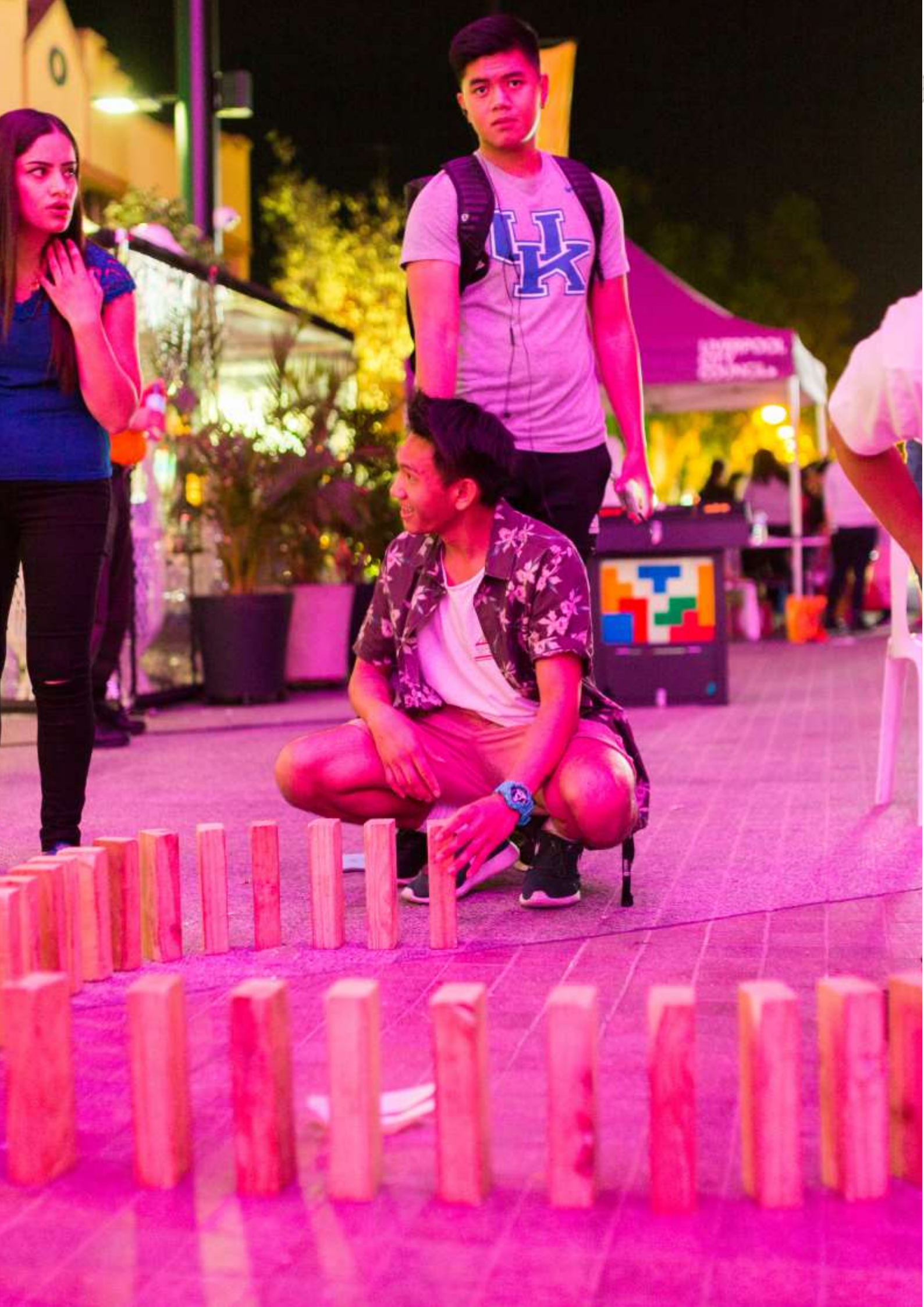


CITY ACTIVATION STRATEGY 2019-2024

LIVERPOOL
CITY
COUNCIL





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MAYOR'S MESSAGE



WENDY WALLER
MAYOR

Liverpool is an exciting place to be. Already, it's a bustling hub where people come to live, work, learn and shop, but it can be so much more.

This City Activation Strategy is about making Liverpool the best place it can be for those already here and for those set to arrive in coming years.

It gives us a clear strategy to encourage a thriving 18-hour economy and foster a lively City Centre with a range of different activities for our broad mix of people.

We want to drive collaboration with businesses, government agencies, building owners and residents to make the Liverpool City Centre a place where people enjoy spending time and where businesses thrive.

The strategy highlights the advantages Liverpool has, including a walkable and easy-to-navigate street layout, its rich cultural and food scene and emerging student population.

It also highlights some of the areas we can improve on, like connectivity to the Georges River.

Liverpool is Sydney's third CBD and we have a fantastic opportunity to guide the development of a lively City Centre, with a thriving nightlife.

A handwritten signature in black ink, appearing to read 'Wendy Waller', with a stylized flourish at the end.

Mayor Wendy Waller

CEO's MESSAGE



KIERSTEN FISHBURN
CEO

Liverpool is rapidly evolving into the third CBD in the Greater Sydney Commission's grand vision for Sydney.

Barely a month goes by where we don't hear news of national or multinational companies looking to set up in Liverpool.

It's an energising time to live and work in Liverpool, but we must ensure we look beyond the excitement of the moment and plan for the future.

The recent rezoning of 25 hectares of our City Centre to allow mixed-use development will have a profound effect on the built environment.

The City Activation Strategy gives us a way to harness Liverpool's growth, building civic participation with events, activities and initiatives.

We want to ensure Liverpool remains a place people take pride in.

Our goal is to make our walkable city a vibrant place with an 18-hour economy and this strategy gives us a clear path towards that goal.

A handwritten signature in black ink, appearing to read 'Kiersten Fishburn'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Kiersten Fishburn
CEO



1. EXECUTIVE SUMMARY

1.1. Introduction

Stafford Strategy (the Project Team) were engaged by Liverpool City Council (Council) to undertake the development of a City Activation Strategy (the Strategy) for the Liverpool City Centre.

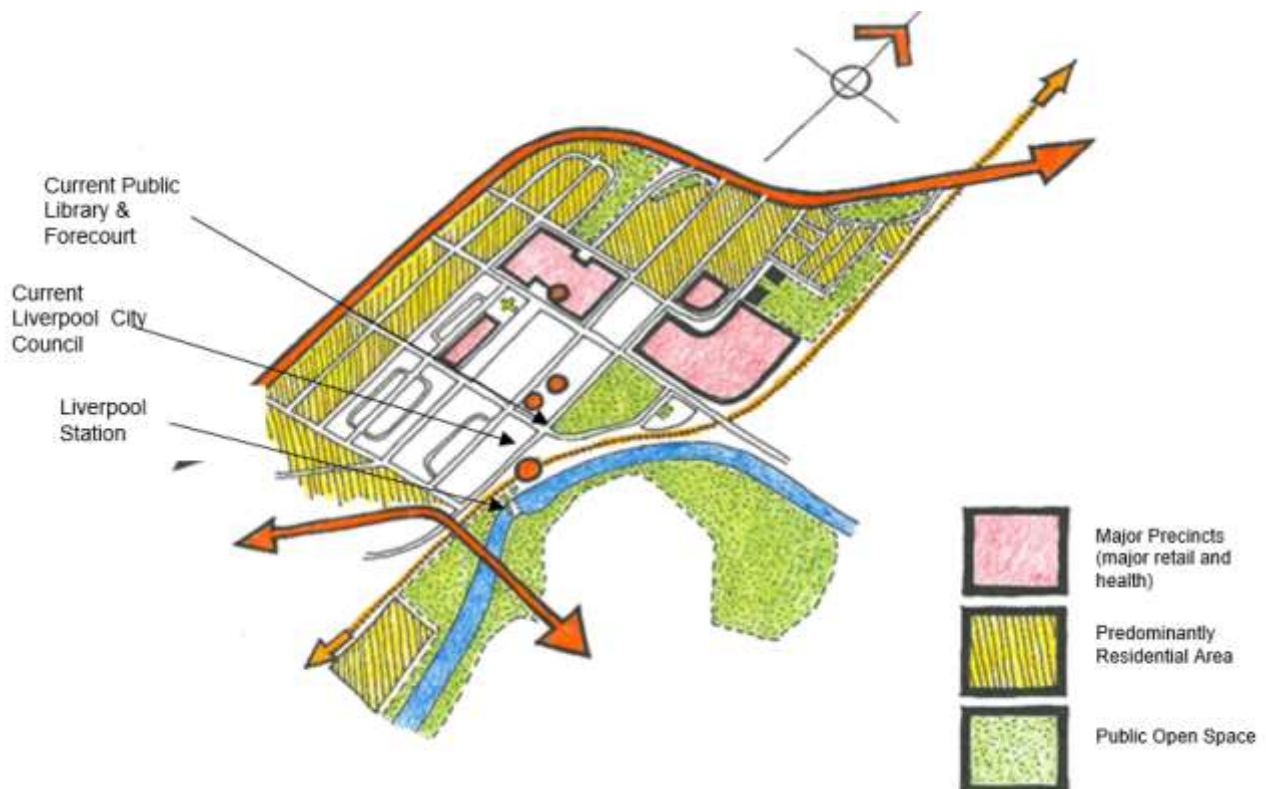
The primary purpose of the Strategy is to offer an innovative model for precinct activation that will ultimately encourage the development of a well-integrated and economically vibrant City Centre. There is also a need to ensure that a variety of social, cultural and environmental benefits can be generated.

There is a need to improve Liverpool's public domain, its current business, social and cultural offerings and to assist with changing perceptions to make Liverpool a much stronger and more desirable hub for a variety of activities.

Council will utilise the Strategy to attract private investment and stimulate Liverpool's communities (businesses, residents, students, workers and visitors) to make greater use of the City Centre and its attributes.

As shown in Figure 1, which highlights the City's existing circumstances, the City Centre is physically well defined by the Hume Highway to its northern and western edges; the Georges River and the rail corridor to its eastern edge; and gently rising land, predominant residential uses and the A34 road to its southern edge.

Figure 1: Central Liverpool—Existing Circumstances



1. EXECUTIVE SUMMARY

1.2. Key Findings

The following indicates the key findings identified:

- Liverpool's City Centre offers a physically well-defined and contained space of a walkable scale and with a cohesive street layout.
- While the City Centre has a variety of connected, mid-block service lanes, they are not yet utilised as potential sites for public activation.
- There are currently well-established daytime public spaces for a variety of uses but the City Centre lacks a night time economy to extend activities to an 18-hour day.
- Potential does exist to better link the Georges River to the City Centre, though the severance challenge of the rail corridor and the level change between the City Centre and the river lands below impedes this.
- Liverpool has a rich cultural, food and retail scene which offers residents and visitors a point of difference.
- The public spaces are well maintained by Council and appear generally well designed.
- The City Centre offers a good mix of retail, education, broader services and amenities, and Government office support as well as residential apartments.
- The emerging student population continues to grow and offers important potential (particularly for night time activation) to help stimulate a variety of new activities to enliven the City Centre.
- It is understood that commercial partner involvement already exists, which is positive.

1.3. Recommendations

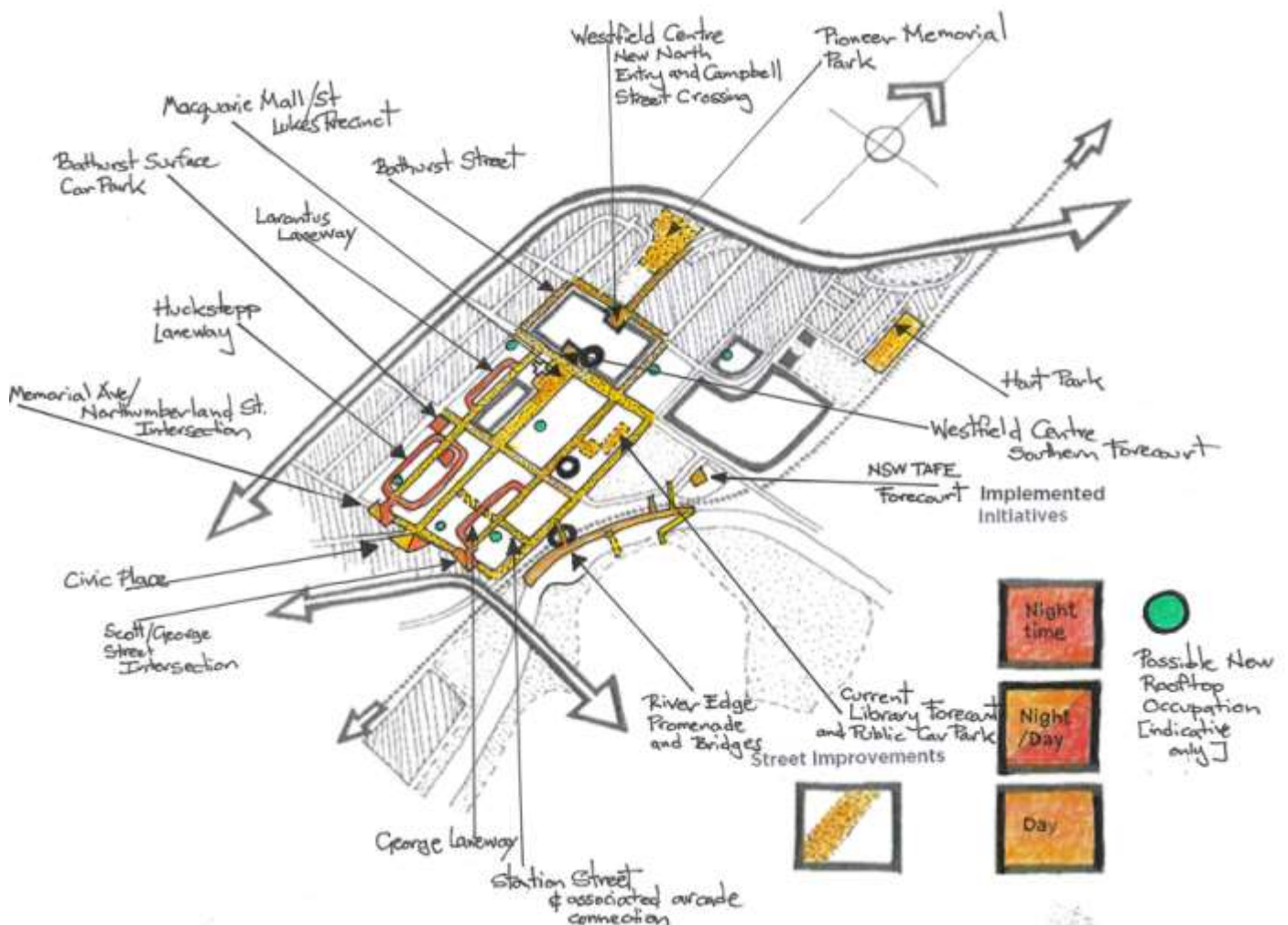
The Strategy's primary purpose is to provide a framework for the development of events, initiatives and activation programs within the public realm. The key recommendations of the Strategy, to be implemented through short, medium and long-term initiatives are:

- Develop a staged roll out of a lively City Centre night time economy.
- Enhance the library forecourt through youth programming and improvements to its physical setting.
- Strengthen the public activation offer to balance the currently well-developed Macquarie Mall/Westfield end of the City Centre with the less developed offering at its southern end.
- Develop a coordinated annual program of public activation initiatives in Macquarie Mall, potentially emphasising the seasonal change.
- Build on current assets of the health precinct north of Bigge Park and grow the tertiary education sector within the City Centre.
- Introduce wayfinding and storytelling, particularly in association with various heritage sites within the City Centre.
- Develop a convention centre within the City Centre, with a full-service, commercial accommodation component attached.

1. EXECUTIVE SUMMARY

- Develop a well-connected visual and public space relationship between the east side of the City Centre and the adjacent Georges River.
- Foster collaboration and capacity building of City Centre retailers and building owners to establish a more supportive and participatory environment that helps to drive the Strategy and its staged implementation.
- Develop a program of youth and student targeted activations within the City Centre to draw in and hold these growing audiences and to offer a more positive presence.
- Gradually develop a sponsorship/partner program to support and potentially help partly fund the City Centre's activation initiatives.
- Review and refine existing noise and disturbance arrangements between the Council and new City Centre residents to support the intent of the Strategy.

Figure 2: Liverpool City Centre – New Activation Possibilities





Vision

To foster an 18-hour walkable city with a lively and well-integrated mix of activities, in order to attract private investment and stimulate Liverpool's communities to make greater use of the City Centre and its attributes.





2. INTRODUCTION

Stafford Strategy was commissioned by Liverpool City Council to undertake the development of a City Activation Strategy to enhance Liverpool's City Centre.

The City Activation Strategy addresses a number of directions in Council's Community Strategy Plan, *Our Home, Liverpool 2027*. It will address a goal in the social direction, Creating Connection, by delivering a range of community events and activities (C.2) but will also be boosting the economy by attracting businesses for economic growth and employment opportunities (G.2) and creating an attractive environment for investment (G.3) which is from the economic direction, Generating Opportunity.

The Strategy is required to:

- Build the City Centre's reputation as a location for innovation and activation;
- Determine what constitutes successful public activation;
- Determine the strategic framework for how best to offer short, medium and longer-term activation programs within the City Centre;
- Identify how best to deliver to Council the major projects it aspires to have within (or adjacent to) its City Centre;
- Identify the risks to a successful activation strategy and how best to ameliorate these; and
- Identify how to best establish and grow a sustained night time economy within the City Centre.

2.1. Methodology

The approach undertaken for this exercise has involved:

- Initial meetings with key Council personnel;
- A detailed literature review of all relevant Council, State Government (along with other) reports and data to understand previous work and trends;
- Presenting the process at a major workshop involving Councillors, Council Officers, the Chamber of Commerce, and major stakeholders
- Preparing a draft City Activation Strategy to be used for further consultation;
- Facilitating a series of workshops with key stakeholders in Liverpool to test various options and assumptions;
- Placement of the draft City Activation Strategy on public exhibition for community feedback;
- Refining the draft City Activation Strategy based on feedback; and
- Finalising the City Activation Strategy after final discussions with Council.

The process deliberately aims to offer sufficient engagement with key stakeholders noting that responsibility and resourcing for City Centre activation cannot live purely with Council. There is a need for the active involvement of private sector interests as well as key sectors already with a strong investment focus in Liverpool's City Centre, including the health sector, education sector, cultural and arts sector, and State Government.

In addition to this is the opportunity for some of the projects identified to be put forward as part of government grant applications (including via the City Deal program). This particularly applies to major works related to a purpose-built conference centre (with an adjacent or combined hotel) and to other important civic amenities to help grow the local economy.

Liverpool will be Sydney's third CBD. Its importance of Liverpool as the key South Western Sydney city and its link to the new Western Sydney Airport (amongst other projects) cannot be emphasised strongly enough. This positioning supports the activation proposed for the Liverpool City Centre.



3. SITUATION ANALYSIS

The following provides a summary overview to reflect on Liverpool and its City Centre. It also offers a SWOT analysis (strengths, weaknesses, opportunities, and threats) to help set the scene for the activation principles and initiatives which follow.

3.1. About Liverpool

Liverpool is one of the oldest urban centres in the Greater Sydney Area, having been founded in 1810 by Governor Macquarie. It is one of the most culturally diverse centres within the Greater Sydney Commission's (GSC) Western Parklands City. In addition, Liverpool is one of the GSC's District Metropolitan City Clusters (along with Greater Penrith and Campbelltown) and will benefit from its proximity to the Western Sydney Airport.

The following 2016 ABS data provides a snapshot of the cultural diversity of those living in Liverpool.

Table 1: Liverpool's cultural diversity

Country of birth	Liverpool (C)	%	New South Wales	%	Australia	%
Australia	105,551	51.7	4,899,090	65.5	15,614,835	66.7
<i>Other top responses</i>						
Iraq	9,885	4.8	40,271	0.5	67,352	0.3
Vietnam	6,651	3.3	84,130	1.1	219,355	0.9
Fiji	6,541	3.2	33,879	0.5	61,469	0.3
India	5,265	2.6	143,459	1.9	455,389	1.9
Lebanon	4,169	2	57,381	0.8	78,653	0.3

In Liverpool (LGA), 51.7% of people were born in Australia. The most common countries of birth were Iraq 4.8%, Vietnam 3.3%, Fiji 3.2%, India 2.6% and Lebanon 2.0%.

3. SITUATION ANALYSIS

3.2. About Liverpool City Centre

Liverpool's City Centre is compact, both in its physical form and its concentration of activities. The City benefits from its Hoddle Grid layout of streets and service lanes. It is well established to build a strong and creative regional reputation through its approach to public activation and the associated economic benefits which can flow as a result.

The City Centre's edges are well-defined (physically and visually) as shown in Figure 3. These comprise:

- A stretch of the Georges River and the river aligned rail corridor on its eastern edge;
- The curve of the Hume Highway on the northern and western edges of the City Centre; and
- The combined edge of Memorial Avenue and Scott Street offering a subtle rising terrain to the south and a transition in land use from a mix of commercial and retail to predominantly residential to the south.

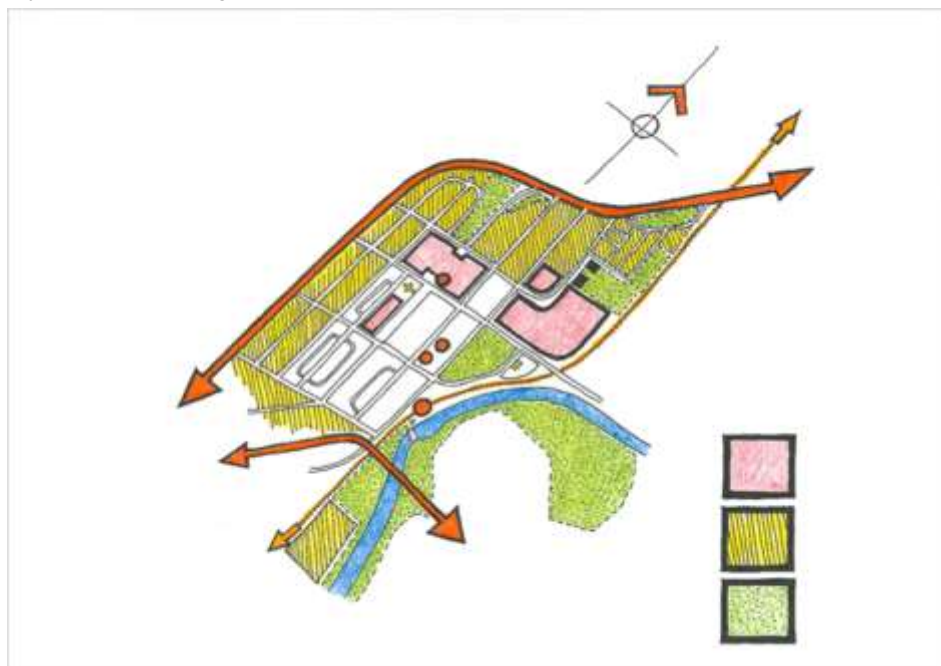
The City Centre is highly structured around a north-south aligned grid of streets and laneways marked by long and fairly narrow north-south urban blocks east of Bathurst Street. These blocks are subdivided by a series of U-shaped service lanes (or narrower streets) which run through the middle of these blocks with connections back into the City Centre's main north-south streets to either end of these blocks.

A number of east-west aligned arcades link through two of the City Centre's four large central blocks, clustered either side of Macquarie Street.

The City Centre mixes an equally compact collection of retail outlets and recreational and institutional destinations (health, education, justice and local government), with these institutional destinations spreading out along city blocks nearest to the river and the train line, and to the immediate north and western side of Bigge Park.

While the city blocks south of Moore Street are less intense from a retail perspective, they do contain many of the City Centre's health clinics, pharmacies, dentists and other social service providers. These are integrated with a collection of cafes, smaller produce markets and restaurants which reflect the City's ethnic diversity.

Figure 3: Liverpool City Centre – Existing Circumstances



3. SITUATION ANALYSIS

The following map of Liverpool's City Centre details the links between its road system and Liverpool Station.

Figure 4: Map of Liverpool City Centre



3. SITUATION ANALYSIS

There are a number of City Centre properties currently used for surface car parking (at grade) along the City Centre side of the Hume Highway and at the eastern end of Elizabeth Street, near Bigge Park.

Potential needs to be considered for utilising these at grade surface car parking areas for night time activation with the introduction of events and pop-up facilities, where this is possible.

There are also residential clusters, largely west of Bathurst Street, south of Memorial Avenue/ Scott Street, and to the northeast and west of the City's central retail area. All are within an easy walking distance of the City Centre's Macquarie Street spine and its river edge districts.

In summary, the City Centre appears well founded with a good mix of genuine uses which provide the chance for leverage and development.

3.3 SWOT Analysis

The following SWOT Analysis (Table 2) is based on the Project Team's observations of Liverpool, a review of relevant Council, State Government and other source material, and from consultation.

Table 2: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Proximity to the Western Sydney Airport. • Public transport connections to Central Sydney. • A well-defined and walkable City Centre. • The existence of mid-block U-shaped laneways. • The mix of major institutional precincts (health, justice, education, local government). • A major Westfield Shopping Centre and associated Events Cinema Complex. • The existence of a number of large development sites within, or in close proximity to, the City Centre. • The potential to connect with an undeveloped river corridor and its associated parklands. • A well-designed and maintained public space system to leverage off. • A range of scattered heritage elements, including buildings, etc. • Strong daytime use of the City's retail offerings and use of public spaces. • Strong, diverse retail offer reflecting Liverpool's uniqueness. • Well-established residential presence already within the City Centre. • An emerging student population, and strong youth presence. • The potential for commercial partnerships for components of the activation strategy with existing businesses, developers and investors. 	<ul style="list-style-type: none"> • The absence of a night time economy. • The perception of Liverpool regarding elements of public safety. • The lack of connected spaces between the Mall and St Luke's Church Precinct, at its northern end. • Traffic movements and parking within the U-shaped laneways making activation challenging. • Variable quality of City Centre arcades. • Lack of wayfinding (signage and online digital wayfinding). • The physical limitations of the public library forecourt as an inviting space for youth. • The disparity in levels of street activity and tenancy occupation between northern and southern ends of the City Centre, especially along Macquarie Street. • Lack of easy walkability and lack of visual and direct pedestrian connection between the City Centre and the Georges River. • The current extent of surface car parking within the City Centre. • A lack of more dedicated public space for activation programs at the southern end of the City Centre. • The dead space and noticeable fall off in activity created by the back of the Westfield Shopping Centre, facing Campbell Street, at the northern end of the City Centre. • Lack of historic support by some retail operators and owners for activation strategies. • Lack of historic ability to generate support for City Centre events. • Perception issues of local residents that may limit activating the City Centre at night.

3. SITUATION ANALYSIS

Opportunities	Threats
<ul style="list-style-type: none"> • The staged development of a night time economy based on focused event activity, particularly targeting the City Centre laneways, Railway Street and the Library forecourt. • Creating a strong visual and walkable connection between the City Centre and the Georges River corridor and parklands. • Activating the undeveloped southern end of the City Centre with stronger public activity. • Development of a coordinated and well-funded annual program of public initiatives. • A feasibility assessment for a fully-serviced conference centre and associated hotel as a major economic driver of City Centre activity and further employment, and to strengthen the potential of a link to the Western Sydney Airport. • Introduction of shade and shelter facilities to parts of the City Centre's streetscape to improve all-weather walkability and comfort between major sites. • Exploring the crossover potential between the Strategy and the growing City Centre tertiary education sector. • Enhancing the various heritage sites within the City Centre by offering storytelling through digital information and wayfinding signage • A program to improve the level of support of City Centre retail tenants and building owners for wider activity, including night time activity. • A strategy for engaging youth and student activity within the City Centre to offer a variety of activities of a positive nature. • A program of partnership and sponsorship opportunities with all key stakeholders to support mechanisms for activating the City Centre. • Development of a noise and disturbance pact between Council and new City Centre residents (permanent and short-term) which actively supports City Centre activation needs. • Activation potential for Pioneer Memorial Park at the northern end of the City Centre. 	<ul style="list-style-type: none"> • Failure to develop an effective night time economy with an ongoing (and increased) perception of lack of public safety at night. • Significant resistance or non-participation from City Centre retailers and business owners. • Disinterest in, or failure to engage with, the City's major ethnic communities to activate the Strategy. • Failure to commit an appropriate annual budget along with adequate staffing resources to achieve the Strategy. • Failure to maintain the current well-defined City Centre through inappropriate public and private development. • Failure to link the implementation of the Strategy within Council's wider strategic objectives and related actions. • Local resistance to perceived noise levels and the risk of claimed public nuisance impacts from City Centre activation. • Failure to adequately maintain and adapt the City Centre's public space areas. • Failure to achieve necessary sponsorship and partnership to support the Strategy's implementation. • Inability to create the City Centre's pedestrian link across to the Georges River and associated parklands. • Failure to adapt Pioneer Memorial Park as an enhanced public space for activation at the northern end of the City Centre. • Failure to persuade Westfield to develop their Campbell Street edge as a new northern frontage with a strong pedestrian connection to Pioneer Memorial Park. • Failure to introduce flexible infrastructure to Macquarie Mall and to create a link between the Mall and St Luke's Precinct. • Inability to generate State and Federal Government support for major funding initiatives. • The challenge of duplication with Penrith in seeking to create an equidistant commercial hub (tourism and other purposes) to support Western Sydney Airport's development.



4. ACTIVATION PRINCIPLES

It is important to note that the strategy for activation is at a high level to help indicate the overall direction which should be taken to deliver the desired outcomes for Liverpool's City Centre. To achieve this, a set of guiding principles has been created to ensure effective development and delivery of the Strategy. These cover the necessary qualities to be expected, the operational practices that would need to be followed and the resourcing requirements crucial to the successful implementation of the Strategy.

4.1. Local Authenticity

There is a need to ensure that at least 60% of activation initiatives have strong specific local content and link well with the existing social and cultural profile of Liverpool. This is important to ensure a local distinction is offered by Liverpool's City Centre activation, creating a clear point of difference from other, neighbouring City Centre areas in Western Sydney. There is strong competition from not only Parramatta and Penrith, but also Campbelltown in the south west.

4.2. Creativity

There is a need to generate and utilise creative content, which emphasises a local vernacular over anything generic or overly familiar. Creative content is required to emphasise local authenticity and to help generate partnerships and collaboration (particularly with the cultural and arts sector, which is noted as strong in Liverpool).

4.3 Agility

As much as a strategy can provide a game plan for moving forward, there is a need to be able to respond quickly to unexpected opportunities as well as challenges. This has equal application to making use of all unanticipated opportunities. This includes co-opting activations by others, making use of unexpected spatial opportunities (short and long term), and creatively modifying variations to an existing activation program.

At times, the ability to generate support in the form of resources and funding from State or Federal Government programs may offer a more immediate opportunity for activation. Having flexibility and agility to respond to these opportunities is particularly important.

4.4. Curation

This involves the ordered application and selection, arrangement and management of an activation program. In essence, curation aligns events to places with particular attention to the primary activation idea and to the detail of actual delivery, including emphasising the type of audience experience which needs to be generated. This is as much about offering potential areas for different forms of events (where lighting, seating, security, catering, etc., are all well planned in advance) to ensuring the desired activation outcome is achieved. It also requires sufficient resourcing by Council to achieve a curated outcome of high quality.

4. ACTIVATION PRINCIPLES

4.5. Leverage

The Strategy needs to link with Council's current strategic objectives, and major private development initiatives through the targeted staging and development of aligned activation opportunities. This may involve the crafting of an overall activation program including advancing public safety at night, securing a conference facility and increasing development interest overall, by way of example, to strengthening Liverpool's identity and importance as a mega (or local) city within the mix of Greater Sydney.

The Strategy, therefore, has to be able to dovetail with, and leverage off, Council's current community, economic and related objectives as it is deployed and gains recognition and support. Making sure these all align is essential for success.

4.6. Research

In devising a particular activation initiative, it is far better to work from an evidence-base which is well researched. This is required particularly to help address a number of City Centre issues, including the following:

- Being clear about a perceived opportunity and whether it is going to address an existing problem or fulfil a product gap.
- Determining what the best fit between an activation and a particular physical space should be.
- Clarifying whether the space currently exists, or whether it needs to be created or potentially repurposed.
- Determining if the activation space needs to be permanent or temporary (a pop-up scenario).
- Clarifying who the target audience needs to be (local youth, local residents, regional visitors or a broader mix).
- Once a space for activation has been selected, this needs to be carefully interrogated through a process which is efficiently robust. This interrogation may need to include being clear about:
 - who currently uses the space and does this offer an opportunity or a challenge;
 - how is the space currently used and what do users actually need from it;
 - what are the actual attributes of the space and what, if anything, does it lack;
 - who used to use the space but is not there now, and does this provide an opportunity to encourage a returning user; and
 - who is planned to be there in the future?

4.7. Trial and Error

Successful activation involves a willingness to take a degree of manageable risk, if creativity is to drive an activation program. Risks are best managed through a trial and error process where new initiatives are introduced carefully and on a staged basis. A nimble, flexible approach is required when an initiative fails to meet expectations. Most often, there are simple reasons why something has failed. Past experience indicates that a lack of adequate research into what could work and why is often the reason behind such failures. On other occasions, it may relate to the lack of adequate resourcing.

4. ACTIVATION PRINCIPLES

4.8. Invitation

Being invited to participate is an important condition of successful activation. Invitation involves places where a public welcome is offered and understood and the attraction to use it is strong. Effective and timely communication is very important as part of an invitation. Where social media can be the vehicle to achieve this, the invitation will always be key. The places of invitation ideally should be largely free of any onerous conditions. Ideally, these should be neutral spaces where the audience involved can be easily tailored to the activation itself.

There is a need to offer compelling, targeted invitations to differing City Centre groups (e.g. business and retailers; developers and investors) and to specific target audiences (e.g. students, ethnic communities, wider Sydney visitors, and special interest groups) to get involved in aligned activation initiatives.

4.9. Collaboration

Activation has many contributors. While Council, as the lead public agency, will take a dominant role, by providing content, structure, timetabling, coordination, etc., collaboration with industry, community and other major stakeholders is essential.

Collaborations may involve patrons or partners in a specific activity, creative individuals, groups or organisations, etc. Importantly, the City's various communities of interest play a key role whether they be from the education sector, the business community, health sector, retail or cultural sectors. An activation program founded on various forms of creative and financial collaboration will more likely build a stronger, more secure and more varied activation offer to support Liverpool's City Centre. As a by-product of this network of current and new collaborators, the resultant impact will help support Liverpool's reputation for innovative practice and as a Council willing to be flexible about how it defines and implements activation initiatives.

4.10. Effective Resourcing

Devising an effective activation program with its various demands and with the necessary attention to detail requires a commitment to effective resourcing (human resource commitments and budgetary support). Activation also benefits from acknowledging its function as a learning practice which can be improved and refined over time. This cannot happen without a consistent level of active communication, careful reflection and a commitment to creative practice within the Council's delivery unit responsible for its activation programs.

The opportunity exists to find partners and sponsors (such as local businesses, major operators of shopping centres etc.) to work with Council to help develop and promote the Strategy. Council, for its part, has to be able to show sufficient benefit to partners and sponsors from an activation to warrant their support. More often this needs to be through generating higher pedestrian traffic, opening up potential marketing opportunities not otherwise available, generating greater sales revenue, and the like).



5. ACTIVATION INITIATIVES

Building on, and creating new activation initiatives involves establishing a program of activity which is within the ability of Council to deliver. Too often initiatives are put together that stretch Council resources or fail to provide a logical sequencing that gives adequate profile to the Strategy and builds confidence in it.

Consequently, what is proposed is a program of short, medium and longer-term Initiatives which require:

- Adequate research and preparation to support each activation time period and the resourcing for each of the actions involved;
- Mapping the physical locality of initiatives within the City Centre to share the benefits around the area as much as possible; and
- Looking at changes to the way activation is offered within Council's existing operational structures, and, externally, via collaboration with a variety of stakeholders whose input is either necessary, or is going to be of particular value.

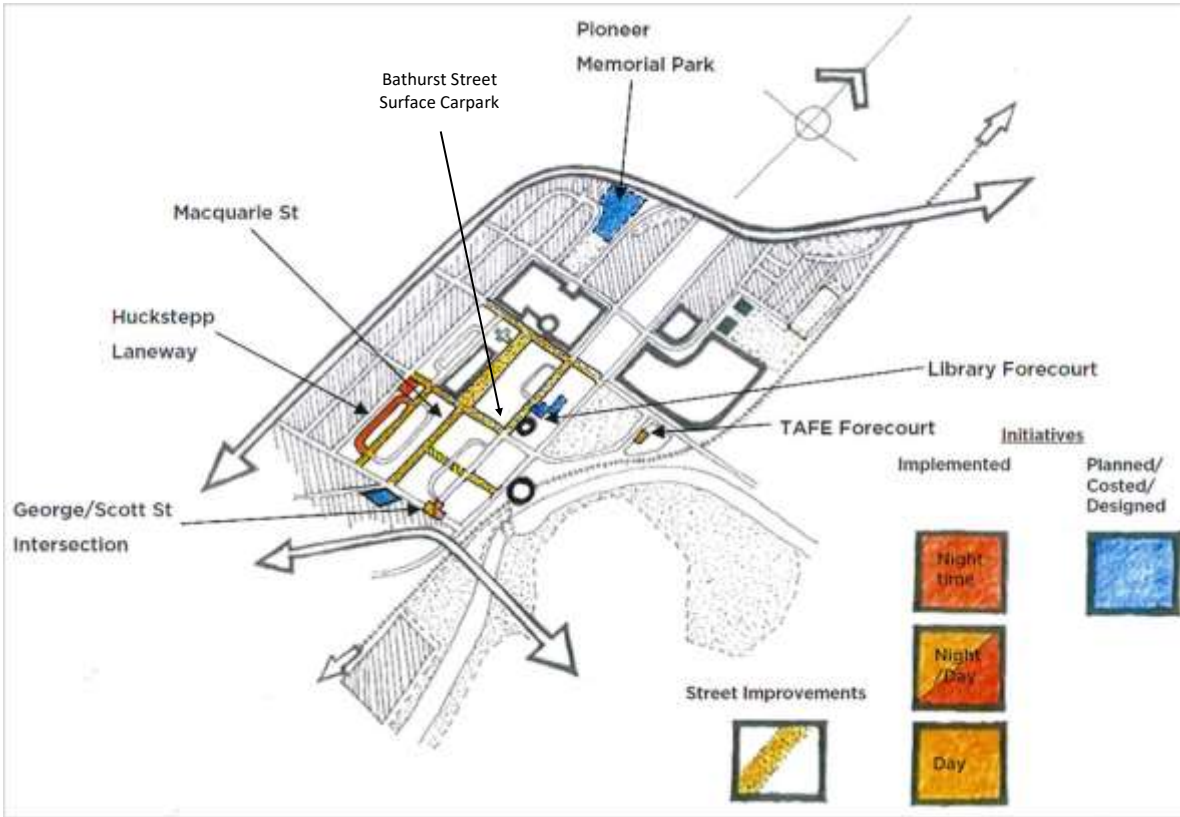
5.1. Short-term Activations (1-2 years)

Figure 5 illustrates potential activation measures which, for strategic reasons, should be undertaken in the short-term. These include the following.

- Development of Railway Street as a “shared street” (vehicles and pedestrians), with the potential to close it off as a “pedestrian only” event space at specific times during the year.
- Improvements in connection/wayfinding and public space quality to the arcade/laneway connection between Railway Street and Macquarie Street South.
- Trial night time initiatives, including temporary closure/activation of laneways.
- Develop and trial off-street, surface car park activations, with potential to link with laneway activations.
- Establish a robust activation program for Macquarie Mall that emphasises a seasonal awareness.
- Develop the existing library forecourt as a youth space. It currently has informal use as a youth space which should be formalised through planned activations.
- Develop a temporary activation program for the NSW TAFE forecourt.
- Investigate the feasibility of a convention centre development and associated full-service hotel.
- Establish a City Activation Project Control Group.
- Ensure the design of Civic Place carefully considers its use as a public space/meeting point/key activation site, and make appropriate infrastructure and design provisions to foster this.
- Identify public space improvements through the development of a City Centre Master Plan.
- Ensure future developments of Woodward Park are sympathetic to its proximity to the City Centre, and its potential as a key public space for City Centre users.
- Ensure that any reviews of planning regulations align with the Strategy's ambitions of fostering an activated 18-hour economy.

5. ACTIVATION INITIATIVES

Figure 5: Short Term Activations



5. ACTIVATION INITIATIVES

reference	Initiative	Actions	2019	2020	Responsibility	Costed
1.	Railway Street's development as a shared street.	<ul style="list-style-type: none"> Investigate Railway Street for its shared street potential. Take pedestrian counts and record street's current cross-sectional layout, furniture, services and landscape. Develop a temporary trial shared street design (traffic calming and increased pedestrianisation). Design and implement a shared street activation programme. On completion of trial, review and assess street space, ground floor retail outcomes and user attitudes. Develop and cost a detailed design for a permanent shared street (adjusting for trial outcomes). 	X X X X X		City Economy	Yes Yes Yes Yes No No
2.	Improved links between Railway Street and Macquarie Street.	<ul style="list-style-type: none"> Review and report on the public space condition and wayfinding qualities of the arcade link. Identify areas for improvement – wayfinding measures, surface treatment, furniture. Design generous, consistently treated surface treatments at Railway Street, George Laneway and Macquarie Street crossings to express arcade link. Document, cost and implement arcade link improvements. 		X X X X	City Economy; City Infrastructure and Environment; City Design	Yes Yes No No
3.	Develop and trial a night time laneway activation.	<ul style="list-style-type: none"> Investigate George, Huckstepp, Railway and Northumberland Serviceways for their current nature of building ownerships and tenancies, their parking and required access arrangements, operating hours and any night time presences. Identify a target laneway with the greatest activation potential (especially where this is adjacent to a current off-street surface car park). Identify one off-laneway (ground or first floor) tenancy space with potential to offer a night time bar space to operate concurrent with a laneway activation. Design a layout and appropriate infrastructure for transforming the laneway for a 4 hour, evening activation. Develop an activation programme for a 4 hour event. Develop associated branding and promotional material to give this event local distinctiveness. Assess the trial initiative against its objectives – taking account of the initiative's physical design, operational performance and program effectiveness. Utilise these findings and user feedback to design a permanent laneway activation initiative to be scheduled as a regular event. 	X X X X X X X	X X X X	City Economy	Yes Yes Yes Yes Yes Yes Yes

5. ACTIVATION INITIATIVES

reference	Initiative	Actions	2019	2020	Responsibility	Costed
4.	Develop and trial an off-street, surface car park activation	<ul style="list-style-type: none"> Identify an off-street, surface car park with activation potential (adjacent to one of the City Centre's laneways). Investigate the required temporary infrastructure necessary to establish a temporary (4 hour) activation and a program to animate it. Design and cost this initiative as a stand-alone event or as one tailored to run concurrent with an adjacent laneway activation. Implement the initiative as a stand-alone night time event or as a night time event shared with an adjacent, related laneway activation. Review the activation for its effectiveness and any issues requiring adjustment. 		X	City Economy	Yes
				X		Yes
				X		Yes
				X		Yes
				X		Yes
5.	Establish a robust activation program for Macquarie Mall that emphasises a seasonal awareness.	<ul style="list-style-type: none"> Design and implement a seasonal activation program for the Mall with one medium-scale activation initiative to emphasise and celebrate each of the four seasons. Design and implement small, regular activations within (or adjacent to) the Mall to include music performance, school holiday events and events that utilise the digital screen (e.g. evening cinema). 	X	X	City Economy	Yes
			X	X		Yes
6.	Develop the existing library forecourt as a youth space.	<ul style="list-style-type: none"> Investigate the potential for the forecourt to, on occasion, work concurrently with an extended activation program within part of the adjacent public car park floor. Develop an annual activation program for the forecourt with a clear emphasis on its definition as a City Centre youth space. Develop and cost a redesign of the forecourt to transform its current utilitarian persona. In doing this, consider a thorough redesign of surfaces, landscape elements, seating, lighting, power provision, edge treatments and shade structures to create a softened and welcoming public space tailored to a predominant youth presence. 	X		City Economy, Community Development and Planning	Yes
			X			Yes
				X		No
7.	Temporary Activation of the NSW TAFE forecourt.	<ul style="list-style-type: none"> Explore with the TAFE the potential for the forecourt to act as a host space for a temporary activation program. If this is acceptable to the TAFE, design a possible activation program for the space that emphasises its role as night time space with a youth (and student) focus. Implement the trial and follow it up with a full review of how the space performed and any issues that require further thought and adjustment. 	X		City Economy	No
			X			No
			X			No

5. ACTIVATION INITIATIVES

reference	Initiative	Actions	2019	2020	Responsibility	Costed
8.	A convention centre development and associated full-service hotel	<ul style="list-style-type: none"> Commission a feasibility study and business case for the Convention Centre and Hotel. 		X	City Economy; Property	No
9.	City Activation Project Control Group	<ul style="list-style-type: none"> Establish a City Activation PCG to meet at agreed, regular intervals and assist/support the Council's staff in the development and promotion of a City Centre activation program. Secure a membership that includes engaged representatives from the business community, City Centre retailers, the health and education sectors, youth, creative and cultural communities. Set the PCG's agenda to be a positively focussed resource for inviting/reviewing creative program content, problem identification and solving and as to act as the Strategy's champion. 	X X X	 X	City Economy	N/A
10	Prepare the Civic Place development for future activations	<ul style="list-style-type: none"> Liaise with designers and architects to ensure that appropriate event infrastructure is in place in relevant public spaces. Develop and cost a launch event and ongoing activation program for the site . 	X	X X	City Economy; Property	Yes No
11.	Identify public space improvements through a City Centre Master Plan	<ul style="list-style-type: none"> Undertake a strategic review of current City Centre streetscape, lighting, furniture, pavement, finishes and all other elements of the public realm. Develop a comprehensive master plan to guide public space improvements. 	X X		City Design & Public Domain	Yes Yes
12.	Woodward Park Connections	<ul style="list-style-type: none"> Liaise with relevant consultants and Council staff to establish connections between the City Centre and Woodward Park developments. 	X		City Economy; Property	Yes
13.	Planning reviews	<ul style="list-style-type: none"> Liaise with relevant consultations and Council staff in reviews of planning noise regulation to ensure alignment with proposed activations, particularly those occurring at night. 	X	X	City Economy; Planning & Transport	Yes

5. ACTIVATION INITIATIVES

Figure 6: Railway Street Project- shared street arrangement (pedestrian mode) and arcade connection



Figure 7: Trial night time Laneway Initiative

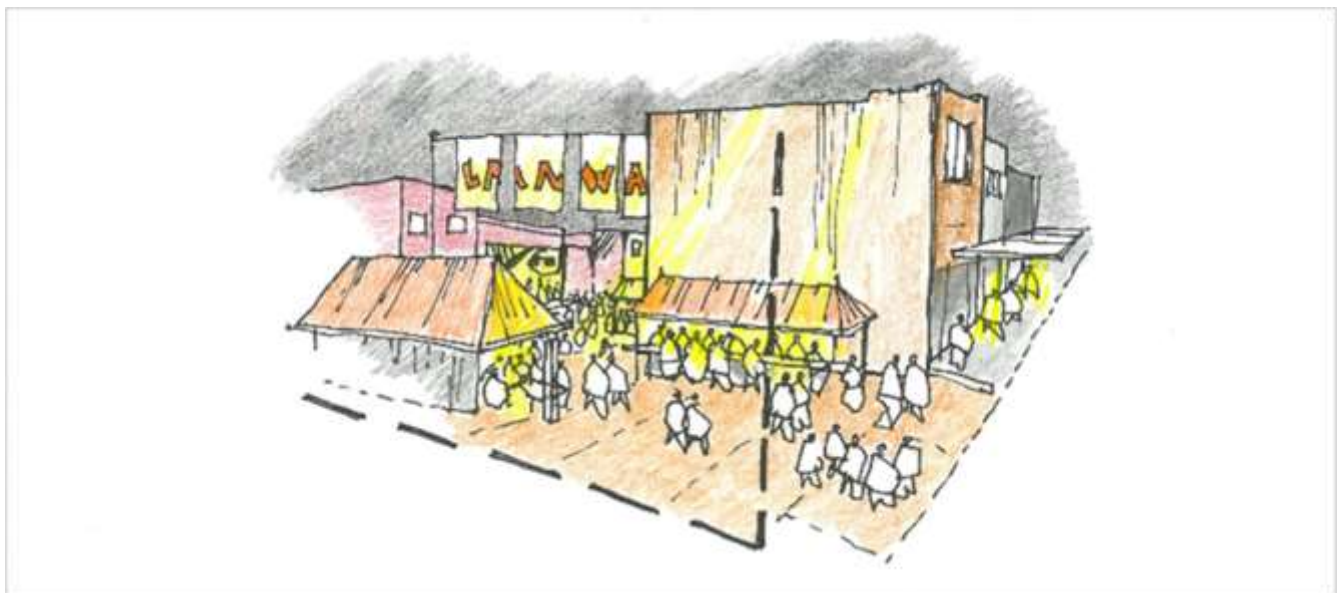


Figure 7 illustrates the potential initiative to trial a night time laneway. It includes consideration of the following measures:

- The temporary closure of laneways to traffic for 4 hours from 6.30pm.
- The trialling of a temporary bar in an adjoining ground floor interior or as a laneway pop up.
- The design of an activation to explore a choreographed combination of single-bowl food, feature night lighting, banner decoration, temporary tent structures, long shared tables and seating, a dance stage and live music.

5. ACTIVATION INITIATIVES

Figure 8: Liverpool TAFE Forecourt Initiative



Figure 8 illustrates the potential initiative of using the TAFE Forecourt as a specialised activation space. This would require arrangements to be negotiated with the TAFE, as well as a venue program targeted at the City Centre's growing student population (e.g. movies on a large, removable screen).



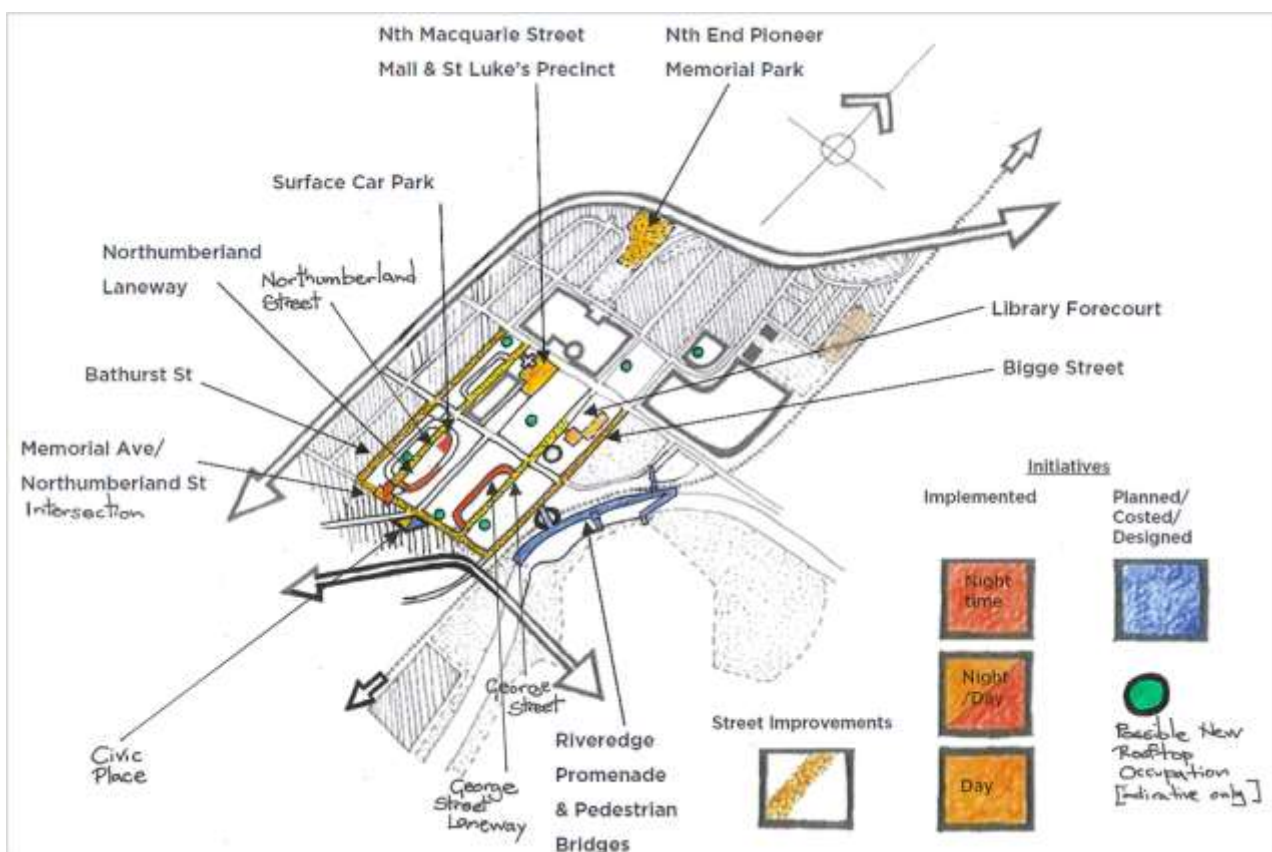
5. ACTIVATION INITIATIVES

5.2. Medium-term Activations (3-5 years)

A two-year review of the Strategy will evaluate the outcomes of short-term activation initiatives and make decisions regarding their continuation, adjustment or cessation. In addition to these actions, Council will also undertake medium-term activations outlined for consideration. While some of these can be commenced in the shorter-term if resources permit, the scale of most of these initiatives will require an extended period to carefully plan and introduce them and to address, as well as manage, any potential cost implications for Council. Shown in Figure 10 below, these include:

- Investigate library forecourt improvements, and continuation of a youth-orientated activation program.
- Investigate and trial a joint north Macquarie Mall and St Luke's Precinct activation program.
- Trial temporary and occasional closures to key intersections to the south of the City Centre for public pedestrian activation.
- Develop and deliver a Civic Place activation program.
- Explore opportunities for rooftop recreation and hospitality spaces.
- Develop a Night Time Activation Strategy off the back of previous trials and initiatives in this activation area.
- Develop a Heritage Activation Strategy.
- Develop an ongoing broader consultation program.
- Prepare an investigation, design and cost estimates for a river edge boardwalk along the eastern perimeter of the City Centre.

Figure 9: Medium Term Activations



5. ACTIVATION INITIATIVES

5.2.1. Library Forecourt Improvements

The library forecourt needs a complete physical overhaul to soften its look and feel, and create a more inviting space for activation. This would involve:

- The commissioning of a design review to ensure that it delivers what the space currently lacks, focusing on encouraging stronger youth activity within it.
- The commissioning of design consultants to undertake the upgrade, in consultation with local youth.
- Once the upgrade of the space has been completed, a new activation program for the space can be created based on its improved qualities and its ability to attract a stronger youth focus. This should extend to developing a variety of possible night time activations.

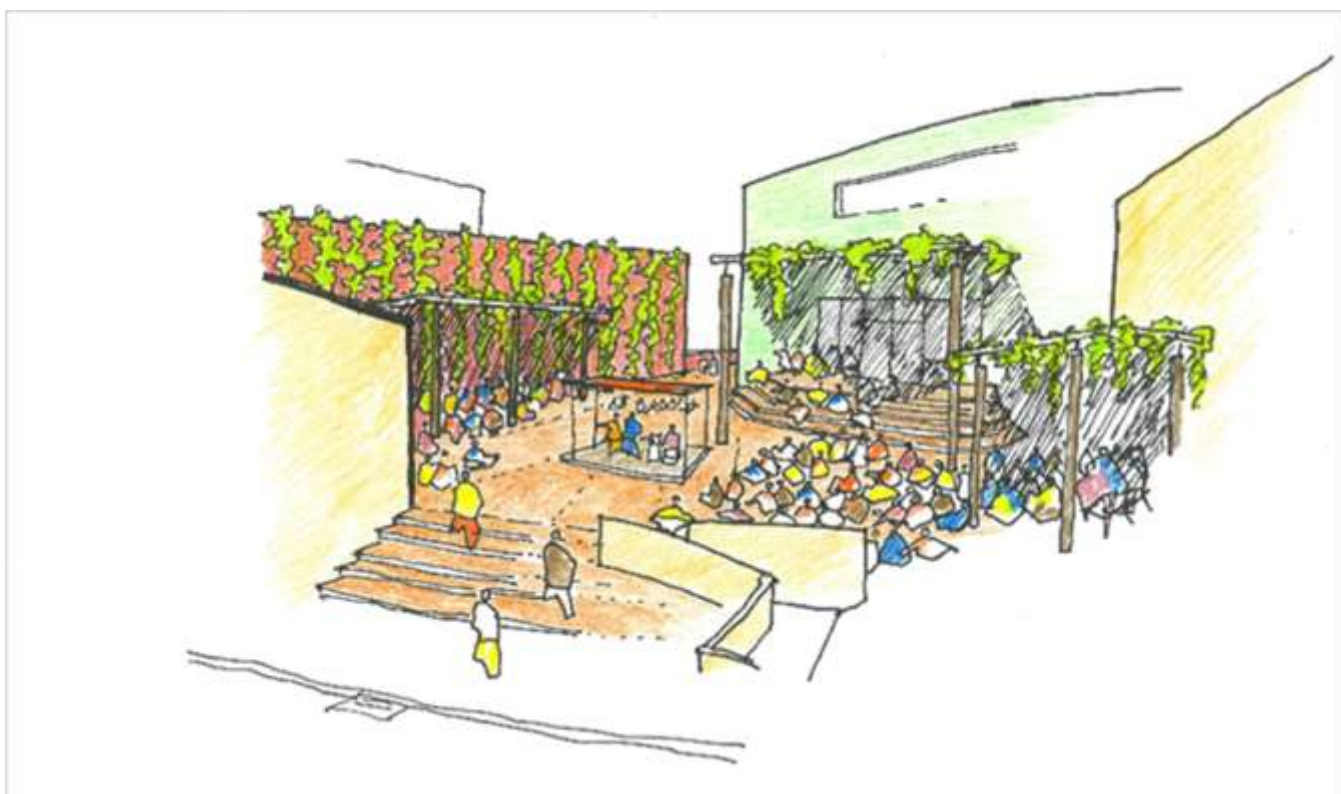


Figure 10: Public Library Forecourt Initiative

Figure 10 illustrates a possible re-design of the library forecourt's infrastructure to improve its comfort, shelter and physical definition as, primarily, a youth activation space. Key points to note include:

- Surface material revised to soften the appearance of the space.
- New (planted) shade pergolas located on the edges of the space and a green wall to visually screen the neighbouring building to the space's northern perimeter.
- A centrally-located, removable stage structure with generous power provision.
- New seating to shaded areas.

5. ACTIVATION INITIATIVES

5.2.2. North Macquarie Mall and St Luke's Precinct Activations

Noting that the City Centre is already well-endowed with public open space venues, the opportunity to further strengthen and enlarge the number of public venues on offer should be further examined. An example of this is the apparent opportunity presented by private open space located adjacent to the northern end of the City's Macquarie Street spine. A case supporting this should take account of the following:

- The northern end of Macquarie Mall is currently separated from the adjacent St Luke's Church grounds by a fence line (possibly of heritage significance). There is little on-site evidence of any tradition of shared space for activation between the Church precinct and the northern end of the Mall.
- This should be understood as an opportunity to develop a creative concept for the activation of a shared space if the Church can be persuaded that some of its land, directly adjacent to the Mall, could be utilised, on an occasional basis, as a joint public space.
- The potential exists to create a new, larger temporary public space at the northern end of Macquarie Mall.
- This concept, if realised, would be based on a use protocol between the parties that addresses both church and Council requirements and needs.
- The proposal would best be implemented as a trial event followed by an assessment of success or difficulties experienced by both parties.
- In conceiving this project, the Church should be regarded as a potential creative partner in the project, where the project meets the Church's objectives, best defined by a partnership with Council.

5.2.3. Temporary closures of key intersections

To further strengthen the city centre's southern end activation:

- Investigate the implications of a regular temporary street closure as a possible temporary public space venue. The intersection of George and Scott Streets appears to provide this opportunity as the City Centre's street network provides other temporary traffic movement options during the anticipated, short (2-3 hour) period of street closure.
- Once the site has been determined and secured, generate a creative concept for its regular activation (every 2-3 months). The length of closure is, to some extent, determined by the concept being created but the duration of the closure during daytime hours would need to be for a minimum period (1.5-2 hours). Alternatively, it may be possible to utilise the space as part of a night time activation in tandem with adjacent laneways.
- Investigate and secure a south-end sponsor/partner.

The Scott/George Street Intersection Initiative is illustrated in Figure 11. This shows the temporary (lunch time) closure of the intersection of Scott and George Streets, combined with street improvements to both - as well as the creation of locally inflected programs to activate the space for public use.

5. ACTIVATION INITIATIVES

Figure 11: The Scott & George Street Intersection Initiative



5.2.4. Exploring Opportunities for Rooftop Recreation and Hospitality Space

The future development of Civic Place will provide the southern end of the City Centre with a significant new space. Special care needs to be taken with the design and programming of this space. The following should be noted and addressed:

- By its very association, this space is likely to rival the Mall as the City Centre's principal public space.
- Program curation will be an important component of the space's activation character and its premier status within the City's public space network.
- Civic Place's physical nature and its activation program should strive to give it city-wide status as a central meeting point and activation hub of the City Centre.

5.2.5. Rooftop recreation and hospitality spaces

The City Centre's rooftops – where these involve flat, unoccupied roof space with reasonably safe access – provide the opportunity to create a new kind of semi-public space with activation potential. This kind of hidden space (from the street) could substantially add to the City's night time economy and its transition to an 18 hour city. The uses involved would include bars, restaurants, performance spaces, and the potential for an outdoor, all-season rooftop cinema.

It is recommended that:

- A survey be carried out by Council to identify any flat roofs within the City Centre with the potential for relatively easy (or obtainable) public access (lift and stair) and, preferably, a parapet edge - required for safety.
- If such spaces are available, one could be prioritised (including a willing building owner and a credible, entrepreneurial operator) to develop as a trial roof top space. This would involve developing a viable business case and securing all necessary approvals and a lease based on the trial concept.

5. ACTIVATION INITIATIVES

- Once secured and operating, and as part of the trial, the existence of this new roof top space should be well publicized with the intent of leveraging similar opportunities on the basis of the trial's assumed success.
- Include rooftop recreation and hospitality space as part of any strategy for Night Time Activations.

5.2.5 Develop a Night Time Activation Strategy

Following from short-term trials and initiatives of night time activations, a strategy should be developed which advances Council's 18-hour ambitions for the City Centre. The strategy would align with the needs of new and growing worker, student and residential populations occupying the City Centre, finding ways to regularly discover and occupy the 'back-of-house' and undiscovered parts of the City.

5.2.6 Develop a Heritage Activation Strategy

The Liverpool Heritage Activation Strategy would aim to enhance the liveability and landscape of the Liverpool City Centre by enhancing the opportunities provided by heritage items within the City, owned by Council. The strategy will consider the activation of spaces like the Former Memorial School of Arts as well as the passive spaces of Liverpool Pioneers Memorial Park through interpretation, landscaping and enhanced public accessibility.

5.2.7. Develop an ongoing broader consultation program

With the development of each new initiative the objective would be to ensure that all relevant stakeholders are actively involved in an initiative's development. The intention would be to actively encourage an ever-wider group of interested parties to provide feedback and ideas into the continuing program of activating Liverpool's City Centre.

Initiatives may need to include the following.

- Finding ways to encourage inner-city office workers to be able to input ideas and options for consideration.
- Encouraging input from tertiary students, particularly as expanded on-site accommodation continues to be offered and the City Centre's student numbers grow.
- Identifying mechanisms for encouraging active participation from different cultural communities within Liverpool.
- Ensuring that consultation burnout is avoided and input from key stakeholders and the wider community is encouraged, supported and well managed.

5. ACTIVATION INITIATIVES

5.2.8 Developing the river edge concept

Currently, accessing the river and its parklands is difficult. The rail corridor, and the escarpment along the eastern edge of the river, act as barriers and a solution to these needs to be found so that the river corridor, its public spaces and its recreation activity become closely allied with the public life of the City Centre.

To address this the following should be considered:

- Advance a design concept to meet these objectives. This could involve building a wide pedestrian promenade, along the eastern side of the rail corridor and potentially accessed through a modification of the Station's existing entry bridge structure. It would be constructed of timber and steel and be cantilevered out from the river-edge escarpment. The promenade would run from the Station north to a pedestrian connection, re-entering the Central City, just south of the TAFE buildings. Access to the river from the promenade would be via a possible sloping bridge (making use of the existing former bridge pylons in the river), with an alternative connection being provided via an outdoor lift from a mid-point along the promenade to the Lighthorse Memorial space below. A new, at-grade pedestrian bridge would connect from the Memorial space across to the eastern bank of the river.
- Prepare an associated business case and feasibility study.
- Align this work with proposals set out in the current Georges River Masterplan and detailed conceptual design work already commissioned by the Council.
- Appoint appropriate consultants with the necessary skills (including strategic, financial and economic planning and design) so this exercise is evidence-based from a market-led perspective, and not design driven.
- Ensure that the relevant communities are adequately consulted, along with all other stakeholders.
- Assuming a positive result is reached from the feasibility and business case (as well as the broader consultation) determine whether this project could be supported either under a City Deals initiative, if large enough, or under other State and Federal programs for city activation and enhancement. This is particularly the case where the proposal is able to offer a high quality public amenity for local communities and also act as a potential drawcard feature for visitors.





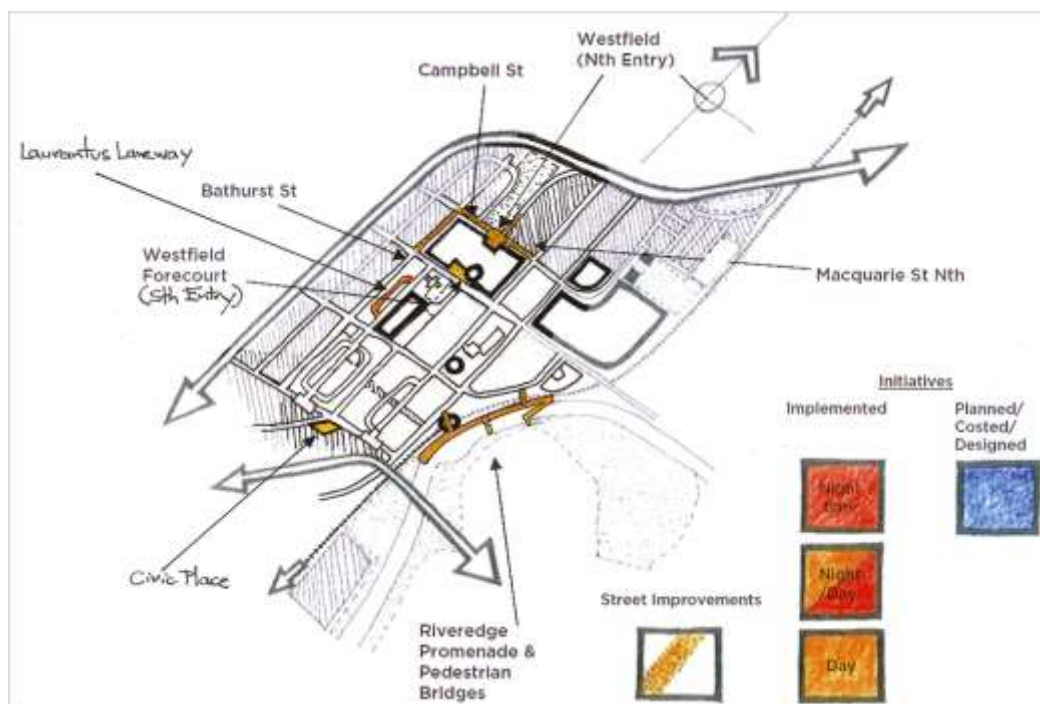
5. ACTIVATION INITIATIVES

5.3. Longer-term Activations (6 years +)

The differentiation between short, medium and longer-term initiatives is primarily based on the capital cost, the complexity involved and related implications associated with these. Time is also a great instructor and other ideas around activation will emerge off the back of the Strategy's progressive implementation, the lessons learnt and the successes achieved. Consequently, the following are noted as longer-term initiatives, although the initial planning for these may actually start in the short or medium term if resources permit.

- Construct a new river edge promenade and a signature pedestrian bridge (as described above) to the east bank of the river, linking back to the City Centre and showcasing a piece of innovative urban design. The intention would be to create a space capable of hosting an event as well as acting as a passive outlook to the river corridor.
- Create a new northern entry/frontage to Westfield Liverpool at Campbell Street, in cooperation with Scentre Group. Team this with a new 4-5 metre wide pedestrian crossing to link to Macquarie Street North.
- Look to build opportunities for longer-term sponsorship and partnership arrangements with a mixture of stakeholders who can work with Council and take responsibility for specific spaces and their ongoing development and marketing..

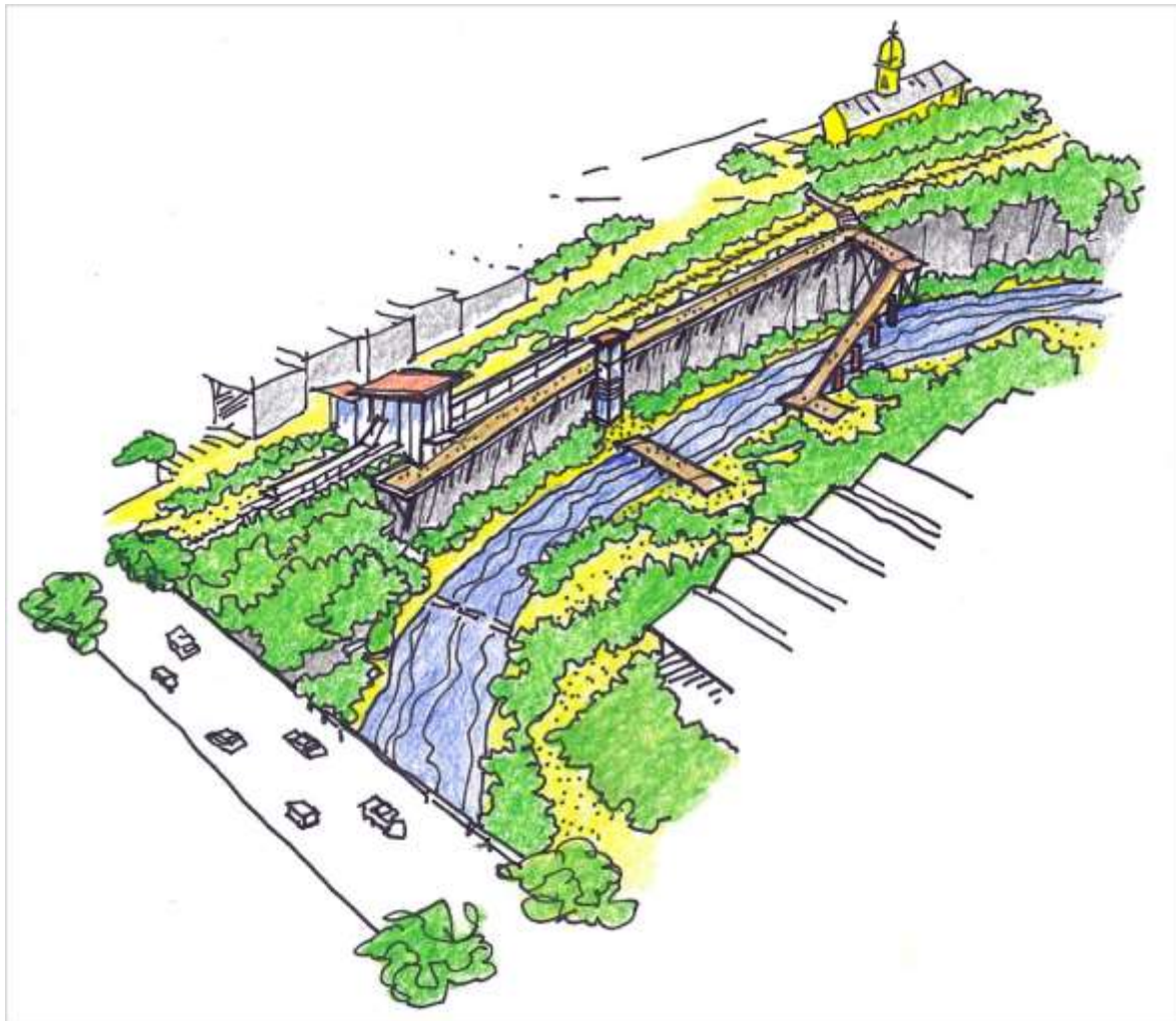
Figure 12: Longer Term Activations



5. ACTIVATION INITIATIVES

As illustrated in Figure 13, a new river edge pedestrian promenade is constructed to overlook the Georges River corridor from the city side. Additionally, two new pedestrian bridges are constructed to span across to the east bank of the river from both ends of the promenade. The promenade is connected back to the City Centre via a walking bridge at its northern end and the Station entry is modified to act as the principal pedestrian access from the City Centre to the promenade. The promenade space should have the capacity and structure to act as an event space in its own right.

Figure 13: The River Edge Boardwalk & Pedestrian Bridges Initiative





6. EVALUATION AND REVIEW

Council will evaluate and review the Strategy two years after adoption. The review will focus on the following:

- Council's ongoing commitment to the purpose and objectives of the Strategy;
- Evaluation of the short-term activation initiatives and their effectiveness in realising the purpose and objectives of the Strategy;
- Review of medium-term initiatives and their appropriateness going forward, in light of deliverables from the short-term initiatives.
- Development of an Action Plan for the medium-term initiative with considerations of related resources and costing.





7. SUMMARY

The Liverpool City Centre has a number of urban strengths which allow a variety of activations to occur, potentially quite quickly if resources can be committed. It is essential, however, that a broad range of stakeholders are actively involved and partnered with Council, to achieve the strengthening of City Centre street life, which these activations can help provide.

While the temptation is to try and take on many initiatives at the same time, the reality is that resources and available time require a very careful and staged approach be followed.

It is important that one or two initial activations are looked at, noting the current limited resources which Council has in this area and the strong need to leverage off support from the local business community as well as other major stakeholders. These start-up initiatives should be prepared to embody some manageable risks in order to involve genuinely creative content, and by offering new examples of how to define and progress this Strategy.

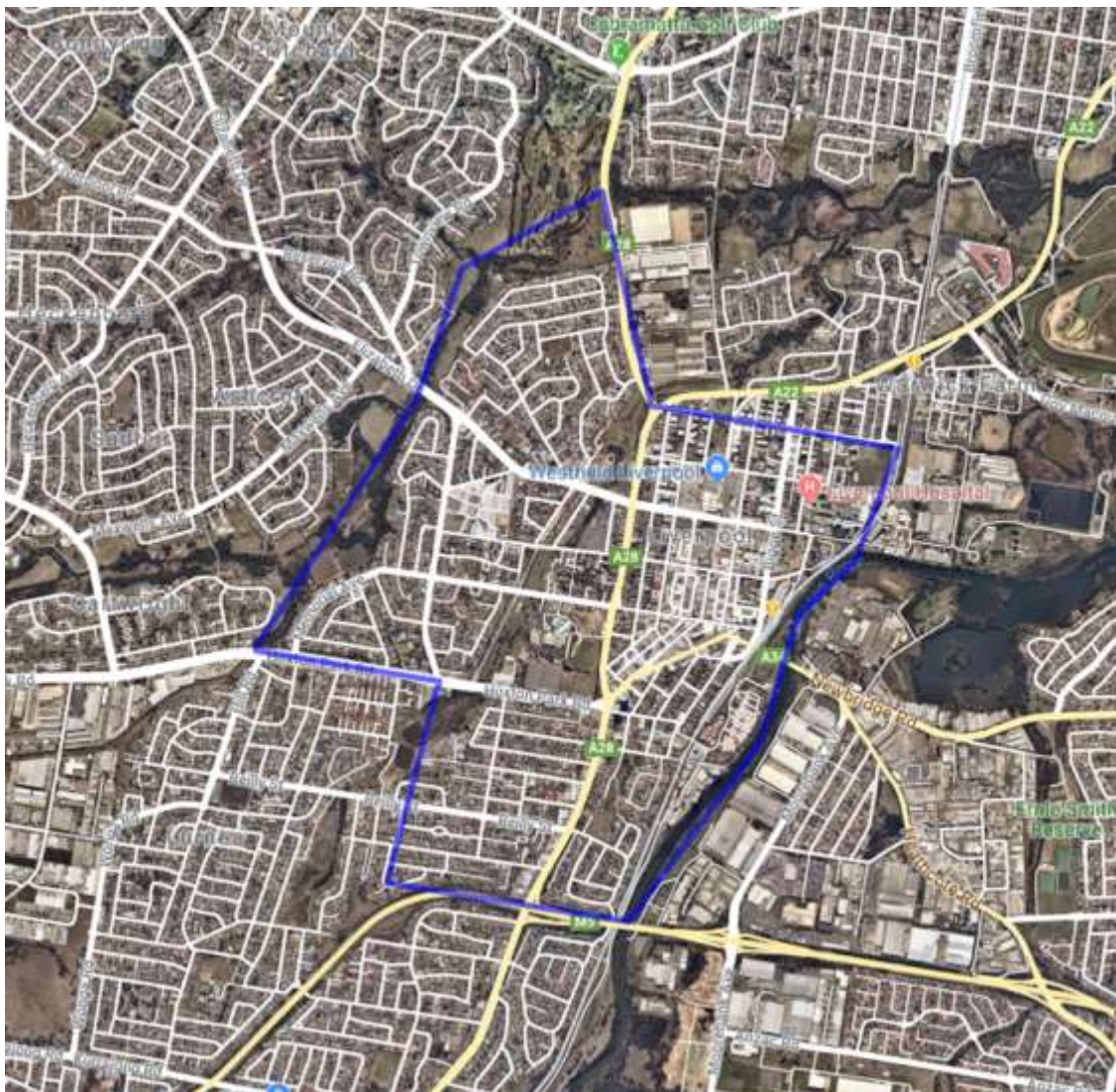
What needs to be avoided is a scenario where an unsuccessful activation is focused on and which knocks the confidence of stakeholders to want to engage in future activation initiatives.

Major projects, such as the desired conference centre for the Liverpool City Centre, have the potential to be catalysts to encourage a variety of activations to occur. This is likely to be a major economic driver which will support the City Activation Strategy over and above the existing and organic growth in economic activity which is already occurring. The ability to activate this more quickly has major implications for the staging of other activations.

8. APPENDIX

Appendix 1— Liverpool CBD Demographics

Liverpool CBD has an estimated resident population of 29,366 as of 2017 which demonstrates a growth of 925 people from the previous year.



8. APPENDIX

Appendix 1— Liverpool CBD Demographics

2016	Liverpool CBD	Liverpool LGA	Greater Sydney	New South
Median age	33	33	36	38
Aboriginal and Torres Strait Islanders population	0.9%	1.5%	1.5%	2.9%
Couples with children	33%	46%	35%	32%
Older couples without children	5%	6%	8%	10%
Lone persons households	20%	15%	20%	22%
Medium and high density housing	71%	25%	44%	33%
Median weekly household	\$1,067	\$1,548	\$1,745	\$1,481
Median weekly mortgage repayment	\$373	\$484	\$495	\$456
Median weekly rent	\$346	\$377	\$447	\$384
Households renting	49%	30%	33%	30%
Households with a mortgage	19%	37%	32%	30%
Overseas born	55%	41%	37%	28%
Language at home other than English	65%	52%	36%	25%
University attendance	4%	5%	6%	5%
University qualification	15%	16%	28%	23%
Trade qualification (certificate)	14%	17%	15%	18%
Unemployment rate	11.6%	7.5%	6.0%	6.3%
Participation rate (population in Labour force)	45%	57%	62%	59%

8. APPENDIX

Appendix 1— Liverpool CBD Demographics

Population group (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Males	13,457	49.7	49.3	49.3
Females	13,638	50.3	50.7	50.7%
Aboriginal and Torres Strait Islanders population	249	0.9	1.5	2.9%
Australian citizens	17,851	65.9	79.5	82.7%
Eligible voters (citizens aged 18+)	13,239	48.9	60	63.0%
Population over 15	21,397	79	81.3	81.5%
Employed population	8,522	88.4	94	93.7%
Overseas visitors (enumerated)	287	-	-	-

Ancestry - Ranked by size (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Indian	2,617	9.7	4.0	6.5
Australian	2,475	9.1	23.5	30.2
English	2,212	8.2	25.3	30.8
Serbian	2,077	7.7	0.6	0.5
Iraqi	2,043	7.5	0.5	0.3
Chinese	1,103	4.1	10.1	6.9
Vietnamese	991	3.7	2.2	1.5
Lebanese	988	3.6	3.3	2.2
Arab - not further described	811	3.0	0.4	0.3
Italian	763	2.8	4.2	3.6

8. APPENDIX

Appendix 1— Liverpool CBD Demographics

The major differences between the ancestries of the population in Liverpool and Greater Sydney were:

- A *larger* percentage of people with Iraqi ancestry (7.5% compared to 0.5%)
- A *smaller* percentage of people with English ancestry (8.2% compared to 25.3%)
- A *smaller* percentage of people with Australian ancestry (9.1% compared to 23.5%)

The largest changes in the reported ancestries of the population in this area between 2011 and 2016 were:

- Indian (+506 persons)
- Iraqi (+478 persons)
- Serbian (-303 persons)
- Vietnamese (+280 persons)

Overseas born (usual residence)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Year of arrival in Australia (2016)				
2006 to 9 August 2016	4, 172	27.6	21.4	20.5
2006 to 2010	2, 838	18.8	14.5	13.9
2001 to 2005	1, 751	11.8	10.0	9.4
1991 to 2000 (10 year period)	2, 899	19.2	16.0	15.0
1981 to 1990 (10 year period)	1, 496	9.9	14.4	13.9
1971 to 1980 (10 year period)	692	4.6	8.6	9.2
1961 to 1970 (10 year period)	535	3.5	7.2	8.7
Arrival in 1960 or earlier	356	2.4	4.5	5.9
Not stated	335	2.2	3.3	3.6
Total	15, 108	100	100	100

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Appendix 1— Liverpool CBD Demographics

Proficiency in English (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Speaks English only	6,028	22.3	58.4	68.5
Speaks another language, and English well or very well	13,014	48.1	29.3	20.7
Speaks another language and	4,536	16.8	6.5	4.5
Not stated	3,482	12.9	5.8	6.3
Total population	27,061	100	100	100.0

Need for assistance with core activities by age group (years)	Number	Liverpool CBD %	Greater Sydney %	NSW %
0 to 4	15	0.7	1.1	1.1
5 to 9	33	1.8	2.8	3.1
10 to 19	42	1.5	2.5	2.9
20 to 59	706	4.6	2.2	2.7
60 to 64	246	19.9	6.7	6.8
65 to 69	248	24.2	8.5	8.2
70 to 74	211	29.3	11.8	10.8
75 to 79	245	38.7	18.7	16.6
80 to 84	201	47.6	29.9	26.9
85 and over	173	66.3	50.4	47.6
Total persons needing assistance	2,408	8.9	4.9	5.4

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Appendix 1— Liverpool CBD Demographics

Employment status (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Employed	8,522	88.4	94.0	93.7
Employed full-time	5,504	57.1	61.2	59.2
Employed part-time	2,732	28.3	30.9	32.7
Hours worked not stated	285	3.0	1.9	1.9
Unemployed	1,123	11.6	6.0	6.3
Looking for full-time work	622	6.5	3.2	3.4
Looking for part-time work	500	5.2	3.2	2.9
Total labour force	9,645	100	100	100

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Appendix 1— Liverpool CBD Demographics

Employed persons occupation of employment (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Managers	549	6.4	13.7	13.5
Professionals	1,361	16.0	26.3	23.6
Technicians and Trade Workers	1,364	16	11.7	12.7
Community and Personal Service Workers	1,014	11.9	9.6	10.4
Clerical and Administrative Workers	1,068	12.5	14.6	13.8
Sales workers	736	8.6	9	9.2
Machinery Operators and Drivers	1,026	12	5.6	6.1
Labourers	1,158	13.6	7.5	8.8
Not stated or inadequately de-	254	3.0	1.9	1.8
Total employed persons aged 15+	8,534	100	100	100

Workforce and educational engagement by age (2016)		Number	Liverpool CBD %	Greater Sydney	NSW %
Age group	Engagement status				
15 to 24 years	Fully engaged	2,128	62.7	77.6	74.3
15 to 24 years	Partially engaged	346	10.2	9.3	10.8
15 to 24 years	Disengaged	507	15.0	7.6	9.0
15 to 24 years	Undetermined/ not stated	411	12.1	5.5	6.0
15 to 24 years	Total	3,393	100	100	100

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Appendix 1— Liverpool CBD Demographics

Workforce and educational engagement by age (2016)		Number	Liverpool CBD %	Greater Sydney %	NSW %
Age group	Engagement status				
25 to 54 years	Fully engaged	5,022	41.6	58.4	56.0
25 to 54 years	Partially engaged	1,909	15.8	19.5	20.9
25 to 54 years	Disengaged	3,535	29.3	15.9	16.4
25 to 54 years	Undetermined/ not stated	1,611	13.3	6.3	6.7
25 to 54 years	Total	12,079	100.0	100.0	100
55 to 64 years	Fully engaged	732	27.1	39.3	36.4
55 to 64 years	Partially engaged	363	13.5	21.0	21.7
55 to 64 years	Disengaged	1,234	45.7	33.9	35.2
55 to 64 years	Undetermined/ not stated	368	13.7	5.9	6.6
55 to 64 years	Total	2,699	100	100	100
65 years and over	Fully engaged	129	4.1	5.9	5.3
65 years and over	Partially engaged	100	3.1	7.9	7.3
65 years and over	Disengaged	2,491	78.1	76.7	76.6
65 years and over	Undetermined/ not stated	467	14.7	9.4	10.7
65 years and over	Total	3,188	100	100	100
Total aged 15+	Fully engaged	8,013	37.5	49.9	45.8
Total aged 15+	Partially engaged	2,719	12.7	16.1	16.8
Total aged 15+	Disengaged	7,769	36.4	27.4	30.1
Total aged 15+	Undetermined/ not stated	2,859	13.4	6.6	7.4
Total aged 15+	Total	21,361	100	100	100

8. APPENDIX

Appendix 1— Liverpool CBD Demographics

	2016				2011				Change
	Number	Liverpool CBD %	Greater Sydney %	NSW %	Number	Liverpool CBD %	Greater Sydney %	NSW %	2011 to 2016
Persons aged 15+ individual income quartiles									
Lowest group	6,054	33.4	25.5	25	5,412	33.2	25.1	25	+642
Medium lowest	5,261	29.1	21.7	25	4,744	29.1	21.7	25	+518
Medium highest	4,553	25.1	24.6	25	4,084	25.0	24.7	25	+468
Highest group	2,239	12.4	28.2	25	2,068	12.7	28.4	25	+171
Total persons aged 15+	18, 109	100	100	100	16,310	100	100	100	+1,799

	2016				2011				Change
	Number	Liverpool CBD %	Greater Sydney %	NSW %	Number	Liverpool CBD %	Greater Sydney %	NSW %	2011 to 2016
Liverpool - Households (Enumerated) (2016)									
Lowest group	2,852	38.2	21.6		2,201	31.4	21	25	+318
Medium lowest	2,247	30.1	22.5		2,357	33.6	22.5	25	+164
Medium highest	1,736	23.3	25.5		1,694	24.1	25.8	25	+78
Highest group	630	8.4	30.3		763	10.9	30.6	25	-91
Total households	7,465	100	100		7,016	100	100	100	+469

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Appendix 1— Liverpool CBD Demographics

Total household Households by type (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Couples with children	3,142	33.1	35.3	31.5
Couples without children	1,455	15.3	22.4	24.2
One parent families	1,384	14.6	10.4	10.7
Other families	131	1.4	1.3	1.2
Group households	292	3.1	4.5	3.9
Lone person	1,928	20.3	20.4	22.4
Other not classable household	1,127	11.9	4.7	4.8
Visitor only households	43	0.5	0.9	1.3
Total households	9,504	100	100	100

Liverpool - Households (Enumerated) (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Fully owned	1,501	15.9	27.7	30.7
Mortgage	1,793	19.0	31.5	30.4
Renting—total	4,655	49.4	32.6	30.3
Renting—social housing	632	6.7	4.6	4.4
Renting—private	3, 986	42.3	27.6	25.3
Renting—not stated	37	0.4	0.4	0.5
Other tenure type	33	0.4	0.8	0.9
Not stated	1,432	15.2	7.4	7.8
Total households	9,417	100	100	100

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Appendix 1— Liverpool CBD Demographics

Residential location of local works (2016)	Number	%
Live and work in the area	25,598	37.8
Work in the area, but live outside	42,189	62.2
Total workers in the area	67,787	100

Residential location of local workers by LGA (2016)	Number	%
Liverpool	25,598	37.8
Campbelltown	7,406	10.9
Fairfield	6,793	10.0
Camden	4,299	6.3
Canterbury-Bankstown	4,058	6.0
Blacktown	2,297	3.4
Sutherland Shire	2,142	3.2
Penrith	1,894	2.8
Wollondilly	1,516	2.2

Employment location of resident workers (2016)	Number	%
Live and work in the area	25,598	30.5
Live in the area, but work outside	54,481	65
No fixed place of work	3,748	4.5
Total employed residents in the area	83,827	100

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Appendix 1— Liverpool CBD Demographics

Method of travel to work by employed persons (2016)	Number	Liverpool CBD %	Greater Sydney %	NSW %
Train	1,399	16.5	16.2	11.2
Bus	207	2.5	6.1	4.4
Tram or ferry	0	—	0.4	0.3
Taxi	11	0.1	0.2	0.2
Car— as driver	4,862	57.3	52.7	57.8
Car—as passenger	456	5.4	3.9	4.3
Truck	64	0.8	0.9	1.0
Motorbike	11	0.1	0.7	0.6
Bicycle	4	0.0	0.7	0.7
Walked only	544	6.4	4.0	3.9
Other	78	0.9	1.1	1.2
Worked at home	136	1.6	4.4	4.8
Did not go to work	568	6.7	7.8	8.7
Not stated	136	1.6	0.9	1.0
Total employed persons aged 15+	8,481	100	100	100

For further information



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