



SUPPORTING PLAN

Economic Development Strategic Plan 2020–2025

July 2019

DRAFT

7

destinations



Safe & Strong

A proud inclusive community that unites, celebrates and cares

Safe & Strong documents are guided by the Social Inclusion Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as being a child friendly City, children's services, community safety and crime prevention, inclusiveness, community services, universal access, reconciliation, ageing, community harmony and youth.



Clean & Green

A clean and sustainable city with healthy waterways and natural areas

Clean & Green documents are guided by the Environmental Sustainability Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as managing our catchments and waterways, natural resources, hazards and risks, emergency management, biodiversity and corporate sustainability.



Prosperous & Innovative

A smart and evolving city with exciting opportunities for investment and creativity

Prosperous & Innovative documents are guided by the Prosperity and Innovation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as revitalising our centres, employment, investment, being SMART and creative, and providing opportunities for cultural and economic growth.



Moving & Integrated

An accessible city with great local destinations and many options to get there

Moving & Integrated documents are guided by the Transport Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as accessibility, pedestrian and cycling networks, pedestrian and road safety, transport hubs, and asset management.



Healthy & Active

A motivated city that nurtures healthy minds and bodies

Healthy & Active documents are guided by the Health and Recreation Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as lifelong learning, active and healthy lifestyles, and providing quality sport and recreation infrastructure.



Liveable & Distinctive

A well designed, attractive city which preserves the identity and character of local villages

Liveable & Distinctive documents are guided by the Liveable City Lead Strategy. Supporting Plans, Action Plans and Policies cover such themes as preserving the character and personality of centres, heritage, affordable housing, and well managed development.



Leading & Engaged

A well- governed city with brave and future focused leaders who listen

Leading & Engaged documents are guided by Council's Lead Resourcing Strategies. Supporting Plans, Action Plans and Policies cover such themes as open government, managing assets, improving services, long term funding, operational excellence, monitoring performance, being a good employer, civic leadership, and engaging, educating and communicating with our community.

Strategic Planning Framework Summary

The Strategic Planning Framework (SPF) maps out the role of all current and future Council strategies and plans that work to deliver the vision for the City. The framework works from the highest level of strategic direction from the Community Strategic Plan through to more detailed plans that will eventually drive works, projects and programs on the ground. The framework is comprised of the following levels:

The **COMMUNITY STRATEGIC PLAN (CSP)** is our highest level plan and translates the community's desired outcomes for the city into key destinations. The CSP includes community suggested actions which can be tested in the development of all other plans.

1

LEAD STRATEGIES are Council's response to the CSP and provide high level strategic direction on key challenges facing the City. They are informed by a sound evidence base that considers key trends and an understanding of the implications of key issues and opportunities on the City.

2

SUPPORTING PLANS break down broad theme areas discussed in LEAD STRATEGIES into smaller themes providing high level actions. SUPPORTING PLANS identify broad works projects and programs required to deliver on these actions. Supporting plans include indicative costing and resourcing requirements and delivery timeframes.

3

DETAILED ACTION PLANS take actions from SUPPORTING PLANS and identify specific works projects and programs required to deliver on these actions. Supporting plans include detailed costing and resourcing requirements and delivery timeframes.

4

GUIDELINES, POLICIES AND CODES provide detailed information, rules for activities or guidance for specific works on Council or other lands.

The City of Canterbury Bankstown acknowledges the traditional owners and ongoing custodians of the land of the Daruk (Darag, Dharug, Daruk, Dharuk) and the Eora People.

We respectfully acknowledge and recognise the Aboriginal and Torres Strait Islander people's continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.



Contents

1. Mayor's message	6
2. Where Interesting Happens	7
3. Who we are	8
4. Our landscape	10
5. The blue-collar heartland of Sydney	12
6. Economic potential	14
7. Our climate	15
Our Strategy	16
8. Economic vision	18
9. Our position	19
10. We are thriving	20
11. Dynamic	22
12. and Real	24
13. Our way forward	26
Council Programs & Actions	28
14. Acknowledgments	42
15. Contact	43



The City of Canterbury Bankstown takes great pride in being the economic centre of Sydney.

A strategically important centre, our City connects with other significant economic centres, including the Sydney CBD, Sydney Airport, Port Botany and Parramatta.

More than 30,700 local businesses provide much-needed goods and services to keep our City, and wider Sydney, running. It is these local businesses, across several industries, which also support our multi-billion dollar economy and provide more than 118,000 jobs.

It is with great pleasure that I present our economic vision for the City of Canterbury Bankstown. This document will provide the framework for how we, as a Council, can promote and support our thriving city centres, continue our dynamic growth, and make real changes to create incredible opportunities for local businesses, strengthen our local economy, and continue to improve the lives of our residents.

As a strong advocate for our city, I will champion the prosperity of all our residents and the creation of equitable opportunities, through the promotion of education and up-skilling. I will also continue to listen to our small businesses and entrepreneurs, and fiercely lobby the State and Federal Governments to support our City's economy.

We look forward to partnering with our key stakeholders, including our local businesses and community, in implementing this strategy. We will do this by providing a stable business environment which, in turn, will lead to further job creation and an even better quality of life for everyone.

The City of Canterbury Bankstown is truly one of Sydney's greatest assets, we will strive to grow our rich history, business and community to position our region as 'Sydney's Connected City' and 'Sydney's Place of Opportunity'.

Yours sincerely

Clr Khal Asfour, Mayor

02 Where Interesting Happens

The City of Canterbury Bankstown is thriving. It is experiencing dynamic growth, and real changes are occurring, creating amazing opportunities for our local businesses that are strengthening our economy and improving the lives of our residents.

We are proud of our close working relationships with the local business community. Together we are working to: develop strategies that promote our regional strengths; create opportunities with a strong commercial focus; and dedicate ourselves to preserving our diverse employment landscape and the jobs it provides. The City of Canterbury Bankstown Economic Development Strategic Plan 2023 champions:

- Position our region as Sydney's Connected City
- Position our region as Sydney's Place of Opportunity
- Revitalise the Bankstown CBD and other centres
- Increase employment opportunities
- Encourage entrepreneurial, creative solutions
- Provide opportunities for our residents to support education and training.

Our guiding principles are to become a destination city with distinct neighbourhoods and an ambitious economy filled with opportunity to drive our position as Sydney's Connected City.



03 Who we are



Population in Canterbury-Bankstown

368,045



24.2%

Newborns to High School Students (0-17)



25%

Tertiary Students and younger workers (18-34)



32%

Older workers and pre-retirees (35-59)



16.6%

Seniors & retirees (60-84)



2.2%

Elderly (85 and over)

IMPORTS

\$10,641.4 billion

EXPORTS

\$8,103.9 billion



\$14,479 billion

Gross Regional Product



30,772

Local Businesses



161,845

Employed Residents



6,703

Construction



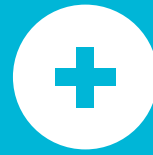
5,572

Transport, Postal and
Warehousing



16,295

Manufacturing



16,291

Healthcare and Social
Assistance



2,793

Rental, Hiring and
Real Estate Services



2,426

Professional, and
Scientific Services



13,083

Construction



12,225

Education and
Training



2,124

Retail Trade



1,522

Manufacturing



12,036

Retail Trade



9,007

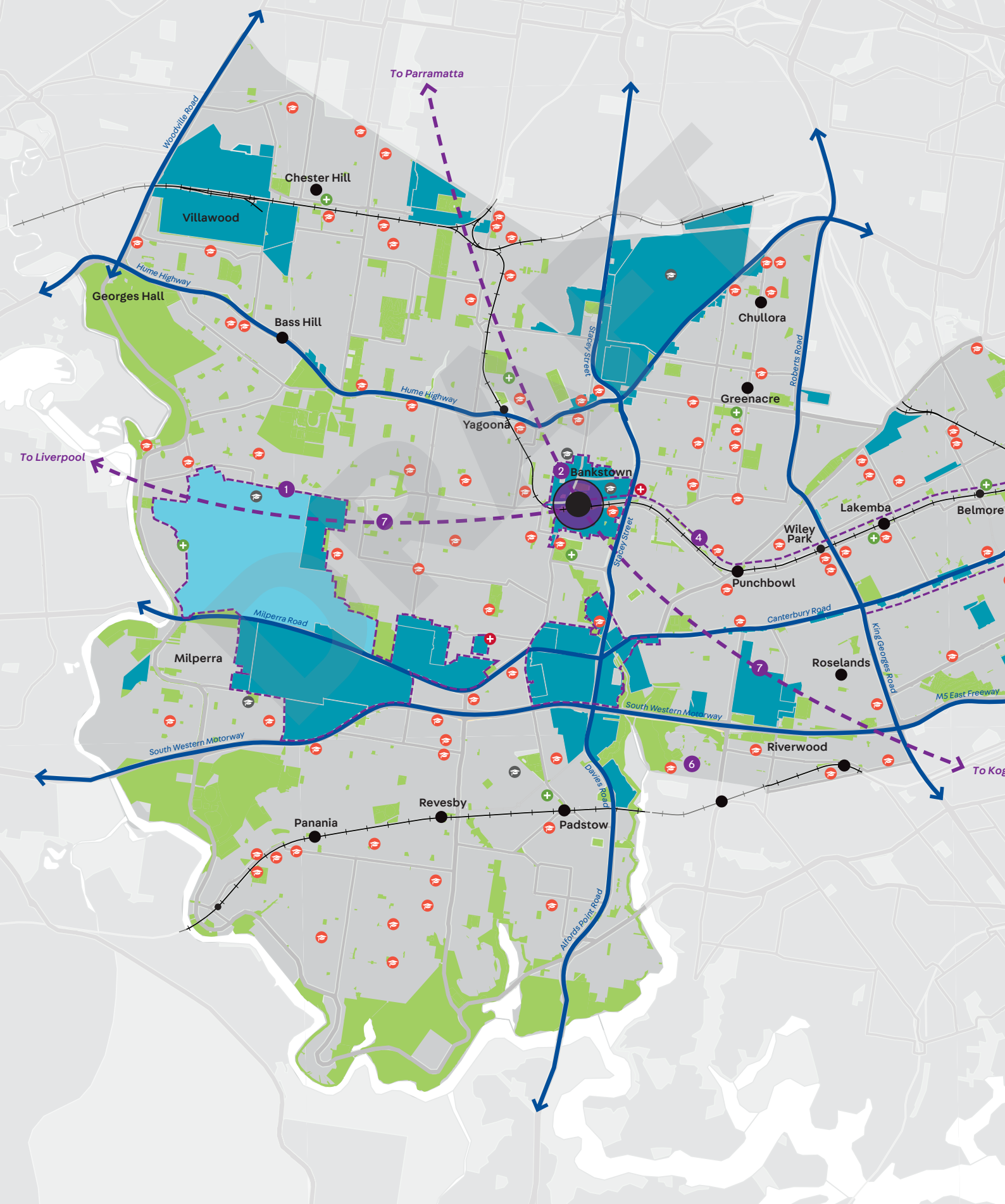
Transport, Postal
and Warehousing

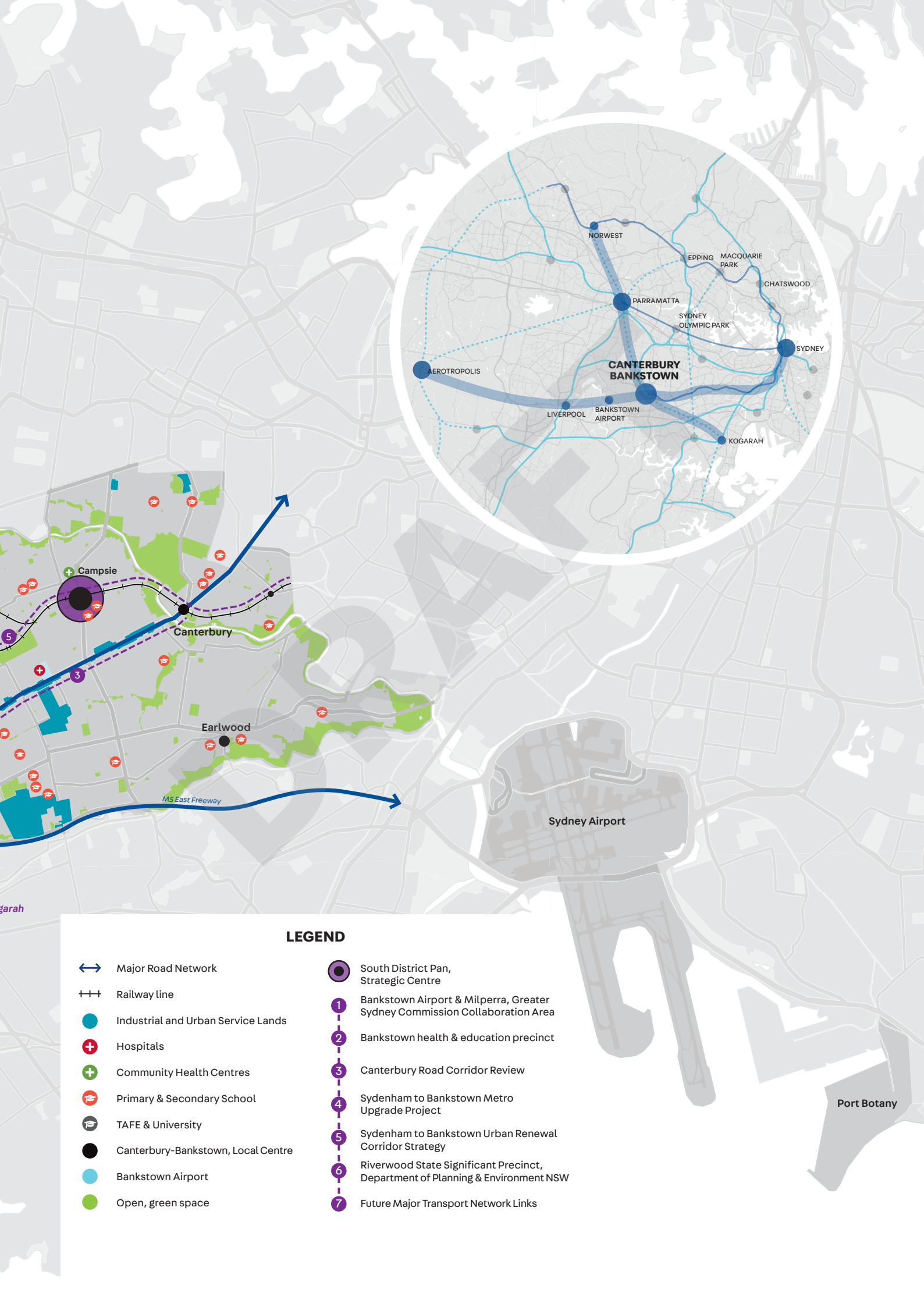
Top 6 by
industry

Top 6 by
industry

*All data is accurate as at August 2018. Source: cb.city/economicprofile

04 Our landscape





LEGEND

↔ Major Road Network

+++ Railway line

Industrial and Urban Service Lands

Hospitals

Community Health Centres

Primary & Secondary School

TAFE & University

Canterbury-Bankstown, Local Centre

Bankstown Airport

Open, green space

South District Pan,
Strategic Centre

1 Bankstown Airport & Milperra, Greater
Sydney Commission Collaboration Area

2 Bankstown health & education precinct

3 Canterbury Road Corridor Review

4 Sydenham to Bankstown Metro
Upgrade Project

5 Sydenham to Bankstown Urban Renewal
Corridor Strategy

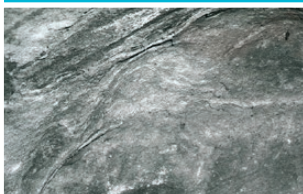
6 Riverwood State Significant Precinct,
Department of Planning & Environment NSW

7 Future Major Transport Network Links

05 The blue-collar heartland of Sydney

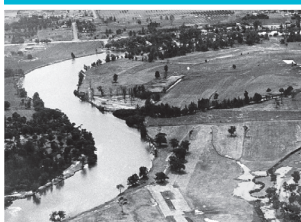
Pre 1700s

- Traditional inhabitants are the Daruk (Darag, Dharug, Daruk, Dharuk) and the Eora People.



1700s

- Captain Cook's officers make first explorations of the Cooks River.



- Pemulwuy rises as a prominent Indigenous leader in the region.
- Canterbury Vale is named by Rev. Richard Johnson.

1800s

- Development of Great South Road (now Hume Highway), Stacey Street opened.
- Australian Sugar Co and other farms on the Cooks River floodplain.



- The Canterbury Arm's becomes the district's first licensed inn, in 1843.
- Municipality of Canterbury formed in 1879.
- Municipality of Bankstown formed in 1895.
- First railway line connecting Sydenham to Belmore.

1900–1939

- Rapid housing infrastructure growth in Canterbury region in the early 1900's.
- Railway line is extended to Bankstown – 1907.



- Canterbury District Memorial Hospital is built.
- Bankstown reservoir is built in 1922, to sustain a growing population.
- Villawood Migrant Hostel opens in 1939.



1940–1959

- Bankstown Airport constructed in 1940.
- WWII Sydney Air Defence Headquarters, No. 1 Fighter Section Headquarters, the Underground Bunker in Condell Park came into operation in 1945.
- Post WWII migration. predominantly migrants from Poland, Greece and Italy.
- from 1947 to 1961, Canterbury Bankstown's population grew from 100,000 to 267,000 resident. Coinciding with the manufacturing shift to the West of Sydney.
- Bankstown Hospital opens in 1957.

1960–1970

- 1963, Bankstown Council first civic centre developed with a town hall, administration building and an impressive circular council chamber.
- Opening of Roselands Shopping Centre in 1965.
- Opening of Bankstown Square in 1966. Now known as 'Bankstown Central'.
- Canterbury-Bankstown has experienced considerable migration, influenced by a number of world events and has helped shape the region into one of Australia's most culturally diverse.
- From 1970s, Lebanese and Vietnamese refugees.
- Australia's manufacturing sector transformation occurred from the mid-1970s to the mid-1990s. The growth of high-value health and social services.

1980–1999

- From the late 1980s, Chinese migrants arrived.
- Paul Keating, who grew up in Bankstown, is elected Prime Minister of Australia in 1993.

• The Dunc Gray Velodrome is constructed for the 2000 Sydney Olympic Games.



2000–2019

• Award-winning Bankstown Library and Knowledge Centre opens – 2014.



- The City of Canterbury Bankstown is formed 12 May 2016.
- Population 361,551, household size 2.9 – 2016.
- Refugee-welcome zone declared.
- Along with most of Australia, population growth has been steady since 2006, boosted by substantial international migration.
- State Government commit to building new Bankstown hospital.
- Western Sydney University commit to new campus in Bankstown CBD.



06 Economic potential

Canterbury-Bankstown is the largest local government area in New South Wales by population, with more than 368,000 residents.

It is an area that still maintains a distinct region of neighborhoods and commercial precincts. Bankstown, Chullora, Milperra and Villawood are home to large industrial areas and a working-class resident base. A place of places, our ambitious economy filled with local talent and hidden culturally significant industries in Campsie, Lakemba, Earlwood, Riverwood, and surrounding neighborhoods.

A place of opportunity and industry prosperity our regions strengths in the local manufacturing workforce accounted for 36 per cent in 1971. This number dropped to just over 12 per cent by 2011. As the region transformed its workforce there was a 2,000 per cent increase in tertiary education participation and stable unemployment figures during this period.

A current diversified economy, Canterbury-Bankstown's high industry concentrations are in:

- Manufacturing;
- Construction;
- Wholesale and retail;
- Transport and storage; and
- Hospitality.

Industry categories with emerging concentrations in the higher value services, primarily in education, health and social assistance, are driving the most significant employment segments for Canterbury-Bankstown.

Canterbury-Bankstown's distinct cultural profile is recognisable by a core set of community and family-centric values, whose residents are renowned for their entrepreneurial spirit.

A strategically Central City, we are a connective city to three of Sydney's most significant economic nodes – the CBD, Sydney Airport, Port Botany and Parramatta, and the future aerotropolis, linked by major motorways and an extensive rail network.

This is why Canterbury-Bankstown is recognised as the premier location for trade and industry hubs and is considered as the Central City of Sydney.

Canterbury-Bankstown's distinct cultural profile is recognisable by a core set of community and family-centric values, whose residents are renowned for their entrepreneurial spirit.

07 Our climate

The potential for growth and expansion for the City of Canterbury Bankstown is tremendous as the development of the Sydney landscape grows with time. Our environment largely dictates how council and industry makes economic decisions, identifies potential opportunities, and addresses the barriers to growth within Canterbury-Bankstown.

Many external considerations inform council and industry responses to opportunities and challenges, which include:

- South District Plan, Greater Sydney Commission. Strategic city centres identified include Bankstown and Campsie.
- The City of Canterbury Bankstown is uniquely placed as the Central City of Sydney in the Greater Sydney Commission's 'A Metropolis of Three Cities'.
- State led Urban Renewal projects including Sydenham to Bankstown Urban Renewal Corridor and Riverwood Estate State Significant Precinct.
- The Bankstown collaboration area, including Bankstown CBD as a health and education precinct, and the Bankstown Airport, Milperra precinct.
- WestConnex, a 33-kilometre motorway development, will see the M5 motorway duplicated and an inner west bypass linking the area to the M4.
- The Western Sydney Aerotropolis. Western Sydney Airport is estimated to generate between 2000-3000 jobs for the Bankstown area.
- The Bankstown-Lidcombe Hospital move to the Bankstown CBD, which would facilitate a new Health and Education Precinct.
- The building of a new Western Sydney University campus in the Bankstown CBD will bring 7,000 students to the CBD.
- The building of the Sydney Metro, which will upgrade eight stations and provide high-speed, high-frequency links to Sydney City and a range of employment centres in Sydney's north.
- A digital and technology-dependent economy, with global demand for institutions, operates more efficiently and reduces energy needs and emissions, harnesses digital tools and improves digital disruption responses.
- Potential future extensions to the Sydney Metro Network, to Liverpool, and a Kogarah to Parramatta via Bankstown line.

The City of Canterbury Bankstown is uniquely placed as Sydney's Connected City.

Our Strategy

DRAFT

08 Economic vision

Thriving is about people.

We will help local people thrive and prosper through access to economic opportunity and employment.

Dynamic is about business.

We will help local firms to grow, create, innovate and make jobs available to local people.

Real is about perceptions.

We will position ourselves as Sydney's Connected City.
We will position ourselves as Sydney's Place of Opportunity.



09 Our position

We are Sydney's
**CONNECTED
CITY**

We are Sydney's
**PLACE OF
OPPORTUNITY**

10 Thriving

A strong community focus with people at its core and access to employment and education opportunities, to thrive and grow a civic engagement capability for future generation sustainability.

Education and training

- Support community services through targeted socio-demographic programming in education and up-skilling, employment networks and not-for-profit service providers.
- Increase participation rates among socially, culturally and linguistically diverse and at-risk groups, in addition to youths and females.
- Leverage and activate Federal and State Government education policies and benefits, by:
 - Piloting local initiatives;
 - Promoting funding access; and
 - Continuing conversations.
- Localise and socialise education and up-skilling pathways and opportunities by building stronger relationships with industry, vocational education and training and higher education institutions, who have a joint agenda to ensure the educational success and sustainability of the City.
- Actively working with industry, government and peak bodies to promote current and future employer skills needs, identify deficits and activate industry-education partnerships, to foster the growth of a skilled workforce and labour market.

Entrepreneurship

- Continue to innovate the Canterbury-Bankstown Business Advisory Service's model.
- Support the City's small to medium-sized enterprises (SMEs) entrepreneurial needs so they can thrive in a changing and complex business world.
- Leverage the support of existing State and Federal Government strategies and industry agenda through the use of Proof of Concept support services for start-up scalable business models that explore disruptive technologies, boosting research and development, and innovation.
- Support Culturally and Linguistically Diverse communities and Persons with Disabilities Provision Services Portfolio. Improve access, equity and participation for migrant and refugee communities, and pathways for the Aboriginal and Torres Strait Islander community.
- Promote and partner with new and growing social entrepreneurs and enterprises, and utilising sustainability and community services networks to encourage social innovation through creative problem solving, co-design and co-creation activities.



Quickstep has thrived since moving to Bankstown. We have grown employment from 50 people in 2012 to more than 230 today and are a proud part of the advanced manufacturing industry.

Chief Executive of Quickstep Technologies, Mark Burgess

11 Dynamic



A Dynamic commercial, industrial precinct, 24-hour operation and higher education development unit; Bankstown Airport in the centre of metropolitan Sydney, Bankstown Airport is metropolitan Sydney centre and connectivity to both the Sydney Central Business District and Western Sydney business hubs.

Chief Executive of Sydney Metro Airports, Lee de Winton

A confident, distinct and transformative Central City of Sydney, where industry, education and the community can create, innovate and grow local and global economic opportunities.

City Economy

- Support State, Federal and Canterbury-Bankstown health precinct strategies, and connect with key decision-makers and stakeholders through:
 - Proactive prospecting;
 - Promoting related investors and airport-based health services;
 - Attracting workforce talent; and
 - Linking to health and medical research.
- Promote and support creative industries by maximising government and industry support and empowering current and potential creative enterprises.
- Identify and promote grant opportunities, industry collaboration and pathways to facilitate co-creation and co-design, and other Council-related opportunities.
- Influence and actively connect Council and industry to strategically plan, develop and grow the night time economy sector and facilitate vacant and public space activations through the creative, performing and other arts.

Industrial Economy

- Develop an understanding of the City's economic growth relationship with the local manufacturing sector, the use of new technologies and other innovations that impact local Gross Regional Product (GRP).
- Continue to build upon and strengthen the City's economic growth by fostering better relationships with the local manufacturing sector, and promote the use of new technologies and other innovations to improve competitiveness on a national and international level.
- Develop and maintain relationships with key government and industry partners to ensure our manufacturing, transport, and warehousing businesses can:
 - Develop and adopt advancements in STEM technologies; and
 - Leverage the growth of existing and new roads, air, and construction infrastructure strategies.

12 and Real

A destination city where interesting happens. A place of opportunity we are showcasing our distinctive region, history and culturally rich residents who make us Sydney's Connected City.

Narrative and Communication

- Create a baseline engagement program between Council and industry.
- Develop and grow our relationship management capability through smart solutions, support networks and overarching bodies.
- Develop strategy performance management tools that control, monitor and improve engagement activities.
- Develop the economic narrative to 'the Central City of Sydney' a destination city that is thriving, dynamic and real'. At the heart of our economy is an inclusive and robust business community with proud thought leaders.
- Connect the Council with the change-makers, industry leaders and investors to share our collaborative, entrepreneurial, innovative, social, creative and global ambition.

Engagement

- Incorporate emergent economic strategies to form unique value-creating and sustainable economic benefits. An ability to react with flexibility and change direction, create more opportunities to solve real business problems and incorporate new strategies as they arise.
- Activate civic decision-making and engage local thought leaders, key decision makers and influencers. Our current and future stakeholder's networks influence the City's external operating environment; creating a sustained effort needed to form relationships with:
 - Political leaders;
 - Departmental advisors;
 - Chief planners;
 - Journalists;
 - Commentators;
 - Academics;
 - Investors;
 - Opinion leaders;
 - Other Councils; and
 - Business Leaders.

With a real passion for the law, the local community and putting the welfare of others first. Tina cares for the legal, educational, physical and mental wellbeing of her clients and their families.

Principal Solicitor at Metta Legal, Founder and President Metta Centre, Tina Ng



13 Our way forward

VISION

Thriving

Thriving is about people. We will help local people thrive and prosper through access to economic opportunity and employment.

Dynamic

COUNCIL PROGRAMS

01. Skills Program

- Supporting existing services
- Increasing participation
- Activating Federal and State Government education policies and benefits
- Promoting education pathways
- Advocating for current and future employer skills needs.

02. Small Business and Start-Up Program

- Innovate our service offerings
- Support existing entrepreneurial demands
- Support underrepresented demographics
- Promote and partner with commercial and social enterprise

03. Industrial Economy Program

- Develop and understand economic relationship with local manufacturing
- Foster economic growth relationships
- Develop and maintain relationships with leaders and partners

THEMES / OUTCOMES

Education
& Training

Entrepreneurship

Industrial
Economy

Primary
objective
13,000 jobs

Dynamic is about business. We will help local firms to grow, create, innovate and make jobs available to local people.

04. City Economy Building Program

- Support health precinct strategies
- Promote and support creative industries
- Identify and promote grant opportunities
- Actively connect the Council and industry

**City
Economy**

**Narrative &
Communication**

Engagement

Real

Real is about perceptions. We will position ourselves as Sydney's Connected City. We will position ourselves as Sydney's Place of Opportunity.

05. Economic Narrative and Communication Program

- Develop engagement between the Council and industry
- Develop relationship management capability
- Develop economic growth narrative

06. Strategic Engagement Program

- Incorporate emergent economic strategies
- Activate civic decision making and engagement.

Council Programs & Actions

DRAFT

Education and training program

Actions – Skills program		Priority
01.	Develop strong partnerships with anchor education institutions. Collaborate on joint agenda including: campus development/activation; curricula; research facilities; joint research projects; pathways between university and vocational study; smart city initiatives; advocacy and communications.	High
02.	Commission research to inform dialogue and solution-finding on issues like school completions, post-school transition, apprentice/traineeships, pathways, qualifications, up-skilling, skill gaps, job-seeker support and innovative employment programs.	Medium
03.	Commission a skills audit of local economy forecasting to 2036. Identify existing and future skill gaps, share with education and training sector, and work with local industry to develop/draw local students into career pathways.	Medium
04.	Investigate establishing a Careers Centre in Bankstown, potentially seeded by Council property/asset. Create a one-stop-shop that co-locates careers counselling, CV writing, interviewing, psychometric testing, presentation skills, time management and a central portal for all local job/training opportunities. (Note this could be developed in tandem with the Business Hub proposed next section).	High
05.	Grow the Job and Skills Expo into a regional event. Investigate options for producing industry and other council partnerships.	Medium
06.	Consider adopting a training target of 25,000 students by 2036 for Bankstown CBD. This would put academic pursuit on par with jobs growth as a strategic priority, and incentivize the attraction of a second university to the area.	High
07.	Form relationships with new Higher and Tertiary Education institutions. Build awareness in Canterbury-Bankstown as an educational outcome focus area and attract to City.	Medium
08.	Scan for grants relating to skills and education. Coordinate bids with stakeholders.	Ongoing
09.	Work with Bankstown Airport and flying schools to position the Airport as a 'skills incubator' for the aviation/aerospace industries and key partner to the Western Sydney Airport.	Medium
10.	Align land use planning and urban design to support up-skilling and job-seeking. This may include: <ul style="list-style-type: none"> • Providing capacity for childcare, preschools, schools, training facilities, student accommodation and additional universities; • Providing walkable links between campuses, libraries and transport hubs (and the hospital if a relocation occurs); • Prioritizing student needs in urban design and active transport decisions; and • Supporting urban design and upgrade at Bankstown Airport to make the facility more student-friendly. 	Medium

Transformation Project:

Investigate establishing a Careers Centre in Bankstown, potentially seeded by Council property/asset. Create a one-stop-shop that co-locates careers counselling, CV writing, interviewing, psychometric testing, presentation skills, time management and a central portal for all local job/training opportunities. (Note this could be developed in tandem with the Business Hub proposed next section).

Education and training program

Actions – Small business and start-up program		Priority
01.	<p>Review the current CBBAS operating model, including:</p> <ul style="list-style-type: none"> • Reviewing whether retail frontage required given rising demand for online services, low foot-traffic location, and low level of walk-ins; • Reviewing whether meeting rooms required given availability of spaces at the library and the opportunity to create small meeting rooms in the Customer Service Centre of Council's Civic Tower, with timeslots reserved for business advisory activity; • Considering retiring the member-model given the emergence of strong Chambers in the area playing a parallel role; and • Considering retiring the CBBAS branding if retail space reallocated to an alternative use. 	High
02.	Consider establishing a 'Business Hub' to support local entrepreneurs, start-ups and social enterprises	High
03.	Develop a program to support the City's start-up and entrepreneurial needs.	High
04.	Overhaul the Business section of Council's website to make it easy to read and navigate, and ensure it functions as a one-stop-shop for business information and services.	Medium
05.	Develop a seed funding program and other opportunities for dedicated start-up, entrepreneurs or social enterprises.	Low
06.	Build knowledge about the level and nature of home-based business activity in the area. Seek to understand needs of these groups, identify any compliance issues and help build awareness of standards and regulation.	Medium
07.	Consider introducing an environmental education program for small business. This could build adapt successful resident-facing programs like Our Energy Future or the household waste initiatives, or link local businesses to existing support programs such as Sustainability Advantage for SMEs.	Medium
08.	<p>Align planning and design to support small businesses and start-ups to survive and grow. This could include:</p> <ul style="list-style-type: none"> • Considering protections for existing stocks of small, affordable, transport-accessible commercial spaces in Bankstown and Campsie from residential encroachment; • Supporting the delivery of new small commercial spaces in centres; and • Considering amends to Exempt/Complying Development and Building Code to encourage start-ups and co-working spaces. 	Ongoing

Transformation Project:

Consider establishing a 'Business Hub' to support local entrepreneurs, start-ups and social enterprises.

Entrepreneurship program

Actions – City economy – general		Priority
01.	Consider adopting the South District Plan's upper limit job target of 13,000 new jobs for Bankstown CBD as the City's official growth target to 2036.	High
02.	Increase advocacy around city-building transport infrastructure, including for: <ul style="list-style-type: none"> • A metropolitan interchange at Bankstown, preferably underground, so as to return a permeable grid to the CBD, maximise above-station lands for employment, and establish Bankstown as a central-connector for the three Metropolitan Cities; • North-south rail connections; Hills-Parramatta-Bankstown-Kogarah; and • East-west rail connections; Bankstown, Bankstown Airport, Liverpool, Aerotropolis. 	Medium
03.	Build support for the City-building vision for Bankstown via the Collaboration Area process.	High
04.	Produce a set of materials setting out the vision for the CBD and the City's position on key issues – transport, hospital relocation, etc.	High
05.	Advocate for key state designations, funding mechanisms and governance. This may include: <ul style="list-style-type: none"> • Upgrade in designation to Commercial Office Precinct (COP), given Bankstown is estimated to have over 100,000 sqm; is forecast to exceed 20,000 CBD jobs before 2036 and will have metro connectivity by 2024; • Infrastructure funding mechanism to precede zoning change; and • Standing governance mechanism to bring the Greater Sydney Commission, state agencies and Council together on a regular basis. 	Medium
06.	Align land use planning and urban design with the goal of increased commercial densities/jobs. <ul style="list-style-type: none"> • Plan and design for a centre servicing 100,000 people per standard week day by 2036 (i.e. approximately 40,000 residents, 25,000 workers, 25,000 students and 10,000 visitors); • Consider incentives to encourage commercial development in the CBD, especially around the station, to ensure residential does not dominate the mixed use zoning and set the identity of the City; and • As CBD sites turn over and renew, seek to incentivise improvement in the architectural merit and environmental efficiency of building stocks through the LEP and DCP. 	Ongoing

City economy program

Actions - Health Sector		Priority
01.	Secure move by Bankstown-Lidcombe Hospital to CBD. Connect with key decision-makers and stakeholders to advance discussions and ascertain likelihood/timing.	High
02.	Seek to establish health-based research facility in the CBD. Work with stakeholders to identify opportunities to embed research facilities and link to industry.	Medium
03.	Deepen relationships with health and social assistance industry. Build understanding of local issues and opportunities, facilitate trust/connectedness and build a strong network of collaborators.	High
04.	Reach out to new health and social assistance entrants (e.g. private hospitals with interest in Bankstown location). If hospital relocation announced, commence proactive promotion of the City and sector to health investors, employees and allied businesses.	High
05.	Connect Health clusters based at Canterbury-Bankstown and Bankstown Airport. Involve the health services located at Airport in city-based programming and engagement, i.e. Newborn and Paediatric Emergency Transport Service (NETS), Royal Flying Doctor Service and the NSW Ambulance Service.	Medium
06.	Scan for Health-related grants. Coordinate bids with stakeholders.	Low
07.	Align land use planning and urban design to support health and education critical mass. This may include: <ul style="list-style-type: none"> Encouraging Health officials (in event of a move) to prioritise a CBD edge location to optimise precinct development, links to WSU/TAFE and future transport extensions North-South - while protecting diversity of the core itself; Considering spaces for patients and families to walk, talk and heal away from main activity hubs. Planning for a highly-walkable, highly-activated corridor linking precinct to station/city surrounds, suiting ancillary services (retail, creative industries and accommodation); Considering how future north-south rail link to Parramatta might service precinct.; Providing capacity for housing for low income and key workers close to precinct, and executive housing within 30-minute commute; Upgrading of neighbourhood centres to improve amenity and attract key staff; Anticipating growth in aged care facilities in and around precinct as ageing population seeks proximity to health services at both Bankstown and Canterbury. Facilities will reflect cultural composition of first generation migrants; and Working with hospital to understand infrastructure needs e.g. transport, parking, and public domain. 	Ongoing

Transformation Project:

Secure move by Bankstown-Lidcome Hospital to CBD. Connect with key decision-makers and stakeholders to advance discussions and ascertain likelihood/timing.

Actions - Education Sector		Priority
01.	Work with Education's anchor tenants and students to activate the CBD. Establish communication channels with Education institutions and others to raise student awareness about activities taking place in the City. Also seek student feedback on activation and place-making initiatives.	Year 2-5
02.	Work with WSU to ensure campus is not an 'ivory tower' and is designed to induce school students, entrepreneurs, businesses and ordinary people into the facility.	Year 1
03.	Encourage WSU to develop a rolling program of activation outside the campus to reinforce message university is open to people of all ages, gender and ethnicity.	Year 2-5



Actions – Creative Industries		Priority
01.	Partner internally across Arts, Events within Canterbury-Bankstown, Community Development, Social Infrastructure, Urban Design, Smart City, Economic Development and Night Economy agendas.	High
02.	Connect with creative sub-sectors not networked through existing arts channels (e.g. the design and digital sectors). Build awareness of issues affecting local stakeholders and champion internally.	Medium
03.	Connect local creatives with parallel programs such as Smart City and Night Economy.	Medium
04.	Initiate contact with Creative Industries Knowledge Hub coordinated by UTS. Assess relevance and opportunities presented by UTS Hub Kindred and Spark Festival for start-ups.	High
05.	Leverage NSW Department of Industry support for creative industries. This includes both the Creative and Digital Economy Strategies due out this year and any funding or support structures provided.	High
06.	Empower high-growth creative enterprises (e.g. Bankstown Poetry Slam, Lebanese Film Festival) to grow and commercialise. This may include: <ul style="list-style-type: none"> Connecting local enterprises with Creative Industries Business Advisors through NSW Department of Industry for guidance on business planning, marketing, legal issues, banking and finance. Connecting arts-based ventures with Create NSW, Screen NSW or the NSW Live Music Office to unlock promotional support and grants. Exploring knowledge-exchange and joint mentoring programs in partnership with City and Inner West Councils. 	Ongoing
07.	Seeking a Creative Industries hub, advisory program or research centre through WSU or other research providers.	Ongoing
08.	Help creatives build professional networks and connection to corporates. This may include: <ul style="list-style-type: none"> Brokering relationships with local businesses to open opportunities for sponsoring, showcasing, partnership, innovation; Brokering relationships with private developers to integrate arts and culture into major development sites; Negotiating opportunities for creative/performance/exhibition spaces in publically funded developments – WSU ground floor, Metro stations, and hospital lobby; and Designing activities to bring local designers and creatives together with innovation-centred industry, especially manufacturing. 	Medium
09.	Creating partnerships with WSU to deliver a Digital Discovery Centre.	Medium
10.	Investigate new creative infrastructure. This may include: <ul style="list-style-type: none"> Expansion of Bankstown Arts Centre to achieve regional scale and meet demand for space, education and programs; Artist studios to support talent and activate streets, day and night; Large institutions; museums, galleries or outdoor event spaces; New cultural venues in developments such as WSU, Bankstown RSL or Bankstown Central; and New digital infrastructure for audience development, including web assets, apps, people sensors and enhanced marketing channels. 	Medium
11.	Support a major increase in local participation and locally-produced content in the City's major events festivals program.	Medium

Transformation Project:

Creating partnerships with WSU to deliver a Digital Discovery Centre.

Actions – Creative Industries		Priority
10.	Consider commissioning major works by local creatives to support the output of major institutions as well as to aid retention. Seek to engage larger players in the cultural and civic life of the City.	Medium
11.	Bring creative industries and creative students into City planning and design. Consider large-scale co-creation activities such as design competitions for CBD or individual precincts drawing on local professionals, artists, students, as well as inner Sydney creatives, to build familiarisation with Bankstown.	Medium
12.	Reach out to new creative industries entrants. Target smaller relocations particularly at the Canterbury-end of the LGA to encourage the 'inner west bleed' (see next item).	Medium
13.	Drive the relocation of SBS from Artarmon to Canterbury-Bankstown.	Medium
14.	Work with government on opportunities for Canterbury-Bankstown to participate in major existing or future major events.	Low
15.	Develop policy and regulatory positions relating to Creative Industries. Contribute to the development of new internal policies, for public art or live music for example.	Medium
16.	Align planning and design to support the growth of Creative Industries. This may include: <ul style="list-style-type: none"> Monitoring for signs of creative business clustering and encouraging via planning controls and amenity uplift; Considering DCP provisions to support activations, live performances, and after business hours activity so that expectations around noise and crowd levels are well managed; Encouraging the adaptive reuse of heritage and industrial buildings as creative workspaces or creative housing; Protecting low-cost commercial space from residential encroachment in or around CBD or Campsie.; Encouraging inner-city residential densities (though not in the core); and Considering affordable housing policy to support artists (and others). 	Ongoing

Transformation Project:

Drive the relocation of SBS from Artarmon to Canterbury-Bankstown.

Actions – Professional Sectors		Priority
01.	Familiarise with the professional sectors. Observe and monitor growth and establish key relationships.	Medium
02.	Produce prospectus materials to profile the City's economic credentials.	Medium

Actions – Night Economy		Priority
01.	Develop Night Time Economy Action Plan. Include an overarching vision for Bankstown and Campsie at night, actions that build on the below, and a data capture and measuring framework.	High

Transformation Project:

Develop Night Time Economy Action Plan. Include an overarching vision for Bankstown and Campsie at night, actions that build on the below, and a data capture and measuring framework.

DRAFT



Industrial economy program

Actions - Industrial Economy - General		Priority
01.	Lobby for designation of an "Industrial Innovation Corridor" running between Bankstown-Bankstown Airport-Liverpool-Aerotropolis in next iteration of Regional Plan for Sydney.	Medium
02.	Lobby for metro extension to service the "Corridor".	Medium
03.	Seek recognition of Milperra/Airport and Chullora as high priority smart tech precincts.	Medium
04.	For all industrial sectors, consider facilitation programs aimed at helping firms reduce energy, waste and water use. This might explore solar/water capture off the flat roofs of industrial buildings or resource recovery/sharing between businesses.	Medium

Transformation Project:

Lobby for designation of an "Industrial Innovation Corridor" running between Bankstown-Bankstown Airport-Liverpool-Aerotropolis in next iteration of Regional Plan for Sydney.

Actions - Industrial Economy - Manufacturing		Priority
01.	Establish close working relationships with local manufacturers and their peak bodies.	High
02.	Invest in relationship with NSW Department of Industry. Secure steering role on NSW Advanced Manufacturing Industry Development Strategy. Establish key contacts in the eleven Sydney-based universities, TAFE, Advanced Manufacturing Growth Centre, Austrade and CSIRO.	High
03.	Link firms to support under Advanced Manufacturing Connect Program. Coordinate industry feedback on program effectiveness and feed back to government. Support may include: <ul style="list-style-type: none"> • Research community and research and development opportunities; • Workshops (Industry 4.0, IoT); • Speaker series; • Technical workshops through AMGC; and • Export advice, trade missions through Austrade. 	Medium
04.	Seek to have proposed NSW Advanced Manufacturing Hub established in LGA.	High
05.	Address skill gaps impeding growth in Manufacturing/STEM. Facilitate industry participation in Skills Audit and Forum (see Initiative 01). Broker career-building opportunities between industry leaders, school administrators and students. Build profile of sector champions (including women).	High
06.	Improve amenity in manufacturing-rich precincts. Consider reinstatement of Industrial Area Improvement Program prioritising footpaths, lighting, signage and more regular upkeep, mowing and compliance checks. Encourage new retail, green space and communal areas via private developments.	Medium
07.	Attract new manufacturers. Promote LGA as location of choice especially for manufacturers displaced from inner city areas and new start-ups. Brand key precincts.	Medium
08.	Support displaced manufacturing workforce to link with training and job placement services where required.	Medium

Actions – Industrial Economy – Manufacturing		Priority
09.	Monitor developments on Western Sydney Airport/Aerotropolis. Identify impacts (loss of businesses and jobs), opportunities (commercial links and exports).	Medium
10.	Align planning to goal of retaining manufacturing critical mass. This may include: <ul style="list-style-type: none"> Protecting employment land across the LGA; Ensuring controls are flexible and responsive to changes in industry over time; Ensuring controls permit the co-location of office and plant so that ‘white collar’ employment can grow in employment lands; Ensuring research and development uses can be accommodated including incubator-style start-up spaces and test beds; and Supporting amendments to controls that optimise efficiency (for example, raised floor-ceiling heights). 	Ongoing

Transformation Project:

Seek to have proposed NSW Advanced Manufacturing Hub established in LGA.

Actions Industrial Economy – Transport		Priority
01.	Build links to transport sector. Grow understanding of industry composition, issues and opportunities.	High
02.	Understand emerging opportunities for innovation in transport sector. Identify opportunities for Council to learn or leverage private sector innovation in its own fleet management and transport strategies.	High
03.	Familiarise with industry positions on freight, ports, Western Sydney Airport road connections, tolls and emissions. Support where aligned with City priorities.	Medium
04.	Support displaced transport workforce to link with training and job placement services where required.	Medium

Actions Industrial Economy – Aviation		Priority
01.	Lobby for provision of public domain improvements on the airport to support workers (open space, footpaths, lighting, trees and recreation space)	High
02.	Support Bankstown Airport to specialise in aviation skill generation, particularly in the areas of pilot training, Licenced Aircraft Mechanical Engineers and emergency response services.	Medium
03.	Maximise employment benefits from Airport re-development plans.	High

Narrative and communication program

Actions for Economic Narrative		Priority
01.	Evolve economic narratives set out in the Economic Development Strategic Plan, test with market.	High
02.	Link economic narratives to identity, embed in corporate communications.	Medium
03.	Establish “proof points” of economic narrative – case studies, statistics, research, third party endorsement.	High

Actions for Business Communications		Priority
01.	Prospect and profile out City’s assets, people and businesses to share our success story.	High
02.	Review Business Link e-newsletter and optimise it as the key communications channel to business. Consider commissioning a business writer to source original content and produce on a monthly basis.	High
03.	Make economic publications and research public. This includes the Economic Development Strategic Plan, economic profile and statistics, business consultation reports, studies and Business Link newsletter.	High
04.	Prepare City Prospectus to market the City to business and investors. Prepare a range of sector-specific profiles.	Medium
05.	Build communications links to migrant-run businesses. Engage with and provide content to ethnic media and consider the need to produce business materials in multiple languages.	Low

Strategic engagement program

Actions for Strategic Engagement		Timing
01.	Continue City Leaders Group. Representatives to have historical city association, commercial scale and existing profile. Establish as city champions and 'voice'.	High
02.	Invest in ongoing government relations and cross-agency collaboration. Build ties at both political and departmental level.	Medium
03.	Hold events to convey the City's message and encourage visitation/familiarization by key stakeholders.	Medium
04.	Engage with metro media and make key positions public.	Medium
05.	Build in-house corporate public affairs capabilities, particularly in stakeholder relations and high-level advocacy.	Medium
06.	Re-test stakeholder perceptions every 2 years to track sentiment shifts over time.	Low
07.	Develop an alliance with Councils (Central located e.g Parramatta, Inner West and Georges River etc.) to push for a Central City Deal and drive central transport connections.	Low

Transformation Project:

Develop an alliance with Councils (Central located e.g Parramatta, Inner West and Georges River etc.) to push for a Central City Deal and drive central transport connections.

14 Acknowledgements

The input of the following stakeholders is gratefully acknowledged:

- AustAir Jet
- Bankstown Metro Airports
- Bankstown RSL
- Bankstown Sports
- City of Sydney
- Hills Council
- Industrial Zoned Real Estate
- Liverpool Council
- NSW Department of Industry
- Pyrosales
- Quickstep Technologies
- Realise Business
- Sandran Capital
- Shaped Outcomes
- South West Bankstown Chamber of Commerce
- Sydney Business Chamber Western Sydney Division
- TAFE
- The Greater Sydney Commission
- Vicinity Centres
- Western Sydney University
- Wollongong University

15 Contact

The City of Canterbury Bankstown

(02) 9707 9052

business@cbccity.nsw.gov.au

Economic Development Team

Po Box 8, Bankstown NSW 1885

DRAFT

**WHERE
INTERESTING
HAPPENS**