



Committee
for
Sydney

ARUP

Commission into the Future of Sydney CBD

Recommendations and actions

A re-imagined Sydney CBD

Full report

January 2022

Welcome

At this pivotal time for our city's future, the Committee for Sydney and Arup have brought together some of Sydney's leading thinkers to convene a Commission into the Future of the Sydney CBD.

This Commission has explored how citizens, businesses, and government can create a more resilient, inclusive and creative Sydney CBD.

This report summarises the Commission's detailed recommendations and actions.

Acknowledgement of Country

The Commission acknowledges the Gadigal of the Eora Nation, the traditional custodians of Country on which the Sydney CBD stands. We acknowledge and pay our respects to Elders past, present and emerging.

From the Minister

This report is a welcome asset in arming the NSW Government with recommendations that will help overcome challenges facing our great city of Sydney's Central Business District, both pre-pandemic and into the future.

With a great deal of work already underway across State and Local Government, I welcome the added learnings of this esteemed Commission and its contributors in supporting our efforts to craft a vibrant, diverse, productive and resilient Sydney CBD.

As working models adapt worldwide, in addition to stimulating the economy and creating jobs, the unique opportunity ahead of us is about breathing life into the beating heart of this innovation state.

The recommendations of this Commission will complement the NSW Government's CBDs Revitalisation Program, underway across Greater Sydney and wider centres, to harness and activate Sydney's innate strengths and position our great city as one of the top five most liveable and innovative in the world by 2030.

This is about transforming Sydney's CBD from a nine-to-five workplace to a 24-hour global playground for innovation, entertainment and culture, and boosting new opportunities to attract investment and global talent.

These recommendations support a CBD that is optimised for life, work and play through the creation of distinct precincts with diverse uses, walkable and cyclable spaces and shared green spaces to connect communities.

The Sydney CBD of tomorrow will be built upon a foundation of sustainability, resilience and culture — a global city built to energise, innovate and create.

I look forward to working with the Commission to continue on our ambition.

The Hon. Stuart Ayres MP

Minister for Enterprise, Investment and Trade, Minister for Tourism and Sport and Minister for Western Sydney

Foreword

Cities around the world are experiencing unparalleled change in the wake of COVID-19. The very purpose of the central business district in this 'new normal' is a matter of fierce debate. This Commission has asked, what does the future of the Sydney CBD look like and what should be done now to prepare?

Sydney's CBD is energised by the economic, social and cultural power of a global city. The pandemic brought focus and clarity to structural changes that were happening (or needed to happen) to transition from a global destination to a CBD where all people are invited to live, work and play.

Sydney has shown strength in its navigation of the pandemic and there is an opportunity now to leverage past success and lay the foundations for an even better, more resilient future.

Sydney's CBD is already famous for its beautiful landscapes but it can be a place of shared experiences, authenticity and diversity. It can be even more inclusive, creative, fair and innovative — a place for everyone.

This unique Commission into the Future of the Sydney CBD was formed in late 2020 to support the re-imagining of our CBD. It has been led by six of NSW's most respected people, from diverse backgrounds and experiences.

The Commission has been supported by written and verbal testimonies from eminent thinkers, academics, designers, artists, business leaders and cultural champions across Sydney. We commend the efforts of the Commissioners and extend thanks for the dedication of the many testimonial and workshop contributions, which have informed this report and its recommendations.

Sydney is well positioned to be one of the world's most equitable, healthy and prosperous cities. We approach this moment with great urgency. There is a lot at stake given Sydney's outsized contribution to the national economy and collective performance — and yet it is also true that we are in a strong position to emerge from this pandemic thriving. What happens next is up to us.

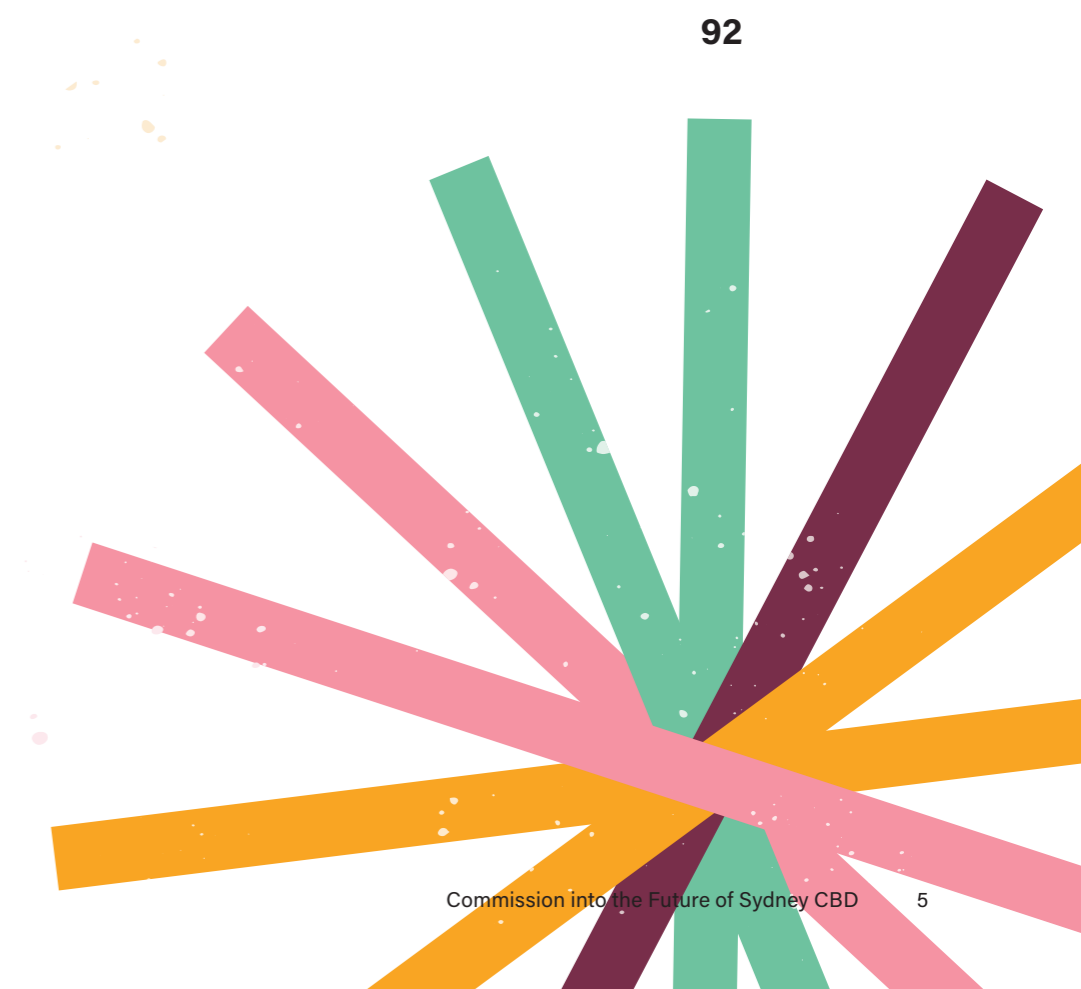
David Harding and Gabriel Metcalf
Commission Co-Chairs

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The vision

A re-imagined Sydney CBD for everyone

Prosperous

A global CBD that prospers from a diverse economy and its authenticity of place, heritage and culture.

Regenerative

A CBD that regenerates and restores the natural environment, is Country-centric and supports the health and wellness of people and the planet.

Creative

An experience CBD that embeds within its fabric cultural and artistic expression, social innovation, making, the arts and creative industries.

High performing

An innovative and high functioning CBD where world class technology, infrastructure and services enable the best outcomes for businesses, community and visitors.

Distinct

A CBD of precincts, each with unique characteristics.



Measures of success

Employment opportunities, number of jobs, economic growth, commute time and investment have traditionally been measures of a successful CBD. Overall, the most important measure of success for Sydney's CBD is how many people choose to spend time there.

If the CBD is a magnetic draw for people from all across Sydney who go to work, to play, to learn and to connect, then it is succeeding. The Commission asked: what other metrics will define the success of a re-imagined Sydney CBD?

The Commission proposes Sydney's CBD should aim to be:

1. Top 5 most liveable and innovative CBDs in the world by 2030
2. The world's cleanest CBD by 2030 — zero carbon, zero waste, clean air and clean water
3. The Asia Pacific CBD with the most inbound global investment by 2025.

Key metrics that should increase and decrease to achieve the vision:



- Daytime and night-time population
- Number of students
- Contribution to Australia's GDP
- Investment in CBD
- Global patents registered to Sydney's CBD
- Number of visitors to cultural institutions and live performances
- Number of community spaces and utilisation
- Number of creative spaces and jobs
- Number of creative and learning institutions
- Public transport utilisation and percentage of trips to the CBD by bicycle
- Pedestrian and bicycle counts on streets
- Retail turnover
- Number of sidewalk cafes, restaurants and bars.



- Air pollution and traffic noise levels
- Carbon consumption in the CBD
- Number of private vehicles entering the CBD
- Traffic fatalities and crashes including pedestrian and cyclist injuries and accidents
- Number of people sleeping rough
- Retail vacancies.

The opportunity

The Commission into the Future of the Sydney CBD was convened to envision what a successful future for Sydney's CBD could look like, taking into account the long term forces impacting the CBD and the opportunities for change.

The Commission's aim was to provide recommendations and actions towards realising a Sydney CBD that is an even better global city. A CBD that is liveable, exciting, innovative and creative. A CBD that has a strong economy, is resilient to future shocks and a place for everyone to enjoy.

The Commission asked:

How can Sydney's CBD transition from a business district to a rich, multi-functional, layered and engaging centre?

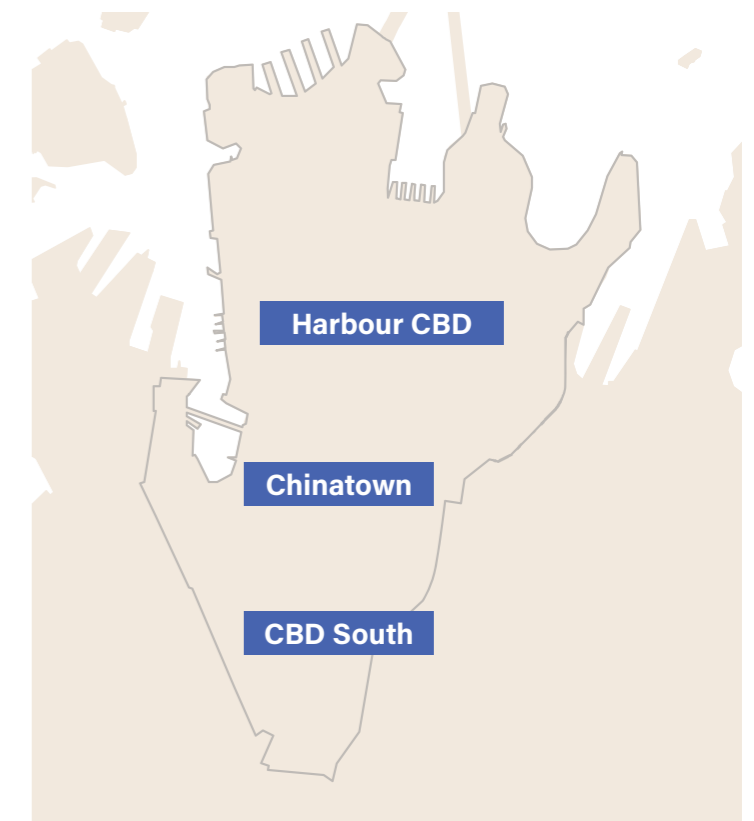
How can the CBD transition to a place where people learn, trade, live and govern? A place where people interact with community and are entertained by and engage with culture, art and our heritage?

How does Sydney enable a new way of working, collaborating, and investment in the CBD?

Defining the Sydney CBD

For the purpose of this study, the 'Sydney CBD' is defined by the area comprised of the City of Sydney villages¹:

- Harbour CBD
- Chinatown
- CBD South



1: City of Sydney, Data Hub, [Our Villages](#), 2021

The objectives

1. To understand the challenges and opportunities Sydney's CBD faced pre-COVID.
2. To understand the forces challenging Sydney's CBD now, the current opportunities and the role(s) of the CBD.
3. To understand the forces that will shape the Sydney CBD post-COVID, the future opportunities and the CBD's future role(s).
4. To develop a series of recommendations, with supporting policy, planning, strategy, and investment actions to drive a long-term vision for the Future of Sydney's CBD and ensure its continued growth and vitality.

The mindset

Complement and build upon on a great base

While the Sydney CBD faces challenges, it is built on sound foundations. The Commission sought to understand where Sydney can first and foremost complement and build on the existing economic, infrastructure, cultural and social strengths of the CBD.

Understand the barriers to unlocking improvements to the CBD

Through building an understanding of common barriers to improvements and implementation of ideas in the CBD, the Commission sought to explore realistic and practical ways to remove blockers and incentivise collective action towards a revitalised CBD.

Understand scale vs intimacy

To achieve a re-imagined CBD, the Commission sought to address the polarisation between large scale and fine grain— bridging the gap between scale and intimacy for better outcomes.

A collective approach for improvement and ambition

The Commission sought input from a wide range of public, private, not-for-profit and community sector stakeholders to understand the appetite for change and to form recommendations and actions. It is through this collective and collaborative approach that the Commission suggests investment, planning and policy actions be explored and delivered for the successful future of Sydney's CBD.



The process

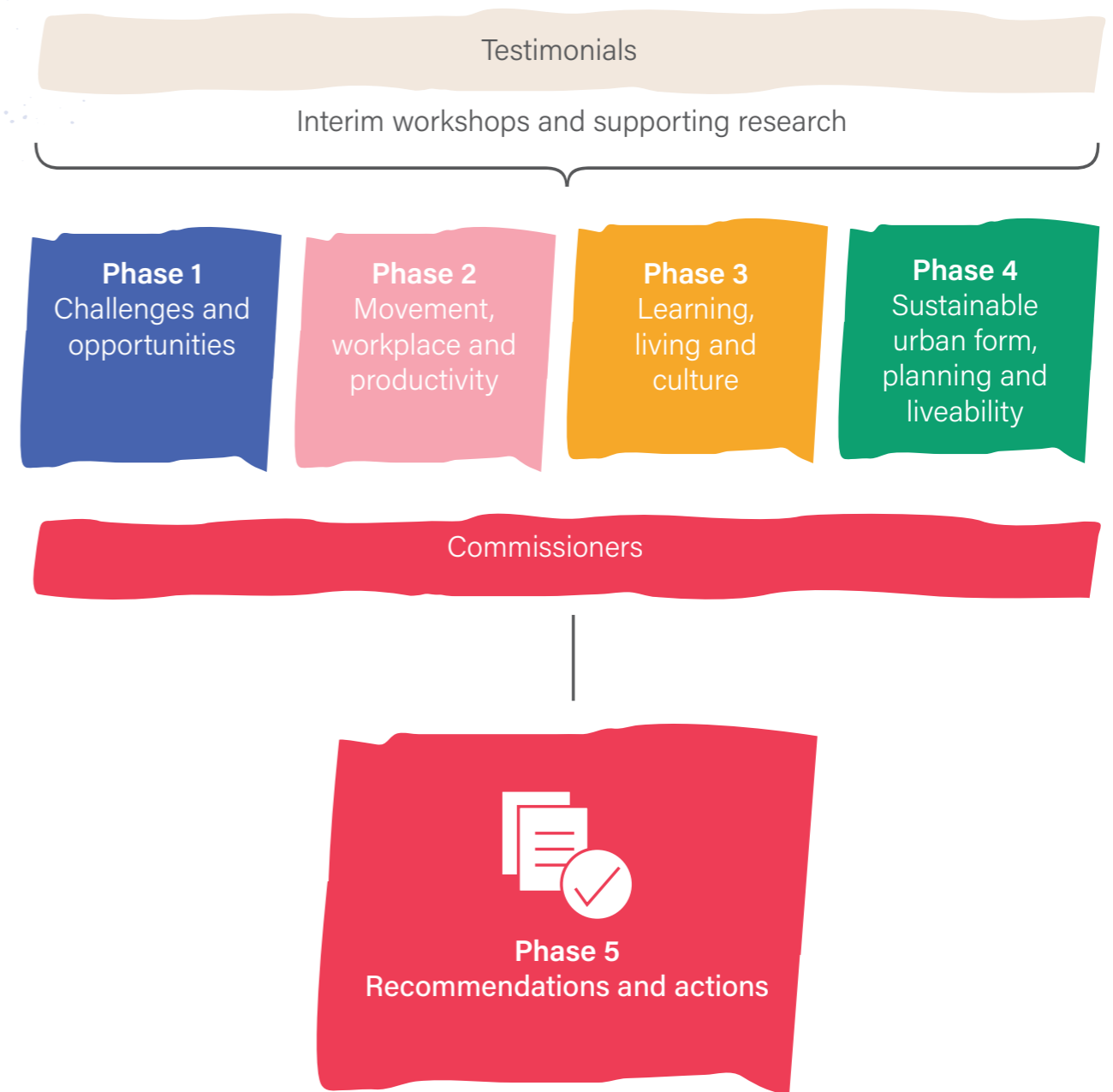
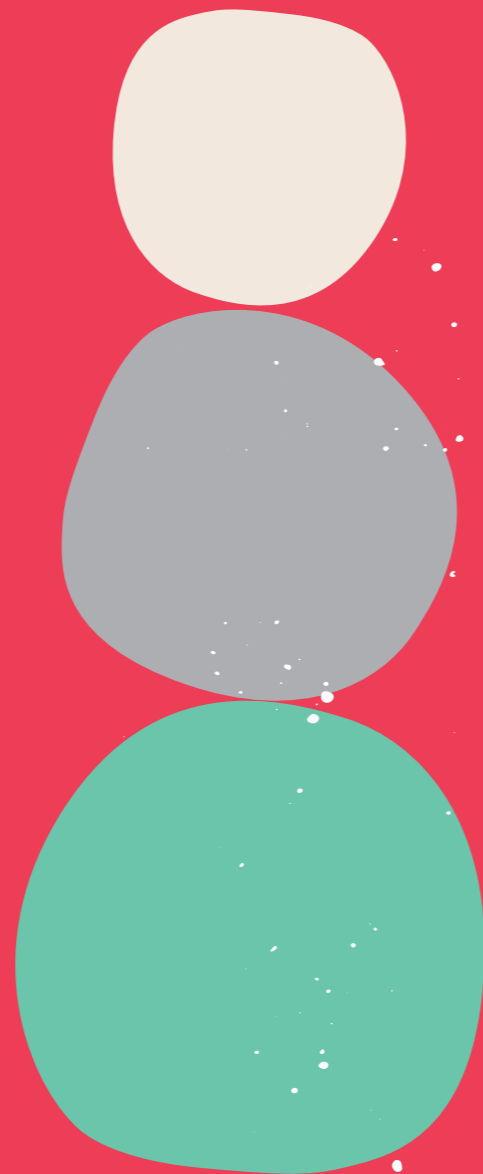
Over the course of eight months, six leading thinkers from Sydney formed and led the Commission into the Future of Sydney CBD.

Co-chaired by the Committee for Sydney and Arup, the Commission sought wide engagement from 'Sydneyiders' through testimonials, workshops and community contributions. The commission engaged with eminent thinkers, academics, designers, artists, business leaders, the Aboriginal community and cultural champions across Sydney.

During phases one to four, the Commissioners received testimony and community input which sparked questions about what the future Sydney CBD should look like and the role it should play for citizens, visitors and businesses at a local, state and global level.

The Commission asked participants to provide insight and thinking into challenges they saw with the Sydney CBD pre-COVID, trends they see impacting the long-term future of the CBD and opportunities ahead.

From these findings, the Commission has formed this series of recommendations and supporting policy, investment, planning and strategy actions.



To explore the interim phase findings, visit sydney.org.au/FutureSydneyCBD

Commissioners



Amy Brown
CEO, Investment NSW



Hon. Peter Collins AM QC
President, Museum of Applied Arts and Sciences



Ros Moriarty
Managing Director and Co-Founder, Balarinji



David Thodey AO
Chair, XERO



Ninotschka Titchkosky
Co-CEO, BVN



Dr Tim Williams
Director, Publicani

The Co-chairs



David Harding
Executive Director, Policy and Advocacy, Business NSW



Gabriel Metcalf
CEO, Committee for Sydney



Billie-Grace Dunk
Cities Consultant, Arup



Testifiers

Gadigal community workshop

Ray Davison, Gadigal Elder
Cameron Davison, Gadigal Language Knowledge-Holder
Binowee Bayles, Gadigal Community Representative
Akala Newman, Wiradjuri Gadigal singer songwriter and Assistant Producer with Moogahlin Performing Arts
Matilda Brown, Project & Community Co-ordinator, Balarinji

Session one testifiers

Attila Brungs, Former Vice Chancellor and President, University of Technology Sydney
Elizabeth Mildwater AICD, CEO, Greater Sydney Commission
Jeheon Son, Former Head of Development NSW and Head of Integrated Transport Development, Lendlease

Session two testifiers

Lee Hatton, Executive Vice President, Afterpay
Michael Silman, Project Director of Macquarie's Metro Martin Place Development, Macquarie Group
Susan Lloyd-Hurwitz, CEO, Mirvac
Kirk Coningham, Former CEO, Australian Logistics Council
Rachel Smith, Director of Policy and Advocacy, Australian Logistics Council

Session three testifiers

Simon Kenway, Conductor, Opera Australia
Craig Allchin, Director, Ethos Urban
Kerri Glasscock, CEO & Festival Director, Sydney Fringe Festival
Dean Long, Former CEO, Accommodation Association of Australia

Session four testifiers

Alex O'Mara, Group Deputy Secretary of Place, Design and Public Spaces, DPIE
Lisa Havilah, Chief Executive, Museum of Applied Arts and Sciences
Abbie Galvin, NSW Government Architect
Rev. Bill Crews, Founder, the Rev Bill Crews Foundation

Session five testifiers

Rory Brown, Director, Smart Places Programs, Strategy and Innovation, DPIE
Annette Madden, Head of Theatre, Sector Development, Advocacy and Development, Australia Council for the Arts
David Borger, Executive Director, Business Western Sydney
Michael Rodrigues, 24-hour Economy Commissioner, Department of Premier and Cabinet

Recommendations and actions

To achieve the vision for a re-imagined Sydney CBD, the Commission proposes five recommendations, each with a series of actions, anticipated delivery parties and proposed timelines.

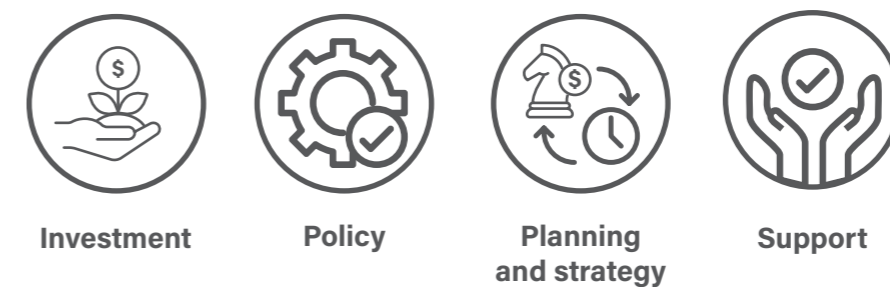


- 1 Celebrate a rich heritage and an inclusive future**
- 2 Recognise distinct precincts with diverse uses and character**
- 3 Fuel innovation with creative energy, all day, everyday**
- 4 Support agility, flexibility and speed**
- 5 Regenerate the CBD**

Proposed timeframes



Types of actions suggested



Recommendation

1

Celebrate a rich heritage and an inclusive future

Recommendations

Re-frame the identity

- Strengthen Sydney CBD's identity locally and internationally.
- Position Sydney CBD as a place of strong leadership, influence, heritage and diversity.

Shift the economy

- Enable the diversification of industries in the CBD for a more innovative, creative, local economy and to attract, grow and retain talent and investment.
- Transition to a more circular economy.

Tell Sydney CBD's story

- Actively share Sydney's Eora history and living culture alongside modern history.
- Engage Sydney's Aboriginal community in CBD decision-making and co-design of future spaces to improve storytelling within new activated spaces.
- Encourage visitors and residents in Sydney to connect with Country to listen, learn and heal.
- Run targeted campaigns to attract business and residents to a re-imagined CBD.

Celebrate diversity and inclusion

- Provide opportunity for people from all ages and backgrounds to have a say in the future of Sydney CBD.
- Embrace diversity and inclusivity in all city-shaping decisions by re-visiting the process by which these decisions are made.

Actions

- 1.1 Form an 'Open Door CBD' group to re-frame the Sydney CBD global brand identity and drive Sydney's global reputation.
- 1.2 Review Sydney's annual benchmarking report and set specific targets for the re-imagined Sydney CBD.
- 1.3 Activate Sydney's CBD with cultural and community celebrations all year.
- 1.4 Develop 'the Aboriginal custodian-identified framework for the CBD' and Sydney CBD Aboriginal Strategy.
- 1.5 Create co-designed approach to First Nations' priorities incubation for the re-imagined Sydney CBD.
- 1.6 Embed Aboriginal language, art and storytelling into streets, buildings, and public realm across Sydney's CBD.
- 1.7 Increase investment towards Aboriginal-led research and Aboriginal-led and operated businesses.
- 1.8 Create permanent spaces for Aboriginal-owned and-operated enterprises in the Sydney CBD.

How do we tell the different stories of different communities across the greater metropolitan area? If that's done well, then you'll create places of interest that people just simply want to be at, and people will commute to.

Michael Rodrigues,
24-Hour Economy Commissioner

Actions



1.1 Form an 'Open Door CBD' group to re-frame the Sydney CBD's global brand identity and drive Sydney's global reputation

Anticipated delivery partners
 Led by a formed 'Open Door' CBD group which includes Investment NSW, City of Sydney, Aboriginal partnerships, DPIE, Destination NSW, Business NSW and major private stakeholders.

The current Sydney CBD brand is aimed at visitors and does not match the day-to-day experience of Sydneysiders. Invest in creating a brand identity that aligns with the true strengths of Sydney's CBD — a place of gathering for millennia, a place of the old and new Australia, a place where ideas become reality and innovation thrives.

An authentic brand, built collaboratively with businesses and the community, will be owned and embraced by locals while also attracting investment and talent. The following action items are suggested:

- Work with Destination NSW who are rebranding NSW and Sydney based on extensive market research. Understand how to leverage Sydney CBD assets and how the Destination NSW adaptable and creative campaign can be leveraged for community, business, investment and tourism.
- Invest in campaigns that share stories from Sydney communities to show the re-imagined Sydney CBD is a place for everyone.
- Highlight a global and resilient CBD; a beautiful CBD that supports a healthy lifestyle and wellness; a CBD that recognises a diverse heritage; a CBD leading the way on reconciliation and closing the gap; and, a CBD that welcomes diverse cultures, communities and experiences.
- Create targeted global campaigns to heighten awareness of the visas available and increase flexibility for high-skilled visa holders. Through these campaigns and concerted public and private partnerships, ensure Sydney is a top destination for highly-skilled workers and investment. Broaden qualification criteria and simplified disclosure requirements from Employee Share Schemes (ESS) start-up concessions at a Federal level. The CBD and private sector marketing campaigns should highlight key investment, growth, skills, stability and sovereign opportunity.



1.2 Review Sydney's annual benchmarking report ratings and set specific targets for the re-imagined Sydney CBD

Anticipated delivery partners
 City of Sydney, Committee for Sydney, Arup, Investment NSW, Business NSW, NSW Government and support and advice from Future of the Sydney CBD Commissioners.

Anticipated delivery partners should form a group to:

- Analyse the Committee for Sydney benchmarking study results in line with strategies and plans from City of Sydney, NSW Government (including Investment NSW), Greater Sydney Commission and Business NSW
- Define benchmarking metrics for the CBD and set targets for the re-imagined CBD
- Review results each year to check alignment with targets and drive those through CBD precincts with precinct businesses and communities.



1.3 Activate Sydney's CBD with cultural and community celebrations all year

Anticipated delivery partners
 City of Sydney, DPIE, First Nations partners, major arts organisations (including MAAS, Art Gallery NSW, MCA), cultural committees and stakeholders with strategic advice from the Australia Council for the Arts and continued support from Destination NSW and media agencies to share 'What's On'.

Invest in cultural and community events and experiences that celebrate Sydney's diversity. This should include activations for people of all ages and backgrounds — building into the everyday life of the CBD. This can increase visibility of Sydney's diverse communities (both locally and internationally) and create a more inclusive and welcoming environment for everyone.

This action requires:

- Further grant fund planning for activation locations, types, timing and diversity of use. Funding should be provided for both fine grain /intimate events and big scale activations across the day. It is important that funding is available for creative industry groups — small and large — and individuals to activate the CBD
- Quick and easy approval for city and state grants
- City and state to provide accessible and affordable spaces with fit for purpose infrastructure as a base for activation.



1.4 Develop 'the Aboriginal custodian-identified framework for the CBD' and the 'Sydney CBD Aboriginal Strategy'



Anticipated delivery partners
Led by Aboriginal stakeholders across the CBD including Metropolitan Local Aboriginal Land Council.

Supported by 'Open Door' CBD group including Investment NSW, NSW Government, NSW Government Architect, City of Sydney, Aboriginal partnerships, DPIE, and major private stakeholders.

Create and implement an 'Aboriginal custodian-identified framework for the CBD'. The framework should give optimal agency to local Gadigal and locally-connected Aboriginal community to drive cultural expression, language integration and inclusion across the CBD. The framework should encourage meaningful participation in co-design of the CBD.

Support the Government Architect of NSW Connecting with Country Framework and build off the already great work done by City of Sydney through their Aboriginal and Torres Strait Islander Panel and other public works. The framework should be informed by the UN Declaration (to which Australia is a signatory) and aligned to the Closing the Gap commitments of the City of Sydney.

A strategy should be developed for Aboriginal cultural expression, representation and co-design of place in the CBD. The strategy should foster improved Aboriginal representation in city-shaping and embed connection to Country in planning, design and development across the whole of the Sydney CBD.

This strategy should explore:

- Further investment and engagement for language revitalisation, mapping Aboriginal place names across CBD and representation (building off great work already done by City of Sydney and local community)
- The embedding of Aboriginal culture in Sydney's brand and events
- Infrastructure development
- Arts, culture, creative and other industries.

In parallel, the *Open Door CBD Group* (Action 1.1) should support the Aboriginal custodian-identified framework for the CBD to ensure Reconciliation Action Plans are developed and incorporated in all businesses operating in the CBD and advocate for the CBD First Nations strategy and plan.



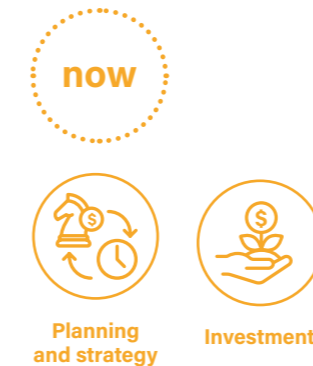
1.5 Create a co-designed approach to First Nations' priorities incubation for the re-imagined Sydney CBD

Anticipated delivery partners
Led by the Aboriginal custodian-identified framework for the CBD. Funding and support from 'Open Door' CBD group including Investment NSW, City of Sydney, Aboriginal partnerships, DPIE, Destination NSW and major private stakeholders.

Aboriginal culture should be part of the CBD's everyday rituals and practise in connecting with Country. Culture should be embedded in people's values, place and Country.

Invest in creating and maintaining an Aboriginal-led and operated cultural incubator that nurtures ideas for cultural activation, cultural connection, and connection with Country and feeds ideas into the First Nations Strategy for the CBD.

Ensure the process to establish the entity is based in best practice observance of Indigenous Cultural Intellectual Property (ICIP). Audit activities currently happening in Sydney CBD, be cognisant of the Indigenous Cultural Calendar, as well as Blak Markets and enterprise as part of the activation. Understand what is done well currently and where there are gaps, desires and opportunities to better express, recognise and celebrate Aboriginal living culture and Country in the CBD.



1.6 Embed Aboriginal language, art and storytelling into streets, buildings and public realm across Sydney's CBD

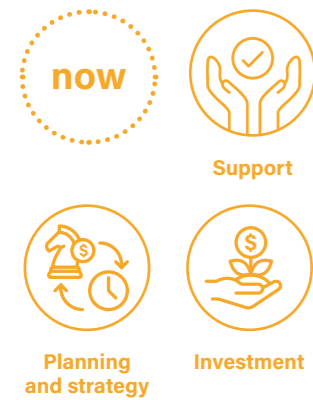
Anticipated delivery partners
Led by the Aboriginal custodian-identified framework for the CBD and Aboriginal Culture Incubator and support from 'Open Door' CBD group including Investment NSW, City of Sydney, Aboriginal partnerships, DPIE, Destination NSW and major private stakeholders.

Develop a project (or series of projects) that support language experts and the 'Aboriginal custodian-identified framework for the CBD' to embed Aboriginal stories and language across the CBD. This should be in conjunction with other partners already working in this space and could include embedding stories and language in street signage or regular artistic representation for example.

This can build off the Barani/Barrabugu (Yesterday/Tomorrow) walking tour², the Yananurala Harbour Walk Journey³ and work being done by DPIE and the Royal Botanic Garden Sydney to create Aboriginal Dance Grounds at Yurrong Point (Mrs Macquarie's Chair in the Botanic Gardens).

Provide greater support and investment for Aboriginal artists and creative organisations based in Sydney to present, showcase and expand their audiences in Sydney CBD.

2: City of Sydney, [Barani Barrabugu \(Yesterday/Tomorrow Walking Tour\)](#), 2017
3: City of Sydney, [Yananurala Walking on Country](#), 2018



1.7 Increase investment towards Aboriginal-led research and Aboriginal-led and operated businesses

The Sydney CBD should aim to create positive employment, education, health and wellbeing outcomes for the Aboriginal community. Target investment in Aboriginal-led businesses and research that have direct social and economic impact for the Gadigal and locally connected community and better link Sydney CBD with Greater Sydney. Commercial objectives should integrate with the NSW and Federal Governments' Aboriginal and Torres Strait Islander Employment and Procurement strategies.

Support and invest in:

- More Aboriginal designed, planned, led, owned and operated tourism experiences, cultural guides and artists in Sydney that tell the story of Sydney CBD
- Aboriginal designed, planned, led, owned and operated education programs that tell the story of Country for Australia and Australians
- Aboriginal designed, planned, led, owned and operated start-ups, including tech startups, which could be kick started through the incubation collective (Action 1.5)
- Build off work already done by City of Sydney and other stakeholders and invest in a program with the Aboriginal custodian-identified framework for the CBD (Action 1.4) and incubator (Action 1.5) to further strategise and plan the development of an Aboriginal language and place location depiction for Sydney CBD. Through Aboriginal-community-led co-design, work on developing a communication tool (potentially digital mapping tool) that can be shared widely across CBD to communicate stories, language and express culture
- Conservation of Aboriginal culture on Country in the Sydney CBD, including the maintenance of storytelling, places, language and names. Invest in training younger Aboriginal generations to be skilled in cultural art forms to preserve knowledge and skills for generations to come.

There are opportunities to focus investment first in The Rocks, where the Blak Markets takes place, as well as Tech Central.

Anticipated delivery partners
 Led by the Aboriginal custodian-identified framework for the CBD and Aboriginal Culture Incubator. Support from BVN and Balarinji in development as well as Sydney arts and culture institutions, other creative industries, private sector, universities and schools to integrate this into programming.
 Supported by 'Open Door' CBD group including Investment NSW, City of Sydney, Aboriginal partnerships, Destination NSW and major private stakeholders.



1.8 Create permanent spaces for Aboriginal-owned and-operated enterprises in Sydney CBD

Invest in creating permanent spaces including a large indoor/ outdoor market space for Aboriginal artists, businesses and community to own, operate and run year round in the CBD.

The markets should be a place to sell works, share ideas, share knowledge and to connect with community on Country. Led by the Aboriginal custodian-identified framework for the CBD, work with stakeholders and property owners across the CBD to provide the space for the markets and then develop the operation of the market. The Blak Markets do great work in the CBD already and it is important to address how this permanent market can work in conjunction with the Blak markets.

Build strong marketing campaigns that champion the various spaces across the CBD including the market and Aboriginal work, artists and designers. Build on an already strong demand and support for local visual and creative arts and other businesses.

Anticipated delivery partners
 Led by the Aboriginal custodian-identified framework for the CBD. Support from 'Open Door' CBD group including Investment NSW, City of Sydney, Aboriginal partnerships, DPIE, Destination NSW and major private stakeholders.



Recommendation 1

It's not just about how do we celebrate Aboriginal Culture but how do we celebrate the survival and history? How do we make a generational change for all Australians?

It needs to be a multi-faceted approach and we need to have all different areas that underpin our initiatives. What are the cultural, health, employment and education outcomes? What are the community infrastructure outcomes? What are the financial wellbeing outcomes? If we can open these dialogues in those areas, we will close the gap.

Binowee Bayles, Gadigal Community Representative

Sydney is at the forefront in many ways with the level of engagement with and understanding of Aboriginal culture. Sydneysiders are very ready for a deeper, more localised sense of this.

The outstanding art gallery that is the sites (and sights) of Aboriginal Sydney is not simply to be passively viewed but is intrinsically intended to be engaged with through their associated stories, ceremonies and practices.

Cameron Davison, Gadigal Language Knowledge-Holder



First Nations arts are fundamental to understanding who we are as Australians. In Australia Council for the Arts' last participation survey, 75% of Australians agree First Nations arts are an important part of Australia's culture, however only half of Australians believe First Nations arts are well represented. This shows that there is still work to be done to increase the representation and visibility of First Nations arts in Australia.

Annette Madden, Australia Council for the Arts

Recommendation

2

Recognise distinct precincts with diverse uses and character

Recommendations

Recognise distinct precincts

- Use the boundaries of the eight City Centre Public Domain Precincts to guide precinct development boundaries and strengthen the relationships between the private and public domain.

Plan and design precincts for everyone

- Ensure each precinct has diverse uses and spaces that inspire and create character.
- Provide spaces for people to activate, use, innovate in and experience all day, everyday
- Understand the value of existing assets to community and re-think underutilised spaces to add to the character of distinct CBD precincts.
- Ensure precincts are an authentic representation and expression of Sydney's history, story and cultural diversity.
- Create CBD precincts where people can live, work and play — precincts that are loved by community where people feel they belong and have a sense of ownership.
- Create a family friendly CBD — for all ages — with fit-for-purpose infrastructure, education, facilities and amenities.
- Create accessible, safe, entirely walkable and cyclable precincts for everyone to use.
- Connect communities through shared public, open and green spaces.

Actions

- 2.1 Establish CBD precincts and encourage greater diversity of use
- 2.2 Form a collaboration taskforce to lead the re-imagined economy in Sydney's CBD.
- 2.3 Encourage ground plane plus two level (G+2) activation, incentivise 'meanwhile use' and support flexible leases.
- 2.4 Pilot subsidised childcare in the CBD.
- 2.5 Investigate options for different housing models and develop creative co-operative housing the CBD.
- 2.6 Provide a pathway for underutilised spaces across the CBD to be converted to public community space and launch more public activities and programs in public and green spaces.
- 2.7 Create 'shared streets' where pedestrian movement is high (and encouraged as a priority).
- 2.8 Set new standards for urban amenity to foster creation of 'people places', recreation spaces and more free seating.
- 2.9 Re-purpose underutilised spaces across the CBD to create inclusive multi-generational recreation spaces.
- 2.10 Embed more schools, TAFE and university campuses within the CBD.
- 2.11 Pilot hotel conversion to diverse housing uses.

A focus on people, place and community helps to ensure balanced outcomes are delivered which unlock productivity and potential, including through an improved public domain with better connected and activated ground planes.

Alex O'Mara, Department of Planning, Industry and Environment

Actions



Planning and strategy



Support

Anticipated delivery partners
Investment NSW, Business NSW, City of Sydney, Committee for Sydney, DPIE and private stakeholders.

2.1 Establish CBD precincts and encourage greater diversity of use

Establish distinct CBD precincts using the boundaries of the eight City Centre Public Domain Precincts to guide the development. Support and empower the eight City Centre Public Domain Precincts within the CBD, alongside the emerging 24-Hour Economy Neon Grid communities being established across the city.

Co-ordinate the image of the CBD precincts and highlight the unique attributes and character of each to attract investment and increase revenue.

The supporting stakeholders should work with council and government for 24-hour improvements, support the Night Time Economy Strategy and enable the establishment of a 'Neon Grid' across Greater Sydney to create a single view of existing and potential 24-hour hubs.



Planning and strategy

Anticipated delivery partners
Investment NSW, Business NSW, Committee for Sydney and City of Sydney.

2.2 Form a collaboration taskforce to lead the re-imagined economy in Sydney's CBD

Collaboration between public, private, education and community sectors is vital to recovery. Cities everywhere are seeking to create new collaborations to steer the continued evolution of their city centres and The City of Sydney, is very active in this process as reflected already in their (pre-COVID) Sydney 2050 Economic Strategy. There is a shift in emphasis from 'old style business support' to 'curating the economic ecosystem' and building places and partnerships which enable innovation and sustain high quality jobs.

The Sydney CBD economic collaboration taskforce should work to support businesses through a post-pandemic transition and be modelled off variations of 'I' Teams⁴ where innovation 'labs' of researchers, practitioners and business owners work with the public sector to prototype economic and cultural initiatives in the Sydney CBD with a view to implementing optimum solutions which can be scaled.

4: NESTA, [i-teams: The teams and funds making innovation happen in governments around the world](#), 2014



Investment



Planning and strategy

Anticipated delivery partners
Investment NSW, Business NSW, Committee for Sydney and City of Sydney.

2.3 Encourage ground plane plus two level (G+2) activation, incentivise 'meanwhile use' and support flexible leases

Focusing on ground plane plus two levels above (G+2), identify vacant tenancies and spaces across the CBD. Support businesses to use these spaces through flexible leases, grants, collaborative partnerships, subsidised rents, tax incentives and planning changes. These 'meanwhile' or more permanent uses for space can allow businesses to experiment, pivot and grow. This program should support offerings that are unique and different to what people can access in their local neighbourhoods. For example, gardening and maker spaces could be created and community facilities could pop up in various places around the CBD.



Planning and strategy

Anticipated delivery partners
Business NSW.

2.4 Pilot subsidised childcare in the CBD

Investigate the private sector appetite and ability to provide subsidised childcare within city centre precincts for member companies. Create a pilot for subsidised childcare at various member companies.



Planning and strategy



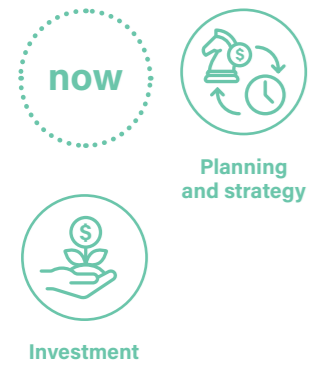
Investment

Anticipated delivery partners
City of Sydney, DPIE and potential partnerships with industry super funds, private sector and cultural organisations.

2.5 Investigate options for different housing models and develop creative co-operative housing in the CBD

Conduct research into the current vacancy and usage of existing residential space across the CBD and understand potential to retrofit some serviced apartment as fixed rental properties, Build to Rent (BTR) and/or re-purpose underutilised assets for creative housing residences. Also research community ownership models for housing in the CBD or set up models to allow the first home buyer community to 'buy' in as investors /long term renters.

Foster collaboration between business and commercial developers to establish some short and long term affordable creative housing adjacent to workspaces in the CBD.



2.6 Provide a pathway for underutilised spaces across the CBD to be converted to public community space and launch more public activities and programs in public and green spaces

Map underutilised spaces across the CBD, including laneways, rooftops and existing open and public spaces, so that they can be converted into community spaces, outdoor performance spaces, rehearsal spaces, active and recreation spaces, creative activation areas, community gardens and/or food and beverage experiences. The aim is to provide spaces where people can gather together for shared experiences and to build community

Anticipated delivery partners
City of Sydney, DPIE, Create NSW, Sydney Harbour Foreshore Authority, private developers, hospitality industry, arts and creative industries, community stakeholders and private groups to implement and organise activity programs.

Review the green and recreation space usage in the Botanic Gardens, The Domain, Hyde Park, Observatory Hill, Barangaroo Reserve and other Sydney Harbour foreshore spaces (under the Sydney Harbour Foreshore Authority) in the CBD.

Align with the City of Sydney *Greening Sydney Strategy*⁵ and champion advocacy for more community use in these spaces and flexibility in activities and programming.

Engage with community to understand the types of activities they would like to see in the CBD. Develop a plan, alongside community stakeholders, to implement pilot programs with a view to longer term fixtures for activities with high engagement and positive health and wellbeing benefits.



2.7 Create 'shared streets' where pedestrian movement is high (and encouraged as a priority)

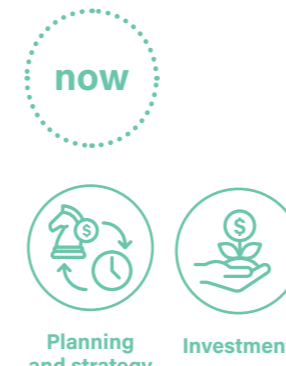
Support City of Sydney in identifying target locations for green and shared streets. Work with the City of Sydney to fast-track pilots and plans for 'shared' streets across the CBD precincts — prioritising pedestrian movement over vehicular movement.

Anticipated delivery partners
City of Sydney, Transport for NSW, DPIE, Placemaking NSW and private sector.

Implement slower speeds for vehicles and re-design streets with pedestrian safety and amenity outcomes central to the design.

Pilot the closure of more streets after 6.30pm for alfresco dining, performance spaces and free seating areas.

Identify a more comprehensive roll out for further streets with Transport for NSW and DPIE.



2.8 Set new standards for urban amenity to foster creation of 'people places', recreation spaces and more free seating

Engage all anticipated delivery partners and community in a baseline assessment of the current use and performance of public spaces and streets. Map existing public spaces and areas of opportunity for re-purposing or new development across public and private land. Support DPIE in the delivery of the Premier's priority for improving public spaces across NSW and City of Sydney work across the CBD.

Anticipated delivery partners
DPIE, City of Sydney, Transport for NSW, BVN, NSW Government, developers, architects, landscape architects and local stakeholders.

Draw on community ideas and creative energy to determine new uses for places and be prepared to think about public space in a dynamic way — lighter, quicker and cheaper interventions — and then build on successes.

Create places for people to wander, sit, watch, interact and 'be' for free. Provide more free seating with tables and sufficient rain and shade coverage for people to use. Provide more recreation facilities such as exercise equipment and ping pong tables, barbecues and other facilities that attract families and multi-generational use.



⁵ City of Sydney, *Greening Sydney Strategy*, 13 August 2021



Planning and strategy



Investment

Anticipated delivery partners
DPIE, BVN, City of Sydney, Transport for NSW and private Sector.

2.9 Re-purpose underutilised spaces across CBD to create inclusive multi-generational recreation spaces

Encourage social inclusion, and social diversity and support the younger community, families and older generations to use and activate public space.

- Involve young adults and children as part of the design process to ensure gender-diverse spaces are created in the CBD that meet different physical and cognitive needs. Create usable 'teen areas,' playgrounds and activity spaces for younger children in the CBD that are safe and inspiring. This could include the creation of pilot skate parks in re-purposed car parks, outdoor spaces for rehearsal, dance and performance for aspiring musicians and plug-and-play spaces for live streaming projection and/or gaming. These spaces can attract the younger community and encourage more family presence in the CBD.
- Engage with community members and visitors to understand what amenities and facilities would encourage them to visit the CBD more often. Implement pilot conversion projects in underutilised spaces that consider physical and cognitive needs as well as projects that optimise use of existing assets such as pools, libraries, gyms and open space.
- Create usable spaces and activities that cater to infrequent visitors, i.e non-residents or regular workers.
- Measure the impact and benefits of pilot projects with a view to permanently implementing those that are successful.



Investment

Anticipated delivery partners
City of Sydney, TAFE NSW, Education NSW and university stakeholders.

2.10 Embed more schools, TAFE and university campuses within CBD

Identify potential campus and sub campus locations for secondary and tertiary education providers. These campuses could be incorporated in new CBD developments or as part of an upgrade to existing buildings within the CBD. Having more education facilities in the CBD can bring in a more diverse mix of students and educators, supporting the retail and 24-hour economy of the CBD.



Planning and strategy

Investment

Anticipated delivery partners
City of Sydney, Accommodation Association of Australia, private developers, community housing authorities, community housing providers and social services. Potential partnerships with industry super funds.

2.11 Pilot hotel conversion to diverse housing uses

Plan and conduct a pilot for one (or more) CBD hotels to be part, or wholly, converted to either:

- Build to Rent (BTR)
- Short-term crisis housing for people experiencing homelessness
- Public and/or community housing
- Alternate longer-term residential; and/or
- A combination of any of the above with community spaces.

The redevelopment should be a Green Star conversion with amenable green, recreation and public space.



Recommendation 2

We need to make new public and commercial buildings work way harder than they do.

We also need to start thinking about affordable housing in terms of what it can do in terms of creating city and creating diversity, not just cultural diversity but age diversity and employment diversity in the heart of the city.

Lisa Havilah, Museum of Applied Arts and Sciences

Participants in the going out economy, including landowners, need to move from it's 'my customer' model to a 'shared customer' for all of us. Small to medium enterprises have worked out that partnering together can create distinct storytelling for the area.

Michael Rodrigues, 24-Hour Economy Commissioner

In New York it's common to have meetings on Wall Street, then go to Broadway, then eat somewhere else. But how often would you have your business meeting in your Sydney CBD office then take your clients to somewhere in Surry Hills? We need to have a city where you can travel across various villages for various reasons within the same outing.

Dean Long, Accommodation Association of Australia (former)

Recommendation 2

People don't want to work in single use precincts anymore. We need to have mixed uses in various places for attraction.

Sydney precincts need our focus on investment attraction, they need sophisticated government models, and they also need the important ingredient of place-making.

One of the solutions that we should be looking at if we want to grow smart jobs and a competitive innovation precinct is to adopt far more flexible zoning to expand the zoning around precincts in Sydney so that there can be potential for private sector investment and for growth and change in those areas.

David Borger, Business Western Sydney



Recommendation

3

Fuel innovation with creative energy all day, everyday

Recommendations

Support artists and creative industries

- Support and encourage the arts, artists, creative industries, makers and growers. This includes public artists, creative and cultural institutions, culinary industries and more.
- Be strengthened by a connection between the creative and knowledge economies.

Foster creativity and collaboration

- Provide fit-for-purpose, affordable spaces and creative infrastructure for everyone to engage with and create in.
- Be strengthened creatively and culturally by Aboriginal-led co-design.

Run on creative energy

- Create a CBD that is alive in its buildings, between the buildings and in shared public spaces.
- Create a CBD with diverse creative experiences and activations for multi-generational use and engagement.
- Be known as a commercial and creative powerhouse rather than just a 'business district'.
- Show the world Sydney's CBD is global and open — all day, everyday.

Actions

- 3.1 Establish a permanent 24-hour fresh produce, food and drinks market in the CBD.
- 3.2 Install plug-and-play creative infrastructure across the CBD.
- 3.3 Build affordable and flexible maker and creative spaces across the CBD.
- 3.4 Activate CBD hotel venues.
- 3.5 Fund cultural institutions to stay 'open late' all week and open up boundaries.
- 3.6 Support a creative co-ordination council for the CBD.
- 3.7 Let artists light up the CBD, 365 days a year to create a safe and activated CBD.
- 3.8 Establish creative residencies.
- 3.9 Incentivise innovation excellence and the engagement of diverse teams using local supply chains.
- 3.10 Create a natural amphitheatre for outdoor performances.

Australians are increasingly recognising the value of arts and creativity in the lives and education of children and young people. This is in line with a growing body of evidence that indicates creative skills are essential to the workforce of the future.

Embed creativity in the DNA of the city and drive an agenda which considers not only the jobs of today but the jobs of the future.

Annette Madden, Australia Council for the Arts

Actions



3.1 Establish a permanent 24-hour fresh produce, food and drinks market in the CBD

Establish a working group comprised of public and private stakeholders to:



- Determine a suitable location for the markets
- Develop the vision for the markets
- Define the purpose and structure of the markets by producing a terms of reference
- Determine requirements for the markets including but not limited to criteria for affordable rental space, criteria for percentage of flexible lease spaces for businesses, community inclusion requirements, sustainability requirements and connection to the city.

Pilot scheme should be developed by the end of 2022. Development and operation should be active within 2-5 years

Anticipated delivery partners
Investment NSW, Business NSW, City of Sydney, DPIE, NSW Government Architect, Committee for Sydney, Placemaking NSW and private sector.

Tender the development and operation of the markets to the private sector. The winning vendor /developer will be responsible for managing the development of the markets, operating the markets, managing partnerships with stall vendors and market sponsors and managing the requirements set by the working group.



3.2 Install plug-and-play creative infrastructure across the CBD

Invest in in-built power supplies and creative infrastructure in public spaces, pedestrian laneways and outdoor dining areas as baseline infrastructure for artists, creatives and events to tap into, activate and use year-round. The infrastructure should be run from renewable energy sources.



Plan and strategise for locations, implementation and funding of infrastructure and incentivise developers and landowners to also install digital technology into their buildings for cultural activation and digital artworks.

Anticipated delivery partners
DPIE, City of Sydney, and private stakeholders including developers, organisations and asset owners to also provide infrastructure.



3.3 Build affordable and flexible making and creative spaces across the CBD

Plan for and invest in creating spaces for artists, innovators, start-ups and creatives — reducing prohibitive rental costs and barriers to entry and supporting creatives to launch work in the CBD.



This can be achieved by:

- Provision of government incentives for new and refurbished developments to include creative and cultural usages as a percentage of total building footprint. Incentives can be through planning and policy
- Inclusion of creative spaces as part of zoning requirements
- Government built spaces with capped rents for creatives and start-ups
- Definition of planning pathways to accelerate approvals for new high-tech maker and creative spaces in future developments and re-developments
- Pilot of new and flexible lease structures and programmes for smaller businesses, creative industries and artists to experiment. These could be through pop up locations or more permanent flexible buildings.

Anticipated delivery partners
DPIE, Business NSW, City of Sydney, Committee for Sydney, Museum of Applied Arts and Sciences, NSW Government, Placemaking NSW and private organisations.



3.4 Activate CBD hotel venues

Launch an 'Open foyers' programme and host cultural spaces and events in conjunction with Destination NSW, Create NSW, Sydney Fringe and City of Sydney. Incentivise corporate and hotel space owners to open spaces for arts and culture performances, creative activation and presentation all year around.

Anticipated delivery partners
Accommodation Association of Australia, Destination NSW, Create NSW, Sydney Fringe Festival, Vivid, Sydney Festival, City of Sydney, Placemaking NSW, artists and creatives.

Use the Laneways Activation plan for the City as a good blue print and connect with a great list of artists, buskers, performers and grant recipients to kick start.

Recommendation 3



3.5 Fund cultural institutions to stay 'open late' all week and open up boundaries

Provide funding and investment for major arts and cultural institutions in the CBD to be open late, five days a week. Work with major cultural institutions to expand creativity outside their physical venues by developing pop-up activations indoors and outdoors across the CBD.

Anticipated delivery partners
NSW Government, major cultural institutions (including Museum of Applied Arts and Sciences, Australia Museum, MCA, NSW Art Gallery) and City of Sydney with strategic advice from the Australia Council for the Arts.



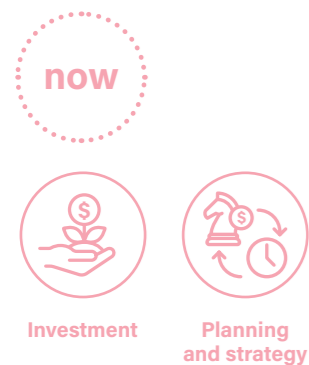
3.6 Support a creative co-ordination council for the CBD

Support the formation of a creative co-ordination council, led by existing arts and cultural programs and institutions in Sydney. Support the City of Sydney *Creative City Cultural Policy and Action Plan 2014-2024* with key pilot and initiatives already proposed and work with the 24-Hour Economy Advisory Group.

Anticipated delivery partners
Creative stakeholders including arts festivals and artists, City of Sydney, 24-Hour Economy Advisory Group, major cultural institutions (including Museum of Applied Arts and Sciences, Australia Museum, MCA, NSW Art Gallery) and strategic advice from the Australia Council for the Arts.

Develop a year-round strategy and program that activates and connects all areas of the CBD on a range of scales. Create new curatorial models to coordinate public art and artistic programming.

Work with Create NSW in their audit of major infrastructure from the perspective of arts and culture organisations, examining whether it is fit for purpose and meets usage requirements. Support investment in infrastructure to meet usage requirements, including the re-development of lesser-class property assets into cultural institutions.



3.7 Let artists light up the CBD, 365 days a year to create a safe and activated CBD

Build on the great work of Vivid by establishing an ongoing program of lighting activations in the CBD with the intention to continue creating a connected and safe environment for everyone to enjoy. Consider impacts of light on biodiversity corridors and use safety data and pedestrian routes to inform the design and outcomes.

Anticipated delivery partners
DPIE, Destination NSW, City of Sydney, developer partners, First Nations partners and Creative co-ordination council for CBD.

Create a network of partner organisations and asset owners who would provide their assets as a canvas for artists to create affordably. Provide accessible, zero emission plug-and-play infrastructure both in private and public domains including in laneways, streets, parks and other spaces that support a network of installations throughout the CBD.

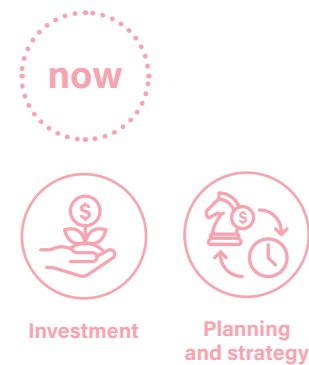




3.8 Establish creative residencies

Create a network of partner developers, organisations, businesses and asset owners to establish creative residencies and host creatives in private organisations across the CBD to activate buildings, create work and meaningfully engage with businesses and visitors.

Anticipated delivery partners
NSW Government and private stakeholders including developers, organisations and asset owners to provide spaces.



3.9 Incentivise innovation excellence and the engagement of diverse teams using local supply chains

Digital product and technology development and innovative construction methods should be encouraged in the CBD through incentives in the form of affordable spaces and tax benefits, funding assistance, branding, promotion, and available space. Support initiatives already in from City of Sydney, Investment NSW and NSW Government Architect.

Anticipated delivery partners
DPIE, City of Sydney, NSW Government Architect, NSW Building Commissioner, Department of Customer Service, NSW Treasury, construction companies, TAFE NSW, Education NSW and university stakeholders, start-up hubs, waste providers and private developers.

Develop a framework and incentives to encourage diverse delivery teams for built environment projects and developments. By engaging diverse teams and encouraging using local supply chains as part of design and construction, it is possible to grow local skills and industry and improve economic and social resilience. Action may be driven through tax incentives and could be instilled through design competition(s) and project team requirements.

Support Indigenous and minority owned and operated businesses through supply chains, design and construction. Collaborate and co-ordinate with other regional councils as part of a supply chain to share resources, especially for waste re-manufacturing.



3.10 Create a natural amphitheatre for outdoor performances

Create a large outdoor, natural amphitheatre in the CBD that is usable for various arts, culture and creative industry organisations to book, rehearse, present and perform in.

Anticipated delivery partners
DPIE, NSW Government Architect, Destination NSW, Create NSW, City of Sydney and Creative co-ordination council for CBD.

Let's be open so it doesn't matter what space you go into, it's open, it's transparent and it's accessible. That's what we should be known for. That will get people into the cities and will cause us to be an even better global city than what we are today.

Dean Long, Accommodation Association of Australia (former)

If the commercial economy can now equally thrive in a home office in the suburbs instead of the traditional inner-city footprint, our city also needs to evolve and hybridise to bring arts, culture and creativity to the fore.

The city can be a platform to broker new ways of working. It's about trying to redefine how business and the arts industry can work together to mutual benefit and the benefit of citizens and visitors.

Annette Madden, Australia Council for the Arts





There is incredible public art work happening yet there is a lack of coordination or a lack of curation that sits across the whole of the CBD, so let's make sure our public art and the stories we're telling through public art are coherent.

Lisa Havilah, Museum of Applied Arts and Sciences

Recommendation

4

Support agility, flexibility and speed



Recommendations

Create a high performing and liveable CBD

- Upgrade existing infrastructure with innovative technology, digital platforms and transport services that support businesses for speed, agility and flexibility.
- Leverage existing assets that work well and integrate circular economy principles in upgrading, retrofitting and re-purposing other assets.
- Create a safe, silent and sustainable logistics network and operations model in the CBD.
- Ensure ease of movement, safety and accessibility.
- Prioritise walkability, cyclability and access to public transport to/from and in the CBD.
- Show the world the Sydney CBD is always ready to adapt.

Actions

- 4.1 Form a logistics industry and government working group to sponsor the roll-out of positive logistics initiatives in the CBD.
- 4.2 Develop and implement a 24/7 zero emission delivery strategy including key delivery pathways and pilots.
- 4.3 Develop a data hub for logistics in the CBD.
- 4.4 Invest in world class digital connection across the CBD to ensure Sydney is a 'plug-and-play city.'
- 4.5 Create free public transport zones, increase frequency, encourage 'stay-a-while' uses and reduce fares at certain times of the week.
- 4.6 Create a complete cycle network to and within the CBD and improve the interface between bikes and public transport.
- 4.7 Improve 24-hour safety on streets and in the public realm.
- 4.8 Remove trucks from street level loading zones and utilise basements for loading/unloading.
- 4.9 Create a network of micro distribution hubs.
- 4.10 Widen footpaths across the CBD and create a matrix of safe, vibrant and green pedestrian routes.

A high level of digital and smart will be 'hygiene factors' for Sydney's competitiveness. This includes rich digital connectivity, open data, digital governance and ease of access to infrastructure to deploy technology. Combined with good night-time safety, smart and efficient movement and arts and culture in the streets, we can create a compelling investment narrative.

Rory Brown, Department of Planning, Industry and Environment

Actions



Anticipated delivery partners
 CBD Committee for Logistics includes Australian Logistics Council, Greater Sydney Commission and City of Sydney.

4.1 Form a logistics industry and government working group to sponsor the roll-out of positive logistics initiatives in the CBD

Form *CBD Committee for Logistics* with senior representatives from Australian Logistics Council, the Greater Sydney Commission, Transport for NSW and the City of Sydney to lead the operations of logistics in the Sydney CBD. The aims and outcomes of the Committee should include (but are not limited to):

- Alignment and coordination of logistics supply to the CBD through transition to low noise and low emission modality, both road and harbour
- Plan transition of operations and movement, precinct-by-precinct based on supporting population
- Enable micro-mobility options as part of Tech Central and George Street for example so that more space can be provided for public uses
- Enable planning reform to encourage low emission and low noise emitting logistics operations
- Maintain the 24-hour delivery scheme developed during COVID-19
- Optimise and encourage time-based delivery schedules where deliveries are done at specific times in off-peak times through silent and sustainable operations.



Anticipated delivery partners
 CBD Committee for Logistics includes Australian Logistics Council, Greater Sydney Commission and City of Sydney.

4.2 Develop and implement a 24/7 zero emission delivery strategy including key delivery pathways and pilots

The goal is to support zero emission night-time deliveries, zero emission day-time last mile deliveries and removal of trucks and vans off the street during the day.

Create a pilot and test the impacts of zero emission operations in the CBD for last mile logistics deliveries to drive net-zero strategies and phase out petrol and diesel in the CBD. Define the impacts and lessons learnt from pilot exercise to develop a longer-term strategy involving required policy, infrastructure and programmes to support permanent zero emission operations as the minimum standard in the CBD.



Anticipated delivery partners
 CBD Committee for Logistics includes Australian Logistics Council, Greater Sydney Commission, City of Sydney.

4.3 Develop a data hub for logistics in the CBD

Form a data hub to optimise logistics movement and operations in the CBD with the aim to improve efficiency and create a safe, silent and sustainable network. Work with other areas of Greater Sydney to map the network for a collaborative approach to logistics.

Use the data hub to better understand logistic needs and holistic operations of the CBD, policy augmentation required and delivery pathways. Use the data hub in planning a mini distribution network (Action 4.x) to understand built environment considerations, key routes, potential hub locations and utility connections.



Anticipated delivery partners
 DPIE, City of Sydney, Investment NSW and Business NSW.

4.4 Invest in world class digital connection across CBD to ensure Sydney is a 'plug-and-play city'

Digital connectivity is as important for the operation of the city and attractiveness as mass transit and goods movement. A digital connectivity and futures benchmarking review should be undertaken to:

- Establish a strategy and investment framework for Sydney to be a world-leading 'plug-and-play city'
- Better understand global trends and competition factors.
- Understand the economic opportunities and impacts of 5G and 6G networks, and the infrastructure required to support future generation technologies across the CBD
- Understand the investment required for high-speed digital connections to overcome global competitor distance constraints, long-haul flight market adjustments and fostering investment and economic strength
- Understand the potential for high-speed connectivity to attract tech investment and appropriate siting of high-speed nodes
- Understand the long-term planning considerations for digital connections and infrastructure across the CBD. Invest in the implementation
- Develop and understand investment models and methodologies to future-proof Sydney CBD's digital infrastructure and technology.

now



Policy



Planning and strategy

Anticipated delivery partners
Transport for NSW.

4.5 Create free public transport zones, increase frequency, encourage 'stay-a-while' uses and reduce fares at certain times of the week

Create 'free public transport zones' in the CBD and from the CBD with a hub and spoke model that spreads out to allow free public transport for users to other zones within the 'neon grid' and major commuter points across Greater Sydney. This can encourage 'stay-a-while' behaviours in the CBD after work.

Provide discounted fares into the CBD from further zones at night time across public transport to incentivise people to come into CBD outside traditional office hours.

Provide discounted public transport fares to and from the CBD for families and old age pensioners at certain days of the week, which might include off-peak times.

Develop and implement 24/7 access and safety strategy around free public transport zones.

now



Investment



Planning and strategy

Anticipated delivery partners
Transport for NSW, DPIE, City of Sydney and Sydney Metro.


4.6 Create a complete cycle network to and within the CBD and improve interface between bikes and public transport

Support the significant extension and safety improvements to the cycling network of the CBD and connectivity to inner suburbs through acceleration of City of Sydney Cycle Path Planning with increased State funds. Make the pop-up cycleways across CBD permanent and connect to a broader expanded network over time.


TfNSW should take lead responsibility to build core, arterial cycleways on state roads and bridges. TfNSW should defer to City of Sydney to locate cycle infrastructure within the CBD and on local roads connecting to it. TfNSW should also continue to assess traffic flows to prioritise pedestrian and cyclist movements over traffic in line with other actions around the removal of buses and private cars from the CBD and widening footpaths.

Improve park-and-ride facilities at stations and transport hubs so they are safe, secure and available for everyone. Improve the accessibility for bikes to be brought onto public transport vehicles including buses and trains.

now



Investment



Planning and strategy

Anticipated delivery partners
Collaboration between City of Sydney, DPIE, Transport for NSW, Greater Sydney Commission. Support from Committee for Sydney and private sector.

4.7 Improve 24-hour safety on streets and in the public realm

Undertake a comprehensive review of lighting, security, and safety across the CBD and understand the needs for generational, physical, cognitive and gendered safety and security. Develop a night time safety strategy for multi-generational and multi-gendered users in the CBD. Set a standard for safe public design.

Work with the Greater Sydney Commission Women's Charter to plan and implement specific interventions that enable safer spaces for women. Work with LGBTQI communities to design and implement specific interventions that enable safer spaces.

Review CBD road mobility networks to understand key areas of safety concern and high-risk zones for all modes of transport.

Review policy and planning to reduce traffic speeds in the CBD, for example 30km/h throughout CBD and 15km/h in shared areas. Undertake a transport planning study to understand where speeds can be reduced and implement pilots for these areas.

2-5 years



Planning and strategy



Policy

Anticipated delivery partners
CBD Committee for Logistics includes Australian Logistics Council, Greater Sydney Commission and City of Sydney.

4.8 Remove trucks from street level loading zones and utilise basements for loading/unloading

Create an offsite Design for Manufacture and Assembly (DFMA) policy and plan to restrict trucks in loading zones on street level across the CBD and require trucks to load/unload in existing basements of buildings for delivery.





Policy



Planning and strategy

Anticipated delivery partners
 CBD Committee for Logistics includes Australian Logistics Council, Greater Sydney Commission and City of Sydney.

4.9 Create a network of micro distribution hubs

Develop a joint strategy and service level agreement between logistics operators and city partners to create a strategic network of joint-use micro distribution hubs across the CBD. Goods can be collected from the centres or distributed across the CBD through low-carbon delivery methods such as bikes or low emission vehicles.

Micro-distribution hubs should be located in all CBD precincts and the data hub should be used to assess the outcomes of the implementation and optimise ongoing operations.

Joint use for major facilities is a challenge. We see our major exports and most people say they are vertically integrated but they are not. The next step beyond that is micro distribution centres.

Kirk Conningham, Australian Logistics Council (former)

Google and Uber have created monumental shifts in behaviour, the use of check-ins have also created a significant opportunity for business sharing and data sharing on what customer preferences are that flows around the smart place strategy.

Michael Rodrigues, 24-hour Economy Commissioner



Planning and strategy

Anticipated delivery partners
 Transport for NSW, DPIE, City of Sydney.

4.10 Widen footpaths across the CBD and create a matrix of safe, vibrant and green pedestrian routes

As pedestrian volumes increase, the footpaths need to be widened in the CBD. Support DPIE, TfNSW and City of Sydney to improve walkability across the CBD where the goal is to produce not just a comfortable and safe walking environment but space for lingering and enjoying city life.

Undertake a study and audit the pedestrian network to identify where footpaths can be widened in coordination with cycleways under planning and then plan roll-out of widening footpaths. Start by upgrading in priority areas uncovered in the study findings.



Recommendation

5

Regenerate the CBD



Recommendations

Drive net-zero

- Address challenges with climate change, loss of biodiversity, and scarcity of resources.
- Drive and foster wellness of people and the planet.
- Reduce greenhouse gas emissions by consuming less carbon than what is created.
- Reduce private travel and increase active and public transport.
- Reduce non-renewable energy sources.
- Support a clean, liveable and ecologically resilient future for generations to come.
- Recognise the value of existing assets and focus on adaptive re-use and re-purposing in a sustainable and circular way.
- Embed circular design, construction, operation and manufacturing practices.
- Use innovative digital technology and design to enable the transition towards net-zero and re-generating the natural environment.

Restore natural resources

- Amplify natural beauty of CBD environment.
- Work and design with Country.
- Bring biodiversity and natural resources back into balance.

Actions

5.1 Create a circular construction framework and incentivise sustainable construction in the CBD.

5.2 Embed First Nations circular principles of sustainability into development and precinct planning.

5.3 Phase out gas use in the CBD.

5.4 Change building requirements to allow flexible uses, incentivise circular re-use of assets and drive net-zero targets.

5.5 Grow native plants to support biodiversity and increase city resilience.

5.6 Encourage more green façades, clean energy and water sources on key buildings across the CBD.

5.7 Draw nature from city parks into city streets with new 'green fingers'.

5.8 Make Sydney CBD a pollution-free zone.

Our most impactful carbon positive actions lie in retrofitting existing buildings and avoiding the upfront carbon emissions of new construction.

Funds and incentives need to be developed to encourage this, in the same manner that floor space incentives have previously been used for residential in the CBD.

Abbie Galvin, NSW Government Architect

Actions



Planning and strategy



Policy

Anticipated delivery partners
DPIE, City of Sydney, NSW Building Commissioner, Department of Customer Service, construction companies, waste providers and private developers.

5.1 Create a circular construction framework and incentivise sustainable construction in the CBD

Circular construction and manufacturing are key to driving net zero emission goals. Develop and implement a framework for construction within the CBD that meets existing net zero and green economy strategies set by City of Sydney and NSW government and sets influential benchmarks for circular design and construction globally. Recognise the value of existing assets and focus on adaptive reuse. Change construction methods to reduce emissions and incentivise reuse. This could include making and partial fabrication within the CBD rather than out-of-city manufacturing and to reduce travel emissions, reduce waste and reuse materials.

Drive waste reduction and diversion targets and incentivise the reuse of materials and resources. This could be through sharing equipment and resources. Look at the mandating of ratings and fast track the City of Sydney Green Factor tool⁷ introduction and advocate for better changes to the Australian Building Code.



Planning and strategy

Anticipated delivery partners
Led by the Aboriginal custodian-identified framework for the CBD. Support from NSW Government Architect, City of Sydney, DPIE and Balarinji.

5.2 Embed First Nations circular principles of sustainability into development and precinct planning

Led by the Aboriginal custodian-identified framework for the CBD (Action 1.4), work with Government Architect *Connecting with Country Framework* and develop a set of standard requirements for development in CBD to follow that build in First Nations circular and sustainability principles.



Policy



Planning and strategy



Investment

Anticipated delivery partners
City of Sydney, NSW Government, Transport for NSW and private developers.

5.3 Phase out gas use in the CBD

Incentivise new buildings to operate from renewable energy sources only and upgrade existing buildings with renewable energy sources. Develop building policy to phase out gas use across CBD to drive net zero goals.



Policy



Planning and strategy

Anticipated delivery partners
City of Sydney and DPIE.

5.4 Change building requirements to allow flexible uses, incentivise circular re-use of assets and drive net-zero targets

Change the planning controls and other regulations to allow more flexibility to retrofit existing buildings and encourage maximum flexibility with regard to use. This includes encouraging mixed, activated, residential, cultural and educational use including Build to Rent (BTR) housing, cultural industry and making uses in the CBD.

Incentivise the retention and upgrade of lower grade stock to improve performance and retain carbon already expended in existing assets. This includes being net zero ready and reuse of materials and construction methods in circular economies for building and retrofitting. Incentives could be done through land and development tax.



Investment



Planning and strategy

Anticipated delivery partners
City of Sydney, Aboriginal custodian-identified framework for the CBD, DPIE and local community.

5.5 Grow native plants to support biodiversity and increase city resilience

Align with strategic directions for the City of Sydney *Greening Sydney Strategy*⁶ and the Green Factor Score planning tool⁷ by growing native plants across the CBD that support biodiversity and create a resilient environment. This includes investment in care and upkeep as well as training and education around the native flora.

Support Aboriginal-led and operated programmes for planting, care and conservation of the native flora as well as education for community.



Planning and strategy

Anticipated delivery partners
City of Sydney, private sector and Urban Forestry Fund.

5.6 Encourage more green façades, clean energy and water sources on key buildings across the CBD

Coordinate with private building owners and developers to identify specific target existing buildings to retrofit green facades and implement regenerative energy and water sources. Identify where new builds can also implement these. Align with strategic directions for the City of Sydney *Greening Sydney Strategy*⁶ and the Green Factor Score planning tool⁷.

⁶ City of Sydney, [Greening Sydney Strategy](#), 13 August 2021

⁷ City of Sydney, News, [Our plans for a greener, cooler, more resilient Sydney](#), 19 March 2021

Actions

2-5 years



Investment



Planning and strategy

Anticipated delivery partners

City of Sydney, DPIE, Transport for NSW and collaborate with private landholders and developers.

5.7 Draw nature from city parks into city streets with new 'green fingers'

Draw nature (flora and fauna) from key CBD green spaces and major parks into streets that function as 'green fingers' and support biodiversity. Align with strategic directions for the City of Sydney *Greening Sydney Strategy*⁸ and the Green Factor Score planning tool⁹.

Identify target locations for the planting of trees and implement demonstration projects. For example this could include whole street revitalisation through tree planting, small permanent parks, greening median strips or adding pop-up 'parklets' and green spaces to streets.

Support implementation of greening in laneway revitalisation project with capital funding coming from the Urban Forestry Fund but ongoing maintenance paid by private owners.

2-5 years



Policy



Planning and strategy

Anticipated delivery partners

City of Sydney, and Transport for NSW.

5.8 Make Sydney CBD a pollution-free zone

Work towards a long-term goal of vehicle reduction in the CBD as public transport and cycleway connections improve. This will enable public space to be given back to people and enhance the comfort of the CBD.

Plan to convert the fleet of vehicles entering the CBD to one that is low-and zero-emission. Focus primarily on light duty trucks and delivery vehicles and plan re-routing of buses away from the CBD. Replace existing buses with low-emission buses and re-investigate the option for edge-of-CBD Sydney bus exchanges, intermodal with light rail, heavy rail, Sydney Metro and ferries.

Plan to reduce cars in the CBD where strategies include restricting CBD parking for non mobility impaired. Create a policy to reduce non-electric private vehicles over a staged period with long-term goal to remove all non zero emission private vehicles (other than residents). Design a staged transport transition strategy that is based on equity and need. Electric charging mechanisms for electric vehicles need to be implemented and should be located predominantly on private spaces or be managed as fleets to ensure streets are not cluttered with charge points.



⁸ City of Sydney, *Greening Sydney Strategy*, 13 August 2021
⁹ City of Sydney, News, *Our plans for a greener, cooler, more resilient Sydney*, 19 March 2021



Sydney should be green, connected and open. Not just green as in low carbon but we've got great natural assets that are nearby and we've got to activate those parks.

Dean Long, Accommodation Association of Australia (former)

It is imperative for their survival, that Sydney acknowledges the few World Heritage-listed ecological communities endemic to the region, some of which are critically endangered. Only up to 3% remain.

Keystone species necessary for the propagation of these ecosystems should be encouraged through planting and it should also be acknowledged that the increasing levels of light pollution in our city threaten the exclusive pollination of particular plant species by nocturnal creatures.

Cameron Davison, Gadigal Language Knowledge-Holder

Through new and innovative structures, natural forms, attachments and heliostats we could transform parts of our city and establish a pioneering urban repair laboratory.

Let's target poorly performing areas of the city and use the skills of scientists, engineers, architects and students, with simulation and modelling skills, to analyse conditions of the public realm and propose interventions and changes to bring life and amenity back to our streets.

Abbie Galvin, NSW Government Architect

Next steps

What's next?

We thank everyone who so generously shared their ideas and insights with the Commission.

Sydney's CBD is world-leading, but it is in a time of evolution as the world changes.

The Commission has been a unique and powerful collaboration between public and private parties to discuss the future of our place, culture, economic future and wider stance in a time of great transformation and global shifts.

Moving forward as a cohort, we are able and willing to assist in the development and delivery of our recommendations and the future development of ideas, supporting NSW Government, the City of Sydney, the private sector and all the communities at the very heart of our Eastern city. We welcome Investment NSW as a key co-ordinating partner for these ongoing actions.

We look forward to being a part of the continued story of this wonderful city, and the next phases for the Sydney CBD.

Work underway

There is great work already driving a better future for Sydney's CBD. The following section highlights a selection of the work.



Existing policy, planning, advisory and strategy

Aboriginal culture

NSW Government

NSW Aboriginal Affairs, [NSW Implementation Plan for Closing the Gap 2021-2022](#), 2021

The *National Agreement on Closing the Gap* is a partnership between Australian governments and the Aboriginal and Torres Strait Islander Community-Controlled Peak Organisations to deliver better outcomes for Aboriginal and Torres Strait Islander people.

Consistent with the National Agreement, this Implementation Plan is centered on the partnership between the NSW Government and the NSW Coalition of Aboriginal Peak Organisations (NSW CAPO) and other Aboriginal and Torres Strait Islander partner organisations. It is a requirement under the *National Agreement on Closing the Gap* and outlines NSW-specific actions to achieve the Five Priority Reforms and socio-economic targets, and to ensure strong accountability for meeting government commitments under the National Agreement.

Department of Planning Industry and Environment, [Aboriginal Land Use Planning](#), 2021

Aboriginal Affairs, [Closing the Gap](#), 2020

The NSW Premier along with NSW CAPO signed the new *National Agreement on Closing the Gap* on behalf of NSW in July 2020.

NSW Government Architect, [Draft Connecting With Country Framework](#), 2020

This Framework aims to better embed the value of Aboriginal knowledge in the design and planning of places.

NSW Premier's Priorities, Department of Planning Industry and Environment, [Our Mob on Country](#)

DPIE is committed to delivering the Premier's Priority of a world class public service by through increasing the number of Aboriginal people in senior leadership roles in the department by 2025 to make NSW a great place to live, work and play and enhance public sector diversity.

NSW Government, [Aboriginal Procurement Policy](#), updated December 2020

This policy aims to increase Aboriginal economic participation in the development of NSW.

Department of Planning Industry and Environment, [Reconciliation Action Plan](#), 2020

This plan includes initiatives to strengthen relationships, build trust, respect and increase opportunities to construct a governance model to implement the Plan to the Tallawoladah and Tumbalong Precincts (The Rocks and Darling Harbour). The plan includes pop-up leasing opportunities, not-for-profits and targets for employment and work experience opportunities for students.

NSW Treasury, [Reconciliation Action Plan July 2020 – July 2021](#), 2020

TfNSW, [Reconciliation Action Plan 2019 – 2021](#), 2019

NSW Legislation, [State Environmental Planning Policy \(Aboriginal Land\) 2019](#), 2019

This planning policy aims is to provide delivery plans when Development Applications are considered on land owned by Local Aboriginal Land Council as well as guide regionally significant development carried out on Local Aboriginal Land Council territory.

Metropolitan Land Aboriginal Council, [Aboriginal Land Rights Amendment Act 2001](#), 2001

An amendment of the Aboriginal Land Rights Acts in 1983 which aims to provide land rights for Aboriginal persons in NSW as well as deliver land, allocate funds and provide acquisition for land to Aboriginal Land Councils in NSW.

NSW Government & Aboriginal Affairs, [OCHRE Conversations](#), 2011

The NSW Government collaborated with Aboriginal communities in 2011 to solve key issues and ensure that the Local Decision Making processes and Aboriginal Language and Culture Nest and Opportunity Hub develop with local Aboriginal communities' views in mind. Between 2019-2021, the OCHRE conversation has improved *Local Decision Making*; the *Connected Communities Strategy*, aimed at improving outcomes for students in 15 schools within vulnerable communities, and planned for opportunity hubs to be established in the near future.

Existing policy, planning, advisory and strategy

Aboriginal culture

City of Sydney	
City of Sydney, Reconciliation Action Plan 2020 – 2023 , November 2020	The Council's plan to build and strengthen meaningful relationships with Aboriginal and Torres Strait Islander communities.
City of Sydney, A City for All: Towards a socially just and resilient Sydney , 2019	The Council's social sustainability policy and action plan from 2018 to 2028.
City of Sydney, Aboriginal and Torres Strait Islander Protocols , November 2012	
Australian Government	
Australian Government Productivity Commission National Indigenous Visual Arts Action Plan 2021-2025 , 2021	The plan outlines the Australian Government's priorities in supporting Aboriginal visual arts and creative sector. In particular, the plan aims to improve the outcomes of Aboriginal and Torres Strait Islander artists, organisations and businesses by enhancing their capacity to shape cultural and economic interests and assist in the evolution of the industry.
Australian Government, National Indigenous Australians Agency, Closing the Gap Strategy and Implementation Plan , 2021	
Australian Government, National Indigenous Australians Agency, National Indigenous Australia Agency, Culture and Capability , 2021	
Australian Government, National Indigenous Australians Agency, Indigenous Advancement Strategy , 2020	
Australian Council for the Arts	
Australian Council for the Arts, Advocacy and Research, First Nations Arts and Culture , 2021	

Arts, culture and creativity

City of Sydney	
City of Sydney, Creative City Cultural Policy and Action Plan 2014-2024 , 2016	The policy and action plan were developed to guide the arts in central Sydney. The key strategic priorities include precinct distinctiveness and creativity in the public domain, new avenues for creative participation, sector sustainability, improving access, creating markets, sharing knowledge and global engagement with several pilots and initiatives laid out.
NSW Government	
Create NSW, Arts and Cultural Policy Framework , 2013	A framework for contemporary NSW, utilising the strengths and ambitions of residents, artists and cultural workers across the diverse communities of Metropolitan Sydney, Western Sydney and Regional NSW. Several key actions were included and have been implemented, including the design completion and masterplan for the expansion of the Art Gallery of New South Wales, continued construction of the Walsh Bays Arts Precinct Project, progress towards the staged 10-year renewal plan for the Sydney Opera House and investment into the State Library of NSW.

Existing policy, planning, advisory and strategy

Branding and tourism

Destination NSW	
Destination NSW Strategies and Plans	Destination NSW's strategies and plans currently include the <i>Visitor Economy Strategy 2030</i> ; <i>NSW Regional Conferencing Strategy & Action Plan</i> ; <i>NSW Food & Wine Tourism Strategy & Action Plan 2018 – 2022</i> ; and the <i>Statewide Destination Management Plan (DMP)</i> .
Tourism Australia	
Tourism Australia, Corporate Plan 2020-2024 , 2020	Tourism Australia's vision for Australia to be internationally recognised as an attractive destination and aim to improve demand, competitiveness and sustainability of the tourism industry. The plan intends to accelerate the re-establishment of airline networks to and within Australia to recharge the economy and ensure Australia remains competitive on the global tourism stage.
City of Sydney	
City of Sydney, Tourism Action Plan , 2013	This plan sets out how the City of Sydney works with partners to maintain and further develop the vibrant tourism sector in Sydney.

Communities and diversity

NSW Government	
NSW Legislation, Multicultural NSW Act 2000 No 77 , updated July 2021	This Act requires each public authority to observe the multicultural principles in conducting its affairs and promote equal rights and responsibilities of citizenship as well as multicultural principles.
Department of Communities and Justice, Multicultural Plan 2015-2018 , 2015	This plan outlines how the Department integrates multicultural principles into its work and how it engages with multicultural communities.
Independent Body	
Ombudsman NSW, Multicultural Plan 2021-2022 , 2021	NSW Ombudsman is an independent integrity office reporting to NSW Parliament and investigates maladministration by NSW Government agencies. Its Multicultural Plan promotes inclusivity, celebrates key multicultural events, commits to publishing a community engagement strategy and plans to do targeted consultation and engagement with culturally diverse communities.
City of Sydney	
City of Sydney, Sustainable Sydney 2030: Community Strategic Plan 2017-2021 , Modified 2020	The latest update to the long-term communities' plan for 2030 details targeted goals to support City of Sydney in transforming into a green, global and connected city by the end of the decade. The plan outlines the City's vision, targets and main priorities as well as strategies for achieving these goals.
City of Sydney, Our Diverse Communities	A number of plans, funding, programs and initiatives that support the City of Sydney's diverse communities.
City of Sydney, Community Safety Action Plan , September 2020	This Action Plan sets out the City's contribution to making Sydney a safe and resilient place to live, visit, work and study. It describes the commitment to safety and the City's focus areas to 2025.

Existing policy, planning, advisory and strategy

Economic development and 24-hour economy

City of Sydney	
City of Sydney, Planning for Sydney 2050 , 2021	The City published a <i>Community Engagement Insights Report</i> as a part of the 2050 Vision program, outlining people's desire for a city supported by digital infrastructure enabling employment, innovation and business opportunities. A vibrant night-time economy that promotes creative and cultural pursuits was also high on the agenda.
City of Sydney, Investment Policy and Strategy , 2020	The policy outlines the responsibilities for the management of City of Sydney's council's cash and investment portfolio. The Investment Strategy also supports the policy by detailing investment objectives which ensure social and environmental productivity.
City of Sydney, Economic Development Strategy , December 2013	The City's 10-year economic plan aims to strengthen the economy and support businesses. The strategy aims to help deliver the vision for a dynamic, environmentally sustainable economy and a livable city that works for residents, workers, visitors and students.
City of Sydney, Night-time Economy, OPEN Sydney strategy and Action Plan 2013-2030 , 2013	<p>The City of Sydney vision for the long-term development of Sydney at night. By 2030, the City hopes the night-time economy will enable 40% of people being visiting the city to be over 40 years of age. The City also aims for 40% of operating businesses at night to be shops and are thus encouraging a larger variety of retailers and attractions to stay open late, in order to broaden the choice of things to do at night. Finally, the City aims to double Sydney's night-time turnover and increase night-time employment by 25%.</p> <p>In 2018, an extensive consultation process brought forward the views of more than 10,000 people. The respondents called for late-night activity near where they live, increased opening hours and a greater diversity of things to do after dark. In response, the City updated planning controls to provide the foundations for the growth of Sydney's nightlife into the future.</p>
City of Sydney, Retail Action Plan , December 2013	This plan was developed to support local businesses and encourage new jobs in the retail sector. The plan outlines how the City of Sydney works with industry and government partners from 2013-2023 to help the retail sector develop and grow.
Greater Sydney Commission	
Greater Sydney Commission, Tech Central , July 2020	The Greater Sydney Commission aims to accelerate the delivery of key economic and innovation precincts across Greater Sydney including the Tech Central (Central to Everleigh) precinct ¹⁰ . The precinct is estimated to create 25,000 additional innovation jobs, attract 25,000 new STEM and life sciences students, facilitate 250,000 square meters for technology companies and 50,000 square meters for start-ups, scale-ups, innovation ecosystem partners and other early-stage companies.
Greater Sydney Commission, Central City District Plan , March 2018	A 20-year plan to manage growth in the context of economic, social and environmental matters to achieve the 40-year vision for Greater Sydney. The plan guides the implementation of the Greater Sydney Region Plan at a district level and is a bridge between regional and local planning.

10: Greater Sydney Commission, [Greater Sydney Commission tasked to accelerate key economic precincts, with new Commissioners](#), 2021

Existing policy, planning, advisory and strategy

Economic development and 24-hour economy

NSW Government	
Investment NSW, 24 Hour Economy Advisory Group , 2021	An Advisory Group from across industry has been assembled to support the NSW Government in driving investment opportunities while turbo-charging job creation and night-time business activity across the city. The Advisory Group is tasked with helping implement the <i>24-Hour Economy Strategy</i> , developing ideas to assist businesses bounce back and encouraging communities to socialise again once restrictions are lifted. The group will focus on bringing a vibrant nightlife back to the city, increasing the diversity of night-time activities and promoting Sydney as a global 24-hour economy. The inaugural meeting was held in September 2021.
Investment NSW, NSW Innovation and Productivity Council , 2021	An independent statutory body aimed to improve and increase productivity in New South Wales, the Council works through economic, environmental, and social challenges to provide advice to government on how to enable greater economic opportunities and investment for NSW residents.
Investment NSW, NSW Going Global Export Program , 2021	The program supports growth of NSW businesses by enabling avenues of expansion to new export markets. Investment NSW assists eligible NSW small and medium sized enterprises by delivering new business opportunities in targeted global markets.
Department of Planning Industry and Environment, NSW Employment Zones Reform , 2021	DPIE are currently undertaking a suite of reforms which includes the delivery of a simplified employment zones framework that suits the future of work, is fit-for-purpose, supports productivity and jobs growth while facilitating delivery of strategic plans and planning priorities.
Investment NSW, 24 Hour Economy Strategy , September 2020	The strategy outlines the road-map to realise Sydney's potential for a 24-hour city, noting the opportunity to provide integrated planning and place making, diversify night time activities, deliver industry and cultural development, improve mobility and improved connectivity and support in changing the narrative to develop a unique branding proposition for 24/7 activity hubs in the City of Sydney.
NSW Treasury, NSW 2040 Economic Blueprint - Investing in the State's Future , 2019	A document which sets the direction for NSW's continued success in a changing world and expanding global economy. The Blueprint identifies challenges and risks and highlights major opportunities for the NSW Government to grow industries, innovate and improve the NSW economy.

Design

NSW Government Architect	
Government Architect NSW, NSW State Design Review Panel , 2021	This Review Panel delivers independent, consistent design quality advice on projects that have, or will, undergo assessment by the state, ensuring statewide design excellence. The program provides a best-practice statewide approach to the review of State Significant projects, precincts and infrastructure. Review is conducted by independent and highly qualified design professionals and contributes to good design by offering practical advice which proponents can action.
Government Architect NSW, Greener Places Design Framework , 2020	A framework for urban green infrastructure which aims to capture the collective aspiration in planning, designing, and delivering green infrastructure in urban areas across NSW. The framework helps to create a healthier, more livable, and sustainable urban environment by improving community access to recreation and exercise, supporting walking and cycling connections and improving the resilience of our urban areas.
Government Architect NSW, Evaluating Good Design , 2018 and Implementing Good Design , 2018	Guidance documents that detail a process which helps government agencies, building owners, urban planners, engineers, architects and communities to evaluate, design and deliver both large and small projects. The documents are part of Better Methods, a set of mechanisms developed to support the practical delivery of a better built environment and builds on the Better Placed policy.
Government Architect NSW, Better Placed: An integrated design policy for the built environment of NSW , 2017	A policy which seeks to capture collective aspiration and expectations for the places where we work, live and play. It creates a clear approach to ensure good design delivers the architecture, public places and environments for now and into the future.

Existing policy, planning, advisory and strategy

Housing, land use, development, cultural infrastructure and re-zoning

NSW Government	
Department of Planning, Industry and Environment, Housing Diversity State Environmental Planning Policy Proposal , 2020	<p>In 2020 DPIE proposed to prepare a new SEPP to consolidate and update the Government's housing-related policies. It is proposed to introduce three new land use terms to help facilitate housing projects that will stimulate economic recovery. It aims to deliver more diverse and affordable housing types and proposes changes that ensure the home building sector is well-placed to assist the economic recovery of NSW. It is proposed that the new SEPP will consolidate three existing, housing-related SEPPs:</p> <ul style="list-style-type: none"> • <i>State Environmental Planning Policy (Affordable Rental Housing) 2009 (ARHSEPP)</i>; • <i>State Environmental Planning Policy (Housing for Seniors and People with a Disability) 2004 (Seniors SEPP)</i>; and • <i>State Environmental Planning Policy No 70 – Affordable Housing (Revised Schemes) (SEPP 70)</i>. <p>Concerning the Sydney CBD, the updated policy proposes that developments within the City of Sydney local government area would be excluded from the SSD designation and would continue to be assessed by the City¹¹. Additionally, the new SEPP will introduce definitions and planning provisions for Built to Rent (BTR) housing, purpose-built student housing and co-living, ultimately aiming to provide new opportunities for institutional investment in residential development in Sydney and create additional jobs¹².</p>
Department of Planning, Industry and Environment, Design and Place State Environmental Planning Policy Public Exhibition , 2021	The new SEPP is part of a broader review of all SEPPs and aims to simplify and consolidate how to deliver good design in NSW. The <i>Design and Place SEPP</i> puts place and design quality at the forefront of development. A shared responsibility to care for Country and sustain healthy, thriving communities underpins the policy. The SEPP spans places of all scales, from precincts, large developments, and buildings to infrastructure and public space. The SEPP would combine <i>SEPP 65</i> and the <i>2004 SEPP Building Sustainability Index (BASIX)</i> and the proposal was put out for public exhibition September 2021 with revisions to the Apartment Design Guide and improvements to the BASIX, as well as the proposed <i>Urban Design Guide</i> and <i>Design Review Guide</i> .
NSW Legislation, State Environmental Planning Policy 65 - Design Quality of Residential Apartment Development (SEPP65) , Updated 2015	<i>SEPP 65</i> was updated in 2015 with the aim to improve apartment design and set NSW as the benchmark, improve attractiveness of apartments as a housing choice and create more energy efficient design ¹² . <i>SEPP65</i> applies to not only residential flat buildings but is inclusive of shop top housing and mixed-use developments with a residential component allowing for a variety of apartment typologies within the Sydney CBD to benefit from improved and more sustainable apartment design ¹³ . Revisions to <i>SEPP65</i> were put up for public exhibition in September 2021 as part of the new <i>Design and Place SEPP</i> collaboration (see above).
Department of Planning, Industry and Environment, Pyrmont Peninsula Place Strategy , 2020	This strategy aims to position Pyrmont as an attractor for global investment, driven by the connectivity of the Peninsula to Sydney's CBD, complementing and strengthening its position as a place at the cutting edge of the future of work and enlivened by innovation, creativity and design thinking. These industries will continue the tradition of the close connection between work and home that has shaped the history of the Peninsula. Larger sub-precinct sites including the The Star and Pirrama Road will undergo a key site masterplan and state-led rezoning to deliver additional public benefits including an enhancement of the streetscape and active frontage uses, improvement in site permeability and wayfinding and rezoning of the public domain to create widened streets and shared access way for pedestrians, cyclists, buses and delivery vehicles.
Create NSW, Cultural Infrastructure Plan 2025 , 2019	The NSW Government recognises the role that accessible and fit-for-purpose cultural infrastructure plays in facilitating access to the benefits that cultural expression and participation produce. Cultural infrastructure and the activity that occurs within it plays a critical role in shaping the identity and ambience of local areas and whole metropolitan regions. The plan outlines strategic priorities and goals including a number that aim to positively impact the Sydney CBD.
NSW Legislation, Sydney Local Environmental Plan 2012 , 2012	The LEP is a planning instrument reinforcing the role of the City of Sydney as the economic and business centre of Sydney. It encourages and promotes cultural activity, aims to enhance the quality of life by enabling a range of amenities and required infrastructure and ensures the conservation of environmental heritage.

11: DPIE, [Explanation of Intended Effect for a new Housing Diversity SEPP](#), 2020

12: Better Apartments, [Overview of the Amendments to SEPP 65](#), 2015

Existing policy, planning, advisory and strategy

Housing, land use, development, cultural infrastructure and re-zoning

City of Sydney	
City of Sydney, Affordable Housing Program , Updated 2021	The NSW Government granted the City of Sydney permission to extend its scheme requiring new developments to make financial or floor-space contributions towards new rental housing throughout the municipality. The City aims to increase the amount of affordable rental housing stock for lower-income households as a priority.
City of Sydney, Central Sydney Planning Strategy November 2021 update	The planning strategy is a 20-year growth strategy that revises previous planning controls and meets the Sustainable Sydney 2030 goals for a green, global and connected city.
City of Sydney, Central Sydney Planning Framework , 2020	On December 2020, Council approved an amendment to the <i>Sydney Development Control Plan (2012)</i> as it applies to Central Sydney and the draft <i>Central Sydney Development Contributions Plan 2020</i> . The updated framework aims to ensure future growth in the City of Sydney is sustainable, resilient and addresses climate change concerns. The framework aims to maintain Central Sydney's productivity and global attractiveness by implementing changes including an update to height and density standards, ensuring additional capacity is unlocked for economic growth and application of a revised design policy to achieve design excellence.
	The new planning framework for central Sydney received the go-ahead from the state government in November 2021. <i>The Central Sydney Planning Framework</i> will, for the first time, allow for buildings taller than 300 metres in the right locations to create space for business and investment to grow, while safeguarding public spaces.
City of Sydney, Housing for All: City of Sydney Local Housing Strategy , 2020	The strategy links City of Sydney's vision for housing with the housing objectives, targets of the region and eastern city district plans and establishes key objectives for future housing to 2036. The strategy notes an additional 56,000 dwellings to be built in the City of Sydney by 2036.
City of Sydney, Employment Lands Strategy , 2020	The strategy focuses on supporting and creating new business and economic opportunities for the City of Sydney, aims to deliver employment across a range of sectors and facilitates land for economic activity, housing and urban services. The strategy is currently being reviewed and will be updated once finalised by Council.
City of Sydney, City Plan 2036: Local Strategic Planning Statement , 2020	The Planning Statement will shape future changes to the planning controls in the City's <i>Local Environmental Plan</i> and <i>Development Control Plan</i> and brings together state and local strategic plans to guide development. This Planning Statement details the 20-year landuse vision for the City of Sydney, outlining the need to service future growth with housing and economic activities and protect local character, heritage and public and open space.
City of Sydney, Sustainable Sydney 2030 , 2017	Follows a set of objectives which improve the liveability of the City of Sydney by ensuring the City is Green, Global and Connected by 2030.
City of Sydney, Sydney Development Control Plan 2012 , 2012	
City of Sydney, Affordable Rental Housing Strategy 2009-2014 , 2009	

Existing policy, planning, advisory and strategy

Public spaces, green spaces and placemaking

NSW Government	
Premier and Cabinet, Premier's Priority, Greening our City	Sets a target of planting one million trees by 2022 across Greater Sydney, as a means of moving towards the goal of 40% canopy by 2030.
Premier and Cabinet, Premier's Priority, Great Public Spaces	Aims to enable improved sustainability and social outcomes by increasing the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023. The NSW Government has set a target to have more than 230,000 more homes within a 10-minute walk to green, open space by 2023.
Department of Planning, Industry and Environment, Planning Reform Action Plan , 2021	The plan details a structural reform of the planning system to aid the recovery from the COVID-19 pandemic and help deliver an improved planning system. The plan aims to reduce assessment time for planning proposals, regionally significant development applications and major projects by introducing the Faster Assessments Program; directs additional resources to the Land and Environment Court to help clear the backlog of appeals; establishes the Planning Delivery Unit to decrease concurrence and referral cases between agencies; expands complying development by offering a fast-tracked approval pathway for low impact development; and accelerates precinct co-ordination.
NSW Government Architect and TfNSW, Practitioners Guide to Movement and Place , March 2020	A toolkit to assist implementation of the framework and a Governance implementation board to provide support.
Department of Planning, Industry and Environment, NSW Public Spaces Charter , 2020	The charter commits to deliver quality public spaces for every community across NSW and supports the <i>Greener Public Spaces Premier's Priority</i> (see above). The charter aims to ensure green, open and public spaces are resilient, encourage healthy and active behaviour, are safe and secure, promote culture and creativity and are community focused.
Department of Planning, Industry and Environment, Placemaking NSW Advisory Committee , 2020	The committee is an independent advisory committee formed in July 2020 to outline a strategic vision that curates attractive places, supports the planning, delivery and management of open and public spaces and precincts and delivers places which attract growth and investment opportunities across NSW.
Department of Planning, Industry and Environment, 50-year vision for Open Space for Greater Sydney and a White Paper for Greater Sydney Parklands , 2020-2021	This vision proposes a refreshed governance and legislative structure to allow the Government to expand and manage State-owned parks for a growing Greater Sydney.
City of Sydney	
City of Sydney, Outdoor Dining Policy , 2021	The policy details circumstances and conditions required to gain approval for outdoor dining on public footways and other public domain areas.
City of Sydney, Greening Sydney Strategy , 2021	The strategy details a vision of a resilient city, with improved health and wellbeing, reduced urban heat impacts, embedded nature in the city and good access to quality green space. The strategy sets a target to increase green cover to 40% across the City of Sydney local area and to have a minimum of 27% canopy by 2050.
City of Sydney, Inclusive and Accessible Public Domain Policy , 2019	A framework to apply relevant Australian access standards consistently across City of Sydney. They apply to all new and upgraded public domain spaces and infrastructure, provided by the City of Sydney or third parties such as contractors or developers as part of voluntary planning agreements. They set out minimum requirements for access and examples of best practice to provide flexibility for managing design challenges with guidance on design and decision making, including how to seek expert advice.

Existing policy, planning, advisory and strategy

Transport, movement and logistics

NSW Government	
Transport for NSW, Future Transport 2056 Strategy , 2018	The strategy notes how the Integration of Mobility as a Service (MaaS) and on-demand services with future 'smart city' systems and real-time data analytics can enable adjustment to service availability in real-time, based on measured usage across the city. MaaS, if successfully integrated with places, can free up roadside space for pedestrians, bike riders and future transport modes in the Sydney CBD.
Transport for NSW, Future Transport Technology: Roadmap 2021-2024 , March 2021	The roadmap is NSW's customer-focused transport technology strategy with several actions, programs and initiatives outlined, including: <ul style="list-style-type: none"> The Sydney Coordinated Adaptive Traffic System (SCATS) signal control system to optimise traffic flow. SCATS provides major time and cost savings, reduction in travel times, reduction in emissions and less fuel consumed, adding up to \$24 million in economic benefits each day in Sydney. Delivery of major intelligent systems and sensor technologies across transport networks in NSW. A technology toolkit delivering integrated solutions to metropolitan Sydney, which aims to improve the customer journey experience by utilising intelligent sensors and intelligent systems and personalising customer journeys. Intelligent Congestion Management Program, a multi-modal transport management system that will enable operations centres to make faster, more informed decisions about how to improve customer journey reliability and reduce the cost of congestion.
Department of Planning, Industry and Environment, Transport for NSW and NSW Government Architect, Movement and Place Framework , 2020	A cross-government framework for planning and managing roads and streets across NSW. The framework delivers on NSW policy and strategy directions to create successful streets and roads by balancing the movement of people and goods with the amenity and quality of places. The framework aims to align movement functions with their intended purpose, ensuring transport networks and public spaces better contribute to the liveability of communities and productivity of NSW.
Transport for NSW, NSW Freights and Ports Plan 2018-2023 , 2018	The plan outlines support to local councils to improve the amenity of key urban centres through improved planning for freight and servicing. The plan commits to identifying the potential lifting of delivery curfews in highly congested areas where noise impacts can be appropriately addressed.
Transport and Infrastructure Council, National Freight and Supply Chain Strategy , 2019	The strategy aims to coordinate government and industry action for freight modes over the next 20-years by aiming to achieve improved efficiency, safe and secure operations, innovative solutions to service freight demand and a better understanding of freight operations.
Transport for New South Wales, Heavy Vehicle Access Policy Framework , 2018	A framework aims to ensure the safe and efficient movement of road freight in NSW and outlining a strategic approach to heavy vehicle access in NSW for regional, local and state roads.
City of Sydney	
City of Sydney, Walking Strategy and Action Plan , 2020	A strategy to accommodate the future growth of population and residents walking within the City of Sydney by ensuring the provision of more space for walking, creation of new connections through large street blocks and better accessibility standards to meet the needs of diverse age groups and people with mobility and vision impairment.
City of Sydney, Cycling Strategy and Action Plan , 2018	The strategy commits to ensuring bicycle transport is safer, attractive and a more convenient method of travel and progresses towards the Sustainable Sydney 2030 target of ensuring 10% of all trips in the City are made by bike. The plan aims to build a bike network, address barriers to cycling, partner with businesses and employers to incentivise biking and become a positive influence for improvements in the cycling network.
City of Sydney, City Centre Access Strategy , 2013	City of Sydney has collaborated with the NSW Government to implement the Strategy which aims to support growth, improve transport and mobility and ensure the safety and security of movement to and within the City of Sydney. The strategy is being updated to include initiatives including the completion of the cycleway network, ensuring a higher proportion of loading and servicing doesn't occur on street frontages and open space and the reduction of wait times for active travel around key transport nodes such as the Sydney Metro stations.

Existing policy, planning, advisory and strategy

Sustainability, net zero and circular economy

NSW Government	
Department of Planning, Industry and Environment, Net Zero Plan Stage 1: 2020-2030 , 2020	The plan outlines four priority areas for a net zero future for NSW. These include driving uptake of proven emissions reduction technologies, empowering consumers and businesses to make sustainable choices, investing in the next wave of emissions reduction innovation and ensuring the NSW Government leads by example. The plan is forecast to deliver a 35% emissions reduction in NSW by 2030 compared to 2005 figures. The NSW and Commonwealth Governments will invest almost \$2 billion over 10 years to reduce emissions in NSW. In the plan, The NSW Government has committed to roll out a fleet of hybrid diesel-electric passenger trains from 2023 for regional lines and plans to replace Sydney's bus fleet with electric buses. Additionally the NSW train network will be powered by renewable energy within four years, the city's train network is projected to achieve net zero emissions by 2025 and some harbour ferries will be retrofitted with electric engines within five years ¹³ .
Department of Planning, Industry and Environment, NSW Waste and Sustainable Materials Strategy 2041 , 2021 and The NSW Plastics Action Plan , 2021	The state announced a suite of reforms around waste, with a <i>Plastics Action Plan</i> and \$356 million directed towards addressing plastics and waste issues. The strategy aims to phase out single-use lightweight bags, cotton-buds, straws and stirrers, and roll out green bins for food and organic waste across the state.
Department of Planning, Industry and Environment, NSW Electricity Strategy , 2019 & Electricity Infrastructure Roadmap , 2021	This strategy strives for a reliable, affordable and sustainable electricity future that supports a growing economy. The strategy encourages an estimated \$8 billion of new private investment in NSW's electricity system over the next decade and will support an estimated 1,200 jobs (mostly in regional NSW). The strategy aligns with the <i>Net Zero Plan Stage 1: 2020-2030</i> . In November 2020, the NSW Government released the <i>Electricity Infrastructure Roadmap</i> , enabled by the <i>Electricity Infrastructure Investment Act 2020 (NSW)</i> .
Environment Protection Authority, Clean Air Strategy 2021-30 , 2021	The draft <i>NSW Clean Air Strategy</i> presents the whole of NSW Government approach to improving air quality and protecting communities.
City of Sydney	
City of Sydney, Environmental Sustainability Policy , 2021	A plan for the sustainable growth of Sydney towards a zero-carbon economy in response to climate change. The purpose is to bring the principles outlined in the City's <i>Climate Emergency Response</i> into a policy statement that describes how the City of Sydney will transform operations.
City of Sydney, Environmental Strategy 2021 – 2025 , 2021	The Council strategy for reducing environmental impact which includes the goal to be net zero by 2035.
City of Sydney, Planning for Net Zero Energy Buildings , 2021	Performance standards to achieve high-performing net zero energy buildings. The proposed planning rules will incorporate energy efficiency and the use of on-site renewables to encourage net zero energy use within infrastructure.
City of Sydney, Climate Emergency Response , 2019	As part of the City's goal to be an environmental leader, it has set science-based targets that have guided its work to reduce carbon emissions and make operations more resilient to climate-related hazards.
City of Sydney, Adapting to Climate Strategy , 2017	Sets out the impacts the changing climate will have on Sydney, the risks these pose and the actions the City of Sydney, businesses and communities must take now and in the decades to come.
City of Sydney, Urban Ecology Strategic Action Plan , 2014	The strategy is a supporting document to the <i>Environmental Action 2016-2021 Strategy and Action Plan</i> and is a cross-organisational program supporting the Sustainable Sydney 2030 objectives. The plan aims to ensure a resilient urban ecosystem which supports the variety of locally Indigenous flora and fauna species to enhance livability outcomes for the City of Sydney.
City of Sydney, Urban Forest Strategy , 2013	The strategy is a supporting document to the <i>Environmental Action 2016-2021 Strategy and Action Plan</i> and details how the City of Sydney will improve environmental outcomes using trees by improving the average tree canopy, educating the community of tree conservation and maintaining and protecting the tree population.

13: Sydney Morning Herald, Rabe, T, June 11 2021, [NSW rail network to go green by 2025, smaller ferries to go electric](#).

Existing policy, planning, advisory and strategy

Resilience, infrastructure, smart cities and technology

NSW Government	
Department of Planning, Industry and Environment, Smart Places Strategy , 2020	The strategy aims to improve currently implemented economic and technological strategies by streamlining policy and plans across all levels of Government in NSW. Initiatives and programs taking place in the City of Sydney and Sydney CBD, as outlined by the strategy, include <i>Barangaroo Ngangamay</i> , an authentic Aboriginal cultural experience which uses modern technology to tell ancient stories of the world's oldest living culture. A digital visual experience is accessible to visitors through smart phones or tablets using a geo-location app, which plays films when approaching the sandstone engravings.
Department of Planning, Industry and Environment, Smart Infrastructure Policy , 2020	The policy sets the minimum requirements for smart technology to be embedded in all new and upgraded infrastructure from 2020. The policy applies to all new NSW Government capital and ICT projects subject to the <i>Investor Assurance Framework (IAF)</i> and the <i>ICT Assurance Framework</i> . DPIE is planning to action a series of objectives in 2021 and beyond to achieve the vision for Smart Places within the City of Sydney, including: <ul style="list-style-type: none"> Enabling digital twins technology, IoT sensor data and environmental data into a digital model of the built and natural environment across the wider city; Establishing a Smart Places Acceleration Fund to allow the NSW Government to partner with Local Government and place-owners to accelerate the development of Smart Places; and Supporting smart place investment opportunities and implementation for Lighthouse Precincts.
Digital NSW, NSW Cyber Security Policy , 2020	This policy applies to all Smart Places and outlines the mandatory requirements, to which all NSW Government Departments and Public Service Agencies must adhere, to ensure cyber security risks to their information and systems are managed.
Digital NSW, NSW Internet of Things (IoT) Policy , 2019	This policy applies to all NSW Government agencies and all relevant Smart Places programs and initiatives. It includes important principles for Smart Places including interoperability, cyber security, competitive and flexible procurement and data-driven decision making. Part of the 'Implementing Smart Places' section of the strategy.
NSW Government, Infrastructure Strategy 2018-2038 , 2018	This strategy details NSW Government's key infrastructure over the next 20 years and outlines the investments and land use planning needed to service the needs of an increasing population and growing economy. The strategy is supported by the <i>Future Transport Strategy 2056</i> , <i>Greater Sydney Region Plan</i> and the <i>Regional Development Framework</i> .
City of Sydney	
City of Sydney, Smart City Strategic Framework , 2020	The framework shapes the design and development of a city combining physical, digital and human systems to support collaboration and solve challenges collectively. Objectives and priorities for shaping the Sydney CBD as outlined in the framework.
City of Sydney, Resilient Sydney , 2018	City of Sydney aims to be prepared to manage resilience challenges and enable Sydney to be connected, inclusive and resilient by managing shocks and stresses by planning for growth, cooling homes and streets, investing in resilient infrastructure, improving social cohesion and wellbeing, improving disaster resilience and allowing for collaboration between governing organisations.
City of Sydney, Tech Start Ups Action Plan , 2016	This plan sets out how the City will work with industry and government partners to create an environment that enables technology entrepreneurs to start and grow successful global businesses.



Existing initiatives, events, funding and investment

Aboriginal culture

City of Sydney

City of Sydney, [9km Eora Journey Harbour Walk Storytelling Report and works](#), 2019

The report by Aboriginal curator Emily McDaniel extends the Eora Journey's recognition in the public domain across Sydney's harbour foreshore. The walk extends from the Australian National Museum in Tumbalong (Darling Harbour) to Woolloomooloo Bay and is being developed in partnership with the NSW Government and Aboriginal and Torres Strait Islander communities, with guidance from the City's Aboriginal and Torres Strait Islander Advisory Panel^{14 15 16}.

City of Sydney, [NAIDOC in the City](#)

This event has been held in Hyde Park during the annual NAIDOC week since 2013. The event regularly draws crowds of up to 10,000 people and features Aboriginal culture workshops, an Indigenous goods marketplace, sports clinics including Indigenous games, traditional Aboriginal dance performances and workshops, live cooking demonstrations, and live music performances from Aboriginal and Torres Strait Islander musicians.

Due to public health restrictions and stay at home orders, NAIDOC week 2021 was celebrated remotely and digitally. The City of Sydney partnered with UTS Jumbunna Institute for Indigenous Education and Research on a program of activities that celebrated Aboriginal and Torres Strait Islander cultures and explored the year's theme of 'Healing Country.'

City of Sydney, [Aboriginal and Torres Strait Islander Advisory Panel](#), 2021

City of Sydney, [First Peoples Dialogue forum, Towards Sustainable Sydney 2050](#), 2019

Australia Council for the Arts

Australia Council, [First Nations Engage International Tourists](#), 2021

Australia Council, [First Nations Round Tables](#), 2021

Existing initiatives, events, fundings and investment

Communities and diversity

NSW Government

NSW Government, [Community Building Partnership](#), 2021

The program awards grants for community infrastructure projects. In 2021, there were \$400,000 allocated to each electorate with project completion dates for successful grants ranging between October 2021 and March 2023. Successful grants in the City of Sydney were provided to projects establishing facilities which enhances community and religious participation and capability.

NSW Government, [Multicultural Media COVID-19 Response Grants Program](#), 2021

This grant, offered in August 2021, offered \$2 million of funding to support the multicultural media outlets in NSW to share public health updates and information with communities during the pandemic. Grants helped multicultural media outlets in NSW with production, editing, operating costs and developments in technology and assist in delivering news services to the community.

NSW Government, [Multicultural NSW COVID-19 Community Support Grants](#), 2021

Grants of \$5,000 were directed to organisations providing essential services to culturally and linguistically diverse groups.

NSW Government, [Empowering and Supporting Local Communities Grants](#), 2021

This grant offered between \$10,000 and \$30,000 to community organisations and groups to help deliver community-led projects which assisted vulnerable members of the community.

NSW Government, [Innovation Grants](#), 2021

This grant offered between \$25,000 and \$250,000 to individuals and groups who provided unique solutions to support vulnerable communities during COVID-19.

City of Sydney

City of Sydney, [Community Service Grants](#), 2021

Annual funding of \$5000 to \$50,000 for up to 3 years is provided to organisations to help pilot innovative services or establish a program that addresses an unmet need for City of Sydney residents, workers and visitors. Funding supports projects which connect people, increase opportunities, build community capacity and reduce inequality.

City of Sydney, [Matching Grants](#), 2021

The program directs \$10,000 in cash or value in kind (e.g. street banner or venue hire fee waiver) to support initiatives which have expected program outcomes such as increased community capacity and participation, adoption to sustainable behaviour within communities and strengthening social connections and community connections.

City of Sydney, [Community Emergency Quick Response Grants](#), 2021

Grant funding of up to \$10,000 directed to small-scale projects that help communities respond to the impacts of the pandemic.

City of Sydney, [Accommodation Grants](#), 2021

The grants support community groups, organisations and services that improve community development and enhances social, cultural and environmental programs. Support is available in the form of waived or reduced rental charges for City of Sydney facilities.

City of Sydney, [Refugee Welcome Zones](#), 2021

The City of Sydney reaffirmed its commitment to becoming a Refugee Welcome Zone in 2014 and has ongoing programs for refugees and asylum seekers which include delivering employment pathways and free or low cost access to Council facilities including swimming pools, gyms and libraries.

City of Sydney, [Gig Buddies Sydney](#), 2021

This program aims to increase involvement opportunities with live music and performances for people with disability. City of Sydney directed \$20,000 to the program allowing people with a learning disability (aged 18 and over) to pair up with a volunteer to be friends and attend events together.

14: Sydney Morning Herald, Morris, L, [Walk, think, listen, hear on Gadi Country: Sydney's new harbourside walk](#), August 17 2021

15: City of Sydney, [Harbour Walk](#), 2021

16: City of Sydney, [Eora Journey: Recognition in the public domain](#), 2020

Existing initiatives, events, fundings and investment

Arts, culture and creativity

NSW Government	
Create NSW, Arts and Cultural Funding Program Guidelines , 2021	Create NSW's Arts and Cultural Funding Program delivers funding opportunities for arts and cultural organisations, professional artists and arts/cultural workers across a wide range of artforms and disciplines. Additionally, Create NSW provides the NSW Performing Arts COVID Support Package which aims to provide urgent financial support to performing arts venues, producers and promoters impacted by the cancellation or postponement of performances resulting from the NSW Government COVID-19 Public Health Orders from 26 June 2021. Some current initiatives from Create NSW include: <ul style="list-style-type: none"> 2021 SoundLab Residency Program: The residency is an opportunity for artists to experiment, design and create in a space designed for critical listening, exploration and understanding sound, with an Ambisonic loudspeaker array, and an option for integrating VR technology. Powerhouse Ultimo Renewal: The NSW Government is investing \$500m in the renewal which will see Powerhouse Ultimo focus on design and fashion, presenting exhibitions that showcase the museum's significant collections, international exclusive exhibitions and programs that support the design and fashion industries. It will connect to the future Tech Central, Pyrmont peninsula and metro station development, Darling Harbour and Chinatown.
Create NSW, Play the City (Sydney): NSW Artists and Musicians , 2021	The NSW Government, through Create NSW, is committing \$1,000,000 to bring fun and joy back to the centre of Sydney by supporting live performance. <i>Play the City</i> supports individuals, venues and arts organisations to present live performance in selected areas of the Sydney CBD in the first half of 2021. The funding program invests in a program of activities, events or performances that activate the selected areas of Sydney CBD. Round Two will be open to live music and performances, events, installations and micro-festivals as long as the primary activity is arts and culture.
Department of Planning Industry and Environment, Sydney Square Dance , 2021	Placemaking NSW led the implementation of this event in April 2021 with almost 14,000sqm of public space across the city activated over 10 days as a result of Sydney Square Dance. The program generated visitation of 200k people (approx.) with 2.5k people (approx.) directly participated in the dance sessions.
Department of Planning Industry and Environment, Summer Fund , 2021	A \$1.3 million fund in which the Department provided NSW councils up to \$10,000 to boost free, small-scale activations and events in public spaces in and around high streets in local centres. This funding contributed to free activations or events that enlivened local public spaces from summer until the end of the Easter holidays in April 2021.
Department of Planning Industry and Environment, Alfresco Outdoor Dining , 2021	The <i>Alfresco Restart Initiative</i> (November 2021) includes The Festival of Place being held across the Rocks, Darling Harbour and the Domain, Streets as Shared Spaces Program, Summer Night Fund Program and Open Streets Program. The Initiative aims to implement outdoor dining more easily and is providing a grant of \$5,000 to hospitality businesses to establish new Alfresco settings.
NSW Government, Small Business Innovation and Research Program , 2021	A \$24 million initiative delivering competitive grants to small and medium-sized enterprises (SMEs) to find and commercialise innovative solutions to challenges defined by NSW Government agencies. The grant allows successful applicants to pilot and test designed solutions addressing defined challenges including connectivity, koala count and water purification. A new set of program challenges will be released in the first half of 2022.
Create NSW, Cultural Infrastructure Plan , 2019	The plan details how the NSW Government is making the largest investment in cultural infrastructure since the Opera House was built to revitalise key cultural assets in the CBD. Funds are being directed to the Walsh Bay Arts Precinct, the Sydney Modern Project, the Sydney Opera House Stage One Renewal, investigation of a Creative Industries Precinct at Ultimo and an expanded exhibition hall at the Australian Museum. Continuing to build on these investments, the Government plans to invest in the CBD cultural precinct to co-locate culture with centres of technology and innovation. The NSW Government has committed to continue to work across government and with the cultural sector to develop and implement programs that optimise existing cultural infrastructure and adaptively reuse non-cultural infrastructure. Actions include identifying underutilised space that could be made available to the cultural sector, reviewing current infrastructure support policies and supporting the continued use of existing assets, such as the Theatre Royal in the Sydney CBD, for cultural purposes.

Existing initiatives, events, fundings and investment

Arts, culture and creativity

City of Sydney	
City of Sydney funds a variety of grant programs, creative spaces and art in the city. Examples of some funding programs include:	<ul style="list-style-type: none"> Creative Studios, 2021: Brand X has committed to offering space and resources to local artists, which allows artists to connect their work to mainstream opportunities and encourages contemporary work to be exhibited in Sydney. Opening on Bathurst Street in early 2022, the Creative Studios feature rehearsal spaces and studios, production and editing suites, residence apartment and meeting spaces. Artform Festivals and Events Sponsorship, 2021: This program supports festivals and events that celebrate, develop and engage the city's communities. Cultural and Creative Grants, 2021: This program supports projects and initiatives which deliver opportunities for creative participation and creative enhancement in the public realm. Live Music and Performance Grants, 2021: This initiative aims to increase the quantity and quality of live music and performance venues within the City of Sydney. Funding is directed to acoustic improvements, equipment, health and safety of venues and performance spaces. City Art Program, 2021: This program manages and operates a collection of over 250 permanent public art works and a conservation program. City Art also conserves plaques and memorials, manages matters associated with murals and graffiti and assesses public art proposals in private developments during the development application process. City Centre Public Art, 2021: The Public Art Plan is part of City of Sydney's \$220 million contribution to the NSW Government's light rail project. The project aims to shape the City of Sydney with public domain upgrades, including new infrastructure and the pedestrianisation of George Street and is projected to deliver artworks to Town Hall Square at a later date. Short-term Creative Spaces Program, 2021: This program transforms existing infrastructure into places for cultural enterprises for artists to work, collaborate and rehearse in. Spaces artists can occupy include William Street Creative Hub, and a collection of affordable properties across the inner city area which can be utilised for up to 12 months for creative projects. Oxford Street Creative Spaces Program, 2021: This program delivers a diverse collection of underutilised properties for artists and creatives to ensure Oxford Street continues to be a vibrant and attractive destination. Creative Studios - Live and Work Spaces, 2021: Council provides residential and studio accommodation to a new group of artists each year. Applications for 18-month leases began in April 2021 and rent includes \$200 per week excluding bills.
City of Sydney, An Open and Creative City: Discussion Paper 2017 , updated 2020	The paper aims to ensure the City of Sydney is an attractive cultural destination and contains a diverse evening economy. Initiatives include enabling a diverse evening economy by allowing shops and businesses to extend trading hours in Central Sydney, increasing small-scale cultural uses with minimal environmental impact and ensuring entertainment is managed and responds to existing noise standards in a neighbourhood.
Other programs and Events	
Elevate Sydney - Cahill Expressway	The Cahill Expressway closed to bring in the New Year as part of a NSW government plan to recharge the events sector, boost tourism to the state and create local jobs. The NSW budget 2021/2022 allocated \$200 million to secure future major events to help to rejuvenate the visitor economy, promoting New South Wales as the premier state to visit and do business. The funds will be delivered over four years under the State Significant Event Fund ¹⁷ .
The Royal Botanical Garden Sydney, Royal Botanical Garden , 2021	The Royal Botanic Garden delivered the Garden Social across three weeks in the summer of 2021, bringing together a new, free outdoor series inclusive of live music performed by Sydney's Conservatorium of Music, outdoor dining and views of the Harbour ¹⁸ . The Royal Botanic Gardens Sydney and The Domain also presented Summer in the Domain in March 2021, a concert series celebrating the return of Australian music and culture to outdoor spaces ¹⁹ .
Existing markets	The city has a number of existing yearly market initiatives including the yearly Night Noodle Market which transforms Hyde Park into a vibrant, Asian street food festival. Additionally, the City of Sydney hosts the annual Lunar New Year Markets at the start of the year.
Major events	Sydney Solstice , 2021, Vivid , 2021, Sydney Festival , 2021, Sydney Fringe Festival , 2021

17: NSW Treasury, [Budget Statement 2021-2022, Budget Paper No. 1](#), Circulated by The Hon. Dominic Perrottet MP, Treasurer 2021

18: Timeout, [The Garden Social at the Royal Botanic Garden](#), 2021

19: Summer in the Domain, [Summer in the Domain](#), 2021

Existing initiatives, events, fundings and investment

Branding, business and economy

Destination NSW	
Destination NSW, ‘Feel New’ Tourism Campaign , 2021	The campaign aims to promote travel and tourism to NSW and highlights the abundance of natural wonders and vibrant culture available in Sydney and NSW, focusing on emotional concepts such as adventure, escape, rejuvenation, awe, and belonging. The campaign is a key pillar of the <i>NSW Government’s Visitor Economy Strategy (VES) 2030</i> , which aims to make NSW the premier visitor economy of the Asia Pacific, contributing \$65 billion in visitor expenditure by 2030.
Destination NSW, Tourism Industry Marketing Support Grants Program , 2021	This program offers from \$10,000 to \$50,000 to support tourism operators, local councils and tourism organisations in initiating recovery marketing programs and ultimately increasing demand in Sydney and regional NSW tourist based experiences.
Tourism Australia	
Tourism Australia, National Experience Content Initiative , 2021	This \$12 million content creation initiative aims to support tourism businesses by capturing high quality imagery and footage that highlights the best tourism experiences around Australia.
Investment NSW	
Investment NSW, CBD Revitalisation Program , 2021	The NSW Government is investing \$50 million in the CBD’s Revitalisation Program to encourage people back into CBDs across Greater Sydney and surrounds and boost the state’s economic activity.
Investment NSW, Dubai World Expo , 2021	The World Expo runs every 5 years and is aimed at attracting global attention and providing NSW companies access to global opportunities. The World Expo is being held in Dubai from October 2021 to March 2022.
Investment NSW, Going Global Export Program , 2021	The program supports eligible NSW businesses within food and beverage, agri-food, processed food, health, medtech, cyber security and other technology industries to access international markets and customers.
NSW Government	
NSW Government, Stay and Rediscover Voucher Scheme , 2021	On top of the Dine and Discover vouchers scheme, the Stay and Rediscover Voucher Scheme supports accommodation providers in the City of Sydney local government area and encourages NSW residents to book a stay and stimulates spending in the area by providing up to 200,000 vouchers worth \$100 each. The vouchers are for NSW residents to use towards the cost of accommodation bookings.

Existing initiatives, events, fundings and investment

Innovation, technology and research

NSW Government	
NSW Government, Jobs Plus Program , 2021	The program supports Australian and international companies to expand business operations in New South Wales by providing tax relief and training package and infrastructure rebates.
NSW Government, Innovation Districts Challenges , 2021	These challenges are aimed at accelerating the commercialisation of research innovations that help address the disruptions to businesses (in partnership with CSIRO and NSW universities) caused by COVID. Eligible applicants include small to medium sized enterprises who deliver a product or service which addresses the impact of COVID-19.
NSW Government, COVID-19 TechVouchers , 2021	These vouchers provide funding to support technology centred start-ups, scaleups or small and medium enterprises (SMEs) and enables collaboration with Publicly Funded Research Organisations (PFROs). The funding aims to progress commercialisation of innovative R&D products and services that address disruptions caused by COVID.
NSW Government, NSW Space Research Network , 2021	The NSW Government has directed \$1.4 million in funding to create the NSW Space Research Network. The University of Sydney and The University of Technology Sydney have collaborated on establishing the Program. Located in Tech Central, the investment announced in July 2021, will integrate universities, industry and government to improve R&D efforts associated with space exploration, attract investment, increase employment in the technology industry and unlock international funding opportunities.
NSW Government, Space Industry Hub , 2021	The \$2.1 million hub is located in Tech Central to accelerate the growth of the NSW space ecosystem. The Hub will support emerging space ventures in NSW and commitment to space tech ventures.
NSW Government, The Quantum Terminal , 2021	Tech Central’s Quantum Terminal will be located in Haymarket and is designed to help future-focused start-ups scale their businesses, increase networking opportunities amongst a community of researchers, developers, engineers and provide access to shared and private workspaces and large event spaces.
Australian Government, Digital Games Tax Offset , 2021	The Government has introduced a 30% refundable tax offset for eligible businesses that spend a minimum of \$500,000 on qualifying Australian games expenditure. The tax offset will support Australia in becoming an attractive destination for digital talent. The Digital Games Tax Offset will be available from 1 July 2022.
Screen NSW, Made in NSW , 2021	Made in NSW is a \$175 million fund over five years (2020-2025) to support the attraction to NSW for significant international and domestic feature film and major TV drama production.

Existing initiatives, events, fundings and investment

Sustainability, net zero and circular economy

NSW Government	
NSW Environmental Protection Authority, Waste Less, Recycle More Initiative , 2017	Between 2017 and 2021, the NSW Government committed to provide \$168 million for grants and programs designed to encourage investment in the waste and resource recovery industries. The funding aimed to continue the progress made in modernising the waste sector in NSW, delivering waste and recycling services to the community and ensuring a clean environment.
Department of Planning, Industry and Environment, NSW Climate Change Fund Programs , 2021	The NSW Government committed to investing \$1.4 billion between 2017 and 2022 in programs delivering energy bill relief for households and businesses, clean energy and improved resilience.
Department of Planning, Industry and Environment, Clean Technology Research and Development Grants Program , 2021	Between \$400,000 and \$4 million per project was directed to grants for early stage development of new low emissions technologies, services or processes.
Department of Planning, Industry and Environment, Community Recycling Centres , 2021	Up to \$300,000 sponsoring projects aiming to establish a network of community recycling centres for householders to recycle and remove problem wastes.
Department of Planning, Industry and Environment, Organics Infrastructure – Processing Infrastructure , 2021	Between \$25,000 and \$1 million directed to infrastructure and equipment which reduces food and garden organic waste going to landfill.
Department of Planning, Industry and Environment, Organics Collections , 2021	Up to \$1.3 million directed to projects which support councils and businesses in the collection of source separated food only, garden only, or food and garden waste and divert it from landfill.
Department of Planning, Industry and Environment, Environmental Restoration and Rehabilitation , 2021	Two streams of funding totalling \$4 million which aim to support the rehabilitation of degraded areas.
City of Sydney	
City of Sydney, Sustainable Destination Partnership	Led by the City, leading hotels, event centres, cultural institutions and tourism bodies are working together to improve environmental performance and build Sydney's reputation as a leading sustainable destination.
City of Sydney, Public spaces and public life studies , 2021	
City of Sydney, Greenhouse , 2021	The City Of Sydney's Greenhouse initiative delivers affordable homes and spaces for start-ups and scale ups who provide tech solutions for the environment and help progress towards a net-zero future. The Greenhouse is projected to open in late 2022 and will be located on George Street in Circular Quay.
Greenland Centre on Bathurst Street	The Greenland Centre is Sydney's tallest residential skyscraper in the CBD and provides panoramic views and over 450 apartments ²⁰ . The development also includes a state-of-the-art creative hub featuring dance, theatre, music, film and visual arts facilities. The hub will span 2,000sqm over five storeys and will feature architect-designed rehearsal spaces, customised studios, offices and production rooms and a live/work apartment to be made available for a creative fellowship program.
Heritage listed Legion House	An example of a fully refurbished development that has achieved zero carbon, producing its own renewable electricity generation. Legion House has achieved the highest possible 6 Star Green Star rating.

20: Greenland Australia, [City of Sydney Announces \\$25 Million Greenland Centre Sydney Creative Hub](#), 2014

Existing initiatives, events, fundings and investment

Smart cities and resilience

Australian Government	
Australian Government, Department of Infrastructure, Transport, Regional Development and Communications, Smart Cities Collaboration Platform , 2021	The \$50 million Smart Cities and Suburbs Program (2018-2020) delivers investment for innovative technology-based solutions to urban issues within Australian cities, suburbs and town.
Australian Government, Department of Infrastructure, Transport, Regional Development and Communications, Livable Neighbourhoods in Lake Macquarie and Sydney City , 2021	Approximately \$433,000 was directed to the University of Technology from 2017 to 2019 to deliver data on heat, air quality and noise to Lake Macquarie and Sydney City councils and facilitate more efficient and targeted management responses to urban heat, poor air quality and noise.
Australian Government, Department of Infrastructure, Transport, Regional Development and Communications, Smart Mobility , 2021	Approximately \$130,000 was provided to the City of Sydney from 2018 to 2020 to invest in walking counting technology at a large scale and to collect data on people's movement patterns. The publicly available data provides an evidence base for future investment in infrastructure planning, waste collection, city maintenance, pedestrian infrastructure, late night activity areas, safety improvements and event planning.
Mobile Id World, NEC Signs Smart City MoU with Government of New South Wales , 2020	In 2020, NEC launched a new smart city project in collaboration with the NSW Government to establish a digitally safer and smart city environment utilising biometric, 5G and IoT capabilities. The partnership aims to build an innovation and technology precinct surrounding Sydney's Central Station.

Infrastructure Australia and Infrastructure NSW

Infrastructure Australia & Infrastructure NSW, [A Pathway to Infrastructure Resilience](#), 2021

By 2050, the annual cost of natural disasters is expected to more than double from \$18 billion/year to \$39 billion/year. Recognising the increasingly complex role infrastructure now plays in supporting resilience, Infrastructure Australia and Infrastructure NSW partnered on this project to identify opportunities to improve how infrastructure is planned to increase resilience. The report outlines the value in driving systemic change in Australia's resilience planning and recommends a whole-of-system, all-hazards approach to resilience planning that focuses on strengthening an infrastructure asset, network and sector, as well as the place, precinct, city and region that the infrastructure operates within. Initiatives currently being formed and implemented to improve resilience in the City of Sydney include:

- *Resilient Sydney* enables system-wide capacity building to adequately respond to all shocks and stresses. It applies a place-based lens that considers a range of inter-relationships, including land use planning.
- *Greener Place* and the *Practitioner's Guide to Movement and Place* support the Premier's Priorities for a Better Environment and include the increase of the proportion of homes in urban areas within 10 minutes' walk of quality green, open and public space by 10% by 2023 and the increase of tree canopy and green cover across Greater Sydney by planting one million trees by 2022.
- The *Sydney Green Grid* is an integral part of the *Greater Sydney Region Plan and District Plans*, offering an interconnected network of green spaces to keep the city cool, promote good health and well-being, enhance biodiversity and ensure ecological resilience in the face of climate change and urbanisation.

From the research project, two papers have been delivered:

- *Advisory Paper 1: Opportunities for systemic change* identifies 10 directions for transformational and systemic change in infrastructure planning to achieve infrastructure for resilience.
- *Advisory Paper 2: Guidance for asset owners and operators in the short term* identifies a series of short-term actions for asset owners and operators as the first steps towards this change.

The City of Sydney identified interdependencies on the city's rail corridor, which runs through the city from north to south. Infrastructure Australia aims to improve the understanding of interdependencies and will supply live, updated information across and within various asset sectors to help manage disruptions across transport and infrastructure networks.

Existing initiatives, events, fundings and investment

Public spaces, transport and movement

NSW Government	
Transport for NSW, Zero Emission Buses , 2021	The NSW Government promises to switch the state's fleet of 8,000 buses to electric by 2030. 89 Battery Electric Buses have been ordered to arrive by mid-2022, marking the start of the transition to zero-emission technology over the next decade.
Department of Planning Industry and Environment, Valuing Green Infrastructure and Public Spaces , 2021	DPIE is working with NSW Treasury to ensure that the financials for greener and more public space stack up. The Department is developing a sector-specific framework for valuing green infrastructure and public spaces (the Framework). The framework will be a public document that can be used to help prepare economic evaluations, including cost-benefit analysis, to ensure we have a consistent approach to valuing these important assets.
Department of Planning Industry and Environment, Greening our City Grant , 2021	A round of grant funding directed approximately \$10 million to greening the city, resulting in over 20,000 newly planted trees and improved urban tree canopy across Greater Sydney. The grant aims to cool regions across Sydney exposed to heat and low canopy coverage.
Department of Planning Industry and Environment, NSW Planning in 2020 , 2020	Key reform placemaking in 2020 involved working to enable public access to the waterfront through a connected Sydney Harbour foreshore walk and better wayfinding to create a unique and enviable walking and cycling track connected to great open spaces. DPIE also released a 20-year vision and a Place Strategy for Pyrmont, approved upgrades for Sydney Schools in Darlington and implemented the Summer Fund. Key to these initiatives were partnerships between DPIE and other agencies and local Government and ensuring community involvement in the future capital and activation programs of these precincts. Your High Street Program , 2020: The grant program was launched in November 2020 to assist councils across NSW in improving amenity and functionality of High Streets. The Grant of up to \$1 million aims to increase the number of High Street uses, improve safety, comfort and accessibility and enable improved capacity to trade for business. NSW Public Spaces Legacy Program , 2020: A \$250 million Legacy Funding Program to protect the health of the community, introduce an economic and employment stimulus responding to the impact of the COVID-19 pandemic and deliver quality open and public space. Councils are working with NSW Government and are aiming to deliver over 100 approved projects in 60 LGAs by the end of 2022. The approved projects include improved walking and cycling paths, foreshore and riverfronts, play spaces, trails and boardwalks. Streets as Shared Spaces Program , 2020: A \$15 million program launched in May 2020 to enable improvements across NSW during COVID-19 and beyond which support community and pilot projects aiming to improve streets, paths and public spaces. Over 50 pilot projects are being implemented across NSW with the City of Sydney utilising a portion of the fund to implement temporary road closures to expand public space for cultural activation and pedestrian space along George Street.
Transport for NSW, Circular Quay Renewal , 2020	A cross-government effort involving Transport for NSW, DPIE and other government agencies to renew the public spaces and infrastructure in and around the Circular Quay ferry wharves.
Transport for NSW, Walking and Cycling Program 2020/21 , 2020	The key objectives of the program were to ensure walking and cycling are the most convenient option for short trips to key destinations and within centres; reduce congestion on our roads and public transport networks by delivering projects that encourage walking and cycling mode shift; enable efficient, safe and reliable journey times by prioritising infrastructure that supports pedestrian or cycling movement on certain corridors, consistent with the Movement and Place Framework; deliver projects that make walking and cycling safe, comfortable and convenient transport modes that are accessible to a wide range of users; and enabling positive health, wellbeing, social and environmental outcomes.
Department of Planning Industry and Environment, 5 Million Trees for Greater Sydney , 2018	A collaboration between local and state government, organisations, community groups, schools and residents, the program supports the increase of tree planting. Approximately \$38 million was invested into the program to plant five million more trees in Greater Sydney by 2030, increase Greater Sydney's urban tree canopy cover to 40%, provide shade and cool urban areas and enhance health and livability outcomes in Greater Sydney.

Existing initiatives, events, fundings and investment

Public spaces, transport and movement

City of Sydney	
City of Sydney, George Street Pedestrian Boulevard and Devonshire Street Public Space , 2021	A collaborative project between DPIE, Transport for NSW and City of Sydney which closed the southern section of George Street to transform it into a continuous pedestrian boulevard. This project re-imagined the street as a place for people and created space for residents and visitors to physically distance during the pandemic. The project included temporary furniture and landscaping, as well as colourful street painting. Council has worked closely with the NSW Government to temporarily close this section of George Street to vehicles. Building on the evidence collected during the temporary closure, the Government supported Council's plans for a permanent closure to help create one of the world's best pedestrian boulevards. George Street south, pedestrianised from Bathurst Street to Rawson Place, will create 9,000sqm of additional car-free space in the city centre.
City of Sydney, New street furniture to revitalise our city , November 2021	The City of Sydney is replacing 340 bus shelters to offer more protection, increase accessibility and improve passenger comfort. As well as the new shelters, the City is doubling the number of public toilets throughout the city, and installing new communication pylons and kiosks. They're also installing more award-winning benches and litter bins designed by Sydney firm, Tzannes.
City of Sydney, Creating Pop up Cycleways in Sydney , 2021	Under the cycling program, the City and the NSW Government worked on creating new spaces for people walking and riding to allow for safer travel between workplaces, schools, healthcare and the city centre. The pop-up cycleway connections aim to increase active travel and reduce private vehicle use, freeing up space on public transport and roads. The pop-up cycleway upgrade undertaken in the CBD in 2020 include Pitt Street North connection.
City of Sydney, Greening Nature Programs , 2021	The Council works with volunteers and partnerships to deliver a number of programs and initiatives which create an urban forest and support biodiversity. These programs and initiatives provide demonstrated benefits of plants and animals in Sydney, with examples including adopting native beehives, seawall habitats and plant and animal surveys.
Logistics	
Australian Logistics Council	
Delivery curfews	The Australian Logistics Council (ALC) worked with the Commonwealth, State and Territory governments in the first quarter of 2020 to remove delivery curfews in Australia to encourage the improved mobility to delivery workers and logistical operators and minimise their impact on other road users ^{x19} . The ALC's research demonstrated support from respondents for the removal of curfews on overnight deliveries.

x19: Australian Logistics Council, [Policy and Advocacy, Curfews](#), 2021



Existing studies

Economy, smart cities and the future of cities

City of Sydney, Green Economy , 2020	City of Sydney ran a study in 2019 on the green economy in the local area and outlined that environmental protection brings opportunities for job creation and economic growth. The report assesses the potential for Green Economy and considers the role government can play.
Arup, City of Sydney Economic Future: Towards a New Cycle , 2019	The study notes Metropolitan Sydney's digital connectivity (infrastructure), digitisation of systems, citizen awareness and uptake of smart city applications are all relatively modest compared to leading global cities. These deficits currently constrain the potential for businesses to innovate and to upgrade everyday urban experiences. The study also notes the need for a shift towards the innovation economy and the integration of digital city systems and standards as enablers of new business and entrepreneurship.
Committee for Sydney, Six actions to get Sydney's events sector back on track , 2021	
Committee for Sydney, Priorities for a net zero Sydney , 2021	
Committee for Sydney, Unleashing Sydney's Innovation Economy , 2020	
Committee for Sydney, The Future of Australian Cities , 2017	The study notes that Australian cities will need to be more data-driven and more responsive cities and outlines how the Federal Government has shown leadership in the Smart Cities and Suburbs program, the Cities Performance Framework and support for the innovation economy.
Committee for Sydney, Seeing the City: Towards a Date Driven Sydney , 2018	

Communities

City of Sydney, Multicultural Communities: Research and Reports , Updated 2020	City of Sydney offers a range of multicultural programs to enable a diverse and inclusive community. The Cultural Diversity Strategy 2008-2011 detailed how the City of Sydney celebrated and supported cultural diversity by building practical initiatives that underpinned key objectives including the sustaining of a global city, creating an inclusive council and responding to services and supporting diversity and a multicultural community. As part of the research, a Korean, Indonesian and International students-needs assessment was formed to identify opportunities and challenges and to address the issues various communities face within the City of Sydney.
Committee for Sydney, Safety After Dark: Creating a City for Women Living and Working in Sydney , 2019	The report, in collaboration with XYX Labs at Monash University, Plan International and NAB, presents data and individual lived experiences from women and girls living and working in Sydney. It outlines key recommendations aimed at developing a holistic and strategic approach engaging key stakeholders and decision makers in creating an equitable and inclusive Sydney.
Committee for Sydney, Dignity and Choice: An Inclusive Future for our Ageing Population , 2019	

Existing studies

Placemaking and public space

Committee for Sydney, Mapping Sydney's high streets , 2021	This report builds on the Committee's previous work, 'Reclaiming Sydney's High Streets'. It identifies many of the high streets in Sydney (more than 120 as of this writing), bringing them together and putting them on a single map for the first time
City of Sydney, Public spaces and public life studies , 2021	The study provides a blueprint to transform the city centre into a welcoming, public transport-orientated, green, connected and distinctive place. The study supports recommendations to offer events for a wide audience, including children and young people, and ensure events are diverse and located around the city. The study reviews existing actions which aim to distinguish street character in Pitt, Street, York Street and Park Street; these include public space improvements, flexible seating and public art. The study also encourages an improved public space realm within the city through the utilisation of public spaces for legibility and character and enhancing the current nightlife and cultural scene within the Sydney CBD.

Transport and movement

Grattan Institute, Why it's Time for Congestion Charging: Better ways to Manage Busy Urban Roads , 2019	This report by the Grattan Institute found levying a \$5 fee to cross a cordon around the CBD would increase traffic speeds by 11% during the morning peak and would result in 3,000 fewer cars on roads during peak hours. The Grattan Institute proposed the CBD charge should apply from 8am to 9.30am and from 4pm to 6pm, with weekends, public holidays and all other times of the day remaining fareless. The smart system would utilise automatic number plate recognition technology to levy the charge ²¹ .
City of Sydney, On the Go: How Women Travel Around Our City , 2020	The study aims to better understand women's mobility to support planning outcomes which considers women's personalised transport and mobility needs.
City of Sydney, Connecting our City Summary Report , 2012	A supporting document to the Environmental Action 2016 – 2021 Strategy and Action Plan that was endorsed by the City of Sydney in March 2017. The report looks at how to improve the experience of residents, workers and visitors and to accommodate future growth.
Committee for Sydney, Making Sydney a cycling city , 2021	

Logistics

Transport for NSW, Freight Data Hub , 2021	Aims to deliver freight policy and infrastructure more effectively and efficiently by using data to improve transparency and accountability and provide a platform for innovation.
Australian Logistics Council, Curfews , 2021	Research conducted by ALC showed strong majority support for the removal of curfews which restricts deliveries into supermarkets and other retail premises.
Australian Logistics Council, A Single Freight Data Standard for the National Digital Framework , 2020	This standard aims to improve the quality and quantity of available data to policy makers and industry members to model supply chain operations at a more precise level, ultimately encouraging more efficient deliveries and lower end prices for Australian consumers. The paper details key data metrics and standards required to monitor and measure supply chain operational performance.

21: Sydney Morning Herald, [A CBD congestion charge would reduce traffic gridlock across Sydney](#), 2019

Existing studies

Arts, culture, architecture, design and creativity

Australia Council of the Arts, [Cultivating Creativity: A study of the Sydney Opera House's Creative Leadership in Learning Program in Schools](#), 2020

The report provides an evidence base highlighting the ways creativity will benefit communities and younger populations. Initiated by the Australian Council across two years, the research demonstrates the *Creative Leadership in Learning Program (CLIL)* which utilises the artistic resources of the Sydney Opera House to encourage creativity, can improve student engagement, skills and capabilities. The CLIL aims to increase creativity, communication, collaboration, and curiosity in teaching and learning and is designed to operate over three years. It is shaped around two fundamental activities being delivered in schools each year:

- Teacher professional learning using the Sydney Opera House's Creativity Framework
- 20-week creative projects with professional artists.

The program's creativity framework creates tools and pathways for students, encourages presence and enthusiasm, allows students to explore ideas through creative pursuits and finally establishes an ongoing process of investigation and critical thinking.

Australia Council of the Arts, [Domestic Arts Tourism: Connecting the Country](#), 2020

The research demonstrates the capacity for the arts and creative sector to improve domestic tourism outcomes in Australia and for Australian artists, creative organisations and their respective audiences. The report provides an evidence base showcasing the role arts and creativity can play in wellbeing of Australia. Key insights from the research include:

- Greater numbers of Australians are travelling than ever before. Along with population growth and overall growth in domestic tourism, the numbers of Australians engaging with the arts while exploring their own country are growing.
- In 2018, Australians took 12.3 million day-trips and 13.4 million overnight trips within Australia that included arts activities. Since 2014, there have been increases in the total numbers of tourists engaging with arts activities on both day-trips (+14%) and overnight trips (+20%).
- There have been increases across all arts activities: visiting museums and art galleries; attending performing arts; visiting art or craft workshops or studios; attending festivals; and experiencing First Nations arts and craft. More domestic tourists attend the arts than organised sport, amusement parks or wineries.
- First Nations arts and craft are a strong and growing area of domestic arts tourism.
- Arts tourism tends to align with traveling further, staying longer and spending more.

Australia Council of the Arts, [International Arts Tourism](#), 2018

This research brings together data from Tourism Research Australia (TRA) with additional resources to gain insights into international arts tourism in Australia. It highlights growing potential for the arts to drive and support tourism activity, and for artists to increase their engagement. Key takeaways from the research include:

- International arts tourism to Australia is growing. Over the last five years, international arts tourism has grown at a higher rate than overall international tourism.
 - Visiting museums and galleries is the most popular form of international arts tourism. Museums and galleries are a readily accessible form of arts engagement for tourists.
 - Over one million international tourists attended festivals, fairs and cultural events in 2017, an increase of 61% since 2013.
 - First Nations arts engage international tourists, especially those who travel outside capital cities.
 - There is strong and growing potential for the arts to help drive regional tourism. International arts tourists are more likely to visit regional Australia than international tourists overall.
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Existing studies

Arts, culture, architecture, design and creativity

City of Sydney, [Making Space for Culture in Sydney](#), 2020

As part of the Creative City and Live Music and Performance action plans, the City routinely undertakes studies to support policy development and improve its understanding of the creative industry. This study outlines international efforts to make space for culture in cities comparable to Sydney.

The study considers how the situation has changed in the City of Sydney and across the wider Greater Sydney region. Expanding upon the *NSW Government's Cultural Infrastructure Plan*, it considers potential policy responses, with a particular emphasis on actions for local governments across Greater Sydney. The study also outlines following cultural space and cultural infrastructure initiatives undertaken by the City of Sydney and the audit of the programs found the City provided more than 10,000sqm of affordable workspace, hosting 140 micro-businesses and 170 full-time and 250 part-time creative workers.

City of Sydney, [Global Cities After Dark](#), 2018

Over 120 participants inclusive of policy makers, police, urban planners, drug and alcohol experts, city councilors, music promoters and creatives were brought together to discuss and share ideas and knowledge on night time culture in Sydney. Key takeaways and actions impacting the cultural landscape of Sydney CBD include:

- Encouraging cultural infrastructure to be high on the city's agenda. The City and the panel are focusing on small scale infrastructure inclusive of spaces where work gets made, performances are conducted and where creatives rehearse..
- Establishing a deeply embedded policy that celebrates and supports the contemporary music sector in NSW.
- Clarifying sound regulations so people within the night time industries can understand them and streamline the regulatory process to have a single body ultimately responsible for coordinating the seven agencies involved in noise complaints.
- Legislation around music venues: base new policies and legislation on hard evidence, facts and popular opinions.

City of Sydney, [Modern movement architecture in central Sydney: Heritage Study Review](#), 2019

Parliament of Australia, [Australia's creative and cultural industries and institutions](#), 2020

A committee was established in 2020 to inquire into and report on Australia's creative and cultural industries and institutions. The committee considers submissions and evidence and reports to Parliament outlining recommendations and conclusions to improve and shape the organisations, industries and institutions impacting the cultural landscape of Australia. The committee is considering:

- The direct and indirect economic benefits and employment opportunities of creative and cultural industries and how to recognise, measure and grow them;
 - The non-economic benefits that enhance community and social wellbeing;
 - The best mechanism for ensuring cooperation and delivery of policy between layers of government;
 - The impact of COVID-19 on the creative and cultural industries; and
 - Avenues for increasing access and opportunities for Australia's creative and cultural industries through innovation and the digital environment.
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Acknowledgments

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To find out more about the Commission, visit
sydney.org.au/FutureSydneyCBD



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