to plan for recovery.

“This is a time for adaptation and innovation. An opportunity to partner with game changers. The City can help by streamlining approvals, fee concessions, engaging with local business, property and home owners who are willing to personally invest in development, growth and green spaces”

Stakeholder surveys review

The City reviewed and compared its consultation results with research provided by community and business stakeholders. This review of 12 pieces of research was performed to test whether the City's engagement outcomes aligned with feedback and insights from other concurrent research.

Sectors covered by the provided research included:

- Fashion
- Community
- Waterloo residents and social housing tenants

Community Recovery Plan – Community Engagement Report

- Cultural and creative
- NSW residents
- Night time economy
- Arts and cultural events
- Apartment residents, strata committees
- Road commuters and public transport users
- People with disability

The research results generally aligned with the feedback received during the consultation activities. Key highlights and commonalities from across the research included:

Concerns

- Financial strains
- Digital access
- Economic recovery
- Mental health, especially for younger people and women
- Feelings of isolation
- Food shortages
- Impacts on the cultural sector, especially in relation to employment
- Impacts on travel and movement

Needs

- Clear communications on how to remain and operate safely
- Support for local businesses
- Building audience confidence to return to cultural and outdoor activities
- A clean city to create community confidence
- More environmentally sustainable initiatives to support recovery

Opportunities

- Creation of new digital practices and e-commerce
- Greater collaboration between suppliers and businesses to create sustainable practices
- Greater appreciation for public open space and local offerings
- More flexible work life balance

Across the research pieces the City of Sydney's unique role in recovery stood out in relation to:

- growing concern about loss of places for entertainment and going out
- growing concern about congestion and lack of public transport
- strong support for council helping vulnerable people and the arts.

Research sources are listed in Appendices 2.

Other feedback and insights

Additional comments and insights provided during the consultation via submissions, social media posts and comments made in the survey.

Key insights included:

- The act of asking the community was **greatly appreciated** and contributed to the high level of trust between the community and the City.
- The **community wants to be involved** in the City's recovery. Community, businesses and stakeholders were willing to share their knowledge and insights, and in turn would appreciate the City sharing its data and plans. There is a genuine want to collaborate, across a variety of sectors, for the betterment of the City.
- Concerns were raised that the recovery efforts were **primarily economic focused**. This raised fears that more public space will be allocated for private economic purposes and its impact on resident's use of available public spaces.
- There was a strong call for **sustained support for the creative sector**, beyond just recovery. It was identified that this sector was already struggling before the pandemic and there are fears many providers within the sector will not survive.

Appendices

Appendix 1: Community and business survey results

Appendix 2: Lord Mayor roundtables and online workshops summary

Appendix 3: Stakeholder surveys and written submissions

Appendix 4: Activities to promote the consultation



Appendix 1

Community and business recovery survey results

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Overview

The following report provides top line findings from the City of Sydney's community and business Covid-19 recovery survey conducted 18 May to 3 June 2020. Further analysis on qualitative data and different cohorts and segments is ongoing and will inform the implementation of the City's Covid-19 Recovery Plan.

Community survey snapshot

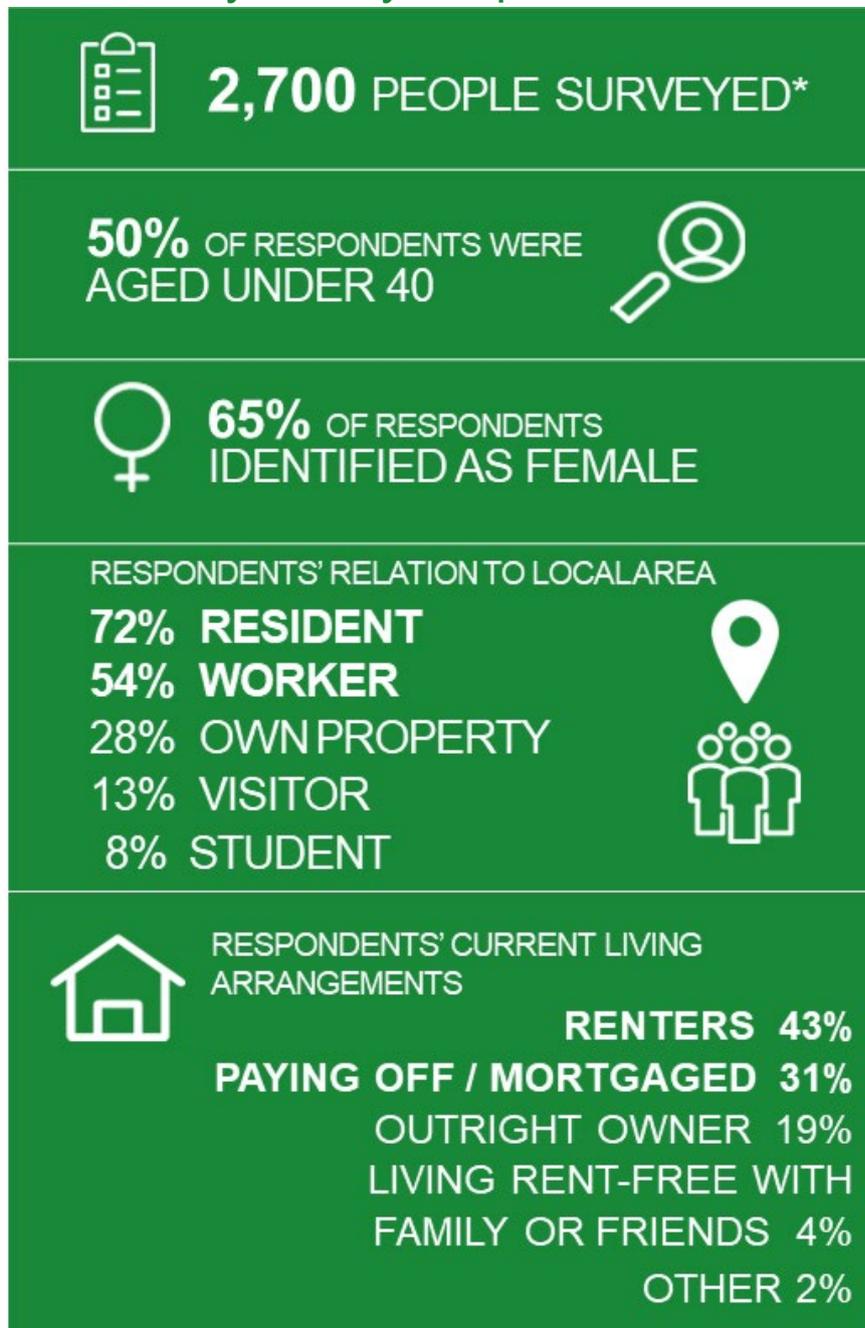


Figure 1 community survey snapshot

*533 respondents who completed the community survey also completed the business survey

1. Community survey findings

1.1. Covid-19 pandemic impacts

We asked people how the Covid-19 pandemic had affected them (this was a multiple choice question, with the option to add individual responses). A total of 2,762 people responded to this question.

Over half of survey respondents (51%) were affected by being unable to do activities important to them and feeling concerned for people who are important to them.

About third of survey respondents experienced feeling lonely (33%) or having mental health and wellbeing concerns (34%) during the pandemic.

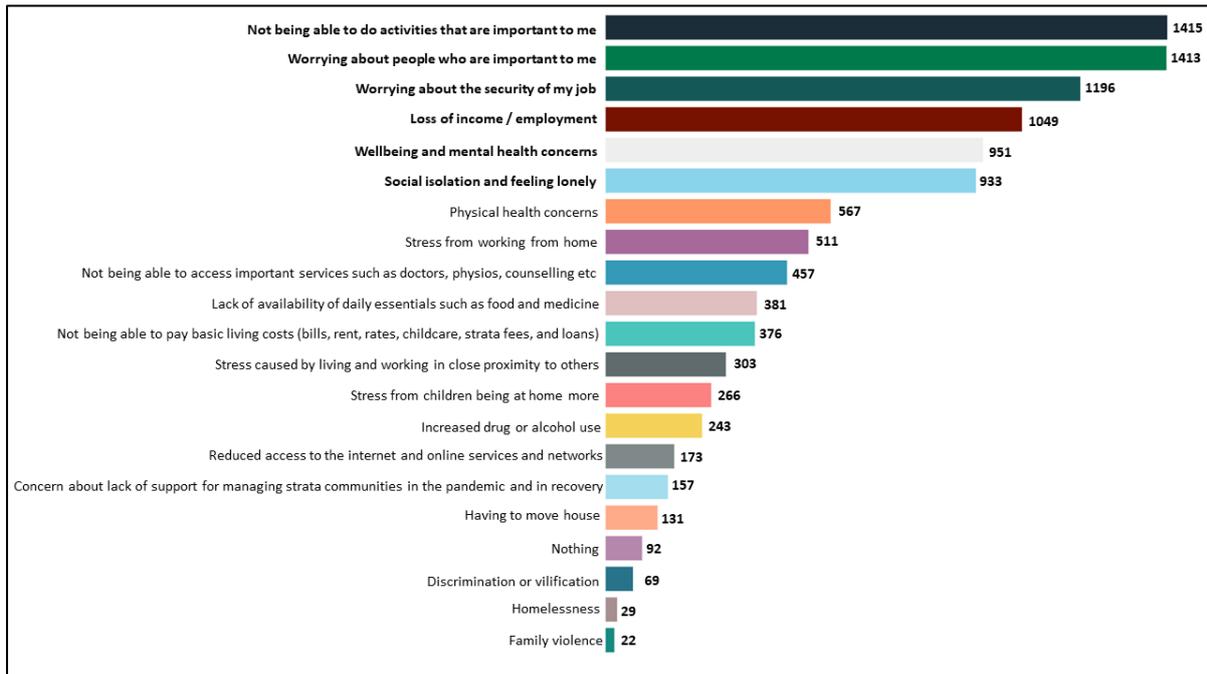


Figure 2: Covid-19 pandemic impacts

1.2. Costs impacted (if applicable)

If respondents indicated they have been unable to pay basic living costs, we asked what type of costs they have not been able to afford. A total of 379 people responded to this question. Over half (53%) of respondents indicated they have not been able to afford rent, followed by bills (50%), mortgage (26%) and other loans (23%).

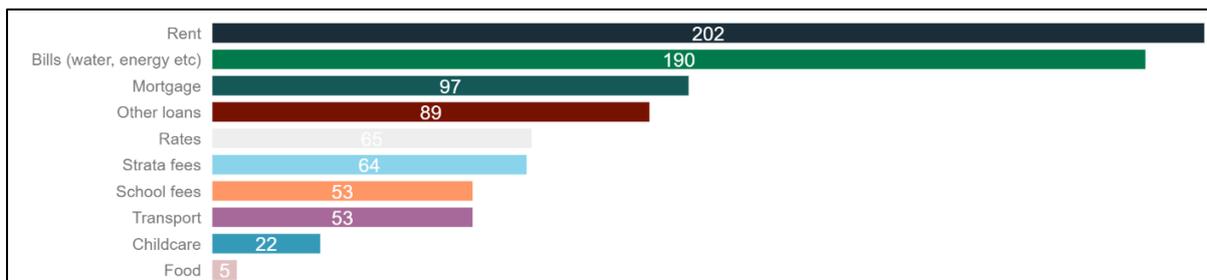


Figure 3: costs impacted (if applicable)

1.3. Activities impacted (if applicable)

If respondents indicated they have been unable to do activities that are important to them, we asked for more information about the type of activities they have been unable to do. A total of 1,420 people responded to this question. Almost 90% of respondents said visiting friends and family was an important activity that they have been unable to do. Not being able to visit local cafes and restaurants has had a high impact on the majority of respondents (84%). Significantly, the next three most important activities that people indicated they have been unable to do are all cultural activities (66% cinemas, 60% art galleries and museums, 59% live performances).

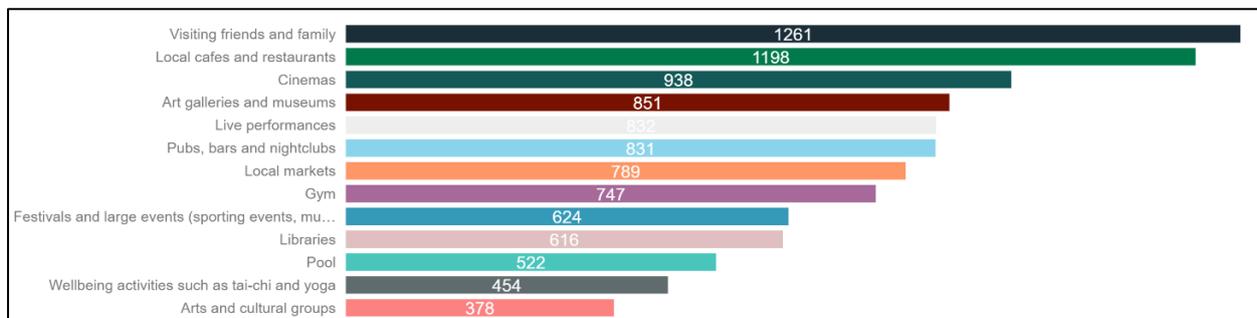


Figure 4: activities impacted (if applicable)

1.4. Positive impacts or experiences

We asked if there were any positive things people had experienced during Covid-19. A total of 2,712 people responded to this question. Over half of respondents (51%) said flexible working arrangements, more time with family (47%), acts of kindness (40%) and 31% have experienced strengthened connections with neighbours and other networks.

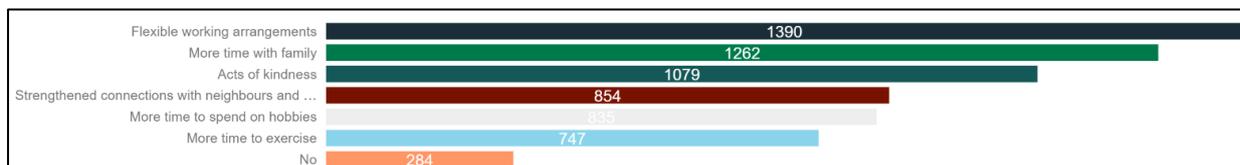


Figure 5: positive impacts or experiences

1.5. Resuming activities in Sydney

We asked how soon people would feel safe to resume different activities once Sydney moves to [step 3 restrictions](#) (step 3 allows gatherings of up to 100 people if social distancing measures are in place). A total of 2,526 people responded to this question.

While confidence is increasing – there is still a way to go. 52% of respondents said that they would be comfortable visiting their local main street businesses and 65% said they were ready to use parks and open space more (including playgrounds and fitness equipment), but respondents feel less comfortable visiting the Sydney city centre (35%), using public transport (33%) and going to work in an office (30%).

Over a third of respondents said it would be several months before they would hire an indoor space for a community activity (33%) or participate in indoor cultural and community events (36%).

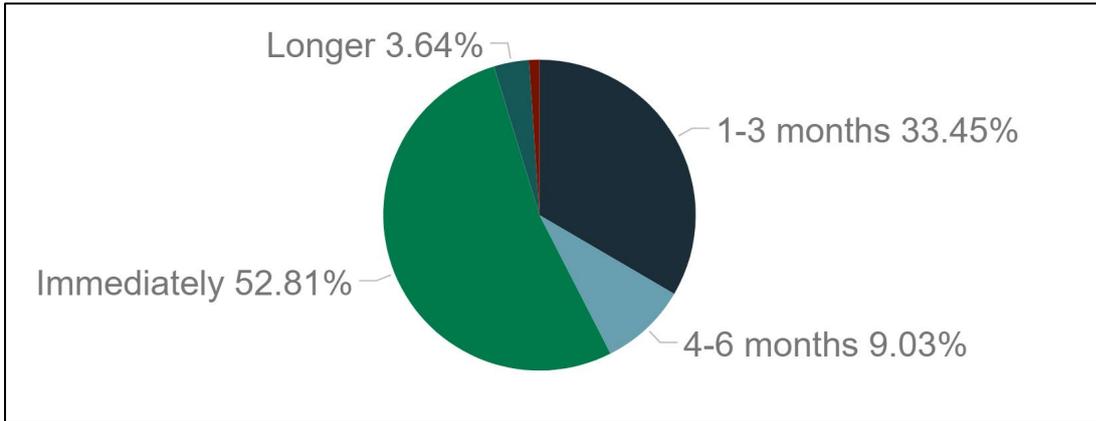


Figure 6: visit my local main street to shop, go to cafes, restaurants and bars

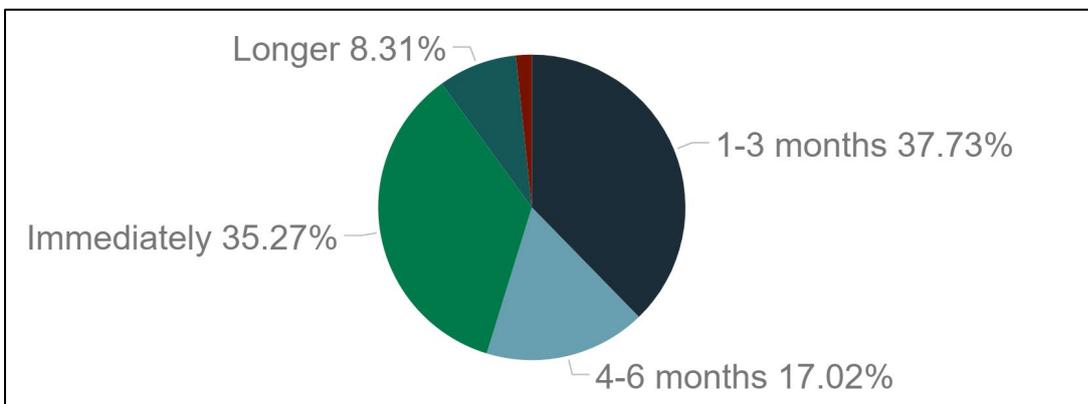


Figure 7: visit the Sydney city centre to shop, go to cafes, restaurants and bars

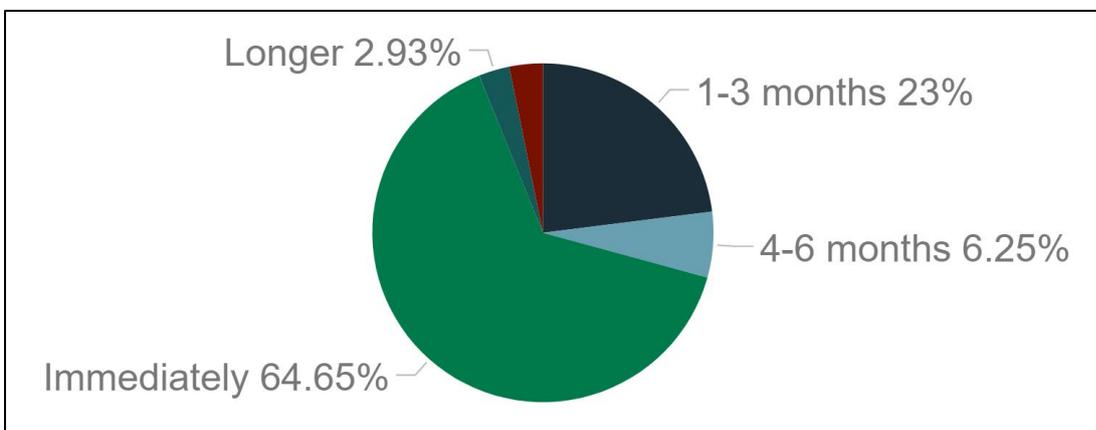


Figure 8: use parks and public spaces more often, for a wider variety of activities (outdoor fitness equipment, boot camps, picnics, playgrounds)

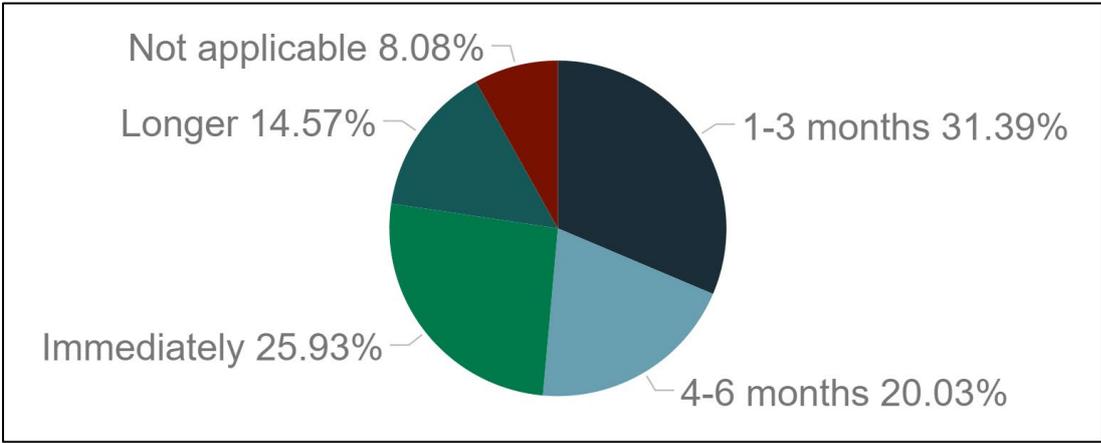


Figure 9: go to indoor locations to exercise (gym, aquatic centre)

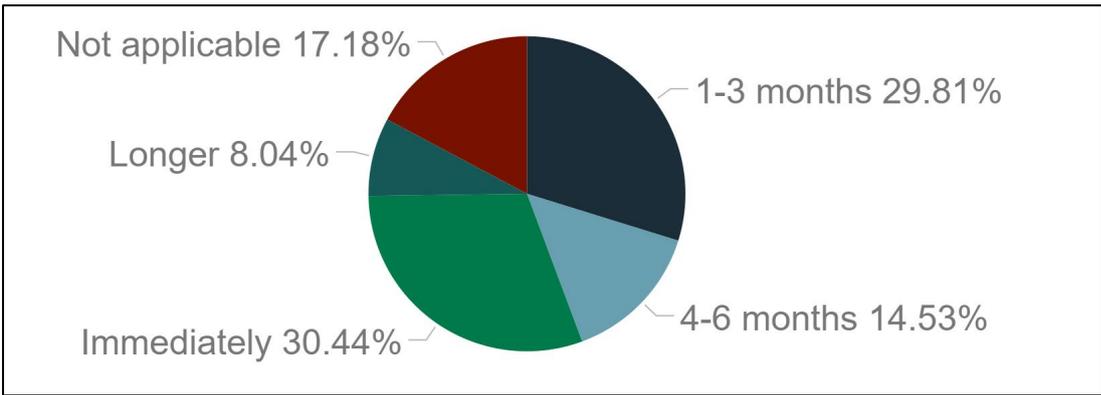


Figure 10: work from an office

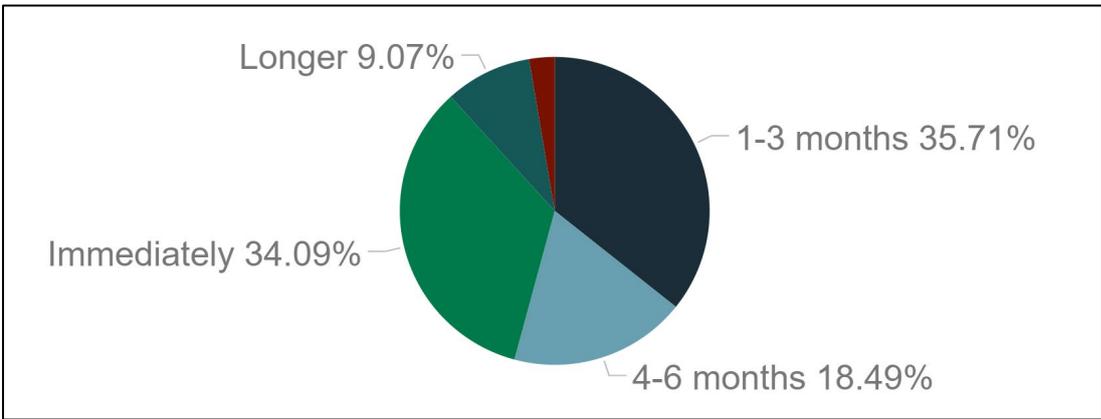


Figure 11: participate in arts, culture and community celebrations (outdoors)

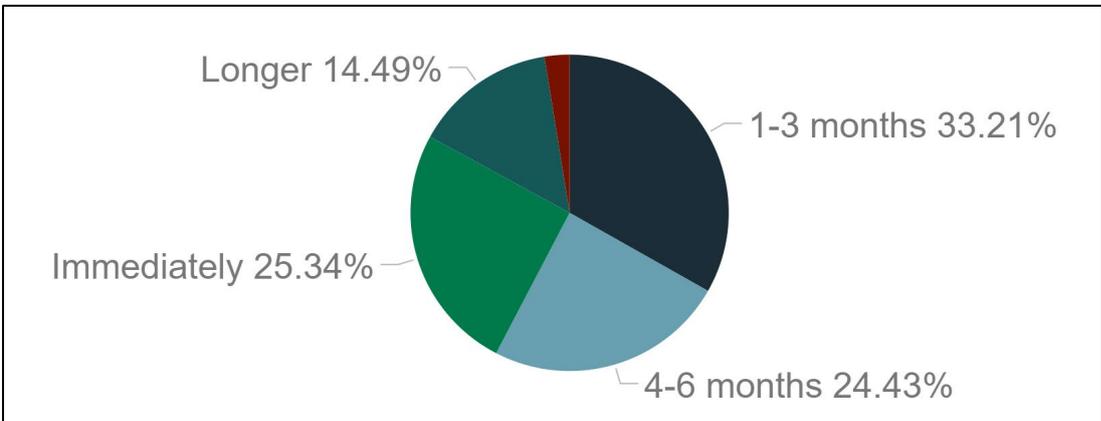


Figure 12: participate in arts, culture and community celebrations (indoors)

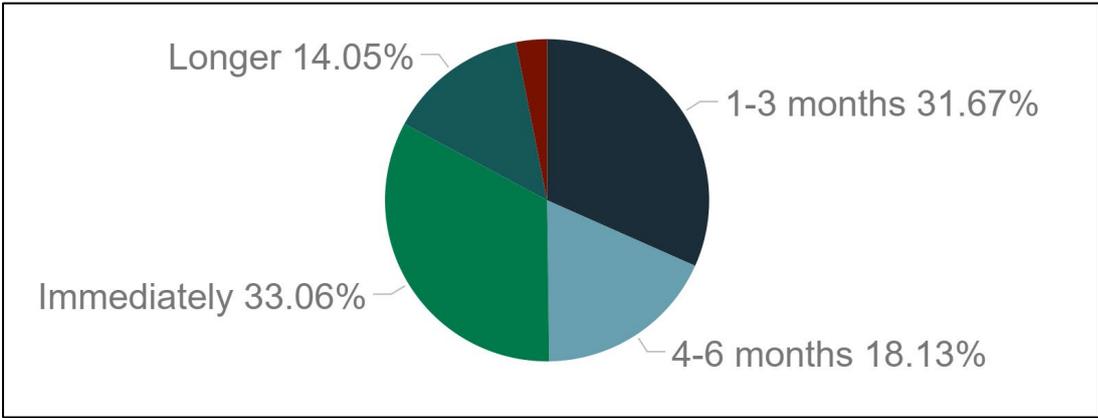


Figure 13: use public transport

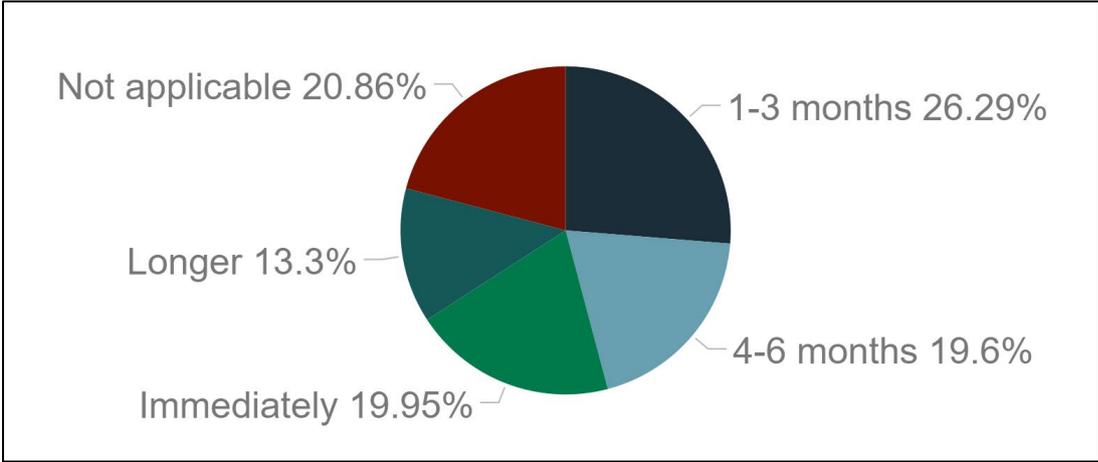


Figure 14: hire an indoor space for a community event (birthday party, book club)

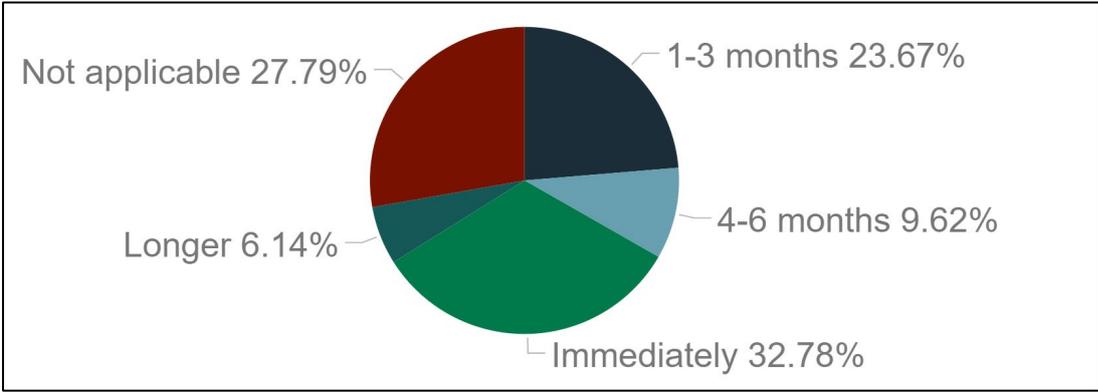


Figure 15: access common areas and shared facilities in apartment buildings

1.6. City of Sydney support

We asked how the City can support communities during recovery. A total of 2,433 people responded to this question. Below is the percentage of respondents who think it is **very important** that the City:

74%	support vulnerable people
68%	clear communications on changes to services and social distancing requirements
62%	support local businesses
59%	lead public health adaptations / assist community to do the same
57%	advocate to state and federal governments for better services (such as health and housing)
56%	support the arts and cultural sector

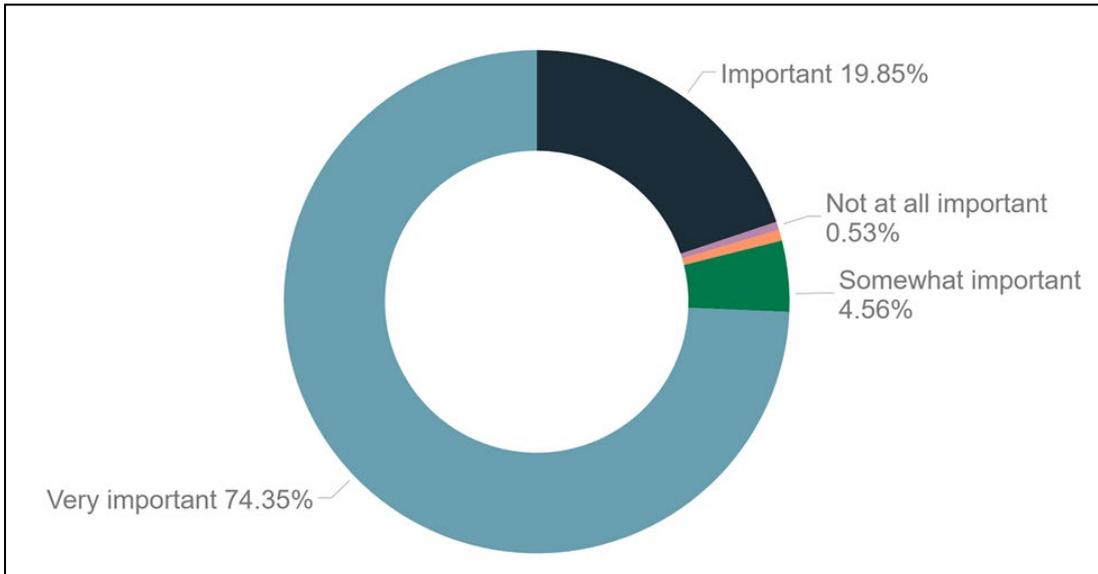


Figure 16: supporting vulnerable people

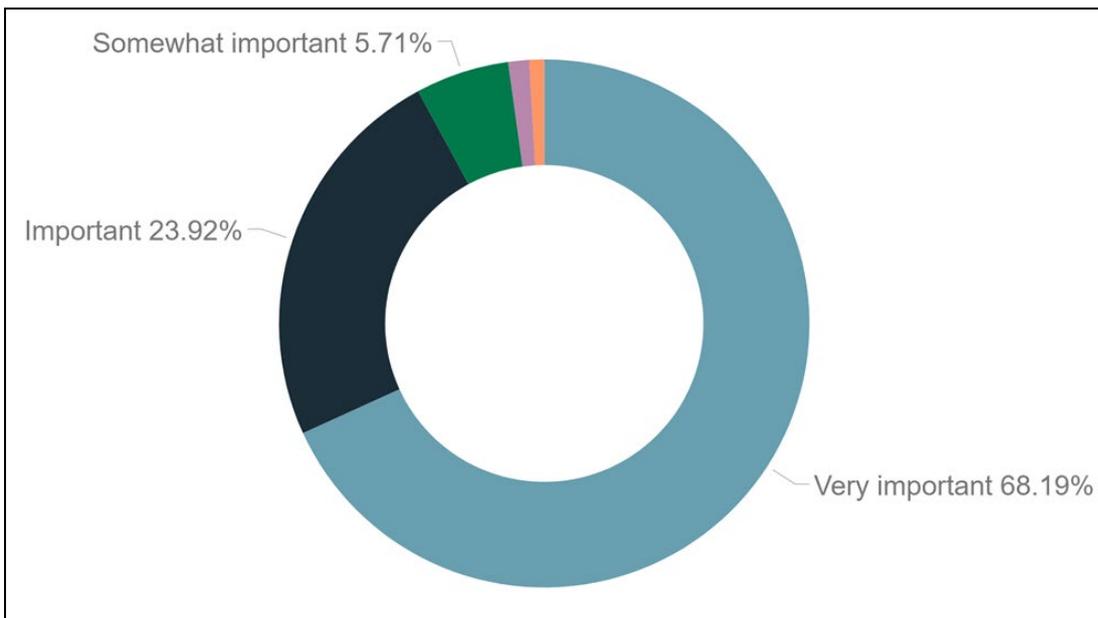


Figure 17: clear communication on changes to services and social distancing requirements

City support (continued)...

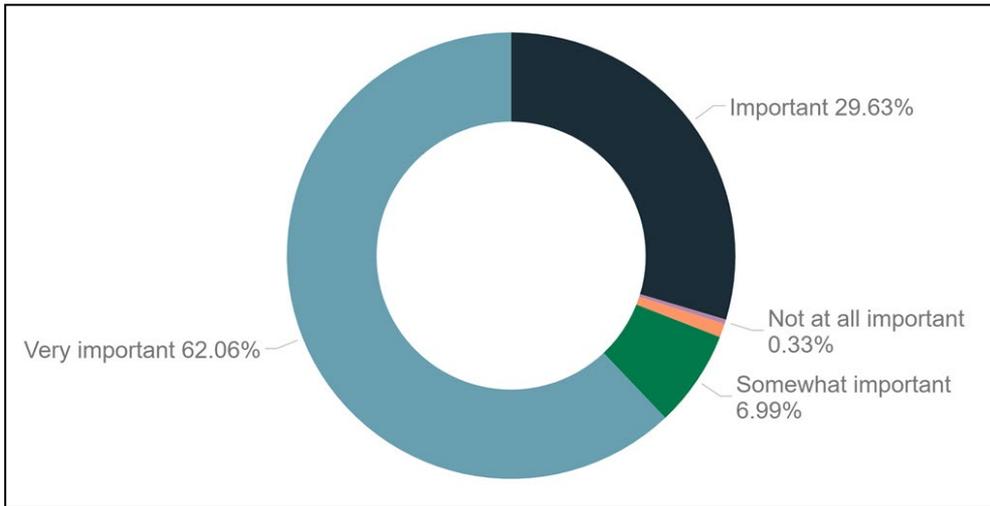


Figure 18: supporting local businesses

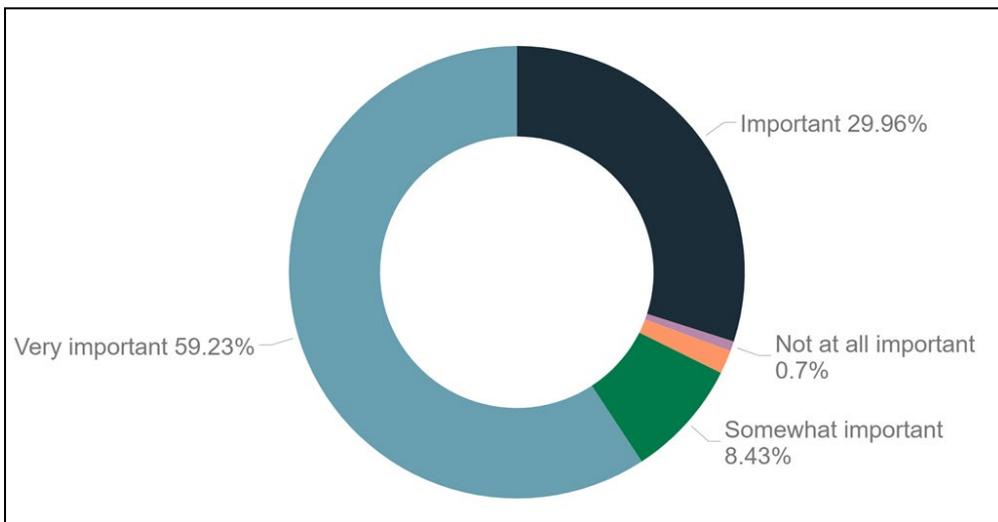


Figure 19: leading effective public health adaptations (social distancing, sanitisers etc) and supporting businesses and community groups to do the same

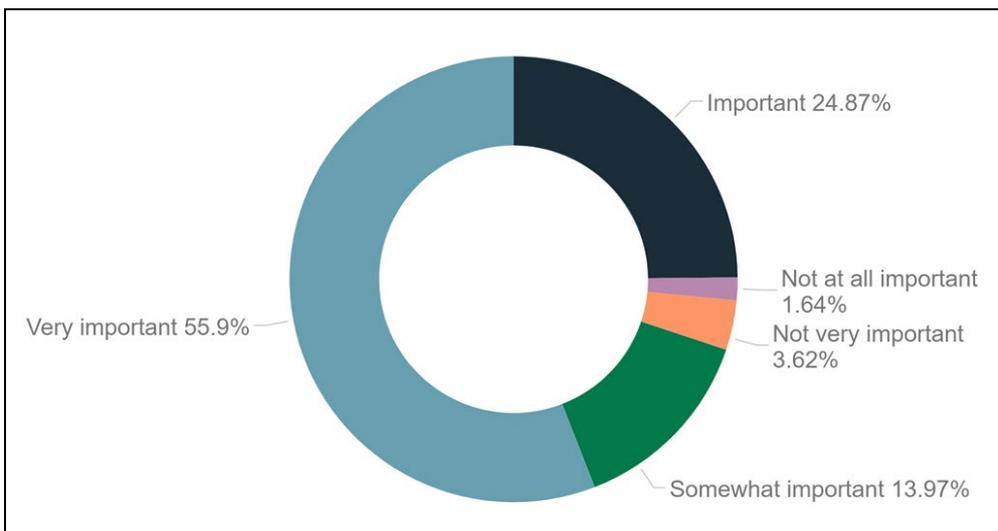


Figure 20: supporting the arts and cultural sector

1.7. Concerns for Sydney's future

We asked people about their greatest concerns for Sydney's future in March 2019 and again in May 2020. A total of 2,434 people responded to this question in May 2020.

Top concerns remain traffic congestion and inadequate public transport, lack of affordable housing and loss of places for entertainment and cultural expression.

Importantly, impacts of climate change and not being prepared for major emergency events in Sydney have moved up the list in comparison to the same question asked about a year ago. Impacts of climate change is now selected second most often (of great concern to 58% of respondents) and perceived lack of emergency readiness now appears in the top ten concerns (40%).

Housing affordability continues to be one of the top 3 concerns people hold for the future of Sydney, with 57% of respondents identifying it as an area of great concern for the future of Sydney.

March 2019	May 2020
1 Traffic congestion and inadequate public transport	1 Traffic congestion and inadequate public transport (64%)
2 Lack of affordable housing	2 Impacts of climate change including heatwaves and storms (58%) - shifted up within top 10
3 Loss of places for entertainment, going out and cultural expression	3 Lack of affordable housing (57%)
4 Lack of parks, trees, green and recreation spaces	4 Loss of places for entertainment, going out and cultural expression (47%)
5 Impacts of climate change including heatwaves and storms	5 Loss of local character and heritage (46%) - shifted up within top 10
6 Loss of local character and heritage	6 Loss of local businesses and services (46%) - new concern added to survey due to Covid-19
7 Lack of transparency in government	7 Lack of parks, trees, green and recreation spaces (43%)
8 Social disconnection and the loss of community	8 Financial hardship and unemployment (40%) - new concern added to survey due to Covid-19
9 Increasing intolerance and social exclusion	9 Not being prepared for a major emergency event in Sydney (40%) - new to top 10
10 Too much population growth and development	10 Lack of transparency in government (40%)

Areas of concern in May 2020 outside of the top 10 include:

- Social disconnection and the loss of community (39%)
- Increasing intolerance and social exclusion (36%)
- Too much population growth and development (36%)
- Lack of adequate digital infrastructure (such as 5G network, fibre access, wifi) (28%)
- Surveillance and loss of privacy (22%)
- Increased risks to security and public safety (21%)

Business survey snapshot

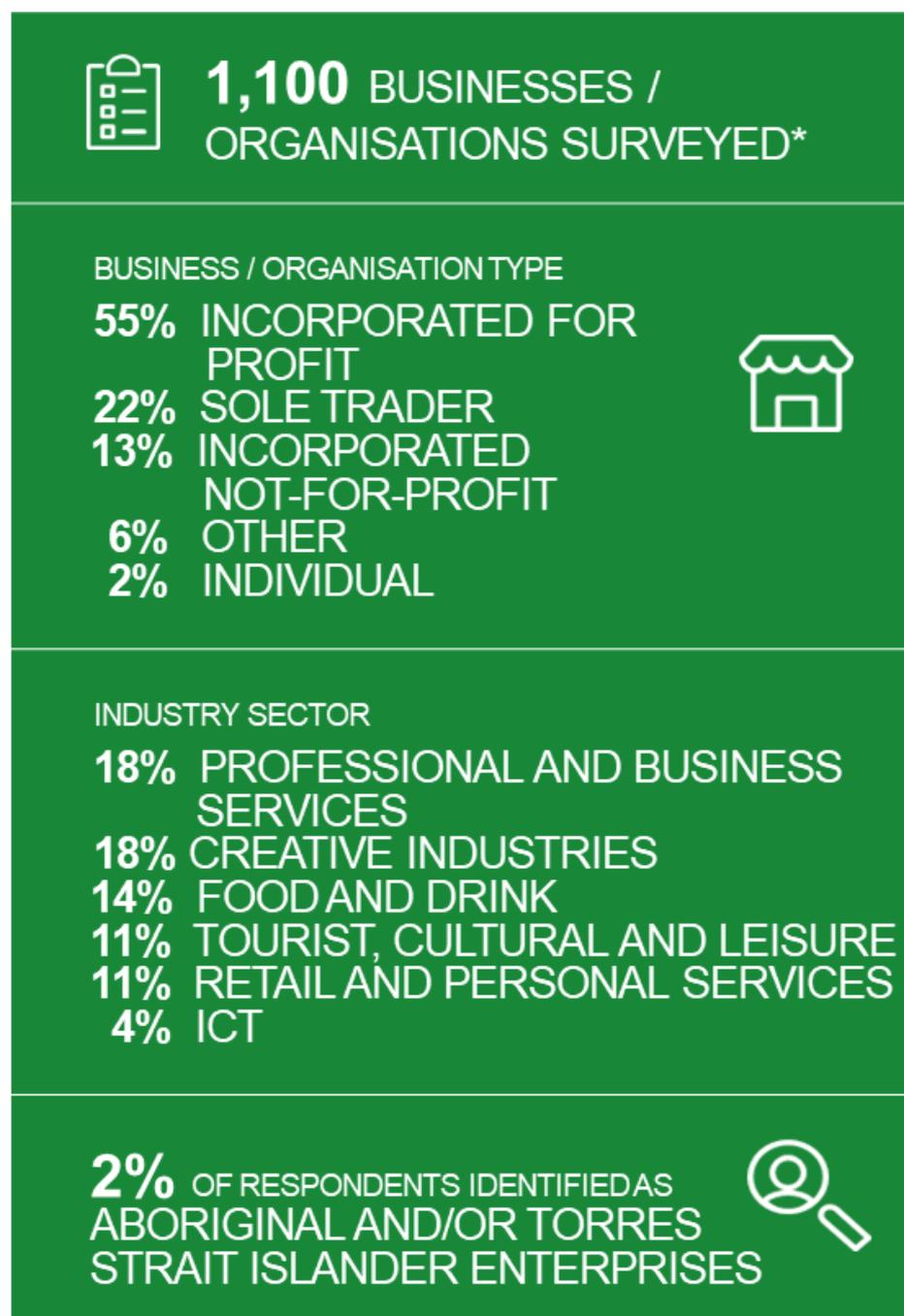


Figure 21: business survey snapshot

*533 respondents who completed the business survey also completed the community survey

2. Business survey findings

2.1 Employment size

We compared businesses / organisations' employment size to responses received from the 2017 Floor Space and Employment Survey (FES2017). A total of 1,049 people responded to this question.

Proportions of businesses by employment size:

- 38.6% were very small (1-4 workers)
- 41.2% were small (5-19 workers)
- 17.3% were medium (20-199 workers)
- 3.0% were large (200+ workers)

These proportions align with the results from the 2017 Floor Space and Employment Survey (FES2017), demonstrating the survey achieved a good representative cross-section of businesses operating at different scales.

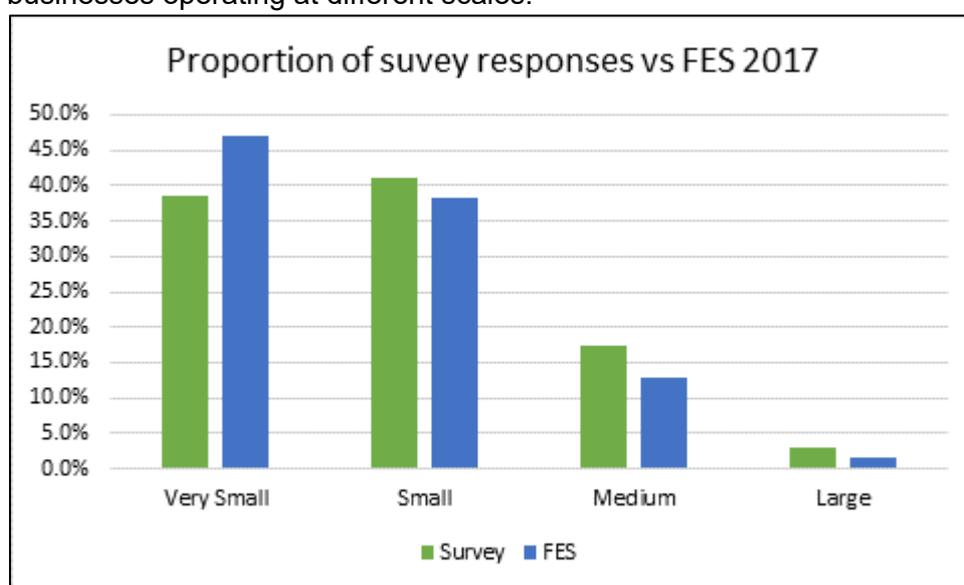


Figure 22: proportion of survey responses vs FES 2017 (employment size)

2.2 Industry sector

We compared respondents' industry sector to responses received from the 2017 Floor Space and Employment Survey (FES2017). A total of 1,194 people responded to this question.

Proportions of businesses by city-based industry sector (top six sectors):

- Creative industries – 17.5%
- Food and drink – 14.2%
- ICT – 4.0%
- Professional and business services – 17.6%
- Retail and personal services – 10.9%
- Tourist, cultural and leisure – 11.1%

The proportions of responses is similar to the proportions of all businesses from the 2017 Floor Space and Employment Survey (FES2017), except for twice as many responses from the creative industries sector, nearly twice as many from tourist, cultural and leisure sector, and proportionally less retail and personal services sector responses.

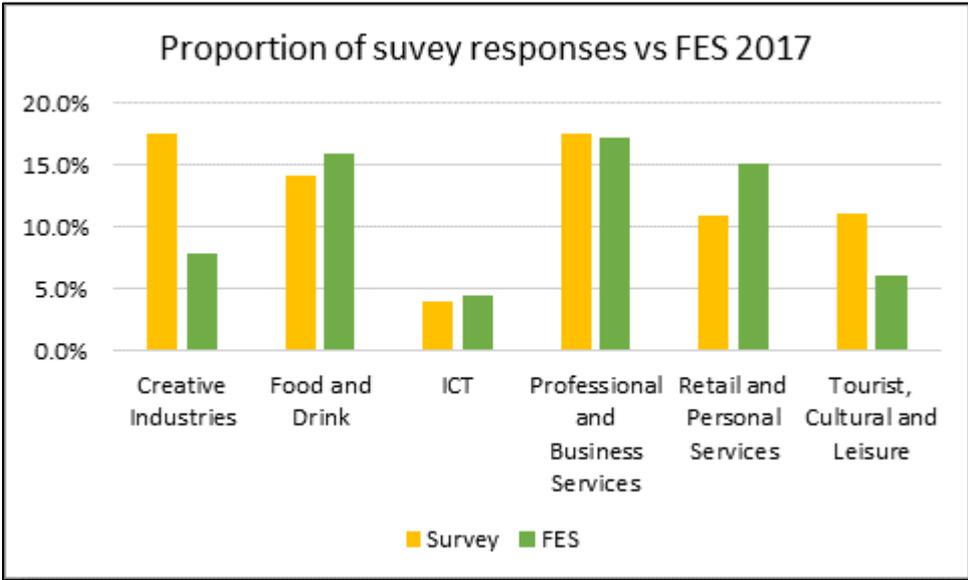


Figure 23: proportion of survey responses vs FES 201 (industry sector)

2.3 Impacts on employment numbers

We asked people whether their employment levels have been affected by Covid-19. Of 1,128 respondents who answered this question, 42% said they have let staff go and 35% said they have reduced staff hours, but not let staff go.

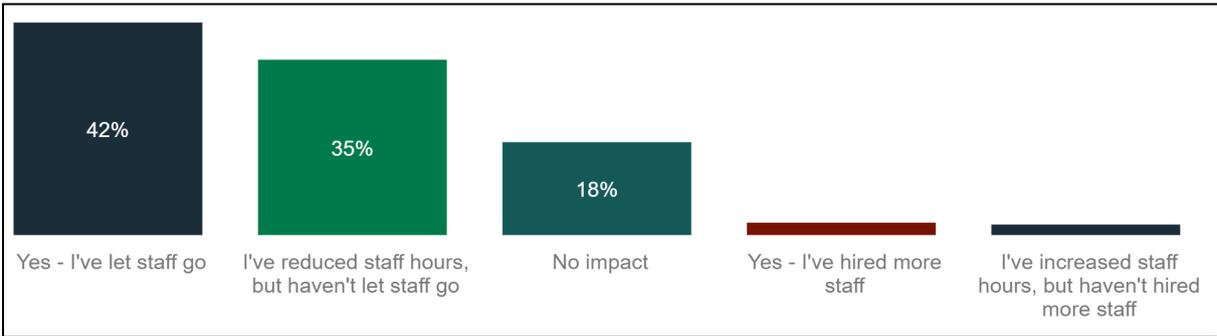


Figure 24: employment levels impacted

2.4 Top 3 impacts

We offered a range of typical business impacts and asked respondents about the level of impact of each. A total of 1,013 people responded to this question. The highest impacts were reduction in turnover/cashflow (69%), reduction in demand for some or all products/services (64%), and government restrictions on operations (59%).

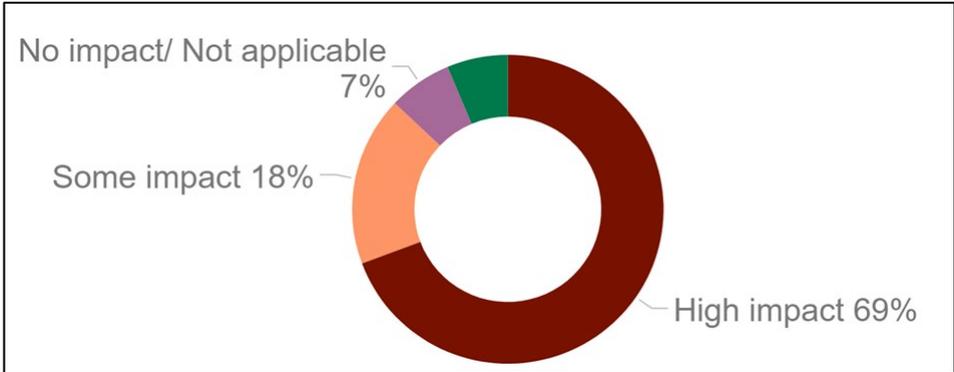


Figure 25: reduction in turnover / cashflow

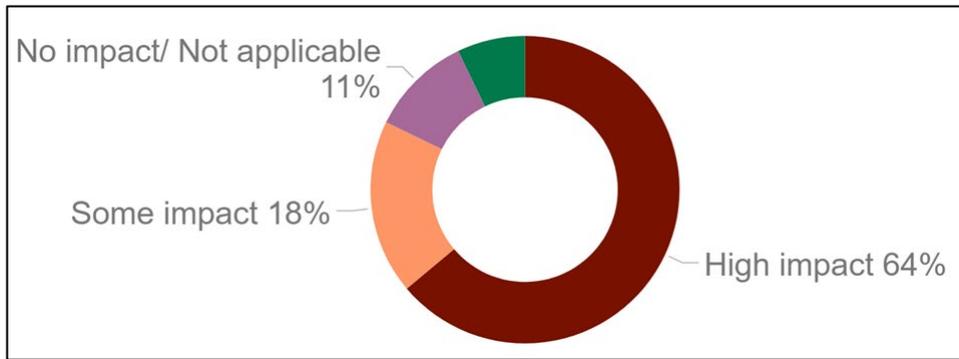


Figure 26: reduction in demand for some or all products / services

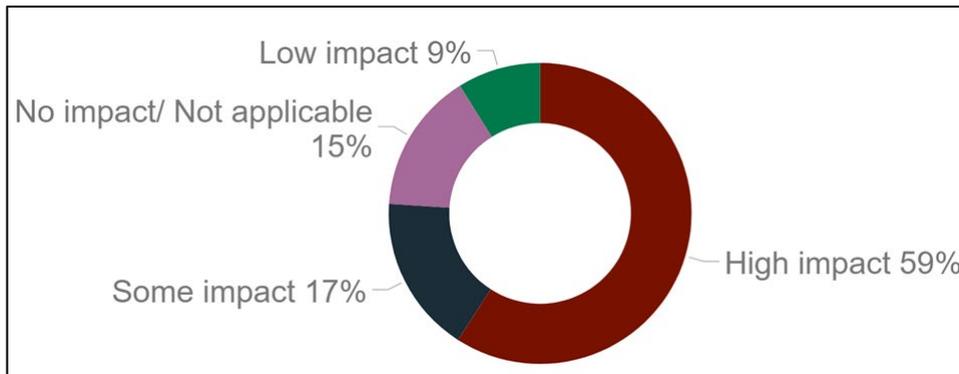


Figure 27: government restrictions on operations

2.5 Business operation and reasons for closures

We asked people whether their business / organisation is still operating. A total of 979 people responded to this question. Most respondents (62%) are still operating, but in a limited or changed way, 20% of respondents said they had temporarily closed, 17% are operating at full capacity and 1% of respondents have permanently closed.

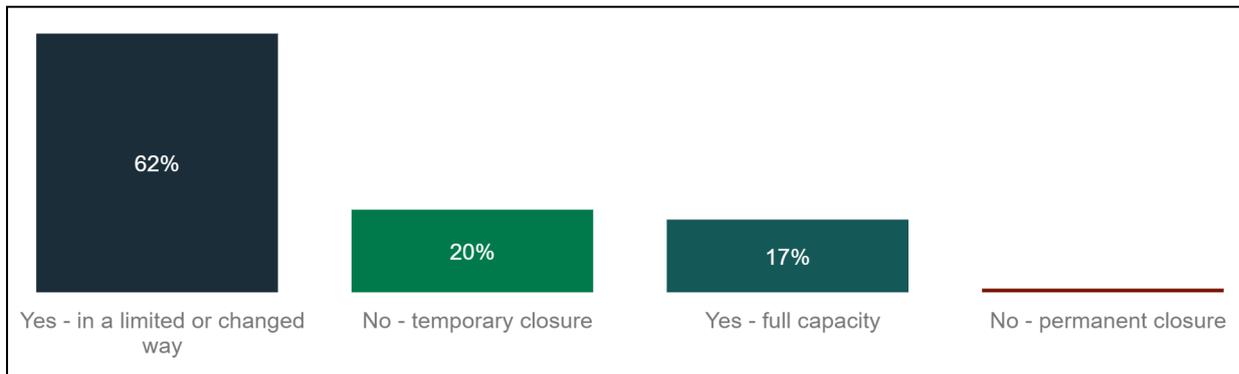


Figure 28: businesses / organisations current operational levels

If respondents indicated they have closed (either temporarily or permanently), we asked what the main reasons are for their closure. Respondents were able to select all that apply and were given the option to provide individual responses. A total of 206 people responded to this question. Most respondents indicated government restrictions as one of the reasons for closure (81%).

81%	government restrictions
46%	loss of revenue
45%	lack of demand for product / service
38%	forced closure
36%	health and safety risks

17%	trouble negotiating rent relief
13%	inability to meet other fixed costs
9%	trouble negotiating government relief packages
8%	lack of digital / ecommerce capabilities
6%	trouble negotiating debt repayment relief from bank / financier
5%	supply chain / supplier uncertainty

If respondents indicated they are continuing to operate (in a limited way or at full capacity), we asked how long their business / organisation could continue operating in the current Covid-19 conditions. 840 responded to this question. Almost a third of respondents indicated they could continue operating in the current conditions for between 3 to 6 months, whereas a quarter of respondents indicated that they could only continue operating in current conditions for between 1 to 3 months.

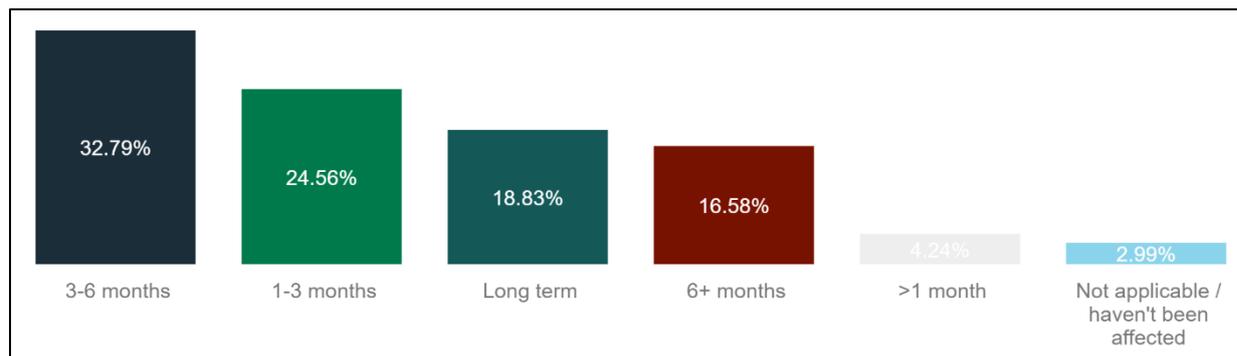


Figure 29: operational viability in current Covid-19 conditions

2.6 Changes to business operations

We asked respondents whether they have made any changes to the way their business / organisation operates. A total of 1,001 people responded to this question. A majority of respondents have changed their delivery method (58%), while 54% said they had changed their product or service and 38% indicated e-commerce as a change in their business operations.

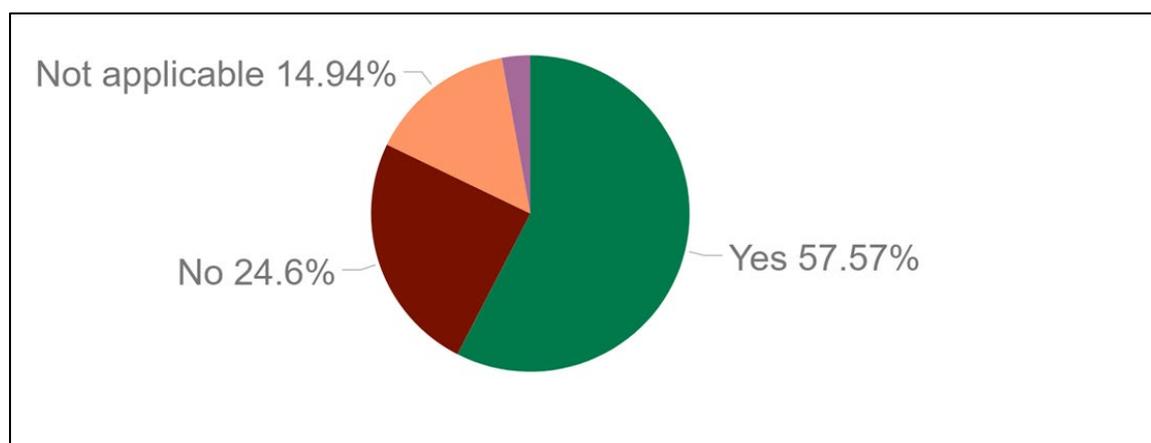


Figure 30: change in delivery method

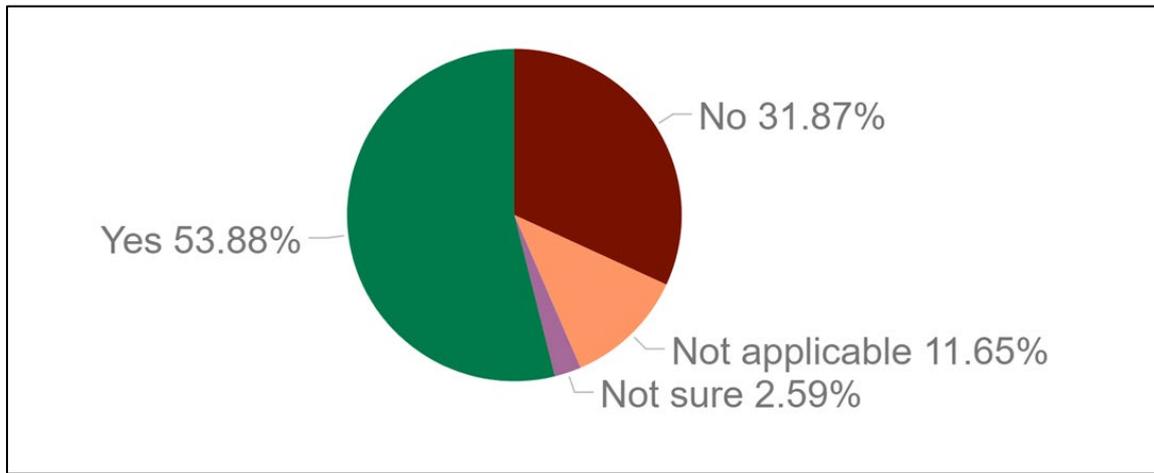


Figure 31: change in product / service

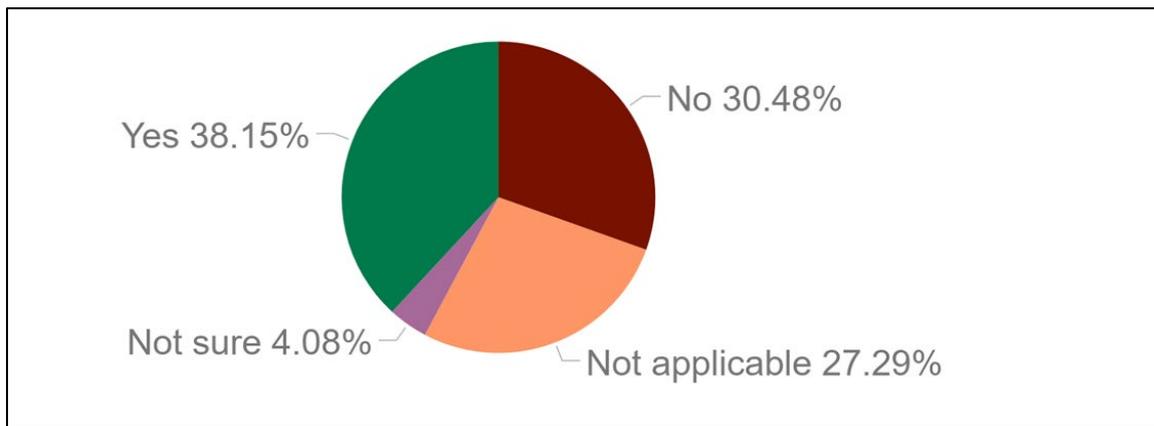


Figure 32: e-commerce

2.7 City of Sydney support (next 6-12 months)

We asked people to select the top 3 types of support businesses / organisations are likely to need from the City of Sydney over the next 6 to 12 months, given that social distancing may remain in place. Respondents were also given the option to provide individual responses. A total of 898 people responded to this question.

60%	financial support through grants and sponsorships
36%	marketing and promotion
32%	clear and ongoing communication of support available for businesses
23%	events and activation of local precincts
20%	advocacy for business support across other levels of government and industry
18%	less red tape and regulation
12%	free skills development and training workshops
11%	information to assist me in preparing my organisation to successfully re-open
10%	not seeking support
7%	waiving fees for outdoor dining
5%	education on government procurement processes

2.8 Areas to strengthen (over the next 12 to 18 months)

We asked which of the following areas, if any, people were looking to strengthen in their business / organisation over the next 12 to 18 months. Respondents could select all that apply and were given the option to provide individual responses. A total of 879 people responded to this question.

64% | **marketing**

51%	strategy and planning
40%	customer relationship
30%	e-commerce
28%	design and branding
26%	product development
20%	public relations
20%	financial management
18%	data analysis / business intelligence
15%	project management
13%	people management and HR
10%	accounting
7%	none
6%	logistics management

2.9 Business viability relating to Covid-19 restrictions

We asked at what stage of the Federal Government's 3 step plan to lift Covid-19 restrictions will respondents' business / organisation become viable. A total of 941 people responded to this question. A third of respondents said it would not be until step 3 restrictions are introduced that their business would become viable.

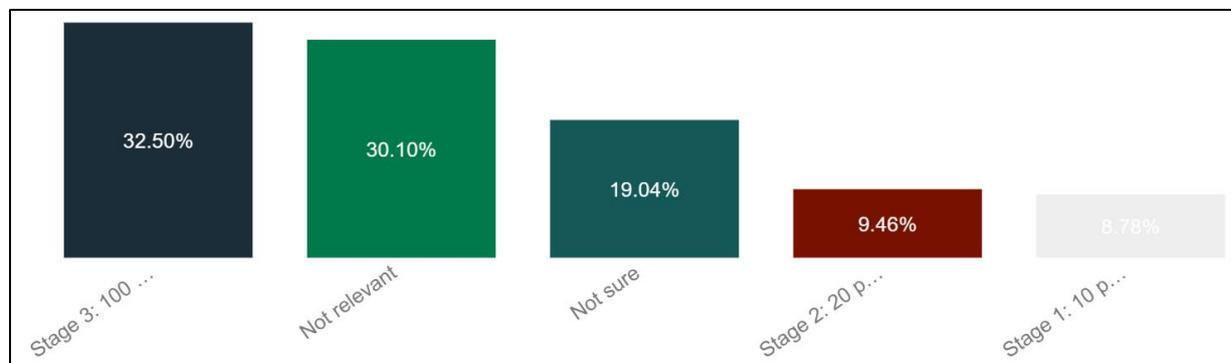


Figure 33: business viability relating to Federal Government's 3-step plan to lift Covid-19 restrictions

Appendix 2

Lord Mayor Roundtables and Online Workshops Summary

Workshop	Date	Attendees
Facilitated workshop with Retail Sector	12 May 2020	20 pax
Facilitated workshop with Creative and Late Night Sectors (including the Creative and Night-time advisory panel)	19 & 20 May 2020	26 pax
Facilitated workshop with Local Business	21 May 2020	18 pax
Facilitated workshop with Tech Start-Up sector	25 May 2020	14 pax
Lord Mayor Roundtable on Arts and Culture	9 June 2020	18 pax
Lord Mayor Roundtable with Resident Action Groups	12 June 2020	16 pax
Lord Mayor Roundtable on Community & Food Security	16 June 2020	14 pax
Lord Mayor Roundtable with Hotels & Tourism	17 June 2020	16 pax
Facilitated discussion with Inclusion (Disability) Advisory Panel	17 June 2020	10 pax
Lord Mayor Roundtable with Small Business	18 June 2020	13 pax

Attendees	
Chantal Abouchar, The Studio	Ronni Kahn, OzHarvest
Deb Achhorne, Two Design Lovers	Renata Kaldor, City Recital Hall Limited
Esther Anatolitis, National Association for the Visual Arts (NAVA)	Keiran Kevans, Glebe Youth Service
Brian Adams, Surry Hills Business Alliance	Carolyn Kelly, Surry Hills Liquor Accord
Dimitri Argeres, Liquor & Gaming NSW	Illa Kim, Soul Dining
Monica Armesto, Sydney Airport Corporation Ltd	Carole Ann King
Gunjan Aylawadi, Flyover - Indian Fritterrie & Chai Bar	Vanessa Knight, Alexandria Residents' Action Group Inc (ARAG)

Attendees

Jessica Baird Walsh, Gift from Afar

Karina Kreminski, Surry Hills Neighbourhood Centre

Justine Baker, Solotel Hospitality Group

Albert Kruger, Sydney Gay & Lesbian Mardi Gras

Rosanna Barbero, Addison Road Community Centre

Wes Lambert, Restaurant & Catering Australia

Deb Barwick, NSW Indigenous Chamber of Commerce

Mikey Leung, Social Enterprise Council of NSW & ACT

Yasmina Bonnet, Millers Point Community Resident Action Group

Karen Levin, South Sydney Business Chamber

David Borella, BIKESydney

Justin Macdonnell, Anzarts Institute

Scott Boyes, AccorHotels

Cheryl Mack, Stone & Chalk

Michael Brand, Art Gallery of New South Wales

James Makarewicz, Darling Harbour Liquor Accord

Carrington Brigham, Potts Point Partnership

Brandon Martignago, Dulcie's

Poppy Brown, Australian Red Cross

Justin Marmot, The Shirt Bar

Jennifer Brown, InterContinental Sydney

Katherine Maver, Sydney Gay & Lesbian Business Association Inc

Shane Brown, Sydney Local Health District - Clinical Services Integration

Peter May, CBD Chamber of Commerce

Siobhan Bryson, WEAVE Youth & Community Services

Andrew McDonald, A. McDonald Shoemaker

Hans Bui, GoPavel

Isabel McIntosh, Friends of Erskineville

Sally Burgess, Radisson Hotel & Suites Sydney

Katherine McKernan, Homelessness NSW

Jennie Burn, Glebe Chamber of Commerce

Julie Millard, Inclusion (Disability) Advisory Panel

Max Burt, Inclusion (Disability) Advisory Panel

Bridie Moran, 4A Centre for Contemporary Asian Art

Lexie Buscholtz, Nighttime Industries Association

Sture Myrmell, Carnival Australia and P&O Cruises

Phillippa Carnemolla, Inclusion (Disability) Advisory Panel

Leila Naja Hibri, Australian Fashion Council

Simon Chan, Haymarket Chamber of Commerce

Joy Ng, The Bearded Tit

Attendees

Fairina Cheng, Fairina Cheng

Nicole O'Brien, Fishburners

Shaun Christie-David, Colombo-Social

Katherine O'Regan, Sydney Business Chamber

Laura Cochrane, Foundation Theatres Pty Ltd

Julie Osborne, Centennial Park Residents' Association

Morwenna Collett, Inclusion (Disability) Advisory Panel

Margy Osmond, TTF Australia Limited

Jacob Collier, Glebe Chamber of Commerce

Pastor Jon Owen, The Wayside Chapel

Emily Collins, Music NSW

Nathan Plummer, Venture Cafe

Emilya Colliver, Art Pharmacy

Creel Price, Investible

Kerry Comerford, Accessible Arts

Belinda Rankine, Paddington partnership

Barry Corr, Irish Australian Chamber of Commerce

Joy Roche, Thai Town Business and the Thai Community Association

Steve Cox, Destination NSW

Frances Rush, Asylum Seekers Centre of NSW

Kate Davidson, Ultimo Village Voice

Karl Schlothauer, House of and NSW Independent Bars Association

Sam Davison, Barangaroo Orthopaedic & Sports Injury Clinic (BOSIC)

Ann Schoefer, University of Technology Sydney

Lisa Day, Root'd

Clr Jess Scully, City of Sydney

Julie Demsey, Springboard Enterprises Australia

Yimmy Seifert, Ultimo Village Voice

Jack de Groot, St Vincent de Paul Society (NSW)

Michael Shafran, Brooklyn Boy Bagels

Sue Donnelly, Belvoir

Nidhi Shekaran, Inclusion (Disability) Advisory Panel

Kat Dopper, Heaps Gay

Christopher Sheldrick, Passiontree Velvet

Ted Dow, The Tea Centre

Maxine Sherrin, Spark Festival

Steve Drissell, Staves Brewery

Karen Soo, Haymarket Chamber of Commerce

Jacques Dumont, Nutie

Steven Speed, City North Liquor Accord

Emma Dunch, Sydney Symphony Orchestra

Glen Spencer, BaptistCare

Natasha Dwyer, Arthur Avenue

Jacqui Stanton

Elizabeth Elenius, Pyrmont Action

Ben Stephens, Kings Cross Liquor Accord / Solotel

Attendees

Tara Elliffe, Inclusion (Disability) Advisory Panel

Tim Stern, The Wayside Chapel

Wesley Enoch, Sydney Festival

Scott Sullivan, Lendlease

Mitchell Evans, The Salvation Army

Mark Tonga, Inclusion (Disability) Advisory Panel

Warren Fahey, Potts Pointers Community Group

Dennis Tritaris, Walsh Bay Arts and Commerce

Felicity Fenner, Public Art Advisory Panel & UNSW Art & Design

Geoff Turnbull, REDWatch Incorporated

John Ferris, TMRW Music

Lissa Twomey, Bangarra Dance Theatre

Eamon Flack, Belvoir

Duco van Breemen, Haymarket HQ

Mike Galvin, Darlo Darlings

Ronald van Weezel, Hilton Sydney

Kerri Glasscock, Sydney Fringe Festival

Amanda Verratti, Newtown Liquor Accord

Bjorn Godwin, Knox Street Bar

Amanda Visser, The Star Entertainment Group

Michelle Grand-Milkovic, Love Fish

Phillip Wadds, University of NSW

John Green, Australian Hotels Association NSW

Janet Wahlquist, The Glebe Society

Joshua Green, Millet Group

Michael Waters, Retail Drinks Australia

Lisa Green, GreenGoods

Richard Weeks, Waterloo Public Housing Action Group

Piers Grove, EnergyLab

Zoe White, Australian Chinese Finance Organisation

Stephan Gyory, Darlinghurst Business Partnership

Kate Wickett, Sydney WorldPride

Jonathan Harley, Canva

Pasan Wijesena, Vice President, NSW Independent Bars Association

Amylia Harris, Darlinghurst Theatre Company

Jan Wilson, Coalition of Glebe Groups

Leigh Harris, Surry Hills creative precinct

James Winter, Brand X

Judy Harwood, Inclusion (Disability) Advisory Panel

Ian Wood, Merlin Entertainments

Charmilla Herath, Coterie by Milla

Nicola Woolfrey, Trolley'D

Louise Herron, Sydney Opera House

Monica Wulff, WeWork

Attendees

Sabrina Houssami-Richardson, Inclusion (Disability) Advisory Panel

Michael Wynn-Jones, UTS

Leonie Jackson, Inclusion (Disability) Advisory Panel

Jessie Xiao, Umi Group

Rory Jeffes, Opera Australia

Marina Zarnitsy, Lendlease

Patricia Johnson, Friends of Ultimo

Natalie Zelinsky, Take Kare Program

Antony Jones, Merivale

Christopher Zerial, Scentre Group

Nina Juhl, Incubate

*note: some attendees were invited to more than one session

Outcomes from consultation with vulnerable communities

Impact of the pandemic

- Significant expansion in demand for services, including delivery of food hampers.
- International students are a new and the largest cohort requiring services.
- Non-citizens who are not eligible for government assistance (i.e. Jobkeeper or Jobseeker) are some of the most vulnerable in our community. None more so than asylum seekers. The consequences when jobs are lost are dire.
- Mental health concerns regarding trauma of bushfires followed so closely by Covid-19. There have been increased presentations to mental health services for stress, anxiety, depression and domestic violence.
- Focus for services has been provision of meals, medical and other advice, maintaining social connections, and financial support for those not eligible for government assistance and those who are socially isolated. Provision of community information, phone support and home visits support the food provision.
- Distribution of toiletries, food and blankets has been made possible through support from NGO's and major retailers.
- Significant expansion in demand for meals. Commercial chefs have helped OzHarvest cook the meals.
- Demand for accommodation has increased. There has been some success with the provision of temporary accommodation (with wrap around services) which has translated into an opportunity to move into longer term accommodation.
- Online programs have reached more people, but for some, there is greater anxiety about management of drug and alcohol addiction without access to face-to-face services.
- Concern over equity of access to digital technology (cost of devices, connectivity, digital literacy).
- The impacts of videoconferencing to teleconferencing – i.e. 'Zoom fatigue' – on people with sensory disability. In the deaf community, trying to interpret a 3D language (AUSLAN) in a 2D format – can be exhausting after a long day of meetings.

- Increase in telehealth services and decrease in visits to general practitioners which are not ideal for some sectors of the community (i.e. deaf community, people who need privacy such as young people and people experiencing DV).
- A positive impact for people for whom it is hard to leave the house has been more contact with family and friends as they have been online more and are getting used to new ways of communicating.
- There have been certain services (e.g. special shopping times etc.) that people on NDIS and pensioners qualify for, but there are many people living with disability (especially invisible illness) who do not qualify.
- One of the positive outcomes from the pandemic has been the opening up of temporary accommodation for rough sleepers and then the commitments by the NSW Government to create longer term accommodation opportunities.
- There are fears that with rising unemployment, the rate of homelessness will increase across NSW, generating greater demand for affordable accommodation.
- Concerns around funding, employment targets and the economic outlook will make it harder for people with disability in the competitive employment market, particularly impacting on young as they transition into employment and independent living.
- Carers and support workers have been significantly impacted and voices should be heard.
- The pandemic has seen a greater collaborative approach to service delivery in Woolloomooloo and this will continue. There is potential for a 'community development strategy' to be developed collectively for Woolloomooloo.
- Support for vulnerable communities in Redfern and Waterloo has been a priority.

Needs for recovery

- Maintenance of Jobkeeper beyond September and Jobseeker (at current rate) is crucial to avoid pending social and economic crisis.
- Key advocacy position is for financial support from Federal and NSW Government for non-citizens.
- Initiatives to support mental health and wellbeing will be required.
- Programs to increase budgeting and cooking skills to maintain healthy eating.
- Initiatives to keep people connected are vital through the pandemic as well as on an ongoing basis throughout recovery.
- Demand for food programs has never been higher and there is concern that demand will rise again later in 2020.
- There are genuine concerns that the programs cannot be funded for as long as is necessary to meet current, or future projected demand.
- There is further concern about the sustainability of the NGO sector, having lost much of their fundraising capacity.
- Donor fatigue following bushfire season is also a factor.
- Initiatives to support mental health and wellbeing will be required.
- Programs to maintain healthy eating, food independence.
- Initiatives to focus on youth employment and supporting those who are without work and young people with disability who are transitioning into employment and independent living.
- Initiatives to support mental health and wellbeing, drug and alcohol dependence will be required.
- Clarity on public health messages, particularly for vulnerable people are required.

- Opportunity to improve the range and format of communication (especially around Covid-19 messaging, but also broader services) for people living with disability.
- Advocate for investment in social housing as stimulus – 5,000 per year for 10 years.
- Prioritise support for Aboriginal and Torres Strait Islander people and non-citizens who are homeless or at risk of homelessness.
- More information provided in easy read English – where do we go for clear and consistent information provided in different formats for people with intellectual disability and other people with low literacy and English as a second language.
- Using different communication formats and channels (phone, email, social media, video, easy-read English, large-print versions, accessible websites, smaller online groups/workshops, captioning and AUSLAN etc.)
- Focus on the sustainability of the sector. There is concern that organisations and workers providing support during the initial crisis will be hit again when Federal financial support finishing in September and will not have the resources to continue with such high levels of demand.

Role the City can play in recovery

The City needs to use its voice and join more loudly in critical advocacy campaigns:

- Ending homelessness
- Investment in 5,000 social housing dwellings per year for 10 years
- Maintaining current level of Jobseeker payments
- Extending Jobkeeper payments (duration and inclusion of non-citizens)
- Support for NGOs
- Continuing and building on accessible and inclusive communication

Opportunity for Sydney

- Addressing homeless and finding permanent accommodation for rough sleepers.
- More collaboration at the local level e.g. there is potential for a 'community development strategy' to be developed collectively for Woollahooloo.
- A greater understanding of the circumstances of many people living with disability who are not able to easily leave home. Broader society has now experienced this and have adapted to this, leading to an environment where there are more opportunities to connect from home.
- Increased opportunities to digitally attend events, exercise programs, workshops, conferences and training.
- Good to see AUSLAN being used initially in news reports but this is tapering off. This is an opportunity to improve how Government communicates and improve accessibility with more formats – AUSLAN, easy-read English.

Outcomes from consultation with resident groups

The impact of the pandemic

Increased community connection and concern

- The pandemic has brought the community closer. Some local precincts that are normally full of tourists, are now full of locals.

- Communities have had the opportunity to meet their neighbours and create campaigns to help promote their local businesses.
- Some resident groups experienced an increase in membership and activism, by those concerned for their local communities and businesses.
- Local restaurants also tried to connect with their local residents by providing packaged meals and delivery.

Increased dependence on online connections

- More activities had to be carried out online. This often allowed for communities to feel in touch and more connected.
- This also raised issues regarding a digital divide in the community. Engagement with the elderly, social housing tenants and vulnerable community members appeared to decrease. There is a need to ensure these communities remain connected, without digital means.

Use of public space

- The use of public space became very importance for residents during the pandemic.
- Local parks were used more frequently and by a larger range of users
- Substantial increase in bike riding as a transport mode.

Waste

- There seemed to be an increase in waste
- More waste was being dumped near residential apartment blocks, as residents were using the lockdown as an opportunity to clean.
- Businesses providing food in take away containers also increased waste.

Needs for recovery

- Wider footpaths to feel safe
- More parks especially in high density areas.
- Local businesses still need support - they are continuing to suffer.
- Better relationships with the State Government in relation to planning
- More transport options such as cycling although road closures can cause issues for locals who rely on vehicle access
- Support for those who have mental health issues, as it is getting worst.
- Ways for the community to connect that doesn't rely only on digital platforms. We need to ensure no one is left behind.
- Continue to care for our most vulnerable, including homeless people.

The role the City should play in recovery

Advocate with the State Government

- The City needs to be more involved in strategic thinking with the State government, especially in regards to land planning and transport.
- Continue to advocate for not moving the Powerhouse Museum and on the Pyrmont Peninsula Place Strategy.

Planning for Public Space

- Public spaces need to be clean, attractive and accessible for all.
- Public parks and pathways are very important for community exercise and transport.

- The City should examine all public space across the City and its foreshore, where active transport has increased during the pandemic, to ensure the paths are wide and safe. This is especially important as more pop up cycle ways are being introduced.
- Concerns about touching surfaces in public areas. Need for the City to keep all public surfaces clean.
- Continue ‘pop up’ temporary cycle lanes. It reinforces the safety, health & travel options. Also helps to educate the community and change its’ culture.

Revitalise the neighbourhood’s highstreets

- Create plans to help revitalise the City’s highstreets. Areas that were highlighted included Glebe Pont Road, George Street in the CBD and Pyrmont. Plans can include:
 - More opportunities for commercial enterprises and creative hubs.
 - Economic assistance to help maintain and improve properties that are looking run down.
 - Considerations for a vacancy tax, to help encourage owners of long term vacant properties to seek a tenant.
 - Installation of umbrellas and extension of café seating to make the street feel more alive.
- Improve safety of pedestrians on footpaths
- Consider large public information screens in public locations to advise of upcoming events and issues.

Involve the community

- Host a city wide Celebration Day – close roads to cars for a day and host a large scale community picnic to celebrate the end of the pandemic.
- The continued support of Glebe Youth Service Community Resilience Program which has been assisting local families during Covid-19 in staying connected to necessary supports and receiving food packages.
- The City practicing more sustainable procurement practices to support local businesses.
- Reopening community centres for those residents who feel disconnected, especially the Ultimo community centre.

Opportunities for Sydney’s future

Community connection and readiness

Re think our building design and open spaces. Raise the question about what if this happens again - do we need to make open space mandatory for apartments.

- Encourage free or low cost internet connection for social housing and free Wi-Fi in parks.
- Provide infrastructure in the City to have neighbours checking in on other neighbours, including a buddy system and shopping for each other.
- Provide more mental health programs and training for a variety of community members.

Cultural events and celebrations

- Small music venues offering online music at cheaper prices. Enabling a broader audience to help people find ways to be connected.
- Host a storytelling event of how we've been affected. Couple this with a large arts event.
- More public art and street mural recognising the local community. The recent mural of Adam Goodes has really energised people.

- Village celebration day in all of precincts. Organised by locals. Then end with BBQ in the local parks.

Public Spaces

- More outdoor eating and cafes. Creating destinations for more Sydneysiders. Remove difficulties with business permits, allowing more businesses to trade in local parks.
- Annual clean-up our city day - implemented in each local precinct.
- Create more opportunities for walking, exercising and riding by reviewing local streets and pathways to better connect to developments and the foreshore.

Transport

- Make more streets walkable and rideable by providing more traffic calming and road narrowing
- Encourage cargo bikes for deliveries and local logistics - good for business support.
- Explore Sydney campaigns with guided bike rides - connect bike service providers with tourism providers.

Working life flexibility

- Encourage 4 day working weeks. Continue to leverage from the recent changes work practices.

Outcomes from consultation with arts, culture and night-time sectors

The impact of the pandemic

- Impact on creative and cultural sector has been devastating and need to re-open to survive. Some businesses have seen losses in the excess of \$50 million, stood down 80% of staff and a significant amount of their workforce are not eligible for Jobkeeper.
- Lack of funding support for the creative sector during the pandemic. Concern that sole traders and small businesses in the creative sector and artists have been overlooked and that Sydney will lose our artists and performers who are already struggling with the costs of working and living here.
- The sector will be the last to reopen and recover as it doesn't make financial sense to open a theatre or performance venue with current physical distancing rules– most could only run at 15% capacity but need 75% capacity to be viable.
- Important to consider the ongoing impacts on income for cultural organisations from investors and donors.
- Concern about the works that were put on hold and not enough creative spaces available once things re-open.
- Using venues for recordings and online live performances has helped continue activity and connection with audiences.
- Breaking the mindset brought on by having takeaway/home delivery only – continuing these after the pandemic
- Staffing levels of bodies that support the sector (e.g. Chambers of Commerce) have been affected. This limits their ability to provide assistance to their members and therefore greater reliance on Council to help.

- Licensed venues must still adhere to licensing conditions even though they are serving less patrons (e.g. still required to have min. number of security guards). It's challenging to meet those conditions whilst trying to remain commercially viable. Would like to see adaptability and flexibility around the licensed conditions.
- For licensed venues, lack of cohesion across authorities on what is/isn't allowed. Would like to see greater cooperation across agencies so they are provided with similar advice and alignment across regulations, particularly around liquor licensing and compliance approaches.

Needs for recovery

- Building audience confidence so they feel safe to return.
- Immediate need for clarity and understanding of the rules – still unclear who it applies to and who can be exempt. It can be difficult to understand how to recover and function your business.
- Need for certainty to be able to plan ahead.
- Need clear timelines on when they should open, so they can be adequately prepared
- Want to know what is beyond Stage 3, to enable better planning
- Need for rate relief once they re-open.
- Need for late / extended trading hours, more outdoor space to accommodate for the social distancing regulations. They may be serving less customers but can do it more often.
- In the long term, need to rebuild customer confidence in terms of safety and get assistance to do it. Suggestion that an authority or trusted figure can help audiences feel safe to come back to venues again.
- Licensed venues need further easing of restrictions before they can really plan long-term. Would like to see gatherings of 100 people by July and be able to have full capacity by September.
- Need to know intentions of landlord with rent and plans for the property. Tenants are concerned they will plan for recovery but then have the landlord sell or knock-down the premises in 6 months' time.
- Need to bring foot traffic back to their area. Information from the government/tourism authorities plans on how they plan to bring people back to their precincts (e.g. Circular Quay / The Rocks) would be helpful.
- Larger creative venues need 75% capacity to be viable.
- Grants are helpful in assisting businesses pivot, transform or help themselves afloat a little longer.
- Venues need training on how to manage their audiences and make audiences feel safe.
- In addition to building business and audience confidence, also need to rebuild artist and musician confidence. Need to support artists to participate in creative economy. Touring is expensive, already in financial deficit.

The role the City should play in recovery

Promoting Sydney with 'local' marketing campaigns

- Promoting Sydney as safe to build confidence for people to return to going out.
- Support the #sydneylocal and possibly #shoplocal campaigns. Marketing and promoting profiling local artists, performers, venues, businesses, neighbourhood character, information on what is open and things to do. Key target – local residents, esp. those who

are working from home and those who may have more disposable income due to travel restrictions.

- Campaign targeting visitors and workers from greater Sydney and regional NSW. Call to action: “Come back into Sydney”. Showcase the suburbs have been heavily impacted by the loss of workers, travellers and international students – e.g. Haymarket, the Rocks, CDB. Content to include how to safely get in and out, attractions and things to do.

New ways of using public space for cultural activities

- Identifying opportunities for cultural and community gatherings in low risk public domain areas. Look for opportunities to quickly and efficiently open these to the cultural sector e.g. permanently close smaller streets, provide infrastructure that allows for street activations and support the use of these spaces by the cultural community with grants and easier approval process.

Moving to 24 hour economy across the LGA

- Work with big business to encourage staggering their employees’ hours. Allowing for local businesses’ customer hours to be extended beyond 9-5. This will help with social distancing and public transport capacities. City to promote opportunities through the Late Night DCP to local businesses and creatives. The City needs to be active in working with local businesses and coordinating with government authorities.

Advocacy and coordinating with government authorities

- Support the reopening of the economy and bringing people back to city. City of Sydney to help ensure all authorities are providing similar advice and alignment across regulations, particularly around liquor licensing and compliance approaches. The City also has a role to play in advocating to state government for temporary changes to regulations that are needed to support financial viability of operators.

Need for business certainty

- Greater clarity to all sectors of businesses to plan for their future and for reopening their business. Businesses needs greater lead times for developing products, services and hiring staff. Clear guidelines are also needed to ensure all businesses are applying social distancing and others regulations correctly.

Ongoing support through subsidised fees and charges

- It is important for the City as well as other levels of government to provide fee relief for their operations beyond the initial 6-month period from March. For example, the City could provide rate relief, footway dining fee subsidies and Liquor and Gaming could provide fee relief for liquor licences.

Supporting local long-term tenants in any activations for recovery

- The City and State government to engage with local businesses in local areas where activations may be proposed, giving local businesses priority to participate before pitching to external parties.

Opportunities for Sydney’s future

- Opportunity to celebrate Sydney for its culture and not just its natural beauty. Have a summer campaign of culture in Sydney - a chance to focus on local artists, performers, cultural groups.
- Using venues for recordings and online live performances has helped continue activity and connection with existing and new audiences.
- There are lots of locally produced works before and during the pandemic that are ready to go live.

- Time to rethink space: reimagine the city as a venue, open more opportunities to use public space for the arts or find other large underutilised spaces to accommodate social distancing.
- Coordinated effort to share common services amongst small businesses (e.g. waste, cleaning) to benefit all involved.
- Opportunity to reshape the public environment because of having to social distance – e.g. widening footpaths, more outdoor space for economic, cultural and community activity.
- Opportunity to promote local and bespoke – shop local, locally made.
- Capitalise on local customers as they aren't travelling, restricted international shopping, etc.
- Chance to rethink festivals. How can they be changed to be more useful for local economic development?
- Taking advantage of fee waivers offered by the City. One less stress and will help businesses recover faster.
- Opportunity to better support long term tenants and not just pop ups. Long term tenants want to see more support as they have been contributing to the local economy for a long time.
- Opportunity for businesses and industry bodies to review broader policy issues and identify what needs to change for their new futures
- Opportunity for collaboration – for example, a venue with a seating bank can offer it to the City as a possible outdoor summer venue.

Concerns for Sydney's future

- Removal of relaxed regulations that have been keeping certain small businesses afloat. For example, some small bars can sell alcohol with their takeaway. Would like to see this flexibility in place until they are fully recovered.
- Policies are not considering place and size of the business.
- Losing artists permanently if there is a lack of opportunity and it is too expensive to be based in the city.

Outcomes from consultation with the tourism & hospitality sector

Impacts of the pandemic

- Expecting a long-term lack of international tourists and visitors.
- Arrivals into Australia declined 98% in month of May. Traffic to the airport is down 97%, with the majority of people travelling are on repatriation flights. Precinct car parking, retail and hotels associated with Sydney Airport are also struggling
- As borders open between states, the focus will be on keeping travellers feeling safe. Travellers have said they want shops open in the airport terminal so they can spend money. Still having conversations about support for international carriers.
- Signs of strong demand for domestic travel sector week-on-week with double-digit growth. No signs of international travel but increased search for Australia inbound travel, particularly from US, Taiwan, HK, mainland China which are encouraging signs.
- The biggest challenge is restoring consumer confidence and this is going to be a long haul problem. Cabin fever is resulting in a boom in overnight stays.

- Hotel business has been stripped back to ground zero. Many hotels have been closed for three months and are still working out when to open doors, conscious that JobKeeper is propping everything up.
- Concern for hospitality workers not eligible for JobKeeper and proud of the role of hotels to accommodate repatriation.
- Corporate and group hotel bookings are the major concerning gaps. Corporates groups and meetings no longer possible.
- CBD revival is dependent on workers returning to the office and not likely until next year. American companies based in Sydney are required to abide by one rule applied across all of their international offices. Deloitte have announced that workers will not return until February.
- Sydney Gay and Lesbian Mardi Gras are exploring 12 different scenarios around the festival, taking into account a deep recession, which would involve a stronger drive for corporate partnerships.
- Hospitality & backpacker accommodation revenue has declined over 90% and they are relying on minimal staff including management team and those on JobKeeper.
- Compliance has been an additional stress for management.
- Cruises have no revenue due to the ban on cruising until mid-September, if this extends into summer the economic losses would be in the billions given other surrounding CBD businesses who rely on cruising customers. They are using the time now to address WHS protocols to ensure safety of crew and passengers into the future. Bookings in 2021 are on par with previous years so there is still demand, though there are concerns bans will not be lifted, resulting in a decimation of the industry.
- As liquor retail was deemed an essential service during the pandemic, the focus for this industry has been accessing information about welfare and mental health support, as well as tools and guides regarding in-store safety guidelines.
- Many independent bars have seen 30-50% revenue coming back, takeaway sales have kept some businesses alive and strengthened relationship with communities.
- Social distancing will not allow many small bars to even reach the 50 people capacity limit due to the size.
- The Star Sydney ceased all operations except hotels since March, stood down over 90% of staff. Many aspects of the business do not have an open date and as at 1 July, it is likely that only 50% of the business will be operational.
- Tourism attractions are planning to be affected for 18-24 months even after international borders are open.
- Potential talent drain down the track especially for the hospitality industry. Workers moving away from Sydney due to drop in jobs and cost of living. Sydney may struggle to find talent to fill roles when we recover.

Needs

- Maintenance of Jobkeeper beyond September and Jobseeker (at current rate) is crucial to avoid pending social and economic crisis
- In advance of the Trans-Tasman bubble opening we need to put Sydney front of mind.
- Build confidence over time with internationals to return for next years' events and future event
- Explore the possibility of a 24 hour economy in CBD and see how venues can respond/service these customers.

Role of the City of Sydney

- Make it as easy as possible for businesses to trade, activating and opening up spaces, cutting red tape, new late trading hours.
- Maintain production of NYE and support for Vivid as key drivers of visitation
- Lobby to add hospitality casuals to JobKeeper.
- Work with partners to market Sydney beyond the iconic experiences
- Strategic vision of how Sydney will be promoted to local, intra & interstate audiences – led by Destination NSW.
- Plan small to medium size activations over the next six months growing to a summer of activations of all scale and size - indoors & outdoors
- Demonstrate 24 hour economy opportunities – one-stop shop to secure permits, licences and support.

Opportunities

- Destination NSW is focusing on driving interstate and intrastate visitation to Sydney. Love NSW campaign launched in May and will run until end of July. They are working to elevate Sydney brand out of pandemic, building out their content library focused on “secret” Sydney, laneways, cultural offering. Continuing to invest in brand marketing internationally, focusing on markets that might open up first.
- Focus will on driving domestic customer base in the short term.
- Bring the best parts of holidays to the city, e.g. beach bars
- Create a Sydney at night time campaign, which must include family type events and activities as well the traditional unique flavours, entertainment & live music offerings to broaden the appeal and attract new audiences

Outcomes from consultation with small business

The impact of the pandemic

- City grant process was well-received, however unsuccessful businesses are still asking about why they did not get a grant. More grants are needed.
- The end of Job keeper is daunting for businesses, as they don't know how they will survive once it has ended.
- Chinatown was one of the first hit and 50-80% of businesses impacted and revenue down by 30% on average. Owners are starting to feel more positive now the lockdown is over. Local businesses formed a community watch group in response to fears of vandalism, based on negative racists comments on social media
- Dramatic revenue losses due to the loss of tourists and the international student customer base.
- Local residents have been very supportive of local businesses, especially food based outlets.
- Pandemic has encouraged businesses to diversify. Businesses have pivoted their modules by introducing; e-commerce, deliveries, diversifying their services and preparing their premises to be safe.
- Reductions in red tape have led to innovation.

- Changes in customer's priorities have changed. More support for home based activities and local businesses like home cooked meals, games and music. This has had a positive impact on local businesses.
- Starting to see more and more businesses reopen, which is positive.
- Membership for business associations have increased, creating more opportunities to better understand business needs.
- Takeaway and delivery for food and alcohol has allowed many businesses to survive, who may not have been able to otherwise.
- The pandemic has allowed different sized businesses to grow in different ways. Especially smaller businesses who have been able to extend their hours, expand their products and services and delivery models.
- Physical networking events can't take place and moving large networking events online is difficult.
- Jobs in retail particularly affected. CBD significantly impacted due to suburban shopping and lack of customer demand. Need for a renewed focus on what Australian fashion means and what that looks like.
- Excess retail stock is going to be a huge issue and there may be an opportunity for the recycling of textiles.

Needs for recovery

- Rebuilding customer confidence and breaking through fear factor. Make customers feel safe to return to the LGA, informing them on how to move about safely and use public transport.
- Hours of shopping could change given new working hours and click and collect could be helpful for City stores.
- Villages want a reprieve on parking until the end of the year.
- Discounted parking meters and shared loading zones, to help visitors come into the neighbourhoods and highstreets.
- Flexibility to trade in terms of space (outdoor space) so there is more cash flow.
- Relaxing of certain licensing conditions (i.e. security guards) for bars/pubs to keep them commercially viable.
- Simple practical information so businesses know how to function safely.
- Cash flow. Worries about September when Job keeper ends.
- Continued relief for footpath dining fees – at least by one year.
- Promotion of A-frames for business promotion and no associated fees.
- Small wine bars to continue to sell takeaway alcohol. This saved many businesses and revolutionised how residents supports small bars.
- Less reactive compliance from the City and more relationship development, to enable businesses to reopen.
- More tolerance from across the community during recovery and beyond in relation to business operations.
- More certainty in relation to when regulations will be lifted. It's currently difficult for businesses to plan their reopening.
- Streamlining for DAs, especially for cafés and bars. Make it easier to apply and understand relevant controls.

- Streamline customer complaints process.
- Cross promote our services as a community.
- Long term strategic planning, to be ready for when the international borders reopen. Be ready to promote Sydney to new international visitors and students.
- Customers want shopping precincts to be clean, feature safety messages and manage spaces according to the regulations.

The role the City should play in recovery

- Advocate with State Government in relation to regulations for flexible operations; supporting cultural industry; supporting tenants negotiating with landlords; take-away sales.
- One stop shop for businesses grants applications.
- Marketing campaign that rediscovers hidden Sydney & treasures in each village. Target markets: local residents, Sydney metro & regional NSW
- Education campaign: certainty for industry; dealing with perceptions of safety; return to the City balances for all users
- Review of open space use across the LGA allowing for more flexible trading and better movement of people and celebration
- A program that helps develop and support professional services and sole traders e.g. grants, jobs marketplace, awards program, work better with co-working spaces
- Waiving fees and charges till December to eliminate avoidable costs and increase cash flow e.g. outdoor dining, parking
- Continue to engage and partner with the business community on ensuring recovery is developed together.
- Develop precinct plans, which help the City and community to work together on how each precinct will rebuild. To include land planning and promotions.
- Allowing the lifted restriction and red tape to remain - will allow businesses to continue to be innovative
- Ensuring logistics of moving good across the City isn't impacted by the introduction of more active transport options. Needs a balance between business and community and needs.
- Recognise that people are working differently and in different places, see how the City can help reconnect people.

Opportunities for Sydney's future

- Opportunity for continue with alternative revenue streams e.g. small bars selling alcoholic beverages with takeaway.
- Opportunity to change behaviour – buying local, promoting local, creatively changing the street scape like putting buskers at the front of small businesses
- Campaign to promote our villages and drive people to local precincts
- Expansion of outdoor dining, to allow the streets to feel more personal.
- Weekend promotions, where each precinct is highlighted on separate weekends with events and special business offers. Encouraging more people to come back into the City.
- Customers are most looking forward to eating out, spending time with family, going shopping and having beauty treatments.

Outcomes from consultation with the retail sector

The impact of the pandemic

- Huge loss of revenue (60-90%)
- Ranging from complete operational shutdown (beauty, nightclub, gym, wellness centre) to limited trading (home delivery and online trading only)
- Huge decrease in foot traffic in the CBD as there are no workers, hence no sales. For example, Barangaroo offices are currently at 10% occupancy.
- Inconsistency in income and inability to plan into the future.
- Businesses forced to adapt to digital models (but finding it hard to develop pricing models online and there challenges reaching a new audience online).
- Self-employed business owners who worked from home and had previously met clients in cafes for meetings, found it difficult due social distancing / cafes closed.
- Some businesses have done much better from the pandemic (e.g. online retailers)
- Relying on long term customers was difficult, with revenues falling by 60% (even though their stores were still open).

Needs for recovery

Financial needs

- Immediate need to adapt/pivot which means having to spend money (while no cashflow)
- Need to provide resources & equipment for staff to work at home, as well as looking after staff's mental health and wellbeing
- Cost of legal advice re managing and planning for potential insolvency

Expert advice and digital transformation

- Need to cut costs and go lean. Urgent need to fix inefficiencies in business models
- Need for workshops/skills and advice from experts from their specific sector in order to plan for recovery (hospitality experts, retail experts, etc.)
- Need support with digital transformation; websites, digital media and marketing
- Difficulties finding the best course for their business.
- Need for upskilling on digital, marketing finance and accounting

Promotion & Marketing

- Push to shop local – work with big corporates around town to have a guide to local businesses and support local business to share through their intranets and social media. We need to push the 'Buy Sydney' concept.
- Need for popup spaces to be given to businesses who may not be able to rent long term until solid revenue returns.
- Bring businesses along in activation opportunities so that they can access physical spaces in temporary ways
- Help promote business to new markets
- Live entertainment suffering, awareness campaign needed
- Help with finding new customers - networking & introductions to "warm leads"

The role the City should play in recovery

- Opportunity for the City to push for digital integration for retailers / digital twin platform that allows customers to go from online to offline seamlessly
- City of Sydney could assist in communication, and help with what is required for different sectors at different recovery stages: e.g. sanitation process guides, providing space on streets for takeaway cues, etc.
- Cutting unnecessary red tape and delaying Council rates & fees as much as possible
- Advocacy to government that they consider the differences in business size and business capacity and have restrictions cater to everyone.

Opportunities for Sydney's future

- Many businesses were forced to pivot purely to an online business. Many businesses will be able to leverage newly developed digital models.
- Barangaroo and the City in general: potential to plan for more outdoor space to help boost capacity and allow businesses to cater to that delivery market.
- Keen to participate in opportunities of retailers/businesses co-promotion and directing consumers / traffic to each other - we are all suffering and we need to help each other.
- Look at partnership models with the big corporates in town to promote local businesses to employees pushing shop local – a guide to local businesses and support local business to share through their intranets and social media.

Outcomes from consultation with the tech start up sector

The impact of the pandemic

- Impact on investment cycle:
 - Review sponsored business model as it may not be possible for a while
 - Possibly take 18 months – 5 years to bounce back
- Skills shortage - lack of foreign talent available
- Risks to the industry's eco-system support due to:
 - Inability to receive reduced rent, due to requirement of physical distancing
 - Inability to grow other income streams or receive other income (sponsors, event hire space, studio hire, paid programs)
 - Staff risks (minimal staff, impact on staff)

Needs for recovery

- Need for mental and emotional support – supporting a healthy mindset and helping them work in uncertainty
- Need for certainty
- Need for campaigns that showcase that Sydney is safe and removing barriers that stop people returning to the city e.g. reducing restrictions on public transport
- Challenge of how to make co-working spaces safe and available funding
- A program series possibly run by City of Sydney on how to get through hardship or learn from others about how to get through hard times.

The role the City should play in recovery

- Support for the ‘ecosystem builders’ - if we don’t, it might take up to 5 years to return to pre-pandemic levels. Entrepreneurship is a lonely ride and those that support entrepreneurs, and assist them in connecting to skills, talent and investment are critical.
- Expanding on existing programs that the City runs with a focus on ‘entrepreneurship’- not only connecting them to international talent, yet also; supporting local networks, fostering the local community, improving resilience (business and personal), adapting and learning from each other.
- Commitment from the City for procurement opportunities for our local start-up ecosystem. We have the highest density of tech start-ups in Australia, but still government procurement is low. Advocate other government agencies to follow a similar model.
- The City to foster relationships with the largest head offices and encourage connection and support for start-ups, especially to accelerate innovation.
- Activation of space and public spaces. Ensure the city is perceived to be a safe space to come back to play, educate and work in; repurposing of underutilised spaces to be safe for interactions and connections - as many offices will not be accepting outside visitors or be able to hold external events. Concerns about where entrepreneurs will be able to make connections, interact and form collaborations

Opportunities for Sydney’s future

- Refocusing supply chains to have a more domestic focus
- With our good progress in dealing with Covid-19, Australia could be a ‘safe’ destination for internationals to study and work.
- Review how we use large office spaces. Turn some into co-working spaces.
- Opportunity for sister city programs. Council could partner with international councils to help start-ups grow internationally, share resources and knowledge.
- Opportunity for tech start-ups to connect with the City or other councils to work together to bring internationals back to Sydney. Some start-ups are ready with an ambassador programs but need access to connections.
- Opportunity to recruit new entrepreneurs - lots of excellent talent floating around out there looking for a project or direction

Appendix 3

Stakeholder Surveys

Target Sector	Research Owner	Delivery Mode
Fashion	Australian Fashion Council	Survey
Community	Canterbury-Bankstown Council	Survey
Waterloo residents and social housing tenants	Counterpoint Community Services	Survey
Cultural and creative	Cultural Strategy team, City of Sydney	Monitoring and evaluation document
Cultural industry	Culture Counts	Survey
NSW community	Micromex	Online survey (March 2020)
NSW community	Micromex	Online survey (May 2020)
NSW Night Time Economies	NSW Night Time Economy Councils' Committee	Survey
Arts & cultural events sector	Patternmakers	Report - May 2020
Apartment residents, Strata committees	Smart Green Apartments COS Team	Online survey
Road commuters and public transport users	NSW Smart Sensing Network	Workshop
People with disability	Access Ability Australia	Survey

Written submissions

Name	Name
Alexandria Residents Action Group	Louise Iselin
Coalition of Glebe Groups	Millers Point Community Resident Action Group
Friends of Ultimo	Potts Point Partnership
The Glebe Society	Darlo Darlings

Appendix 4

Activities to support and promote the consultation

The following is a snapshot of outcomes from marketing and communications activities undertaken to support the consultation. Activities reached a range of community segments through direct engagement with stakeholders, existing City communications changes and paid advertising.

Activity	Outcomes	Result
CEO email	Community and Business Sectors included:	23,475 engagements
Invitation to stakeholders and community representatives to complete the survey and email the City with industry and sector insights.	<ul style="list-style-type: none">– Local Businesses– Chambers of Commerce– City Suppliers– Grants Participants– Liquor Accord– Retail and Tourism– Multicultural Services– Settlement Services– Cultural providers– Late Night Industry– Social Enterprise– Social Housing– People with disabilities– Seniors– Youth– Schools– Community Services providers– Mental; Health agencies– Homeless Services– Road Users– Mobile Food Supplies– Sustainability networks– Strata residents and building managers– Sporting Associations– City Venue Hirers	Average: 35.7% open rate.

Activity	Outcomes	Result
City Newsletters	E-newsletters included: <ul style="list-style-type: none"> – Sydney Your Say 	21,172 subscribers
City branded communications and articles promoted to existing subscribers	<ul style="list-style-type: none"> – Community research panel – Green Square – Business – Arts and Culture – City News 	Average: 35% open rate
Marketing & Social Media	Survey promotions included: <ul style="list-style-type: none"> – Paid and organic social media advertising via: <ul style="list-style-type: none"> – Facebook – LinkedIn – Radio ads on FBI, 2SER and Eastside. 	Reach <ul style="list-style-type: none"> – Facebook:283,217 – LinkedIn: 24,606 Clicks <ul style="list-style-type: none"> – LinkedIn 482 – Facebook: 7,086

Figure 1. Example of City social media post



City of Sydney
28,236 followers
[View full profile](#)

 **City of Sydney**
28,236 followers
34m • 

As we plan for recovery, we're seeking feedback from residents and businesses.

The survey will help us understand how we can best support you and work together for a stronger future.

[#recovery](#) [#businesses](#) [#community](#) [#resilience](#)



Help us develop Sydney's recovery plan: share your feedback now
cityofsydney.nsw.gov.au • 2 min read

 10

Reactions