

## **Public Exhibition – Sustainable Sydney 2030-2050 Continuing the Vision and Community Strategic Plan**

**File No: X012101**

### **Summary**

In August 2018, Council resolved that work would begin on the development of Sustainable Sydney 2030-2050 Continuing the Vision. It was to be an evolution of Sustainable Sydney 2030 that incorporated the Resilient Sydney Strategy, included new research and technical advice, and was to be underpinned by a comprehensive engagement program that included all those who have an interest in our city.

An update was provided to Council in December 2019 on the implementation of the community engagement program and the research program. A summary of the activities undertaken, and the key findings were presented at that time.

During 2020, work was put on hold after the outbreak of the pandemic and the uncertainty of its impact on the city, and the City of Sydney finances.

Continuing the vision for the city for the three decades to 2050 was developed. It builds on the work undertaken thus far to realise Sustainable Sydney 2030, responds to relevant global trends and policy frameworks, encapsulates our communities' values and aspirations and is underpinned by research and analysis of data. It is encapsulated in Sustainable Sydney 2030-2050 Continuing the Vision.

It continues our vision for a more sustainable future where everyone does their part to respond to the climate emergency as we restore our overheated planet. A city that continues to be a leader in our region for just and sustainable growth, creativity, and innovation. A city with a thriving 24-hour economy and opportunities for all. It is also a more resilient city – where the social, business, cultural and physical connections in our city support everyone to reach their full potential, adapt to change and withstand adversity.

Ten revised targets enable change to be measured over time. Progress toward the achievement of these targets will be reported to Council at the commencement of each term of Council in the State of the City report.

Six guiding principles that consider the values expressed by the community have been developed. These principles will inform the City of Sydney in its decision-making.

Ten revised strategic directions provide a framework for action to be taken by the City of Sydney, other levels of government, civil society and by communities.

Ten project ideas building on past projects have been developed. These ambitious ideas illustrate ways the vision for the city could be realised by 2050. They are intended to provoke thought and discussion about transformative actions the City of Sydney and others can take.

Since commencing this work, the pandemic has had a significant impact on our city, our communities and the economy.

We have continued to monitor community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects. Additionally, we checked in with communities in May 2020 through a survey of residents and businesses on the impacts of the pandemic.

The available research and advice regarding the impact of the pandemic was also examined and incorporated to ensure that this vision will set us on a long-term path for our city, communities and economy to recover and thrive.

The Integrated Planning and Reporting Framework provides the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision.

The Community Strategic Plan Delivering Sustainable Sydney 2030-2050, the highest-level plan within this framework, provides more detail on the communities' perspectives and rationale for action. For each of the strategic directions, it translates the vision into objectives and outcomes, with measures to recognise progress over time. It identifies strategies and their detailed actions that will achieve those outcomes, along with the role of the City of Sydney and key partners.

Section 402 of the Local Government Act 1993 requires Councils to have a Community Strategic Plan that identifies the main priorities and aspirations for the future of the local area. The plan must be of at least 10 years in duration and include strategic objectives together with strategies for achieving those objectives. The plan must be adopted by June 30 following the election of a new Council.

A four-year delivery program will subsequently be developed, along with a one-year operational plan and a resourcing strategy which includes Council's long-term financial plan, asset management strategy, workforce strategy, information and technology strategy and community engagement strategy. Together they set out the priorities and resources for implementation of the Community Strategic Plan over the short, medium and longer term. They will be exhibited for community feedback and then presented to Council for adoption by June 2022 for implementation from financial year 2022/23 in accordance with the Integrated Planning and Reporting requirements.

## **Recommendation**

It is resolved that:

- (A) Council endorse the draft Sustainable Sydney 2030-2050 Continuing the Vision for public exhibition as detailed in Attachment A to the subject report;
- (B) Council endorse the draft Community Strategic Plan Delivering Sustainable Sydney 2030-2050 for public exhibition as required under Section 402 of the Local Government Act 1993 and as detailed in Attachment B to the subject report; and
- (C) authority be delegated to the Chief Executive Officer to make minor editorial corrections if necessary, for publication.

## **Attachments**

**Attachment A.** Sustainable Sydney 2030-2050 Continuing the Vision

**Attachment B.** Community Strategic Plan Delivering Sustainable Sydney 2030-2050

## Background

1. In August 2018, Council resolved that work would begin on the development of Sustainable Sydney 2050. It was to be a progression of Sustainable Sydney 2030 that incorporated the Resilient Sydney Strategy, included new research and technical advice, and was to be underpinned by a comprehensive engagement program that included all those who have an interest in our city.
2. Initially, two concurrent streams of work took place - implementation of a comprehensive engagement program from late 2018 throughout 2019, and a research program which included the commissioning of new surveys and studies as well as the analysis of pre-existing published work.
3. The broad engagement program included:
  - (a) A survey of over 5,000 people.
  - (b) Thirty-three pop-ups at events in our villages and libraries including at a disability expo; Yabun, Mardi Gras Fair Day and Fernside Skate community events; at the Wayside Chapel; and three community housing forums.
  - (c) Twelve community sessions including two in Mandarin, one in Spanish and one with strata residents.
  - (d) Twenty-three workshops with young people including at 19 schools.
  - (e) Creative and community leadership programs – I am Sydney with the Story Factory and Emerging Civic Leaders with YVote.
  - (f) A First Peoples of Australia Dialogue Forum.
  - (g) Stakeholder workshops with small business community, cultural and night life sectors, a combined workshop with all of the City of Sydney advisory panels, and multi-disciplinary stakeholders' workshop at Sydney Town Hall.
  - (h) Briefings of community and business groups.
4. The response from the communities at the conclusion of this broad engagement phase was summarised into five themes:
  - (a) An environmentally responsive city.
  - (b) A city for people.
  - (c) A city that moves.
  - (d) A city with a future focussed economy.
  - (e) A lively, cultural, and creative city.
5. Following the broad engagement phase from November 2018 to June 2019, five round tables with invited stakeholders were convened as well as a day-long 'Sydney Emergent' innovators expo. Three deliberative activities were also held to explore the issues raised by our communities. These included a Children's Summit, Youth Summit, and a Citizens' Jury.

6. The Citizens Jury considered the communities' response from the broad engagement phase as well as the many hundreds of ideas generated throughout the process, including a public call for ideas for 2050. They endorsed eight transformative concepts for our city to 2050:
- (a) Regenerative ecosystem - the City of Sydney becomes a "leader in reversing climate change and restoring the natural environment by giving back more than it takes". Our city has finite natural and financial resources and air pollution, water pollution and water scarcity must be addressed for a healthy city. Buildings must not contribute to the degradation of the city and we must transform waste into materials to feed back into the economy.
  - (b) First Peoples of Australia leadership and representation - the "Traditional Custodians of the land play a central role on how to shape the city through active participation in governance that is embedded and respectful". The jury wants Sydney to be a place where Aboriginal and Torres Strait Islander voices influence the identity, design and functioning of the city.
  - (c) Participatory governance - a new model of governance that genuinely engages citizens in decision-making on all levels, which is responsive and adaptable.
  - (d) Housing for all - a city providing a wide range of accessible, affordable and inclusive housing options, promoting social and community cohesion. The jury recognises that the local area is currently unaffordable to many and is at risk of losing a diversity of people in its neighbourhoods and villages.
  - (e) Moving efficiently and sustainably - a city with efficient, people-focused transport that is car-free, green and enjoyable. A city where there is space to walk, bike, stroll, jog, chat, rest, relax and enjoy life.
  - (f) Innovative and future ready - a city ready for emerging technologies and changes not yet anticipated. To realise this concept, the jury advocates supporting the creation of fresh ideas as well as the environment to incubate those ideas into new industries. This must include affordable training, as it is essential in preparing people for future technological challenges. It also recommends the City of Sydney establishes a fund for local innovators, so the city does not lose "our brilliant ideas". The international investment community could contribute to the fund.
  - (g) Sydney to be a '24 hour' city - Sydney to be a vibrant, lively, culturally diverse city open 24 hours a day. A city that has a soul and an identity people can enjoy at all times. The jury wants Sydney to have safe, efficient 24-hour public transport and a thriving night-time economy that includes live music, theatre, art, shopping, health services, food and education. This is integral to making the city more liveable, lifting our economic performance and improving our global standing.
  - (h) Embed creative arts in everyday life - a future where creative arts are alive, interwoven and celebrated in everyday life; where creative arts are more accessible for all people and invigorate and strengthen our cultural identity. The jury wants Sydney to be lively, culturally diverse and an entertainment and recreational hub.

7. Through the process, the intention was to create a robust evidence base as well as reach diverse communities. We sought to elevate the voices of children and young people as well as build consensus for a future vision. Additionally, we aimed for clarity as to how best to achieve this vision in partnership with our communities.
8. The findings from the community engagement program and the recommendations from the Citizens Jury were reported to Council in December 2019 and the engagement reports subsequently published on the City of Sydney website.
9. We have remained in contact with communities since that time. A survey of 2,700 residents and 1,100 businesses was conducted in May 2020 to understand the impacts of the pandemic. The themes confirmed as important in our consultation on the future vision for Sydney – being environmentally responsive, having liveable places for people, getting around the city easily, supporting a future focussed and strong local economy and lively, culturally engaged communities, remained constant. In fact, concern about the impacts of climate change and the need for action increased. There was also an increased desire to ensure there is support for vulnerable people in our communities.
10. We have monitored community concerns, ideas and aspirations through our ongoing engagement on major strategies and projects including environmental, greening, land use and cultural strategies and initiatives to create more public space and cycleways in the city. Along with the findings from the comprehensive research program, what we learned from our communities has shaped the vision, objectives, outcomes and project ideas for the city to 2050.
11. The Planning for 2050 engagement was awarded Project of the Year 2020 in the International Association for Public Participation (IAP2) Australasian awards. The awards recognise excellence in public participation and are judged on the IAP2 core values. The City's Community Engagement Framework that guides how we engage with the community is aligned with the IAP2 core values.
12. In addition to the community perspectives, economic, social, environmental, cultural, and urban design and planning trends and issues were examined. Published reports on Sydney and cities in general were analysed, along with key demographic and other statistical data, scientific data as well as policies and other strategic frameworks that provide direction for our priorities and actions.
13. Research and studies were commissioned which include the Green Economy Study, Economic Future Study, Making Space for Culture, Camperdown Ultimo Innovation Precinct research, Public Spaces Public Life 2020, Community Wellbeing Indicators 2019, and Sydney Equality Indicators Framework. All these reports have been provided to Councillors via CEO Update or a report to Council and are available on the City's website.

14. Additionally, there has been an assessment made of the devastating impact the Covid-19 pandemic has had on our communities and economy since its emergence in early 2020. Existing inequities in our society were exposed and exacerbated. New groups of vulnerable people also needed help. Industries were hit hard when the movement and gathering of people was restricted – tourism, hospitality, and the creative sector, for example. And there have been changes to the nature of work and questions asked about the future of city centres world-wide. We know from research conducted across NSW during 2020 and 2021, that high quality, easily accessible public spaces have never been more important. And that people were walking and cycling more often than prior to the pandemic. The findings from comparative studies of global cities and other issues-based reports have been analysed and incorporated where relevant.
15. Together, the evidence base created from the research and the community engagement program have informed the vision for our city.

### **Sustainable Sydney 2030-2050 Continuing the Vision**

16. Sustainable Sydney 2030-2050 **Continuing the Vision** sets out a vision for a green, global and connected city. It is a vision for a more sustainable future where everyone does their part to respond to the climate emergency as we start to restore our overheated planet. It positions our city as a leader in our region for just and sustainable growth, creativity and innovation. And expresses our aim for a thriving 24-hour economy with opportunities for all. A more equal and inclusive city. And a more resilient city, where the social, business, cultural and physical connections support all of us to withstand adversity, adapt to change and reach our full potential.
17. Six guiding principles have been established to guide the City in its decision making. The principles include:
  - (a) We are accountable to the voices and elevate the knowledge and cultures of Aboriginal and Torres Strait Islander peoples.
  - (b) We respond to the climate emergency.
  - (c) We build the resilience of our society and our economy.
  - (d) Our communities are engaged in the governance of their city.
  - (e) We lead through stewardship and collaboration.
  - (f) Our organisation is governed responsibly and sustainably.
18. Ten revised targets have been proposed to measure the transformation of our city over time. Progress will be measured using data sourced from a range of external and City data sources including the City of Sydney Floor Space and Employment Survey, the ABS Census and the City of Sydney Community Wellbeing Survey. Results will be reported at the commencement of each term of Council in the State of the City report. The targets are:
  - (a) By 2035 we will achieve net zero emissions in the City of Sydney local area.
  - (b) By 2050 there will be a minimum overall green cover of 40%, including 27% per cent tree canopy cover.

- (c) By 2030 residential potable water use will be reduced to 170 litres a person a day in the City of Sydney local area. Non-residential potable water use will be reduced by 10% (measured per square metre) from 2018/19 levels.
  - (d) By 2030 there will be a 15% reduction in waste generated by each person based on 2015 levels. And by 2030 there will be 90 per cent recycling and recovery of residential waste, commercial waste and industrial waste, and construction and demolition waste, which will be maintained at that level to 2050.
  - (e) By 2036 there will be approximately 700,000 jobs in the City of Sydney local area including 200,000 new jobs compared to 2017 - an increased proportion of all jobs will be secure jobs.
  - (f) By 2036 there will be at least 156,000 private dwellings and 17,500 non-private dwellings that include boarding houses and student accommodation. Of the private dwellings, 7.5 per cent will be social housing and 7.5 per cent will be affordable housing with this proportion maintained into the future.
  - (g) By 2036 there will be at least 40,000m<sup>2</sup> of new cultural production floor space in the City of Sydney local area compared to the 2017.
  - (h) By 2050 people will use public transport, walk or cycle to travel to and from work. This includes 9 out of 10 people working in the city centre and 2 out of 3 people working in the rest of the local area.
  - (i) Every resident will be around a 10-minute walk to what they need for daily life.
  - (j) By 2050 community cohesion and social interaction will have increased. This is based on at least 75% of the local resident population feeling part of the community, agreeing most people can be trusted and believing that when needed, they can get help from their neighbours.
19. Ten revised strategic directions provide a framework for action. The strategic directions are integrated, where the focus and actions in one support the outcome in others. The ten directions are:
- (a) Responsible governance and stewardship - Our organisation continues to evolve to provide governance and leadership for our city and communities.
  - (b) A leading environmental performer - The city is part of a decarbonised world. Our communities live in a city that is regenerative and makes a positive contribution to the planet, to society and to individual lives. We are innovative leaders in climate change adaptation and innovation.
  - (c) Public places for all - The city has more places for people who live, work, invest and visit here. The history of our city and connections to Aboriginal and Torres Strait Islander peoples is evident in our public places. The city centre is an inviting and lively place, clean and safe day and night, and with creativity and public art at its heart. Our local main streets are thriving hubs with their own distinctive characters.



- (d) Design excellence and sustainable development - The city will continue to grow sustainably and with good design. Communities are inclusive, socially connected, healthy, and live in walkable well-serviced neighbourhoods, supported by public transport. We take the impact of our changing climate into account in the policies that influence development in the city.
  - (e) A city for walking, cycling and public transport – The city is greener and calmer, with more space for people on the streets – including footpaths and cycleways. More people choose to walk, ride and use public transport. All vehicles in the city are zero emissions.
  - (f) An equitable and inclusive city - Everyone feels welcome and can afford to live here if they choose. Everyone can participate, prosper, and reach their full potential in a city that is fair and just.
  - (g) Resilient and diverse communities - The city and its public places and infrastructure can withstand impacts from a changing climate and emergency situations. We work with communities, businesses and other organisations to strengthen connections and networks, to prepare our city and be able to recover from most situations.
  - (h) A thriving cultural and creative life - We are proud of the city. We are all able to participate in, contribute to and benefit from our city's cultural life.
  - (i) A transformed and innovative economy - The city maintains its position locally, nationally, and internationally as a destination for business, investment, and talent. Innovation is central to the economy and transformation has occurred across all industries. Wealth and benefits are shared equitably.
  - (j) Housing for all - This is a city where everyone has a home. Social, affordable and supported housing is available for those who need it. High quality housing is available for everyone.
20. The City collaborated with prominent architects, landscape architects and urban designers to develop ten project ideas built on past projects that translate the vision into proposed projects to transform the city. Many of these demonstrate how future public domain and infrastructure projects could deliver our vision for a green, global, and connected future. The project ideas propose long-term solutions and communicate creative responses to the opportunities and challenges facing our future city. They bring to life the 2030-2050 vision, drawing on the strategic directions to offer new ways to reimagine a future city for all. The project ideas acknowledge that long-term infrastructure and development requires commitment from all levels of government, business communities and all who have an interest in our city. The project ideas are:
- (a) Eora Journey - Yananurala. Yananurala, the harbour walk, will share and celebrate new and old stories of Aboriginal and Torres Strait Islander people along the Sydney harbour foreshore as a key project in the Eora Journey program.
  - (b) Three linked city squares. The three squares at Circular Quay, Town Hall and Central linked by a transformed George Street to provide more space for public life in the heart of our city. These public spaces are essential to ensure our city remains liveable and sustains its role as a global economic centre.

- (c) The green city – increasing city greening. Three ideas for a green city - green avenues, the laneway commons and expanding Sydney's lungs at Moore Park. They illustrate what our city streets and open spaces could be in the future - a future that provides more space for people and greening. Enabling greater community wellbeing and health.
  - (d) City Space improvement program. Temporary and permanent initiatives to transform road space into public space for people in Sydney's city centre. This could include timed road closures and temporary use of parking for lunchtime activation and outdoor dining leading to more permanent transformations that benefit public life in the city centre.
  - (e) The water city – making more of our harbour. Swimming in the harbour is an ambitious idea that symbolises a water sensitive city. Rehabilitation, protection and good management of Sydney Harbour in the future could create more opportunities for recreation on the foreshore, supporting our environment, the wellbeing of our communities and our economy.
  - (f) Connecting Green Square. The eastern transit corridor links Green Square town centre and rail station to a future metro station in Zetland. This corridor could support light rail, emerging trackless tram technologies or zero emission bus services. An extension could connect Sydney's city centre and other neighbourhoods.
  - (g) Metro as catalyst. Metro is the best way to connect current and future innovation, knowledge and employment centres to each other, the city centre and centres across metropolitan Sydney. Well located metro stations with bus interchanges would provide better overall trip experiences.
  - (h) Building on housing for all. Additional models to increase the supply of affordable housing in Sydney are needed because Sydney, like other global cities, is becoming increasingly divided between those who can afford housing and those who cannot.
  - (i) Making space for culture. Making space for culture is a two-part strategy for creating and preserving cultural and creative space in Sydney - precinct revitalisation and the establishment of a creative land trust. A proactive and innovative approach to the creation and preservation of affordable space for culture and creativity is needed to ensure the long-term future of creative workers in our city.
  - (j) Reimagining our community assets. Reimagining our community assets explores new ideas for how our communities can use existing assets. We want to work with our communities to understand how facilities, halls and open spaces can be transformed for future uses.
21. To achieve the full aspiration of Sustainable Sydney 2030-2050 Continuing the Vision will require everyone to act. This includes other levels of government, business, academia, civil society, and individuals working collaboratively and individually to realise this shared vision.

**Community Strategic Plan Delivering Sustainable Sydney 2030-2050**

22. The Integrated Planning and Reporting Framework is the mechanism for the implementation of Sustainable Sydney 2030-2050 Continuing the Vision.
23. The community strategic plan is the City of Sydney's highest-level plan within this framework. It takes a long-term view, identifying issues and opportunities to be addressed in the city over the next three decades.
24. The Community Strategic Plan builds on Sustainable Sydney 2030-2050, articulating in more detail the 10 strategic directions, providing for each the rationale for action and findings from our community engagement. For each strategic direction, it also translates the vision into objectives and outcomes, with measures to recognise progress over time. It identifies strategies and their detailed actions that will achieve those outcomes, along with the role of the City of Sydney and key partners.
25. To support the Community Strategic Plan, a four-year delivery program will subsequently be developed, along with a one-year operational plan and a resourcing strategy which includes Council's long-term financial plan, asset management strategy, workforce strategy, information and technology strategy and community engagement strategy. Together they set out the priorities and resources for implementation of the Community Strategic Plan over the short, medium and longer term.
26. All the draft plans and strategies will be exhibited for community feedback and then presented to Council for adoption by June 2022 for implementation from financial year 2022/23 as required by the Integrated Planning and Reporting guidelines.

**Key Implications****Strategic Alignment - Sustainable Sydney 2030**

27. Sustainable Sydney 2030-2050 Continuing the Vision is the evolution of Sustainable Sydney 2030. It is the continuing vision for the sustainable development of the city over the next three decades. It will be implemented via the Community Strategic Plan Delivering Sustainable Sydney 2030-2050 from financial year 2022/23.

**Organisational Impact**

28. The Community Strategic Plan, Delivery Program, Operational Plan and Resourcing Strategy will be implemented from financial year 2022/23. At that time, the organisation's resources will be aligned to the priorities identified for the 10+ year, four-year and one-year periods of those plans.

**Social / Cultural / Community**

29. Sustainable Sydney 2030-2050 Continuing the Vision, in representing the communities' aspirations for the future of the city, aims to achieve an equitable and inclusive city, where people can prosper and reach their full potential. It also aims to strengthen resilience in our community by making stronger the networks and connections that bind people and organisations together. And to create a city where everyone can participate in, contribute to and benefit from its cultural life.

30. The Community Strategic Plan includes a definition of the communities we serve (drawn from the forthcoming Community Engagement Framework). It includes the many people who rely on our area as the place they live, work, study, do business, access services and visit. As well, it recognises the global connections and obligations our communities have to others around the world and the responsibilities from this that arise for the City of Sydney.
31. There are a number of objectives where outcomes beyond the boundaries of our Local Government area are defined, including:
- 1.4 The City of Sydney is an active contributor to the governance of metropolitan Sydney;
  - 1.5 The transformation of the city is enabled by successful partnerships and collaboration; and
  - 7.3 Infrastructure, services and communities are prepared for and can withstand the impacts of acute shocks and chronic stresses and emergency situations.

### **Environmental**

32. In responding to the communities' aspirations for action on climate change, Sustainable Sydney 2030-2050 Continuing the Vision aims for a more sustainable future where everyone does their part to respond to the climate emergency as we start to restore our overheated planet.

### **Economic**

33. Sustainable Sydney 2030-2050 Continuing the Vision positions our city as a leader in our region for just and sustainable growth, creativity and innovation. A city with a thriving 24-hour economy and opportunities for all.

### **Financial Implications**

34. The Resourcing Strategy, which includes the Long-Term Financial Plan, will be aligned with the Community Strategic Plan with implementation commencing from financial year 2022/23. Ensuring long term financial sustainability will remain a fundamental principle of future planning and may impact the timing of delivery of some elements of the vision.

### **Relevant Legislation**

35. Section 402 of the Local Government Act 1993 requires Councils to have a Community Strategic Plan that identifies the main priorities and aspirations for the future of the local area. The plan must be of at least 10 years in duration and include strategic objectives together with strategies for achieving those objectives. The plan must be adopted by June 30 following the election of a new Council.

**Public Consultation**

36. A comprehensive engagement program was undertaken from late 2018 and throughout 2019. This was detailed in a report to Council in December 2019 which also included reports from various engagement activities. The reports are also available on the City of Sydney website.
37. The Planning for 2050 engagement was awarded Project of the Year 2020 in the International Association for Public Participation (IAP2) Australasian awards.
38. Information from ongoing engagement with communities on major strategies and projects throughout 2020-2022 including a survey of residents and businesses in 2020 on the impacts of the pandemic informed the finalisation of Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan.
39. It is proposed the Sustainable Sydney 2030-2050 Continuing the Vision and the Community Strategic Plan Delivering the Vision be placed on public exhibition for a period of 42 days from 12 April until 23 May 2022.

**KIM WOODBURY**

Chief Operating Officer

Andrea Beattie, Executive Manager Strategic Outcomes