

Attachment B

<h2>Case Studies</h2>

Appendix: case studies



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Direction 1 - Transition to a green and circular economy

Focus area - Leadership and commitment

A net zero organisation

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

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

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

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

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



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

Focus area - Education and knowledge sharing

Green leadership for Sydney’s commercial and public buildings

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

The collaboration aims to:

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

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

Progress achieved:

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



Real impact through demonstrated global sustainability leadership

Our collective impact



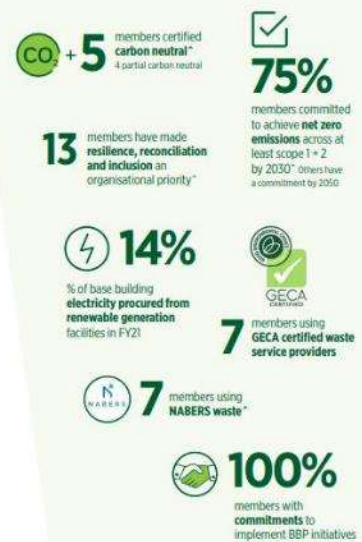
* Commercial office building floor space (sqm) controlled by BBP members as a percentage of PCA defined CBD commercial office building floor space (sqm)

betterbuildingspartnership.com.au

Our progress



Our transition to a low carbon economy



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

Image: Better Buildings Partnership Annual Results 2021 infographic

Photo: Better Buildings Partnership website

Encouraging residents and businesses to switch to renewable electricity

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

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

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



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

Sustainable Destination Partnership

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

The partnership aims to:

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

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

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

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



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

Photo: anna Kucera / City of Sydney

Focus area - Support for key sectors

Greenhouse – business innovation space at Circular Quay

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

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

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

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

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



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

Textiles Recycled and Reused – supporting a Circular Economy project

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

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

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

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

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



Image: Colourful textiles on display

Photo: Richard Payne / City of Sydney

Direction 2 – Build an innovation economy

Focus area - Development of Tech Central

Tech Central - Australia's innovation engine

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

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

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

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



Image: Concept design for central square
Photo City of Sydney

Focus area - Support for the innovation ecosystem

Visiting Entrepreneur Program

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

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

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

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



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

Focus area - Global attraction

Sydney Landing Pad Program

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

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

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

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



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

Direction 3 – Strengthen our inclusive economy

Focus area - Equitable economic participation

Indigispace Entrepreneurs Program

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

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

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

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

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

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



Image: NAIDOC in City 2022, Sydney Town Hall

Photo by Joseph Mayers / City of Sydney

IncludeAbility increasing meaningful employment

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

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

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

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



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

Focus area - Locally shared wealth

San Diego: supporting recovery through collaboration

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

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

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

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

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



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

Support the regions and Indigenous community through procurement

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

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

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

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

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

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

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



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

Photo: Australian Carbon Foundation

Focus area - Access to affordable spaces

Creative Studios – affordable, purpose-built spaces for artists

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

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

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



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

Creating space for culture in cities around the world

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

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

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

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

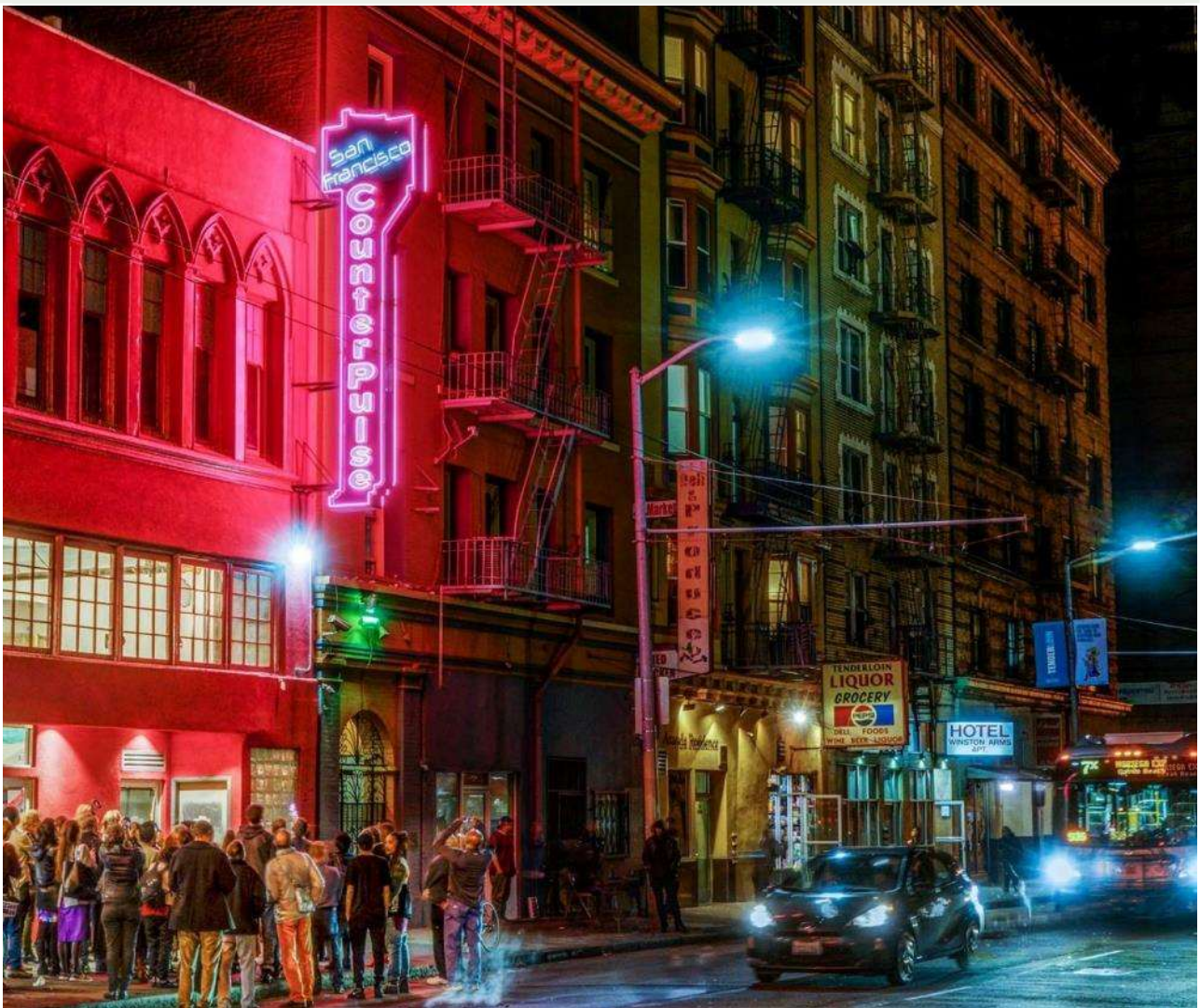


Image: Neon sign lighting event, San Francisco Arts Commission
Photo Scot Finn

Direction 4 – Revitalise our city centre

Focus area - Support our local businesses to continue to recover

Alfresco Dining

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

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

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

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



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

Reboot - Business Upskilling Program

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

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

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



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

Photo: Katherine Griffiths / City of Sydney

Charge Up Challenge 2022

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

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

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

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



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

Focus area - Creating better spaces and places

Oxford Street Place Strategy

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

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

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

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



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

Upgrading our public domain

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

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

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



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

Focus area - Activate and promote places and precincts

Yananurala - Eora Journey Harbour Walk

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

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

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

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

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



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

Summer Streets

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

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

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

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

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



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

