



City of Sydney Strategic Plan

2006-2009

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FOREWORD BY CLOVER MOORE MP, LORD MAYOR

This City of Sydney Strategic Plan reaffirms and expands the enlarged City Council's major commitments and platforms.

This plan reflects our vision for the City of Sydney as prosperous, vibrant and liveable. It affirms our commitment to prudently manage the City's finances to build on the distinctive character of city villages and the strengths of the former councils. It provides a basis on which we will provide open, transparent, accountable and consultative governance for all the communities of the enlarged City.

The seven focus areas in this Strategic Plan collectively encompass the vision and policy for Council's activities, operations and responsibilities.

When adopted, the Strategic Plan will be the principle policy document through which our Council will provide leadership for the City during the current term. It provides a framework for the Corporate Plan, the statutory plan that implements priorities and funding for projects over the coming year.

This Strategic Plan has been developed in consultation with all Councillors and senior City staff, to provide and promote a whole-of-Council direction for a better City. It is an evolving plan that will continue to be developed in response to the hopes, ideals and needs of the City's residential and business communities, as well as the many people who work in and visit our magnificent City.

While this Strategic Plan focuses on work begun and outcomes planned for the period 2005-2009, it has been developed with a deep understanding of our responsibility to provide a foundation and legacy for future generations.

Clover Moore MP

MESSAGE FROM PETER SEAMER, CHIEF EXECUTIVE OFFICER

Sydney is Australia's vibrant global city. Business, finance, arts, sport and tourism all contribute to making it a proud city of great energy that looks to make the most of every opportunity.

Unique precincts which surround the Central Business District make Sydney a city of villages like many of the other great cities of the world.

Sydney can become even more enjoyable to live in, work in, and visit. To achieve this, we have much detailed and high level work to do. This document will help guide us.

This Plan is a key document for the City of Sydney. It identifies the issues and the desired outcomes required to meet the needs of the expanded local government area and the expectations of its residents and visitors.

City of Sydney Councillors and staff have been closely involved in its preparation to establish a shared understanding of what we are seeking to achieve.

The Strategic Plan will be a real step towards ensuring Sydney is one of the world's greatest 21st century cities.

Peter Seamer

VISION FOR THE CITY OF SYDNEY

Sydney is a tolerant, diverse and prosperous “city of villages” that provides a high quality of life and amenity for residents, businesses and visitors. Sydney’s people feel a strong sense of belonging and are empowered to participate in the opportunities the City offers. We value our rich natural, cultural and urban heritage. By building upon this strong foundation and through our commitment to sustainability, equity and civic collaboration, Sydney is a flourishing and outward-looking city of which its communities are justly proud.

Council’s stewardship of the City will be based on:

Quality Urban Environment—residential amenity and sustainable growth

The City improves and protects the liveability, amenity, accessibility and sustainability of the City by fostering sustainable growth and change, and formulating creative plans and protective controls, including measures to facilitate affordable housing. Council will be an active participant in planning the City to Airport corridor and develop a strong equitable partnership with the State Government in relation to the Metropolitan Strategy and external agencies such as the Sydney Harbour Foreshore Authority and the Redfern-Waterloo Authority.

The City Economy—global, national and local

Council supports and enhances an innovative, dynamic and prosperous economy by maintaining the amenity and quality of life that make Sydney an attractive place to live, visit and do business, particularly through ensuring the provision of supporting infrastructure. The City of Sydney provides a gateway to the world economy and is a major driving force in Australia’s economy.

Environmental Leadership—in Council and across the City

The City is a leader in environmental stewardship, working with its residential and business communities to implement practices that use fewer natural resources, address climate change and reduce our ecological footprint. Ongoing infrastructure upgrades and operational reviews will continuously improve sustainability and reduce pollution. Through its planning and development role, the City achieves a high standard of sustainability in new buildings.

Community and Social Equity—inclusion, diversity, character and vitality

Sydney is a city of interdependent villages with citywide communities of interest. The City respects and reinforces the character and heritage of its CBD, villages and places, and applies compassionate solutions to complex social issues. The City will create an inclusive environment that fosters creativity, knowledge and innovation. We value and celebrate the diversity of cultures and beliefs that make Sydney an exciting, inclusive, and welcoming global city.

Transport and Accessibility—City infrastructure needs

Council helps develop innovative long-term solutions that make all areas of the city accessible and facilitates the connections needed for a thriving economy, sustainable local communities and improved environmental quality. The City

plays its part in providing transport infrastructure and advocates strongly for State and Federal Governments to fulfil their responsibilities. The vital role of public transport, walking and cycling is promoted.

Public Domain and Facilities—maintained, improved and expanded

The City is dedicated to providing equitable access to facilities and services across the expanded City of Sydney local government area to meet current and future needs. The City aims for excellence in the delivery of cleansing and maintenance services, and in stewardship of our streets, parks and foreshores to ensure they are attractive, clean, accessible and safe. It develops a reputation for excellence in services and responsiveness to the needs of its communities.

Leadership and Governance—open, accountable and inclusive

The City builds on the strengths of the former Sydney City, South Sydney City and Leichhardt Municipal Council areas to establish a whole of City culture for the enlarged local government area. Council is open and accountable, providing leadership and transparent governance that is fair, compassionate, and based on principles of dedication, trust and ethical conduct. The City informs, includes and encourages participation from its diverse communities.

A PROFILE OF THE CITY OF SYDNEY

Within its 26.15 square kilometres, the City of Sydney is a city of history, contrast and diversity. Australia's iconic face to the world and international gateway, the City is also home for 150,000 people.

Seven of the ten most popular international visitor attractions in Australia are located in the City of Sydney. In addition to the City's workforce, an estimated 400,000 of greater Sydney's 4.2 million metropolitan residents come into the City each day to shop, to conduct business, to be entertained, to be educated or to meet others.

The City's national dominance in the global finance and business services industries results in it generating approximately 8% of all Australia's GDP and almost 25% of the State's through over 20,800 separate business establishments.

The City of Sydney is a major economic driver for Sydney and Australia. It has consistently experienced economic and employment growth in excess of the Australian and Sydney metropolitan average. The City's workforce is now at 345,000 and is anticipated to grow by a further 20,000 over the next five years.

The City's population has grown rapidly over the past decade in response to increasing employment opportunities, improved inner-city amenities and urban consolidation. By 2009, the City's population is expected to increase by 30,000 people to 180,000.

Table 1. City of Sydney Profile, 1996-2009

City of Sydney	1996	2004	2009
Residents	105,000	150,000	180,000
Businesses	20,300	20,800	22,000
Workforce	310,000	345,000	365,000
Hotel Guests (nightly)	19,053	23,923	25,000
Daily Visitors	370,000	400,000	415,000
Daily Shoppers	70,000	75,000	80,000

The residential population profile shows the diversity of our community. Almost 50% of the City's residents were born overseas, and almost 30% speak a language other than English, the most common being Chinese. The City is home to one of Sydney's largest communities of Aboriginal peoples.

Fifty percent of the City's residents are aged between 20 and 40, and more than 50% have never married.

Residents live across a number of neighbourhoods with very different population profiles. Many of these areas display distinct cultural, built and heritage characteristics, reflecting a City of Villages.

While the majority of residents live in a family household, nearly 25% live alone and nearly 20% of residents also live in group households of unrelated individuals. The large number of people living alone and in group households reflects a large proportion of resident adults (20%) who are undertaking post-school education at a university or TAFE.

More than 25% of resident adults have a university degree, almost 50% work in professional or managerial occupations, and over 30% work in the finance and business services industries.

The average income of City residents is higher than the Sydney metropolitan average. This disguises a significant disparity of wealth: more than 25% of adult residents have a weekly income of over \$1000 a week, while more than 20% receive less than \$200 per week.

Thirty-three percent of City households either own or are paying off their dwelling. Of the remainder, the vast majority rent from the private sector. These represent just on half of all resident households while about 14% are public and community housing tenants.

Less than 60% of households in the City of Sydney own a car, compared to more than 85% for the Sydney metropolitan area. The average number of cars per household is only 0.7 compared to 1.4 for the Sydney metropolitan area.

Twenty-four percent of City of Sydney residents walk to work, compared to only 4% for the Sydney metropolitan area. Only marginally more (28%) drive a car to work, less than the proportion who use public transport (32%).

Given its place as an economic and cultural focus for the Sydney metropolitan area, the City of Sydney is already highly and densely urbanised. Indeed, it is home to the highest commercial and residential densities in Australia. This intensity of land use shapes the City's built form.

The City faces particular challenges and opportunities arising from its history, demographics, environment, economic imperatives, and social and cultural makeup.

The growth in residents, workers, tourists and visitors needs to be responsibly managed to ensure the long-term amenity, economic security and sustainability of the City. The strengths of our creative, tolerant and diverse city need to be celebrated and enhanced. We must preserve our city's heritage while planning for our future, particularly through the provision of enhanced services and infrastructure. Public transport and sustainable development will be key challenges.

This Strategic Plan provides a framework that will guide Council to address these complex challenges in partnership with all City communities and stakeholders.



The City of Sydney Local Government Area

ROLES AND RESPONSIBILITIES OF COUNCIL

The City's governing body is an elected council comprising a directly elected Lord Mayor and nine Councillors. This elected body determines the City's policies and objectives which are consistent with its broader vision for meeting its obligations in serving the needs and aspirations of the whole community.

The Chief Executive Officer heads the City organisation, and is responsible for its efficient and effective operation and for implementing council decisions and policies. The City has adopted a Code of Conduct covering Councillors and staff to ensure that public interest is considered and protected.

The City of Sydney operates under various State Government acts and regulations. The *Local Government Act 1993*, the *City of Sydney Act 1988* and associated regulations provide the legislative framework for the City's governance, role and responsibilities. The Council's charter broadly defines its functions.

The Council's Charter (Section 8, Local Government Act)

Councils have the following charter:

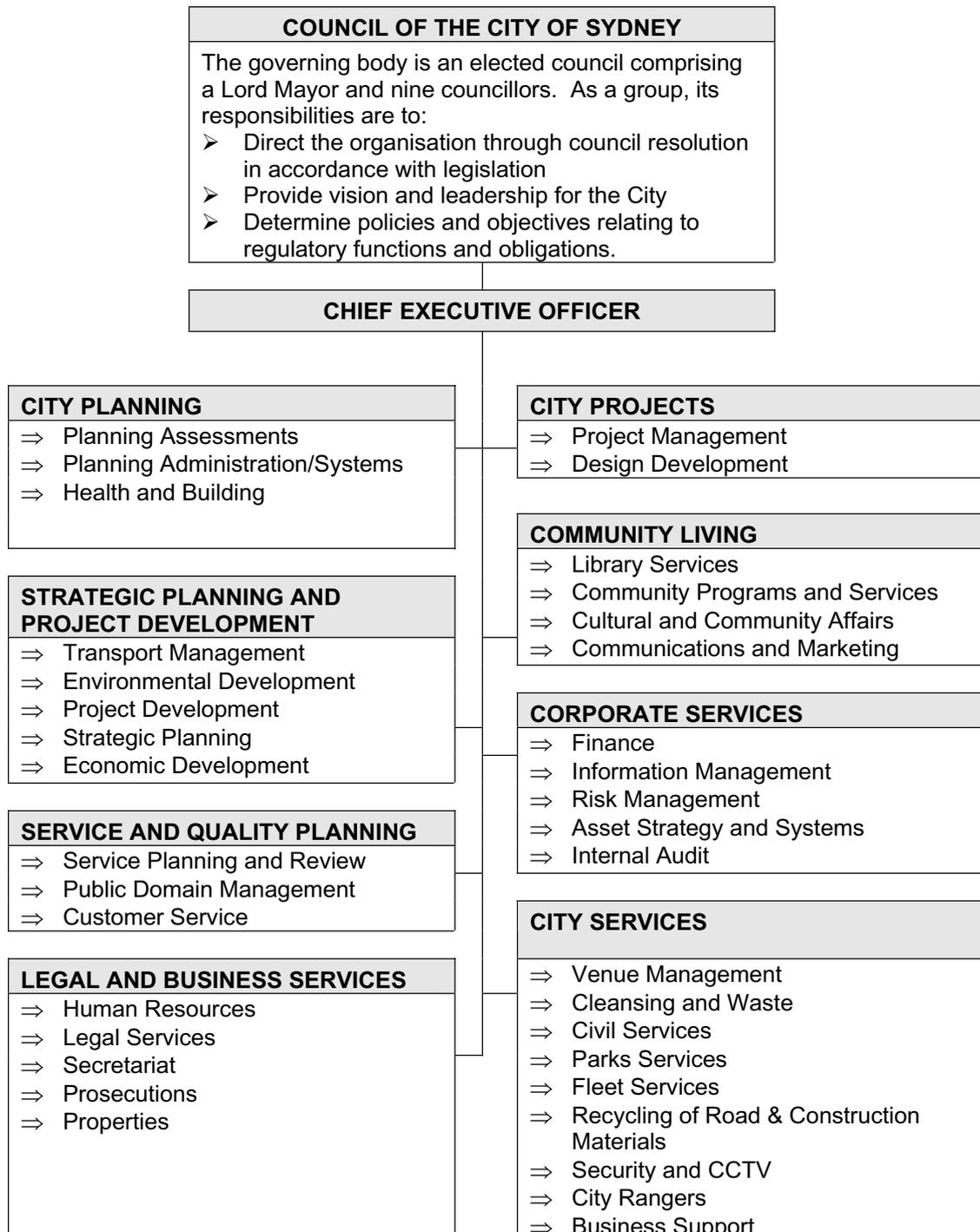
- To provide directly or on behalf of other levels of government, after due consultation, adequate, equitable and appropriate services and facilities for the community and to ensure that those services and facilities are managed efficiently and effectively.
- To exercise community leadership.
- To exercise its functions in a manner that is consistent with and actively promotes the principles of multiculturalism.
- To promote and to provide and plan for the needs of children.
- To properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecologically sustainable development.
- To have regard to the long term and cumulative effects of its decisions.
- To bear in mind that it is the custodian and trustee of public assets and to effectively account for and manage the assets for which it is responsible.
- To facilitate the involvement of councillors, members of the public, users of facilities and services and council staff in the development, improvement and co-ordination of local government.
- To raise funds for local purposes by the fair imposition of rates, charges and fees, by income earned from investments and, when appropriate, by borrowings and grants.
- To keep the local community and the State government (and through it, the wider community) informed about its activities.
- To ensure that, in the exercise of its regulatory functions, it acts consistently and without bias, particularly where an activity of the council is affected.
- To be a responsible employer.

A range of other legislation, such as the *Environmental Planning and Assessment Act 1979* and the *Roads Act 1993* also provides the City with particular responsibilities and functions. The principle responsibilities of Councils in NSW include strategic and land use planning; development and building approvals; management of parks and community land; recreation and leisure facilities and services; community and cultural development; library services; construction and maintenance of roads and footpaths; drainage and flood mitigation; waste and environmental management; public health and

safety; control of pests and noxious weeds; and local economic development and tourism promotion.

Also constituted under the City of Sydney Act 1988 is a committee of City Council known as the Central Sydney Planning Committee (CSPC) which deals with major projects in excess of \$50M. The CSPC is not subject to the control or direction of the City Council.

It should be noted that certain areas in the City's local government area, such as Darling Harbour, the Rocks, Garden Island, the Royal Botanic Gardens, the Domain and Moore Park are under the direct control of State Government agencies. Planning controls for Redfern and Waterloo are also shared with the Redfern/Waterloo Authority.



BUILDING ON A SOLID FOUNDATION

In February 2004 the State Government amalgamated the former City of Sydney and South Sydney City Councils to form an enlarged City of Sydney. The Strategic Plan has been built from the work of the former Councils and projects, activities and services undertaken by the City over the course of 2004-05 year including:

- The successful integration of about 1600 staff and differing financial and other systems have been merged and the administration of key council services such as waste collection, libraries, meals on wheels and other community services have been successfully combined.
- The major projects completed or in progress include the Glebe Foreshore Walk, Surry Hills Park, Sydney Park, Ian Thorpe Aquatic Centre, Victoria Park Aquatic Centre upgrade, the acquisition of the Water Police Site at Pyrmont, upgrades to Darlinghurst Road, Oxford Street, Redfern Street, Regent Street, Redfern Community Centre, the Kings Cross Library and Neighbourhood Service Centre, and refurbishment of Customs House.
- Sydney's New Year's Eve celebrations draw more than a million people to the City and an estimated 600 million international television viewers. The Chinese New Year Festival is the most spectacular Lunar New Year event outside Asia, and the City produces a range of other cultural events, most of which are free. The City also sponsors numerous cultural festivals and events including the Sydney Gay and Lesbian Mardi Gras, Sydney Festival, the Sydney Film Festival, the Sydney Writers' Festival and a variety of precinct-based events.
- The City's website provides a gateway to Sydney for visitors and access to services for residents and business, with more than 2.3 million 'visits' per year to the site.
- City Street Outreach Services worked with homeless people on 1,600 occasions. The Homeless Persons Information Centre received 41,693 calls and found emergency accommodation for 94.6% of people needing housing assistance.
- The City processed 3,048 development applications valued at over \$3.5 billion and completed construction activity valued at \$844 million.
- The Sydney Traffic Committee dealt with more than 332 traffic parking and transport issues.
- More than 80 new partners joined the Clean Harbour Partners program and Council conducted a 'Bag the Bag' campaign which saw 15,000 plastic bags recovered from residents.
- The City allocated \$850,000 to complete work in its Action Plan for People with Disabilities.

- The City's four pools continue to record strong attendance figures – Cook + Phillip Park Aquatic and Fitness Centre (482,000 visits), Andrew 'Boy' Charlton Pool (125,000 visits), Victoria Park Aquatic Centre (223,000 visits), Prince Alfred Park Pool (45,000 visits). The City manages a range of other high-quality community and recreation facilities across the local government area.
- The City operates a One Stop Shop at Town Hall House and Neighbourhood Service Centres at Redfern, Kings Cross and Glebe, to provide residents and ratepayers with convenient access to Council services.
- The City runs libraries at Customs House, Haymarket, Ultimo, Glebe, Kings Cross, Waterloo, Paddington, Newtown and Surry Hills as well as providing a library link located at Town Hall House in the CBD.
- The City planted about 550 street trees and 20,000 trees and shrubs in parks, while 11,660 trees, shrubs and grasses were planted by volunteers for National Tree Day. The City recently adopted an Urban Tree Management policy and Street Tree Master Plan for its 80,000 street and park trees.

ABOUT THIS PLAN

The Strategic Plan sets out the policy objectives and directions for the Council of the City of Sydney for the period from 2006 to 2009. It should be read in conjunction with the City's Corporate Plan and budget, which set out the specific activities, projects and resources that will enable us to achieve the goals and outcomes in this plan.

The plan identifies the key issues facing the City of Sydney and presents specific long-term goals and four year outcomes that will address these challenges. The strategic plan also provides a platform from which Council can collaborate with its communities and other partners to identify and work towards common goals.

The focus of this document is on the priorities of the organisation as a whole and how Council performs its role as a leader of a diverse community. Council will pursue the goals and outcomes within the strategic plan in a variety of ways:

- Directly, as a consent authority on planning matters and a provider of services for the City of Sydney LGA;
- Collaboratively, through partnerships; and
- Indirectly, as an advocate for the City's interests.

As a guiding document, the directions outlined in the Strategic Plan are implemented through Council's Annual Corporate and Divisional Business Plans.

The Strategic Plan will continue to evolve to ensure Council responds effectively to the changing circumstances and needs of the City. The plan will be subject to annual monitoring and review, and measured against targets that will be developed within the Corporate Plan. Council is committed to providing a range of opportunities to involve all stakeholders in changes that may be made to the plan.

City of Sydney: Draft Planning Framework



The Strategic Plan comprises seven focus areas that collectively encompass all of Council's activities, operations and responsibilities. They are:

1. Quality Urban Environment
2. The City Economy
3. Environmental leadership
4. Community and Social Equity
5. Transport and Accessibility
6. Public Domain and Facilities
7. Leadership and Governance

All items in the strategic plan have been nominated by Council as an issue that needs to be addressed. No priority should be inferred by the order or numbering of the key focus areas.

The following table summarises the format for the focus areas in this Strategic Plan:

Focus Area: One of seven areas within the Strategic Plan that encompass Council's activities and responsibilities.	
Key Issue: An area of activity that Council considers to be a major priority	
Long Term Goal: Council's vision for the future.	Four Year Outcome: A specific outcome that the City intends to achieve at some stage during the four-year duration of this Strategic Plan.

THE FOCUS AREAS

1. QUALITY URBAN ENVIRONMENT

GUIDING STATEMENT: The City of Sydney fosters sustainable growth and change through high quality development that respects and reinforces the natural environment, character and heritage of its CBD, villages and places.

Residents and visitors value the quality of Sydney's natural environment, formed by our harbour, foreshores and parkland, and our built environment of iconic buildings, heritage areas and distinct streetscapes.

A quality urban environment results from successful integration of built form, public domain and the natural environment to achieve a distinctive character and 'sense of place'.

As the city develops, the urban environment will respond to new demands driven by population growth, climate change and technological progress.

Through planning policies Council will require design excellence so that new developments reflect context, character and heritage.

Through capital works and strategic planning Council will ensure that well-designed and well-maintained facilities, open space and public domain improvements are provided to meet the needs of a growing and changing city.

We will engage the community to ensure their views are fully considered in the development of the urban environment.

1. QUALITY URBAN ENVIRONMENT

1.1. SUSTAINABLE DEVELOPMENT OF LAND

Sydney has sustainable development that enhances the character of local communities and villages.

- a) Council's new City Plan ensures integrated sustainable land development.
- b) Council's City Plan ensures long-term strategies for infrastructure, facilities, open space and transport.
- c) Council establishes guidelines to achieve high quality design in private and public developments so that they enhance the local character and sense of place within the CBD and villages.

1.2. THE CONTRIBUTION OF PUBLIC DOMAIN AND INFRASTRUCTURE TO A QUALITY URBAN ENVIRONMENT

Sydney's public domain is protected, enhanced and extended.

- a) Public access to the City's public domain, open space, harbour and foreshores is maximised.
- b) The Council has environmental and other policies to achieve best practice and high quality design.
- c) Public domain and community infrastructure upgrades are identified, prioritised and work commenced.
- d) A continuous walk from Rushcutters Bay to Roselle Bay is created.
- e) Council influences State Government on planning and outcomes for key foreshore sites and for a working harbour.
- f) Council has a constructive dialogue and good working relationships with adjoining foreshore councils.

1.3. HERITAGE

Sydney's built heritage is promoted and protected.

- a) Sydney's urban and natural heritage is an integrated component of the new City Plan.
- b) A responsible incentive program encourages owners to maintain and adaptively reuse heritage properties.
- c) Educational programs are in place to assist the public, owners and custodians to care for and enjoy our heritage.

1.4. STAKEHOLDER PARTICIPATION.

Effective public engagement informs the creation of a quality urban environment.

- a) Links and partnerships are developed to ensure external expertise is readily accessed and the highest quality advice is obtained.
- b) Communities and stakeholders are provided with a range of opportunities to participate in the design of a quality urban environment.

1.5. QUALITY PLANNING AT THE CITY, VILLAGE AND PLACE LEVEL.

The character of the CBD, villages and places is promoted through visionary plans and controls.

- a) A new City Plan provides certainty for all stakeholders.
- b) A leading urban and architectural design philosophy is developed for the City.
- c) Council's plans are directed towards the creation and enhancement of local character and sense of place within the CBD and villages.
- d) New planning instruments incorporate sustainability goals.

1.6. QUALITY ASSESSMENT PROCESSES

Council has effective processes for the assessment of development applications and construction resulting in safe quality buildings.

- a) Monitoring of outcomes encompasses both the efficiency and quality of assessment.
- b) Development assessment outcomes are continuously improved.
- c) Design excellence is a key factor in significant projects across the City.
- d) DA assessments are completed within established benchmarks.
- e) Construction certificates are issued promptly without compromising safety or health standards.

2. THE CITY ECONOMY

GUIDING STATEMENT: The City of Sydney plays an active role in supporting and enhancing an innovative, dynamic and prosperous economy.

Sydney is a global city. It plays a major and increasingly important role in regional and world economies. It is Australia's leading finance and business centre, as well as one of the world's most liveable, welcoming and desirable cities.

The qualities that make Sydney a great place to live underpin its attractiveness to visitors and investors: an accessible, active and clean CBD; villages that offer diverse cultural and retail experiences, housing choice, safety, good services and community participation.

Sydney boasts internationally recognised business, medical and educational services. It has a highly educated workforce and is home to world-renowned events such as New Years Eve and Mardi Gras celebrations; and enjoys sophisticated food, retailing, sports, arts and cultural activities.

These attributes and its people give Sydney its competitive edge.

Council recognises its responsibility to Australia to facilitate and promote the CBD's economic strength. Our challenge is to actively contribute to Sydney's international status and economic prosperity while responsibly managing growth and responding to the needs of residents.

2. THE CITY ECONOMY

2.1 ECONOMIC DEVELOPMENT

Sydney is a sustainable global city.

- a) An Economic Development Unit is established within Council and supports business activity across the City.
- b) A new plan and vision for the city addresses economic growth and transport infrastructure.
- c) Strategies are in place to support commercial, retail and residential growth.
- d) Partnership programs with the business community are in place.
- e) Council advocates for responsible planning and development of the City to Airport growth corridor.
- f) Council capitalises on existing strong industries and sectors within the City as the basis for further innovation and growth.

2.2 BUSINESS AND RETAIL

Business and retail activity at the local, national and international level flourishes.

- a) Council understands what motivates business to locate to Sydney, and uses this knowledge proactively.
- b) Council runs and participates in City Marketing Campaigns.
- c) Retailing activity is coordinated with public domain planning.
- d) Local shopping strips and precincts are attractive and vital.
- e) Council advocates for an efficient public transport and provides pedestrian access to support business, retail activity and improve the city's amenity.
- f) A comprehensive City Plan guiding future development is prepared for the whole local government area, in consultation with all stakeholders.

2.3 TOURISM AND VISITORS

Sydney is a leading international and domestic tourist destination.

- a) Council works collaboratively with the tourism industry, local business and other government agencies to promote and develop Sydney as an attractive tourist destination.
- b) Sydney's harbour and iconic buildings are promoted.
- c) The unique qualities of the City's villages are promoted.
- d) Indigenous culture is valued and celebrated by residents and visitors.
- e) Council contributes to events that attract domestic and international visitors.
- f) Clear and accessible information is available for visitors.

2.4 INSTITUTIONAL AND SECTOR RELATIONSHIPS

Council supports and plans for innovative uses which sustain a strong economic centre.

- a) Planning controls support the development of clusters of linked activities based on encouraging creativity and innovative technologies. (eg. education, medicine, technology)
- b) Council works in partnership with educational institutions and innovation based organisations located within the LGA to encourage opportunities for growth and new services.

2.5 CULTURE AND RECREATION

Sydney is a leading cultural and recreational centre hosting events that reflect its diverse character and unique identity.

- a) Council develops and promotes the cultural life of the City and its villages.
- b) Signature sporting events are supported with traffic impacts addressed.
- c) Events celebrate and respect Sydney's diverse multicultural heritage and Indigenous origins.
- d) Council's collections are protected, promoted and displayed where appropriate.

2.6 SOCIAL NEEDS TO SUPPORT THE ECONOMY

Strong social cohesion and a high quality of life support the City's economy.

- a) The City supports appropriate and affordable housing.
- b) Quality and accessible health and community services are available.
- c) Vibrant local business districts and main streets provide a broader range of services including after hours opportunities for social interaction.
- d) Community and cultural events provide attractive opportunities for participation.
- e) The City is regarded as safe and accessible.

3. ENVIRONMENTAL LEADERSHIP

GUIDING STATEMENT: The City of Sydney is a leader in responsibly and cooperatively managing impacts on the natural environment and maintaining infrastructure to ensure long-term sustainability of natural resources.

Governments and policy makers at the highest levels around the world recognise that immediate action on environmental issues is critical. Respect and care for the environment, sustainable living and intergenerational responsibility are the fundamental values of sustainability.

Council will be an environmental leader and achieve the goal of sustainable communities and natural systems.

In our stewardship of land, parks, open spaces, trees and waterways, Council will maintain biodiversity and the health of ecosystems, seek to restore ecological processes, conserve natural resources and safeguard the beauty of the landscape.

This will be achieved through policy, procedures, cooperation and partnership.

Standards and targets will cover energy efficiency, renewable energy, water conservation, stormwater management, water quality, resource conservation, waste minimisation, air quality, biodiversity protection and enhancement, community and business attitudes and participation.

In our operations and management of facilities we will reduce environmental impacts, pollution and energy consumption. We will increase energy efficiency and reliance on renewable resources. We will conserve water and improve stormwater management.

3. ENVIRONMENTAL LEADERSHIP

3.1. NATURAL RESOURCE MANAGEMENT

Council and the community recover and re-use materials to minimise natural resources use.

- a) Council develops and applies strategies for:
 - Energy efficiency;
 - Reduction of greenhouse emissions;
 - Water demand efficiency and reuse;
 - Stormwater management;
 - Resource and waste minimisation;
 - Procurement of sustainable materials;
 - Biodiversity and urban forests;
 - Noise pollution;
 - Land contamination; and
 - Air quality.
- b) Measurement methods and targets are set for reductions in each area and programs are implemented to achieve the reductions.
- c) Council achieves established targets for buying green energy.

3.2. ORGANISATIONAL ACCOUNTABILITY

Environmental sustainability is a key driver in all decisions.

- a) Council has a leading environmental management policy.
- b) Council has clear sustainability measures against which it reports regularly and achieves continuous improvement.
- c) Life cycle assessment is applied.
- d) Best practice environmentally sustainable procurement policies are operating across Council.

3.3. EDUCATION FOR CHANGE

The community understands and supports environmental sustainability.

- a) The environmental achievements of city residents and businesses are encouraged and recognised.
- b) Community education programs are developed and implemented in a participatory manner.
- c) Business sectors are implementing sustainability programs.
- d) An education program for schools targets City environmental issues.

3.4. PLANNING AND POLICY

Planning and environmental policies demonstrate environmental leadership.

- a) Planning instruments incorporate leading sustainability standards and benchmarks.
- b) The planning process in relation to environmental issues is easier to understand and implement.
- c) 'Beyond compliance' initiatives are established and implemented.

3.5. PARTNERSHIP AND ADVOCACY

Council community, business and government are achieving environmental sustainability.

- a) Council successfully advocates on environmental issues.
- b) The business sector is engaged in setting and achieving reduction targets.
- c) Reduction targets for waste, water and energy use have been set and are being implemented.
- d) A recognition program for sustainability leadership is established.

4. COMMUNITY AND SOCIAL EQUITY

GUIDING STATEMENT: Sydney is a city of interdependent villages and citywide communities of interest. A city of many cultures and beliefs, it is inclusive, welcoming and celebrates diversity. It is a city that applies innovative and compassionate solutions to complex social problems.

Sydney is an attractive and vibrant city, with a rich mix of people from diverse social, cultural, religious and economic backgrounds.

A rapidly growing and highly mobile residential population of almost 150,000 live in our urban villages. The City's working population swells to around 350,000 each working day.

Our population is ethnically and demographically diverse. Council values the many facets of our community and its people and sees its diversity as a strength and cause for celebration.

Distinct business districts such as Chinatown, Oxford Street, Kings Cross, King Street, Glebe, Surry Hills and The Rocks, reflect our history, cultural heritage and diversity and contribute to the ways residents and visitors can experience and enjoy city life.

Council provides a wide range of services, facilities and programs, including arts and cultural programs, community events and sports and activity centres. These services and facilities improve public health and wellbeing and promote social inclusion.

Council aims to provide all people with the opportunity to participate fully in civic life and benefit from the opportunities that arise in our global city, believing that communities that are active and involved achieve greater social and economic outcomes.

Social justice principles and practices are embodied in all aspects of the Council's operations. We work with communities to devise compassionate, progressive and effective programs that respond to the diverse needs of people within the Local Government Area.

4. COMMUNITY AND SOCIAL EQUITY

4.1 COMMUNITY IDENTITY

- The character of the City, its villages and communities of interest are evident and celebrated.**
- a) The character of the City's villages are identified, promoted and enhanced.
 - b) Community and business partnerships are developed.
 - c) Residents feel a strong sense of belonging to, and involvement with, their community.
 - d) A sense of continuity and community is enhanced through artistic, cultural and heritage activities.

4.2 COMMUNITY PARTICIPATION, PARTNERSHIP AND SUPPORT

- Everyone in the community has the opportunity to actively participate in the public affairs and planning for the City.**
- a) Council is recognised as a leader in developing innovative and successful models of community participation and engagement.
 - b) There is an increase in involvement by residents and business in community groups, community based events and volunteer activities.
 - c) Libraries and community centres facilitate stronger community engagement, promote social cohesion and reflect cultural diversity.
 - d) Effective place management supports the diverse needs of all city communities.

4.3 COMMUNITY PLANNING AND INFRASTRUCTURE

- Community planning and infrastructure underpins a city that is inclusive and accessible.**
- a) Infrastructure gaps and deficiencies across the city are recognised and solutions identified in Council's overall plans.
 - b) Open space creation reflects leading practice and complements village identity and sense of place.
 - c) Services are co-located and work cooperatively with the community sector and other government agencies.
 - d) A leading social plan guides Council's contribution to social issues and human services including an Aboriginal employment strategy.

4.4 COMMUNITY SAFETY

- People feel safe within their local and regional environment.**
- a) Safety issues and crime 'hot spots' are identified and strategies implemented to improve them.
 - b) Local communities take responsibility for the safety of their neighbourhoods and the prevention of crime in collaboration with Police and relevant authorities through community safety projects.

4.5 COMMUNITY HEALTH AND WELLBEING

- The City promotes community wellbeing, trust, participation, and inclusion.**
- a) Quality of life and health indicators are developed and used to drive improvement, particularly among the more disadvantaged and vulnerable.
 - b) Links are established between quality of life measures and Council's programs and planning.

4.6 SOCIAL INCLUSION

- The City of Sydney seeks compassionate solutions to complex social problems.**
- a) Council has policies, programs and services that alleviate inequity, address discrimination and achieve higher levels of social inclusion and understanding.
 - c) Council is a leader in advocating to government, business and the broader community on behalf of our constituent communities.

5. TRANSPORT AND ACCESSIBILITY

GUIDING STATEMENT: The City of Sydney facilitates the provision of transport and linkages that are accessible and integrated, contributing to a thriving economy and improved environmental quality.

Sydney is Australia's leading commercial, retail, entertainment and tourist centre, and home to an increasing number of residents. To maintain and enhance our position, the City needs a world-class public transport system that is well planned and resourced, efficient and integrated.

By providing social, economic and environmental benefits, an efficient and integrated public transport system is also an essential cornerstone of sustainable development.

Growth, especially in the airport to CBD corridor, is creating increasing demands on our transport system. As a result, Sydney faces significant traffic congestion and a lack of capacity in public transport.

The transport system equitably serves the needs of all users, providing the highest levels of access and linkages, particularly between places of employment and housing, and between the CBD and surrounding village precincts.

Planning and resourcing an integrated transport system requires leadership and coordination at both State and local levels.

The key is to address shortcomings in transport by facilitating and encouraging changes in transport choices in favour of public transport, cycling and walking.

We play our part in addressing the City's transport and access needs through direct action, leadership and advocacy.

5. TRANSPORT AND ACCESSIBILITY

5.1 INTEGRATED TRANSPORT AND LAND USE PLANNING

Provision of transport is planned early in the development process.

- a) The City works in partnership with the State Government to deliver a sustainable transport strategy that will result in quick, affordable, reliable, clean, safe, accessible and frequent transport for the future.
- b) An Integrated Transport Strategy is developed with:
 - A city-wide pedestrian plan implemented;
 - A city-wide cycling network implemented;
 - Transport services established where needed to link city villages; and
 - A light rail network promoted as part of an efficient and fast public transport service.
- c) Public domain infrastructure is integrated with transport networks.
- d) Parking provision in new developments is appropriate to the location and access to public transport.
- e) Land use/development density controls and public transport modes and capacity are aligned.

5.2 ROAD SAFETY, CONGESTION AND PARKING

Congestion of Sydney's road system is managed to give priority to pedestrians and sustainable transport.

- a) Commercial and retail areas are efficiently and effectively serviced by public transport.
- b) Pedestrians and cyclists' amenity and safety is improved.
- c) Local Area Traffic Management Plans are developed for areas with specific needs.
- d) Opportunities arising for the removal of traffic from City streets by the Cross City Tunnel are capitalised upon.
- e) Longer term solutions that facilitate provision and minimise adverse impacts of bus layovers are developed.
- f) Council works to reduce the negative impact of on-street car parking.
- g) Parking provision is appropriate for village retail centres.

5.3 SUSTAINABLE AND ACCESSIBLE TRANSPORT

Public transport, cycling, walking and sustainable motor transport are the preferred modes of transport.

- a) Demand management strategies are implemented in order to reduce private car use.
- b) The proportion of people walking and cycling to work, local shops and facilities is increased.
- c) Planning controls promote facilities for cyclists.
- d) The City promotes integrated ticketing and pricing across all public transport providers.
- e) Council facilitates car share schemes.

5.4 MANAGING FREIGHT AND GOODS MOVEMENTS

City streets and villages are free of unnecessary through-freight and heavy transport movements.

- a) An Integrated Transport Strategy addresses freight movements to service all parts of the City of Sydney and regulates unnecessary through-freight and heavy transport into local streets.
- b) Servicing and loading of commercial and retail areas considers the amenity requirements of local communities.
- c) Council advocates use of rail over road freight movements and the completion of a metropolitan-wide freight strategy.
- d) Council advocates for a metropolitan ports strategy, incorporating an efficient and profitable “working harbour”.

5.5 AIR QUALITY

The community enjoys a high level of air quality that meets health standards.

- a) Council ensures that the State meets its obligations for air quality monitoring stations.
- b) Alliances are established with the public and private sectors to deliver reduced greenhouse gas emissions from vehicles.
- c) Council advocates installation of tunnel filtration.
- e) Council develops and implements a leadership program, including fleet management, which reduces greenhouse gas emissions.

6. PUBLIC DOMAIN AND FACILITIES

GUIDING STATEMENT: The City of Sydney provides appropriate, attractive, quality public domain and facilities that are efficiently and well maintained, clean, accessible and safe, and managed to the principles of sustainable development.

Council is the custodian of community assets valued at \$3.6 billion that support the delivery of facilities and services to residents, businesses, workers and visitors.

These assets range from beautiful iconic parks, open spaces, aquatic centres, playing fields and streetscapes – including the City’s estimated 80,000 trees – to our town halls, libraries, community and cultural centres and the numerous facilities delivering childcare, recreation and youth services. They also include cultural assets such as public art, monuments, archives and civic collections, as well as basic infrastructure: our roads and footpaths, the city’s drainage network, and plant and equipment required to deliver services.

The Council also manages a portfolio of properties to support the activities of many community groups and local service providers. This portfolio also generates income needed to provide financial stability and minimise costs to our ratepayers.

Effective management, use and servicing of our public domain and facilities are pivotal to public health, enjoyment, wellbeing and safety, and to the functioning of the City. This is achieved through high standard delivery of core services such as waste disposal, recycling, street cleaning, ongoing quality management and maintenance of the City’s assets and adoption of sustainable management practices.

Council’s task is to ensure that new and existing public areas and facilities are effectively planned for, managed and maintained to meet community expectations and defined levels of service, and deliver best value in the context of whole-of-life costs.

6. PUBLIC DOMAIN AND FACILITIES

6.1 PLANNING AND STRATEGY

The asset requirements of a dynamic, world-class city are identified and met in a timely, cost-effective manner.

- a) Council has a strategic “whole-of-life” asset management framework to ensure assets are appropriately planned for, prioritised, created, used and maintained.
- b) Council has implemented an integrated corporate asset management system that enables informed decision-making.
- c) Asset strategies, infrastructure plans and capital works programs that guide the creation, renewal, maintenance and use of assets are developed.
- d) Effective alliances are established with the public and private sectors in the planning and delivery of public domain and asset improvements.
- e) Council’s procurement policy reflects our asset and environmental leadership strategies.

6.2 CREATION

The City has timely, sustainable and financially responsible asset provision and renewal.

- a) All asset creation programs are delivered on time, within budget and to agreed levels of quality.
- b) The City’s environment and heritage are protected and enhanced through use of leading practice asset maintenance materials, techniques and technologies.

6.3 MAINTENANCE

City assets are clean, accessible, safe, aesthetic, fit for purpose, and meet community needs.

- a) All facilities and assets are proactively and efficiently maintained in accordance with established service levels.
- b) The City environment and heritage is protected and enhanced through use of leading practice asset maintenance materials, techniques and technologies.
- c) Council’s service levels and performance reflect community and customer expectations, as verified by ongoing consultation, satisfaction ratings and benchmarking.
- d) High levels of community ownership of public domains, parks and facilities reduce the incidence of vandalism and through timely reporting assists in proactive maintenance of City assets.

6.4 USE AND ENJOYMENT

The City’s assets are appropriately used for the benefit of the community.

- a) Use of Council’s assets is based on the application of specific operating plans and performance standards that balance community needs, asset capabilities, sustainability and financial considerations.

7. LEADERSHIP AND GOVERNANCE

GUIDING STATEMENT: The City of Sydney is an open, transparent and accountable organisation, providing sound governance and fair, compassionate and prudent leadership based on the principles of trust, ethical conduct, inclusion and participation.

The City of Sydney is the major commercial, financial and cultural hub of the greater Sydney Metropolitan Region.

Whilst Council's primary role is to meet the needs of residents and ratepayers, it recognises that the City of Sydney is also 'owned' by many people from beyond our boundaries.

Therefore our leadership role has many dimensions. It is decisive, cooperative, strategic and participatory. It provides inspiration, guidance and be fair and compassionate.

We meet our challenges with progressive, innovative, effective and efficient solutions.

The Council is committed to engaging its citizens through leading practice programs for community building, participation and empowerment.

We apply the principles of economic, social, cultural and environmental sustainability in policy and practice.

Openness, accountability, transparency and ethical conduct are the cornerstones of the City's governance.

City services and projects are responsive to community need and are delivered in a timely and efficient manner.

7. LEADERSHIP AND GOVERNANCE

7.1. LEADERSHIP

Council is a visionary leader and agenda setter.

- a) Effective strategic partnerships with government and non-government organisations, business, educational and cultural institutions enable Council to successfully progress the interests of the City of Sydney's diverse communities.
- b) Principles of environmental, economic, social and cultural sustainability underpin Council's decision making.
- c) Effective consultation and evidenced based research inform Council's decision making.
- d) Council is a leading contributor to Sydney's intellectual, cultural and economic life and broader public debates.

7.2. ACCESS TO INFORMATION

Council is a leading practitioner of the principles of open government.

- a) Council welcomes and facilitates the involvement of residents and businesses in its decision making processes.
- b) Council's Access to Information Policy has as its core principles:
 - availability of public information;
 - accurate, timely and accessible delivery of information; and
 - clear, concise and complete reasons are provided for non-disclosure of information.

7.3. MANAGEMENT AND ADMINISTRATION

Council is acknowledged for innovative and leading practice management.

- a) Council's organisational culture is based on trust, ethical conduct, accountability, innovation and commitment to public service.
- b) The contribution of the elected Councillors and their expertise and knowledge of the City's communities is valued.
- c) As an employer of choice, Council attracts and retains talented, skilled staff and provides opportunities for their personal and professional development.
- d) Council's workplace is safe, supportive and equitable.
- e) Council's reputation for outstanding financial management and equitable resource allocation is maintained and strengthened.
- f) Council delivers innovative, customer-focussed and efficient services.
- g) Council carries out its regulatory functions and policy enforcement in a fair, just and consistent manner.
- h) Business practices, technology and information systems maximise effectiveness, efficiency and responsiveness.

7.4. INTERNATIONAL ROLE AND CIVIC RESPONSIBILITIES

Council fulfils its international and civic responsibilities.

- a) The City of Sydney's role as NSW's pre-eminent capital city council is reflected in its engagement with local, national and international civic events and programs.
- b) Council has mutually beneficial relationships with other international cities.
- c) Peace initiatives are fostered and implemented.
- d) Council is a progressive leader in the region and responds compassionately to critical world events.

7.5. EFFECTIVE AND EFFICIENT SERVICE DELIVERY

Council's operations and activities are effective, efficient and customer focussed.

- a) Projects are delivered on time and within budget.
- b) Decisions are delegated to an appropriate level to ensure effective, responsive and expeditious service delivery.
- c) Service level agreements, standards and benchmarking are operating in all sections of Council and drive continuous improvement.
- d) Council has leading practice processes for administrative review and scrutiny of its own decisions and functions.
- e) Systems are in place to monitor and report environmental, economic, social and cultural outcomes.

Definitions

City of Sydney (“the City”)	The local government area (LGA) generally, including its people, communities, villages, neighbourhoods, businesses, services, facilities and infrastructure.
City of Sydney Council (“Council”)	The Lord Mayor and Councillors along with the organisation that undertakes the implementation of Council’s decisions.
City of Villages	A vision for preserving and enhancing our City residential precincts without compromising our city’s international status.
City Plan	The new integrated set of planning controls (LEP and DCP) for the enlarged City of Sydney.
Corporate Plan	The Management Plan required under Section 402 of the <i>Local Government Act</i> to provide for council’s activities over the following three years and its revenue policy for the next year.
Development Control Plan (DCP)	Guidelines that apply to a particular type of development or in a particular area, providing more detail with less legal force than a Local Environmental Plan.
Focus Area	One of seven areas within the Strategic Plan that encompass Council’s activities and responsibilities.
Four Year Outcome	An outcome that the City intends to achieve at some stage during the four-year duration of this Strategic Plan.
Key Issue	A particular aspect of a focus area that Council considers to be a major priority within the current Strategic Plan.
Local Environment Plan (LEP)	Enforceable controls that provide a framework for management of the area’s development, heritage and environment.
Local Government Area (LGA)	The geographical area of the City of Sydney, as outlined on page 7.
Long Term Goal	A visionary statement of where Council wants to be on a particular key issue which may not be attained within the duration of the Strategic Plan.
Neighbourhood	A geographical area within which people live and develop connections with their home and local community, distinctive identity, heritage and culture.
Strategic Plan	A document setting out a broad policy framework and strategic direction, implemented through more detailed programs and activities in the Corporate Plan.
Sydney Metropolitan Area (“Sydney”)	The overall metropolitan area of Sydney, within which the City of Sydney local government area plays a significant social, economic and cultural role.
Village	An area of the City of Sydney with a distinctive character and sustainable range of housing, shops, businesses, recreation, parklands, public space, transport, services and facilities.