



The Committee for
Sydney



FIRST AMONGST EQUALS?

BENCHMARKING SYDNEY'S PERFORMANCE

ISSUE PAPER 13 | SEPTEMBER 2016

INTRODUCTION: SYDNEY INSIDE OUT

Cities that want to preserve and reinforce their best assets and address their key failings must benchmark their performance against appropriate targets and the cities with which they are in competition.



The world's best cities, like the best companies, need to know how well they are doing and take action to progress further.

The Committee has championed this view for some time and is determined that Sydney becomes a more data-driven city and that key decision-makers act on that data to improve performance.

This is a view shared by many. JLL recently noted that "it has never been more important to understand, and track city performance and progress"¹ and craft strategies resulting from this evidence. This is why we asked Professor Greg Clark to undertake a study of Sydney. Professor Clark is recognised internationally as an expert on cities and particularly on city indexation and benchmarking, working with the Brookings Institution and the OECD.

The Committee for Sydney has developed a close relationship with Professor Clark, bringing him to Australia in early 2015 in partnership with the NSW Department of Planning and Environment, UrbanGrowth NSW and the NSW Department of Premier and Cabinet. Now an advisor to the new Greater Sydney Commission (GSC) and the Australian Federal Government, Professor Clark remains close to the Committee and keen to help us, our members and our stakeholders develop deeper insights into Greater Sydney's performance in key areas.

In this report, he rated Sydney's performance using a meta-analysis of 36 global indices, reviewed with a focus on the 14 most relevant indicators in comparison with 32 of Sydney's peer cities.

According to Professor Clark's analysis, Sydney is currently in the 'top ten' in nearly all measures, but transport and infrastructure is one of the notable exceptions. While Professor Clark notes that some indices do not measure the whole metropolitan area, it is clear that Greater Sydney is thriving.

Of particular interest is Professor Clark's identification of Sydney as a global city leader in 'quality of life' indicators in comparison with others in this increasingly important category. Important because in a global knowledge economy where talent is transient and can live where it chooses, hard infrastructure now needs to be matched and reinforced by liveability factors. A successful city in the modern knowledge economy needs to be both a great city in which to do business and a great city in which to live.

In setting out this analysis Professor Clark has made the point that the world expects a lot from Sydney. That is to say Sydney has a significant global profile and brand. But with this profile come higher expectations that the experience of visiting, doing business or living here matches Sydney's enhanced reputation.

To stay a top destination for talent and investment, Sydney needs to meet or indeed exceed those expectations. Importantly, Professor Clark shows that Sydney's famed offer on quality of life and liveability is actually complicated by the difficulty of accessing some of that offer or indeed getting around this large city, because of the comparatively challenged - by international standards - public transport network.

There are also some key battles to be won in managing the city's future population growth. The challenge of doing density well as the city doubles in population by mid-century is key - a view backed up by Professor Clark's analysis. We need to focus policy, public investment and planning on how we can make Sydney better as we make it bigger - how growth can actually add to the amenity of Sydney. We must also get better at measuring the performance within our city and creating systems that react in real time to this information, becoming a data-driven, responsive city.

It is in this spirit we invite you to consider Professor Clark's review of Sydney's performance. Not all will agree with the findings and indeed our objective is less on securing unanimity for these than to promote an informed community discussion and to focus government thinking on the need to identify the key performance data and indices for Sydney and to benchmark them against relevant global competition. There is a sense in which, whatever the difficulties of establishing the key indices and evidence base, the very drive towards benchmarking and performance management of the city will help us both understand the city better and improve it.

We encourage all levels of government to embrace and utilise benchmarking of city performance to inform urban policy. This was one of the key issues in our recent open letter to Prime Minister Turnbull on the priorities for Australian cities.²

We have also supported both the creation of the GSC - as no city can progress without better government coordination at a metropolitan level - and its development of a performance 'dashboard' for the city.

Though currently in its early stages, this initiative is clearly right: the Committee supports the direction of travel of the GSC and the NSW Department of Planning and Environment on this and will seek to offer advice to the GSC and Government on how to deepen this approach to a performance regime for Greater Sydney. We intend for this research (and a future Committee Issues Paper on how Sydney can become a smarter, data-driven city) to help inform this crucial discussion on measuring and indeed improving Sydney's performance.

1 JLL, 2015, *The Business of Cities*, pg. 3

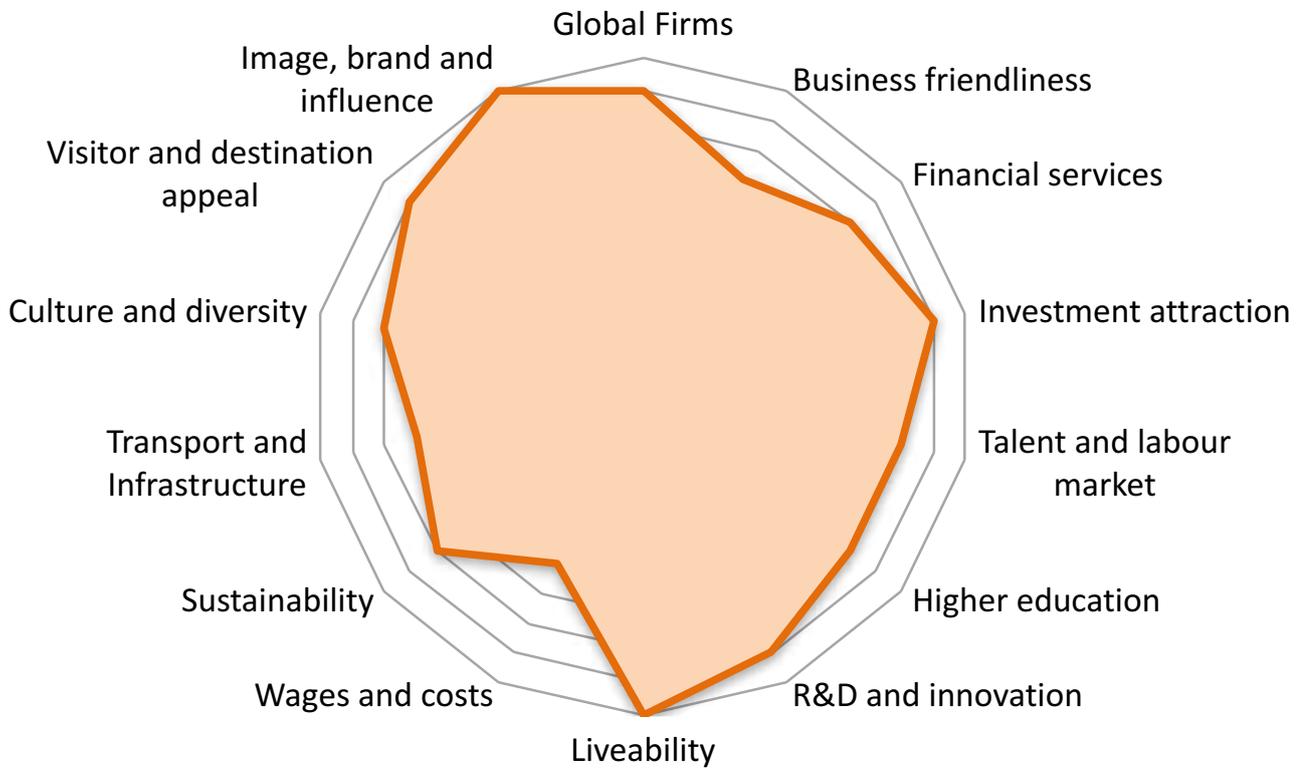
2 <http://www.thefifthestate.com.au/columns/spinifex/10-key-issues-for-australian-cities-an-open-letter-to-the-pm/83979>

2. KEY FINDINGS



- **After two cycles of strong global orientation, Sydney occupies a distinct position in the global urban system.** Australia's financial and corporate centre is the only city in the Southern Hemisphere that combines the business and intellectual prowess of an established global city with world-class liveability, the features of a new world city. The city is both highly integrated and active in globally traded services, and also shares the lifestyle assets of smaller highly liveable cities that tend to specialise in fewer global functions.
 - **Sydney retains one of the world's most powerful and seductive city destination brands,** associated with icons (such as the Opera House and the Harbour Bridge), climate, architecture and natural scenery, as well as the friendliness of its people. This brand advantage over other cities with otherwise similar assets yields dramatic gains in the tourist and event economies.
 - **Sydney has made a step change towards becoming an international centre for innovation and research,** driven by the depth and quality of its higher education institutions. Access to markets, the diversity of its population, openness, and mature start-up incubator and accelerator programme all support its improving position as an ideas hub. They also make Sydney a highly attractive labour market for a broader range of international talent.
 - **Overseas investment, in businesses, real estate or infrastructure, is an area where Sydney continues to punch above its weight.** The signs are, however, that regional competition is increasing and other cities are moving ahead more quickly in terms of investor outreach.
 - **Sydney's sustainability credentials are linked to its low density development model.** Green space, air quality and natural environment are paradoxically a product of sprawl, while the city is much weaker in terms of renewable energy, solid waste and the resilience of critical systems.
 - **Global comparative assessments indicate that Sydney public transport network is less broad and integrated** compared to its peers. Traffic congestion is also a major comparative weakness, which affects productivity and quality of life.
 - Sydney's performances in over 100 global index scores feature three distortions about which city policymakers and advocates should be mindful:
 - A tendency of indices to measure *absolute* size, and proximity to large markets, which cities like Sydney that specialise in quality and are in more remote locations cannot easily alter.
 - A lack of consultation with investors, visitors and executives in Asian and other emerging markets in perception-based indices, means that Sydney's real status in its sphere of influence – the Asia-Pacific and Latin America – is undetermined.
 - Data limitations that do not span the whole metropolitan area mean that Sydney's efficiency and liveability performance is currently being *over-estimated*. Many of the city's housing, congestion and governance challenges are not being captured by existing data. This means that Sydney risks a significant drop in many of its cornerstone rankings once the new cycle of metropolitan data collection, being led by the OECD and World Bank among others, is complete.
- Below we set out in the form of a 'spidergram' the overall results from our review of Sydney's performance as identified in over 100 index scores across 14 key indicators in comparison with 32 peer cities.

SYDNEY'S INTERNATIONAL PERFORMANCE AND PERCEPTION SPIDERGRAM, AUGUST 2016



Note: since the 2015 survey Sydney has improved +1 in investment attraction, +1 in wages and costs.

In the following analysis Sydney is compared with 32 of its 'peer cities'. When doing such benchmarking it is important not just to identify the right criteria on which performance is to be judged but also the relevant category of cities in which Sydney should be placed and thus the cities with which Sydney should fairly be compared. These cities are distinguished by their size, average income, international orientation, and their high quality of life performance by regional standards (see Appendix).

Sydney was compared to the following cities:

- Amsterdam
- Barcelona
- Berlin
- Boston
- Brisbane
- Brussels
- Buenos Aires
- Chicago
- Frankfurt
- Hamburg
- Hong Kong
- London
- Madrid
- Melbourne
- Miami
- Milan
- Montreal
- Munich
- Osaka
- Paris
- San Francisco
- Seattle
- Seoul
- Singapore
- Stockholm
- **Sydney**
- Tel Aviv
- Toronto
- Vancouver
- Vienna
- Washington D.C.
- Warsaw
- Zurich

ECONOMIC AND POPULATION DATA

TABLE 1: SYDNEY'S METROPOLITAN AREA'S KEY ECONOMIC STATISTICS, 2014

		Position globally
Population	4.8 million	90 th
GDP	\$223bn	47 th

Source: Brookings Global Metro Monitor 2015

Sydney is a leading global city among medium-sized High Quality of Life (HQoL) centres. Its size and output per capita are broadly similar to Toronto, Amsterdam and Munich (Table 2). In the Asia Pacific region, one of its closest counterparts is Singapore, with whom it shares a number of economic and liveability assets.

TABLE 2: SYDNEY'S ECONOMY IN RELATION TO ITS NEIGHBOURS AND GLOBAL PEERS (2014)

	GDP (\$US bns)	GDP per Capita (\$US)
Chicago	536	59,000
Singapore	365	67,000
San Francisco	331	72,000
Amsterdam	320	45,000
Toronto	276	46,000
Sydney	223	46,000
Munich	219	56,000
Melbourne	178	40,000
Barcelona	171	36,000
Berlin	158	36,000
Stockholm	142	56,000
Vancouver	109	44,000

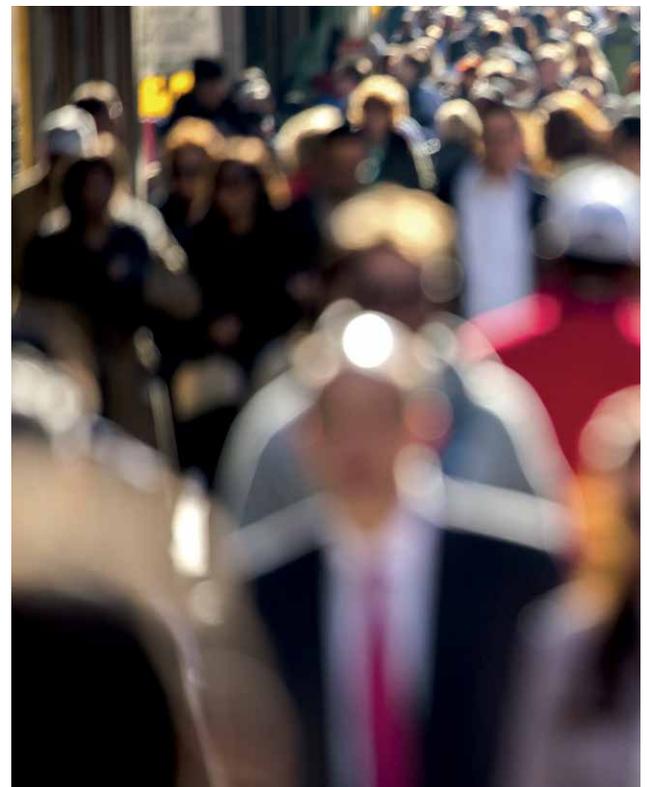
Source: Brookings Global Metro Monitor 2015

Sydney's all-round economic performance since 2000 has been good compared to most of its peers (Table 3).

It has achieved strong job creation over the past 15 years, and its annualised GDP growth has surpassed most American and European cities. While job and productivity growth in Melbourne were faster during the first decade of the new century, evidence indicates Sydney outperformed Melbourne in contribution to national GDP between 2011 and 2015³. The long term demographic scenario however is that on current trends Melbourne will overtake Sydney as the most populous city in Australia around 2050.

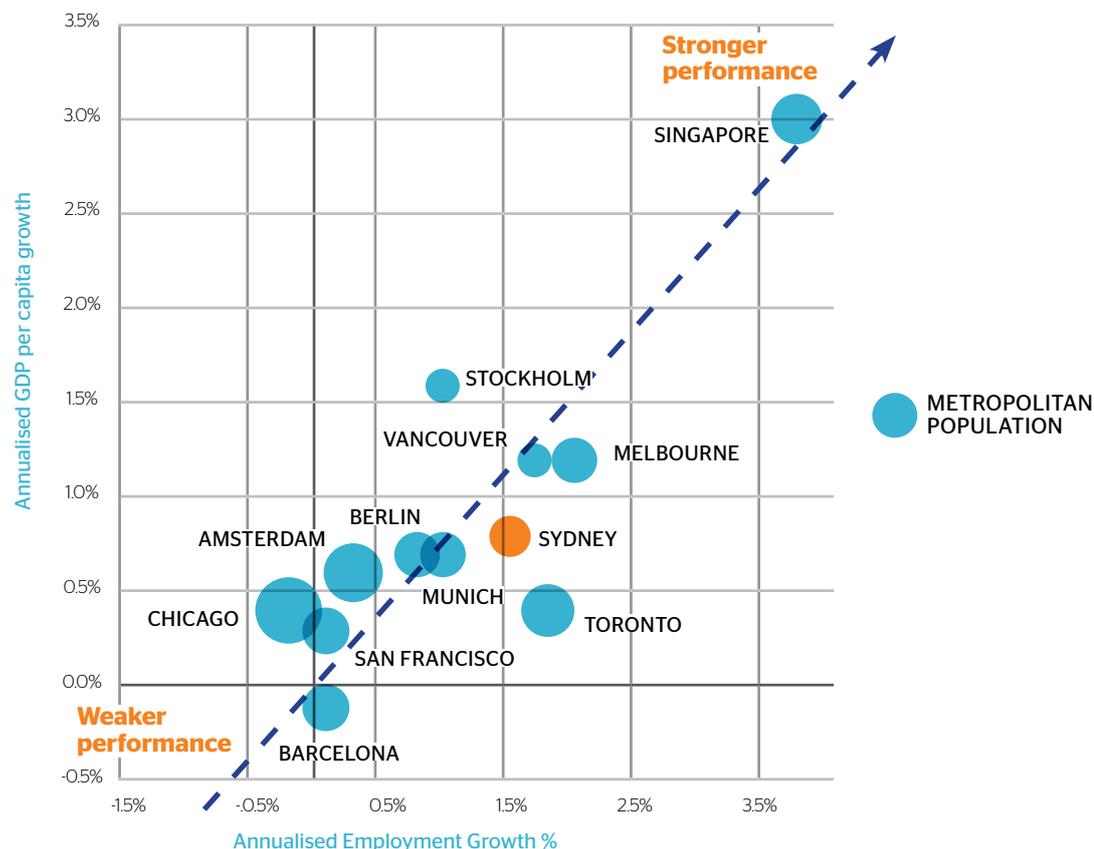
What makes a High Quality of Life City?

- Attractive climate, scenic assets
- Comfortable commute
- Authentic culture with strong sense of belonging
- High quality of amenities
- Walkable and inclusive communities - broad access to housing
- Multiple sectors of employment
- Liveability has become part of city identity and DNA
- They compete on specialisation and quality



3 SGS Economics and Planning 2016, Australian Cities Accounts 2014-15.

TABLE 3: ECONOMIC PERFORMANCE 2000-14 IN AMONG HQoL CITIES



Source: Brookings Global Metro Monitor 2015

Sydney’s future economy is underpinned by business and financial services, and it already shows one of the highest concentrations of these activities among its peer cities (Table 4).

The Committee for Sydney has noted that Sydney’s financial services sector alone makes a bigger contribution to the nation’s GDP than the Western Australian mining economy. The financial and business sector accounts for a larger share of Sydney’s metropolitan GDP than it does in Hong Kong or Singapore. It will continue to grow in importance in the future as the commodity boom eases and Sydney pushes forward with its strategies to capitalise on its financial, ICT and fintech strengths.⁴

Sydney also has much larger than average construction and transportation sectors as a share of its metropolitan economy, compared to other HQoL cities. This likely is a product of high demand generated by its economic dynamism. However, its manufacturing base is smaller than that of Singapore, and small by the standards of its peers. Surprisingly, its trade and tourism sector is also among the smallest in relative terms, however this is partially due to its position as Australia’s global city which results in a much higher concentration of advanced knowledge services (eg. legal, accounting, advertising) compared to other sectors. Sydney’s scale in terms of public sector services, while being bigger than that of Singapore, is a lot smaller than many in its peer group.

TABLE 4: SYDNEY’S ECONOMIC STRUCTURE IN COMPARISON TO OTHER MEDIUM-SIZED CITIES

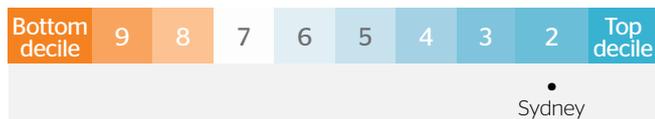
Sector	Sector size	Sydney’s sector size compared to 14 HQoL World Cities	Largest and smallest sector sizes among world cities
Construction	7.4%	1 st	Sydney (7.4%) Chicago (2.9%)
Transportation	5.8%	2 nd	Singapore (11.5%) San Francisco (2.5%)
Business and Finance	39.2%	2 nd	San Francisco (48.4%) Barcelona (22.9%)
Commodities	0.8%	4 th	Melbourne (2.9%) Chicago (0.2%)
Utilities	1.9%	6 th	Munich (3.5%) Toronto (1%)
Public Sector Services	24.1%	9 th	Berlin (34.7%) Singapore (9.9%)
Manufacturing	8%	10 th	Singapore (21.3%) Vancouver (6.8%)
Trade and Tourism	12.9%	10 th	Singapore (21.3%) Berlin (9.7%)

Source: Brookings Global Metro Monitor 2015

4 Committee for Sydney, 2014, *Issues Paper 4: Adding to the Dividend, Ending the Divide - 2014 Update*

3. BUSINESS AND FINANCE

3.1 Global firms



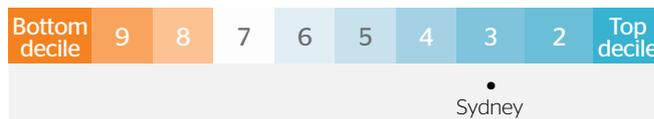
Sydney is a leading global hub for globally integrated firms and companies. In the most recent Globalisation and World Cities assessment, it stood out in 9th place, suggesting that its advanced service sector is highly embedded in the circuits of the global economy. It arrived just behind the leading global cities of London, New York and Singapore, and has managed in recent years to improve its position at the expense of large US metropolitan hubs (Los Angeles and Chicago). While it has been overtaken by Shanghai and Beijing (6th and 8th respectively), it has nonetheless firmly resisted the competition from emerging world cities in terms of global economic connectivity. It is also by far one of the most globally integrated high-quality of life cities, on par with Singapore and well ahead of Toronto (17th), Amsterdam (17th) or San Francisco and Melbourne (28th and 34th). Similar studies by IBM and AT Kearney confirm that its global Business Activity performance is in the global top 15.

However this overall strength does not mean it is a leader in all forms of global economic integration. A 2016 study on global retail suggests that only 29% of the global chains are established in Sydney. While this is ahead of other HQoL cities such as Seattle (26%) or Stockholm (28%), it was considerably behind San Francisco (32%), Munich (40%) and Singapore (46%).⁵



5 www.cbre.com/research-and-reports/how-global-is-the-business-of-retail

3.2 Financial services



Sydney's position in the top tier of global financial centres is impressive, as it thrives despite the limited size of the national economy and Australia's distance from key markets. The most recent Global Financial Centres Index (GFCI) placed it in 17th of over 80 cities, and one of the highest ranking medium-sized high-quality of life cities. This marked an improvement of six places in over a year. It stood in 6th in the Asia Pacific, behind Hong Kong and Singapore which remain global leaders. Globally, it outperformed Amsterdam and Shenzhen, and while it has seen increasing competition from Shanghai in recent years, it punches above its weight.

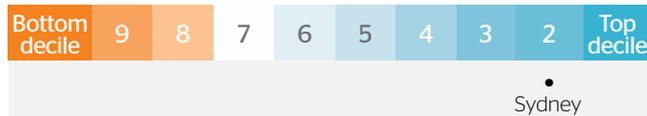
Sydney was classified as an 'established transnational centre', meaning that it is in the 2nd tier of global financial connectivity as it displayed strong links with other financial centres, while not yet having developed their broad reach. It also performed well in the GFCI survey, where its supportive infrastructure (e.g. office space, ICTs) and business environment were ranked among the top 10 globally. The Xinhua-Dow Jones International Financial Centres Index placed Sydney in 11th globally out of 45, on par with San Francisco and Toronto and ahead of Amsterdam, again suggesting that it was well placed despite its distance from the key financial markets of North American and Europe. The Banker similarly placed it in 9th position globally.

It has been noted that its position has been slowly slipping in recent years, something that has also been visible in the GFCI index (where it was 10th in 2008). This is largely due to intense competition from large emerging world cities that are rapidly forming the heart of new global financial markets. Nonetheless, Sydney remains prized for its business friendliness and political stability, notably ahead of Hong Kong, as well as for its service levels.

Its efforts to link-up with emerging markets of South East Asia could support its strengths in the future. In this respect, the establishment of the NSW Financial Services Knowledge Hub, coordinated by the Committee for Sydney, should help it capitalise on its financial (and digital) sector strengths in the future, helping it benefit from the emergence of new markets.⁶

6 Financial Services Knowledge Hub

3.3 Investment attraction: FDI and real estate

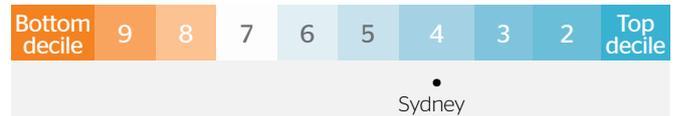


Sydney is a major established foreign investment destination, but competition is growing rapidly. In 2015, Sydney was 6th globally for aggregate FDI flows, ahead of Beijing, San Francisco and Amsterdam. In a recent investor assessments of investment potential across the Asia-Pacific region, Sydney broke into the top 10, thanks to its business potential, human capital and lifestyle.⁷ The city also featured in the top 15 for FDI strategies, joining Brisbane, Melbourne, Auckland and Perth in a marked improvement since the previous edition. This indicates its efforts to attract further investment are beginning to pay off. In a recent global ranking of city investment potential, it reached 24th place, partly disadvantaged due to its long-distance connectivity.⁸ Sydney's image and attractiveness among perceptions of global investors is currently less visible than the likes of Berlin and San Francisco.

In terms of real estate investment Sydney remains competitive, underpinned by a dynamic and diverse economy. Sydney is ranked 4th in terms of investment relative to economic size, attracting a disproportionately large share of deals, alongside high-performing cities such as Oslo, Munich, Stockholm and Copenhagen. Indices measuring market momentum have observed Sydney's residential and commercial property buoyancy in 2016, and the rush to convert old office buildings into residential development as well as the appeal of its strengthening tech sector, dynamic demographics and transport investment.⁹ In the Asia-Pacific, Sydney is ranked 2nd for both development and investment prospects, just ahead of Melbourne. Sydney is also ranked 17th globally, which is a strong position but marks a slip from previous years as it falls behind resurgent North American and European cities (e.g. Chicago, Berlin).¹⁰ Low unemployment, high human capital and a fast-growing technology sector are critical assets for Sydney in this respect.

7 <http://www.fdiintelligence.com/Locations/Asia-Pacific/fDi-s-Asia-Pacific-Cities-of-the-Future-2015-16-the-winners>
 8 <http://www.fdiintelligence.com/Locations/Global-Cities-of-the-Future-2014-15-the-winners>
 9 <http://www.jll.com/research/136/jll-city-momentum-index-2015>
http://www.jll.com/Research/City_Momentum_Index%202016-The_Rise_of_Innovation-Orientated_Cities.pdf?b2ea7842-bb6a-4858-a4fe-9ded7d42b6ee
 10 https://www.pwc.com/sg/en/publications/assets/aprealestemerging_2016.pdf

3.4 Business friendliness



Sydney is considered a business friendly city, partially thanks to supportive national policy frameworks, with the World Bank recently noting Australia among the top 15 most business friendly countries globally. In addition, the latest edition of PwC Cities of Opportunity ranked Sydney 13th of 30 for businesses friendliness, with top scores for its ease of setting up a business and its operational risk climate. However, globally it remained behind Singapore, Toronto, San Francisco and Stockholm in this sub-index, sitting in the lower tier of high performing medium-sized cities. Nonetheless, Sydney is also praised for strong access to local finance, ranking 2nd in Australia, and 1st for local economic development support.¹¹

Sydney's relative cost of doing business has declined since last year, although it remains an expensive city for business. KPMG noted that it no longer holds the title of second most expensive major city in the Asia Pacific region, with costs having converged with those of European New World Cities - and edging away from a more expensive US city system. Nonetheless its taxation proved onerous by global standards. In 44th place, its place in the tier of high-taxation cities was shared with other Australian cities, including Brisbane and Melbourne. However, this is a feature common to HQoL cities, including Berlin and San Francisco, with only Canadian cities such as Toronto registering significantly lower tax rates.



11 <http://insight.regionalaustralia.org.au/>

4. KNOWLEDGE ECONOMY

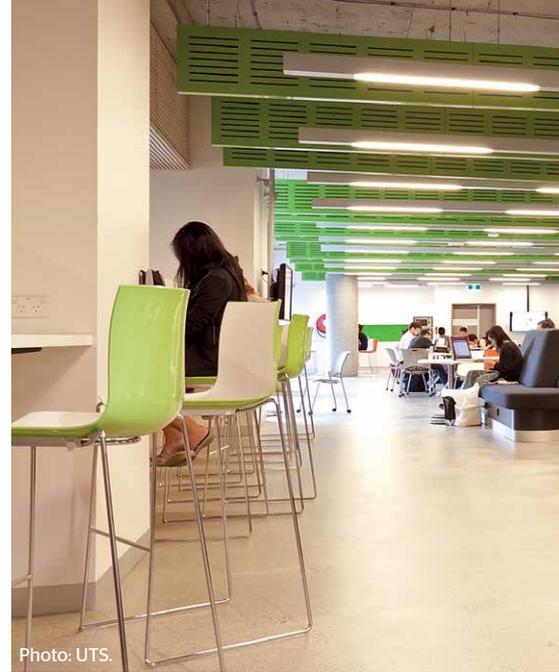
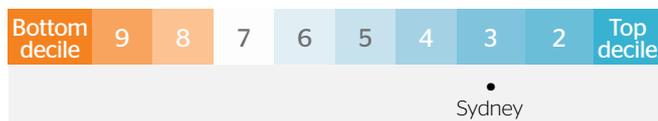


Photo: UTS.

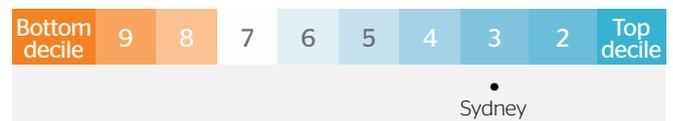
4.1 Talent and labour market



Sydney is well placed in human capital and labour market measures, but its performance remains sub-optimal across education indicators. In the 2016 AT Kearney's *Global Cities Index*, the city is ranked in the top 15 of 125 for human capital. It does well for its ability to attract international talent, measured through the diversity found in its schools and universities. In a recent study on mobility and employment location preferences, respondents also valued Sydney highly as a potential relocation target. It came 4th, just behind London, Paris and New York – and impressive performance for a mid-sized city competing with the global giants. It was also ranked 13th of 40 cities in a measure of its attractiveness to research-based professionals, on par with Chicago and Hong Kong, and ahead of Berlin.¹² Similarly, Sydney does well on such measures in a similar study run by the Toronto Board of Trade. Ranked 10th, it is highlighted for its young and diverse population, underlining an attractive local labour market.

However, within the same study its performance in terms of education outcomes is less impressive. Its share of workers with a BA degree or more is mid-range, something that also penalises Sydney in the EIU's study on Human Capital. While mid-sized cities such as Zurich, San Francisco and Chicago are all in the top 20, and Vancouver and Toronto sit just outside, Sydney is 39th. It is therefore in the lower tier of medium-sized cities for educational outcomes. Similarly, in another major comprehensive city-study looking at human capital, its high rank (8th) is achieved thanks to its entrepreneurial population, high university rankings and secondary school system – but it is once again let down by its concentration of university-educated workforce.¹³ To achieve even higher positions in the future, this will be a key area to work on.

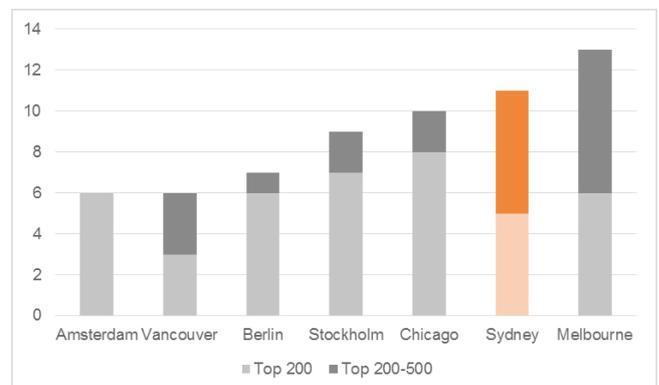
4.2 Higher education



Sydney is considered one of the best student cities in the world.¹⁴ It is ranked 4th, just behind Melbourne (2nd) and London (5th). While it drops to 16th place for its overall position in university rankings and 50th of its affordability, it is highly scored for its student mix (i.e. diversity), 1st for overall quality of student life, and 9th for the opportunities afforded to students through employer activity (only just behind Singapore).

Sydney's four major universities do well in global university rankings, with a performance largely comparable to other medium sized- cities including Stockholm and Melbourne, and ahead of Berlin. While mid-sized US metropolitan areas still provide an incomparable higher education offer (e.g. Chicago), Sydney is well placed to benefit from its institutional density in the same way that Chicago, San Francisco and Boston can, as high-ranking universities act as magnets for global talent and innovation-incubators.

TABLE 5: Mentions of top ranking universities in top 200 and top 500 of three major studies, 2016*



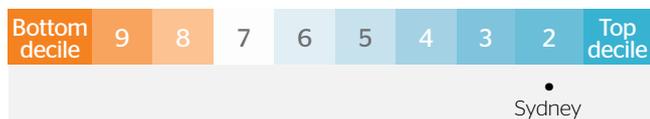
*Note: Score is obtained by adding number of top 200 and top 500 universities in QS, THE and Shanghai Jiao Tong rankings

12 <http://www.mori-m-foundation.or.jp/english/ius2/gpci2/>
 13 <http://www.pwc.com/us/en/cities-of-opportunity/>

14 <http://www.topuniversities.com/qs-world-university-rankings>



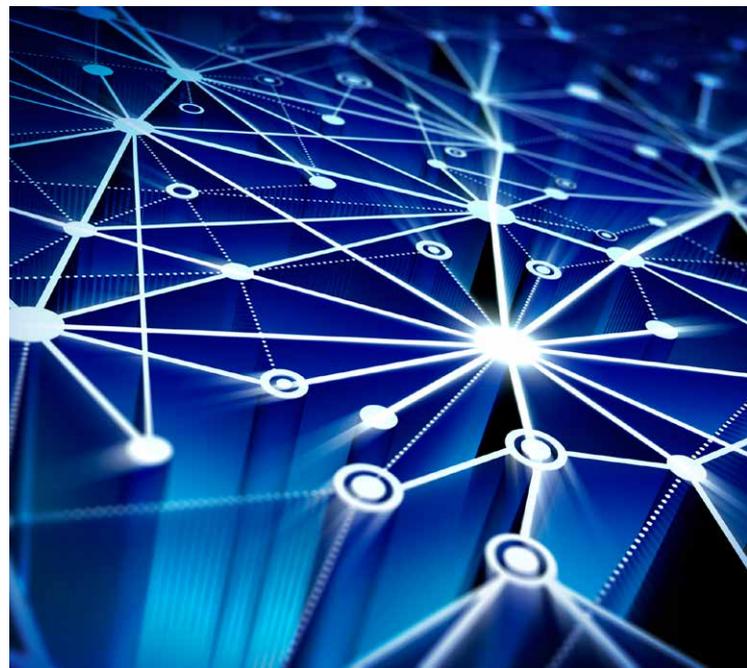
4.3 R&D and Innovation



Sydney is among the top tier of global cities for R&D and Innovation, although its performance specifically among HQoL cities is mid-range. In Mori's Global Power City Index, it is ranked 14th of 40 for Research and Development, a sub-index measuring specifically institutional research capacity and output. As such, Sydney somewhat trails mid-sized US centres including Boston, Chicago and San Francisco. The density of universities and their well-known tech strengths makes them unrivalled leaders. Nonetheless, Sydney is ahead of HQoL cities outside the US (barring Singapore), including Toronto (17th), Stockholm (23rd) and Amsterdam (24th). This suggests that it is one of the better placed cities to compete with the North American clusters.

Looking at innovation more broadly, 2thinknow innovation consulting ranks Sydney at 18th globally.

While the differences in the scores of the top 40 are small, Sydney is a mid-range performer among its peers but remains a global leader. The study looks at innovation through the presence of the cultural assets necessary to spread ideas (e.g. museums, galleries), as well as the presence of supportive infrastructure (universities, start-up funds) and a city's overall integration into global networks of innovation clusters. On these measures, Sydney is broadly comparable to Stockholm and Chicago, ahead of Barcelona and Melbourne, but still trails the US tech centres of San Francisco and Boston (2nd and 4th respectively). It lags globally, however, in terms of venture capital funding – ranking 85th globally of 170 according to a recent major study, while its institutional environment in support of entrepreneurialism is good but not optimal compared to its peers.¹⁵



According to a recent major study on innovation economies in the Asia Pacific, Sydney's strengths lie in its openness towards new talent and ideas, and its socio-cultural system which supports entrepreneurialism and innovation.¹⁶

As a result, it ranked 2nd – just behind Singapore, and ahead of its Australian, Malaysian and Chinese peers. Its weakest rank (7th) was in knowledge creation, where its R&D systems and human capital scores fell behind that of Japanese and South Korean competitors. The report also noted that because Sydney operates in a culturally diverse region, it may not have as profound an impact as its assets would suggest among other Asian thought-leaders.

15 <http://martinprosperity.org/content/rise-of-the-global-startup-city/>
<http://citie.org/>

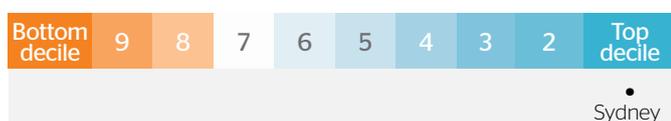
16 <http://www.asiainnovativecities.com/solidiance-most-innovative-cities-in-asia-pacific.pdf>

5. LIFESTYLE AND ENVIRONMENT



Photo: Parramatta City Council.

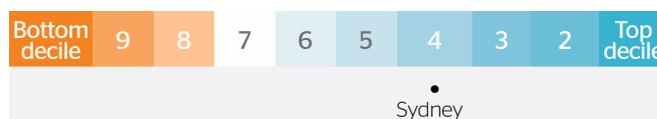
5.1 Liveability



Sydney is a global leader in quality of life. It has been 10th in Mercer's quality of living survey for several years now, and as a result it is considered the second most liveable city in the Asia Pacific region behind Melbourne. Globally, Vienna, Zurich and Vancouver remain ahead but not by much. Similarly it has stayed 7th on the EIU's Global Liveability Ranking for over 5 years, with perfect scores in healthcare, education and infrastructure - it scores slightly below Canadian cities such as Toronto and Vancouver, but stays ahead of most European HQoL centres. As such it has resisted the rise of larger urban areas that have drastically improved their quality of life recently (e.g. Paris, Tokyo). ECA's 2015 location rating survey of Asian expats similarly puts Sydney in 2nd place, equal to Adelaide and just behind Singapore. Its strengths here partly derive from the survey emphasising climate, civil liberties and the use of English as a vehicular language.

In Monocle's more informal survey, Sydney jumps to 5th from 11th last year, just behind Melbourne in 4th, while Vienna and Berlin were 2nd and 3rd respectively, and Stockholm and Zurich 6th and 10th. Sydney is praised as "Australia's face to the world" in previous editions, with scenes of architectural and natural beauty that remain unrivalled, with its climate helping considerably - although the public transport network to the suburbs is criticised, even though the recent infrastructure investment plans are well-received.

5.2 Transport and Infrastructure



Sydney's infrastructure performances are mixed, partially as a result of how measurements are undertaken. Quality is high but system depth and reach less so. In terms of overall infrastructure quality and reliability (whether public transport, utilities or ICT networks), Sydney is 9th globally according to the EIU Hotspots study, equal to Barcelona, and only slightly below the global leaders such as Stockholm, Vancouver and Amsterdam, and well ahead of Chicago (26th) and San Francisco (34th). A major study on Safe Cities largely confirms this, awarding Sydney 3rd place globally for the safety of its infrastructure as measured by the quality of its networks (in terms of resilience), and the low number of accidents and fatalities arising from its use.¹⁷ One keynote study of city resilience also mirrors this result: while Sydney is 16th of 50 cities globally, its infrastructure resilience scores are close to the overall leaders including Toronto, Vancouver, Melbourne and Chicago - and even better than London (which ranks higher overall).¹⁸

However Sydney's performance varies considerably on what is being measured. Its challenges around housing provision (particularly affordability and the constrained supply of stock for those on low to middle incomes) reduce its perceived performance as does, crucially, what we would describe as its mid-range public transport quality. Although it is partly redeemed by affordable transport fares and by other evidence showing new investment in public transport infrastructure is planned, this currently pulls Sydney down to 25th of 30 cities globally.¹⁹ Similarly, Mori's Global Power City Index, which measures accessibility among other things, indicates Sydney needs to further develop its global connectivity to other cities (e.g. increasing frequency of flights by reviewing the current curfew applied to Sydney Airport and further enhancing facilities for the increasingly important international cruise sector). As a result, Sydney is 26th of 40 - very much on par with other mid-sized global cities such as Chicago, San Francisco or Vancouver, but not yet with a London or an Amsterdam.

These shortfalls, however, are currently being addressed by regional and city authorities. The Committee for Sydney has clearly identified the need for a more integrated transport system and better infrastructure financing, calling for a 'New Deal' to address both, while recognising the significant progress that has been made since 2011. In addition, there is evidence that housing-pressure have been recognised as an issue.²⁰ Furthermore the Government of New South Wales' investment plan in the CBD and South-East Light Rail and the Sydney Metro projects and the upgrading of train stations will notably improve Sydney's performance in the near future.²¹

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17 <http://safecities.economist.com/whitepapers/safe-cities-index-white-paper/>

18 <http://www.grosvenor.com/research/research/2014/>

19 <http://www.pwc.com/us/en/cities-of-opportunity/>

20 Committee for Sydney, 2015, **Sydney Manifesto: Top Ten for Sydney - NSW Election 2015**

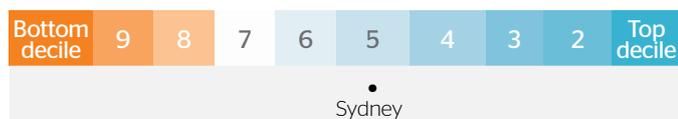
Committee for Sydney, 2014, **Issues Paper 4: Adding to the Dividend, Ending the Divide - 2014 Update**

21 <http://mysydney.nsw.gov.au/>

However, it is clear that Sydney's traffic situation is unequivocally under-par.²² It has one of the highest congestion rates (36%) of any HQoL city, and the highest rates in the Australia-New Zealand system of cities. Melbourne's rate, for instance, stands at 29%, while even Hamburg – the most congested HQoL city in Europe, stands at 30%. Munich is at 29%, Barcelona 28% and San Francisco and Chicago at 36% and 26% respectively. While the NSW Government is investing in a major infrastructure program, the Committee believes that Sydney does not yet have a coherent and integrated strategy to deal with congestion in its key transport corridors which at its heart needs not just new infrastructure but a demand management approach to existing infrastructure, particularly the city's main road network.²³

Therefore, there are clear opportunities for Sydney to improve its performance by paying attention to what is measured, and current efforts should yield strong results. For instance, its accessibility scores could be considerably improved through greater airport connectivity and broadening its internal-transport network, even though the quality of its existing infrastructure is highly commendable.

5.3 Wages and costs

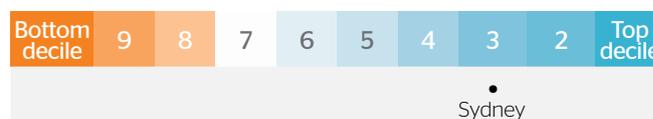


Sydney is expensive by global standards when measured for corporate relocation and staff compensation costs.

For instance, it was ranked 42nd on Mercer's cost of living survey, ahead of Melbourne on 71st. This nonetheless represents a sharp decline from its high of 26th most expensive globally. Sydney remains more expensive than Munich (77th), Vienna (54th), or Boston (47th) but has fallen behind San Francisco (26th). ECA's cost of living survey revealed similar trends, with Sydney in 38th globally, although cheaper than Stockholm (17th) or Singapore (31st).

Indices looking at day to day costs based on resident experiences for consumer items and rent, paint a similar picture. Using New York as the benchmark (100), Sydney scores 70 – again reflecting a substantial drop. This means it is 30% cheaper than the Big Apple, but it remains more expensive on a day to day basis for consumer goods and rent than Melbourne (59), Stockholm (61) and Auckland (60). Among HQoL cities, San Francisco and Singapore (112 and 79) remain more expensive. UBS' price study similarly noted that it has the 8th highest purchasing power of 71 global cities, it also remains in the most expensive locations among its peers.

5.4 Sustainability



Sydney is well placed in indices concerning sustainable development and the environment. In Mori's Global Power City Index, it is just within the top 15, behind European HQoL cities but ahead of its North American counterparts – including Canadian cities. However, the variables measured by this index (ecology, pollution and natural environment) are only a small sample of what is often measured in this category. Therefore, digging deeper, the Arcadis Sustainable Cities Index offers a broader overview. Considering both the economic and social aspects to sustainability – on top of environmental – it places Sydney 11th globally, compared to 4th for Amsterdam, 10th for Singapore, 12th for Toronto and 19th for Chicago. In environmental measures Sydney is 18th, with weaknesses in the roll-out of renewable energies and solid waste management, although it boasts excellent air quality and low greenhouse gas emissions. As a result, it is somewhat behind other HQoL cities – especially those in Northern and Central Europe – but performs better than its North American peers.

The most recent edition of the Cities of Opportunity study also ranks Sydney highly in terms of sustainability and the natural environment. Thanks to its strong scores for recycling systems, low air pollution and public parks, as well as thermal comfort, it arrives 2nd in this sub-index, although the inclusion of temperature does skew the results.

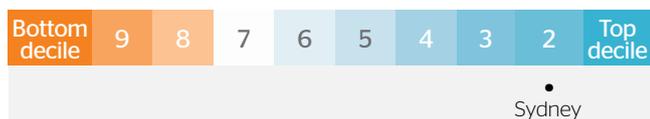
Grosvenor's study on resilient cities places it 16th of 50 cities, suggesting a good position by global standards although relatively lagging in comparison to other medium-sized wealthy cities. Measuring attributes such as vulnerability to environmental and natural shocks, it notes that Sydney is vulnerable to resource shocks as its energy, food and water supplies are deemed fragile – in this respect, Toronto, Vancouver and Stockholm are better placed. However, Sydney is considered to have low vulnerability to climatic events and places comparatively low strains on its surrounding natural environment. It is also considered to be relatively adaptable at an institutional level to shock events, ranking 20th of 50. Its lowest scores here are in institutional effectiveness, although its planning regime and funding situation are deemed good in comparative terms.

²² http://www.tomtom.com/en_gb/trafficindex/

²³ Committee for Sydney, 2016, *Issues Paper 12: A Fork in the Road*

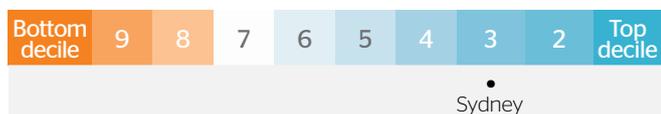
6. CULTURE AND DESTINATION APPEAL

6.1 Visitor and destination power



Sydney's position as the gateway to Australia is clear across different destination indices. It attracts the 7th largest number of conventions in the region after Beijing and Bangkok according to the ICCA, placing 25th globally - just ahead of Shanghai. As a result, it joins the leading European HQoL cities, as well as the major global cities (e.g. London, Paris) as a major destination for the conference economy, and significantly outperforms its North American peers. The soon-to-be completed International Convention Centre in Darling Harbour will only add to these strengths. In terms of gross number of arrivals, it is ranked 57th globally according to Euromonitor's latest data, with over 3 million entries at the last count. This represents a very healthy year on year increase of 6.6% for an established tourism destination, and means it is on par with the famous HQoL centres of Europe and North America including Toronto, San Francisco and Munich - and only slightly below the pull of Amsterdam (27th with 5.7 million arrivals). Furthermore, while it did not feature in the top 20 of the MasterCard Global Destination Cities Index, it did emerge as the 17th highest-visitor spend destination, with an accumulated total of \$6.1 USbn. This is more than Munich, although considerably below Singapore (5th at 14.7 billion) and Barcelona (6th with 13.9 billion). Nonetheless, this indicates a vibrant tourist economy that can only benefit from an increasing number of arrivals, supported by a strengthening profile in the international cruise industry and increased visitor and business traffic traveling through Sydney Airport.

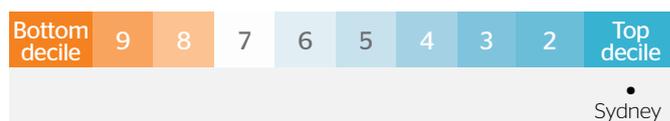
6.2 Culture and diversity



Sydney's performance in this group of indices depends on the comparator group of cities, and on whether the measurements include the infrastructure platform required for culture. For instance, AT Kearney's Global Cities Index penalises Sydney in its 'cultural experience' category as it includes gross visitor numbers and cultural events / institutions, which automatically favours the larger cities. As such, Sydney and other medium-sized cities such as San Francisco or Melbourne and Vienna all feature in the bottom tier of this sub-index.

On the other hand, the Global Power City Index which considers variables such as 'trendsetting potential' as well as facilities for visitors and cultural resources ranks Sydney higher in 8th place, behind Singapore (4) and Berlin (7). It is just ahead of Barcelona and Amsterdam which close the top 15, while Toronto, San Francisco and Stockholm are out of the top 20. Similarly, the EIU Hotspots sub measure on social and cultural character ranks Sydney in 2nd, as it takes account demographic diversity (for which, as already established, Sydney is well known) as well as 'cultural vibrancy'. Therefore, to improve and optimise its position in indices, Sydney must pay attention to what is measured in order to identify the sources of its perceived strengths and weaknesses.

6.3 Image, brand and influence



Sydney's global image and brand is unparalleled for a city of its size. In 2015, the Anholt City Brands Index ranked Sydney 4th, ahead of Berlin and Melbourne. While it had a comparatively low score for its perceived global importance (i.e. in geopolitical and economic terms), respondents rated it as highly attractive, with excellent amenities and friendly people, and with a vibrant 'pulse' - even though the latter was not as high as achieved in global cities such as London, New York or Paris. In terms of economic potential, it was also very highly rated, especially for a medium-sized city.

Similarly, City RepTrak's 2015 survey placed Sydney at the top. First globally, ahead of even London, it has been consistently ranked near the top for several years now. It comes ahead of the major tourist centres of Europe including Florence, Venice, London and Barcelona, and ranks in the top 10 places to visit (one of only two non-European cities to feature in this sub-category, with Las Vegas), to invest in and to work and live in, well ahead of London or New York. Sydney also features frequently in smaller, more informal surveys often conducted by magazines. For instance, Sydney featured as one of the world's friendliest cities in Conde Nast's survey in 2014, ranking 5th ahead of many European HQoL centres. Its brand position is therefore extremely well-developed and secure. Saffron's Business Brand Barometer placed it in 29th of 67 globally - suggesting that the business aspect of its appeal is not as strongly developed as it is in Vienna (20th), Barcelona (10th) or Berlin (9th) and other New World Cities closer to global markets.





CONCLUSION

While any city benchmarking or performance measurement approach can raise questions about methods or the reliability of data, the Committee believes that Professor Clark's proven and highly evidenced methodology results in a compelling analysis of what Sydney is doing well and not so well - with significant insights into where the focus of intervention or policy innovation should be in order to improve outcomes further. We believe it passes both the expert test and the real world test which non-specialist Sydneysiders would set for it - whether the Sydney they experience is captured accurately in Professor Clark's overview.

Prompted by this research we feel confident in saying that Sydney overall is doing well in relation to many cities with which it is in competition for talent and investment. Its overall performance rates highly and in certain key indicators it is 'first amongst equals' going head to head ahead with much bigger and higher profile international cities. Benchmarked for liveability against other High Quality of Life cities we are consistently near the top - a very significant performance in a key category given the importance of liveability to attracting global talent in the era of the knowledge economy.

There is much to celebrate, and while some of that for which Sydney is now being recognised relates to our natural assets - with the attractions of the Emerald City's harbour and beaches remaining powerful assets - much is the product of collective effort, design and investment. In a culture which is often critical and in which the civic dialogue can be quite negative, the Committee believes elected, community and business leaders deserve recognition for what has been achieved in Sydney.

However, this wouldn't be a Committee for Sydney report if we left it at that. Global cities are never complacent and don't rest on their laurels. They remain ambitious and eager to maximise their advantages, exploit new opportunities and solve key challenges. Sydney's benchmarked performance shows a number of areas where a renewed focus should be placed. We need to improve in certain key indicators - and dramatically so.

Similarly, it is a crucial caveat to note that some of the high performance reported for 'Sydney' in global benchmarking studies refers not to Greater Sydney but only to the City of Sydney area. It is clear from other research which the Committee has been conducting that if key measures were adjusted to consider the whole metropolitan area, our score would drop. Hence the need for some caution about how well we appear to be doing and the need for robust performance data to be produced by the NSW Government and the GSC at a metropolitan level, or at the district level. The absence of such data also needs to be noted by the Federal Government whose new cities policy needs to be based on an agreed set of city benchmarks that Australian cities' economic, social and environmental performance can be measured against.

SOME AREAS OF CONCERN AND FOCUS

'Benchmarking Sydney' draws attention to some key areas of concern upon which the Committee will focus but which we also call upon the NSW government to prioritise.

Perhaps the most concerning result is our relatively poor accessibility and transport scores. While we expect to see these improve as the NSW Government's record infrastructure investment results in more people able to access our cultural institutions and employment hubs, much more remains to be done to provide Greater Sydney with the kind of public transport network other global cities take for granted. Sydney will have the same population in mid-century as London has now but on current plans will have nothing like its public transport network. Benchmarking against the best shows the gap we have to fill and the need to plan not for a low density city of the last century but a high density one for this century, requiring modal shift towards public transport to make it work.

This understanding is key to enabling how we raise the performance of all of Sydney but particularly how Western Sydney's contribution and outcomes can and must be radically enhanced. Professor Clark's conclusion on Sydney's differential accessibility challenge is reinforced by other research published by the Committee and particularly in our ongoing series on [Adding to the Dividend, Ending the Divide](#) and work we are doing on the '30-minute city' which shows the advantages of a city of short commutes and great connectivity and the consequent disadvantage in areas not yet part of such a city.

Benchmarking Sydney reminds us of the economic impact of the city that's not as accessible to all its own inhabitants as is the global competition. It results in the jobs gap of Western Sydney compared with more 'jobs-rich' areas.

In this context, the Committee has long advocated a public transport revolution for Sydney with a strong emphasis on a strategic heavy rail network serviced by light rail and modernised bus services as the modes best suited to move large numbers of people efficiently across a city without exacerbating congestion. That network must over time include fast rail between Sydney and Parramatta CBDs and on to Badgerys Creek but also crucially a 21st century train orbital link connecting Western Sydney from north to south through the new Western Sydney airport. The Committee has already suggested a number of methods of funding additional public transport capacity and on supporting the modal shift we see as vital in our research on [Value Capture](#) and [Road Pricing](#). Shortly, we will publish an additional piece in this series on the right approach to the appraisal of infrastructure from a city competitiveness perspective.

Another area of focus is securing a robust innovation ecosystem. Professor Clark shows Sydney's success in R&D and innovation, but indicates we are performing below the global average when it comes to venture capital attraction and access. Sydney is demonstrably Australia's innovation and start-up capital with strengths of regional significance in ICT, financial and professional services and fintech.

The Committee itself has drawn attention to these strengths in previous research and advocacy and played a role in helping Sydney to have its own fintech hub in Stone and Chalk. We have also, with members and supporters from the financial services sector in Sydney, built the Financial Services Knowledge Hub as a collaborative platform for the sector and for government to discuss what would make Sydney even more innovative and successful in this business sector. We also are advocates for Sydney as the tech start-up centre of Australia, working at various levels with members from business, government and universities, to improve the ecosystem for tech innovation in Sydney.

However, Professor Clark reinforces our understanding of what remains to be improved if we are to fully realise our ambitions for Sydney's forward-looking knowledge economy. The challenge of access to venture capital may be improving with an expected tripling of Australian VC funds in 2016, off an already record 2015 year with \$368m raised. The rise of corporate venture funds (such as by members, Westpac and AMP), bi-directional career links between established firms and start-ups, and a strong skills pipeline and focus on STEM education, will help innovation across the economy. While this is an area the National Innovation and Science Agenda is clearly seeking to improve, the Committee is also on the case with its members and stakeholders.

Another clear area of difficulty for Sydney is our high cost of housing and the short supply of affordable or sub-market housing to rent. Professor Clark has noted that housing affordability is a problem every single high quality of life city is experiencing. He sees this as intrinsically tied to economic growth and a sign that Sydney is a desirable place to live - and that you would hardly want the opposite: lower house prices but a stagnating economy. The Committee is sceptical as to whether such housing affordability challenges in global cities are manageable solely by increasing housing supply and sees the need to innovate around providing affordable housing as a separate asset class of sub-market rental stock for targeted tenants.

Benchmarking against the best shows the gap we have to fill and the need to plan not for a low density city of the last century, but a high density one for this century requiring modal shift towards public transport to make it work.



The Committee believes continuing to unlock housing supply is vital, not only to match our population growth, but as a major part of our economy – as evidenced by the fact that our construction industry is bigger than in any comparable city. However, we also strongly support moves to increase the levels of affordable housing as an asset class, including policies to incentivise inclusionary zoning and steps to encourage institutional investment into key worker and low-cost rental housing. These policy changes are discussed in our recent issues paper [A City for All](#) and in an upcoming paper on new sources of finance for affordable housing.

It is pleasing that Professor Clark's sustainability score for Sydney makes it a strong performer – not only because success in this category brings health and environmental benefits, but because of the central role it plays in our brand and ability to promote ourselves as a liveable city.

However, Professor Clark also suggests that much of this relies on our natural environment, with World Heritage listed national parks on our doorstep. In order to maintain this score as the population of our city continues to grow, we must ensure that we are a global leader in achieving 'density done well'. This means sustainable building practices and built forms, but it also means successful place-making that ensures access to high quality green space and shared spaces for residents and visitors in dense areas. It also means linking this higher density development into the NSW Government's Green Grid, and regenerating our waterways. Recognising the importance of this agenda, the Committee [is developing a campaign of events and discussions](#) over the next 6 months to unpack how Sydney can do density well – and invite you to join us in that important agenda for Sydney. Given the importance of liveability and sustainability in the design and management of the higher density Sydney and to its success as a knowledge based economy which can only thrive by creating the quality environment that global talent and investment seeks, 'density done well' is not a marginal enterprise. It is central to Sydney's future performance.

We end on a positive note – that **Sydney's brand is one of the strongest globally**. Our icons brand the nation internationally. However, Professor Clark has noted that one challenge of a strong city brand, if that brand does not work for all contexts, is that it can limit a city's appeal. Sydney's massive tourism brand sometimes overshadows perception of its other great assets – particularly its economic dynamism and business branding. Professor Clark has said before to the Committee that Sydney can run the risk of being seen as 'the city of the one-night stand, not the long-term relationship'. Careful adaptation of our existing brand strengths to avoid this is important and we have been pleased with, and will continue to support, the work currently underway by the NSW Government and stakeholders in business and in appropriate government agencies, in developing a more strategic and multi-layered brand for Sydney – building that 'brand alliance' that brings tourism, events, and the business of the city together in powerful synergies, that is at the heart of successful city promotion and marketing.

As the Committee says: cities collaborate to compete in a globalised economy. We intend as a part of our contribution to this collaboration on branding Sydney to publish Professor Clark's reflection on branding which he has prepared for us following his recent visit to Sydney, called ***The Seven Habits of Highly Successful Cities*** which discusses the 'profound quest that metro leaders face of building a lasting metro identity and reputation'.

We add that much of the challenge Sydney faces, like with all cities engaged in this 'profound quest', is not only to successfully promote itself to the outside world but to ensure that Sydneysiders embrace the brand too. This is the link between benchmarking and branding where the reality of what we say about Sydney needs to reflect the experience of those who live here now – so that they help promote Sydney to others. That means a city that works for its own residents is the platform on which to attract the tourists, business visitors, investors and global talent that we need.

We thank Professor Clark for his insights, and note that his advice aligns well with the Committee's long term and ongoing agenda – around Sydney's productivity, accessibility and equity across the metropolitan area, digital innovation, affordable housing, infrastructure appraisal, and the key factors in attracting knowledge workers.

APPENDIX 1: METHODOLOGY

HOW HAVE WE BENCHMARKED SYDNEY

Explaining the 10-point scale

In sections 3 to 6 of this paper, we detail Sydney's performance across 14 indicators, along the same 10-point scale. This scale is indicated by the horizontal colour scheme, where red indicates weaker performance, and green indicates stronger performance. This is explained in more detail below:

- i. For each of the 14 indicators, Sydney has been evaluated in relevant multiple comparative rankings, indices or benchmarks. These are indices are highlighted in the explanatory text for each section along with other notable cities against which Sydney is compared.

In each category, Sydney's performance has been graded on a 10-point scale, based on its performance against all comparator cities from within the group of 32 selected.

- ii. Cities were eligible to be compared to Sydney if they:
 - Have a population higher than 500,000
 - Are upper income or upper middle-income cities, with a GDP per capita above \$25,000. (based on Brookings Institution Global Metro Monitor data and other sources where necessary)

This was to ensure that Sydney is compared to its peers: developed or advanced cities with a critical size that make them international as well as national in their orientation.

To be eligible for comparison with Sydney in a given category, a city also must appear in at least three indices, including indices where Sydney may not have been measured or included. This ensures the Sydney is compared with other highly visible cities.

- iii. For each ranking in each category, each city was assigned a score based on its performance compared to all cities meeting the above criteria (i.e. cities >500,000 population, >\$25,000 GDP p.c.). This approach allows indices that rank a very varied number of cities (some rank just 10, others rank up to 500) to be compared fairly to each other.
 - e.g. 120 eligible cities are ranked in the Innovation Cities Index. A city ranked 1st receives a score of $1/120 = 0.0085$. A city ranked 60th receives a score of $60/120 = 0.5$.
 - e.g. 24 cities are ranked in the Scorecard for Prosperity benchmark. A city ranked 1st receives a score of $1/24 = 0.042$. A city ranked last scores the maximum score of 1.
- iv. An average score is then taken of all cities that are ranked in the same category of index (e.g. 'competencies and knowledge').
 - Cities are placed in order of their average score.
 - Sydney's position in this list determines its grading in each category. If it is in the top 10% of measured cities, it is in the top decile and receives a maximum score for the spidergram. If it is between 10%-20% of measured cities, it is in the 2nd decile, and so on.

The city indices used (36 in all)

- Brookings Global Metro Monitor
- Globalization and World Cities - The World According to GaWC
- CBRE How Global is the business of retail?
- Global Financial Centres Index
- Xinhua-Down Jones International Financial Centres Index
- fDi Global Cities of the Future - fDi Asia Pacific Cities of the Future
- JLL City Momentum Index
- ULI Emerging Trends in Real Estate Asia Pacific
- PwC Cities of Opportunity
- Insight Australia's Regional Competitiveness Index
- KPMG Competitive Alternatives and Competitive Alternatives Focus on Tax
- AT Kearney Global Cities Index
- Mori Global Power City Index
- Boston Consulting Group: Decoding Global Talent
- Toronto Board of Trade Scorecard on Prosperity
- EIU Hotspots
- QS / Times Higher Education / Shanghai Academic University Rankings
- QS Best Student Cities Index
- 2thinknow Consulting Innovation Cities Index
- CITIE
- Solidance Most Innovative Cities in Asia Pacific
- CITI Foundation Accelerating Pathways
- Mercer Quality of Living Survey
- EIU Global Liveability Ranking
- ECA's location rating survey
- Monocle's quality of life survey
- EIU Safe Cities Index
- Grosvenor Resilient Cities
- TomTom Traffic Index
- Mercer's Cost of Living Survey
- UBS Prices and Earnings
- ECA's Cost of Living Survey
- Numbeo Cost of Living Index
- Arcadis Sustainable Cities Index
- ICCA Country and City Rankings
- Euromonitor Top 100 City Destinations Ranking
- MasterCard Global Destination Cities Index
- Anholt City Brands Index
- City RepTrak Topline Report

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We would like to thank the authors from the Business of Cities for their contributions to this paper.

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The BUSINESS of CITIES

“The Committee for Sydney is a fantastic body adding to public debate in the city. It is exactly the organisation it needs to be – engaged, constructive and challenging.”

THE HON. MIKE BAIRD MP, NSW PREMIER

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