



SUPPORTING PLAN

Economic Development Strategy 2036

March 2021

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 in 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.

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Acknowledgement

The City of Canterbury Bankstown acknowledges the traditional country of the Daruk (Darag, Dharug, Daruk, Dharuk) and the Eora People.

We recognise and respect their cultural heritage, beliefs and relationship with the land.

We acknowledge they are of continuing importance to Aboriginal and Torres Strait Islander people living today.



A Message from the City

Today, the City is the 8th largest economy in NSW, with a gross regional product estimated at \$15.53 billion for 2019

(The National Institute of Economic and Industry Research).

Over the next 15 years, Canterbury-Bankstown (CBCity) will undergo a major and exciting transformation.

Our Community Strategic Plan, CBCity 2036, outlines the community's vision to be Prosperous and Innovative. In our Local Strategic Planning Statement, Connective City 2036, Council has outlined a bold plan to become a city equal to that of any other across Australia. A creative city, connected to the rest of Sydney, and a destination that people naturally desire to live in, work in, and go to. A city which also has a vibrant and bustling night time economy offering distinct experiences for all. In short, a city that is thriving, dynamic and real.

We currently have the largest population of any NSW council, with nearly 378,000 (2019 ABS ERP) people from over 120 ancestry groups, and over the next 15 years, we'll see this diverse group grow to half a million.

Although currently in the Covid pandemic, there are a pipeline of major developments and infrastructure projects in place (or in concept or planning stage), which will see the 118,000 people currently working in CBCity expand to 155,000 by 2036.



These game-changing projects include:

- A new metro line due to commence operation in 2024 to improve connectivity to the Sydney CBD, and investigations underway to extend this through to Liverpool and the new Western Sydney aerotropolis;
- A new \$350 Million Western Sydney University campus, which is currently being built in Bankstown CBD, and will help attract 25,000 students to the City by 2036 and to grow the education sector generally;
- A proposed new \$1.3 Billion Lidcombe Bankstown Hospital in the Bankstown CBD, which will draw in associated and allied health and research services, and a projected private sector hospital;
- A Complete Streets Plan for the CBD with distinct pedestrianised areas for dining, events, recreation and night life;
- Planning proposals for the redevelopment of major sites around the Bankstown CBD, including the Vicinity site at Bankstown Central;
- Planning controls in place for the addition of up to half a million square metres of new high-grade retail and commercial space in Bankstown and Campsie;

- The transformation of Campsie into an Eastern Lifestyle District with an upgraded hospital, aspirations to see an organisation like SBS relocate to the area, and the potential to become a central hub for creative industries, employing 7,500 additional people in the City;
- A flourishing night time economy;
- An “Industrial Innovation Corridor” between Bankstown – Bankstown Airport – Liverpool – Aerotropolis; and,
- An alliance with Central Sydney Councils (such as Parramatta, Inner West, Cumberland and Georges River) to drive central transport connections

The City of Canterbury-Bankstown is truly one of Sydney’s greatest assets. Council will continue to partner with our key stakeholders, including our local businesses and community, to implement this Strategy and attract investment from across the State and beyond.

CBCity has the second highest number of registered businesses in the State, and Council envisions vast opportunities as these numbers increase both in real terms and in the number of people they employ. This growth also offers enormous opportunity for social change for young people, migrants and refugees.

Introduction

The Economic Development Strategy seeks to maximise the opportunities and outcomes available for the City. It sets out a rationale, framework and plan to guide economic development for the next 15 years, focusing on how Council can facilitate, collaborate and partner to realise the City's transformation through promotion of the City, development of people, and stimulation of business and investment.

Promotion- Positioning our City as a great place to live and work.

People- Building capacity and opportunity for our community.

Places- Utilising our strategic location to connect, create and employ.



A City of Opportunity

Looking forward, the outlook for business in Canterbury-Bankstown is positive. Population and employment growth are expected and being planned for, new transport connections will open up new markets and improve accessibility – all leading to increased business and investment opportunities. But there is much to do if the City is to realise its potential. Growth industries like knowledge-based sectors, including professional and technical services and information, media and telecommunications are underrepresented, as is the share of working-age residents. Our manufacturing sector has been contracting slightly but has a significant upside if advanced manufacturing practices are embraced. The City has large portions of highly educated and affluent residents, but also pockets of disadvantage in terms of income, education and employment. Local jobs do not yet match population growth.

People who live in the City will tell you that they are proud of the City and will recommend it to others as a good place to live. However, perceptions of the City from wider metropolitan Sydney fluctuate.

It's important that we work to redress imbalances, capitalise on advantages, and solidify our position as a vital conduit connecting Central, Western and Eastern Sydney – a commercial launch pad and supporter and incubator of entrepreneurialism and innovation.

Planning Context

This Strategy is informed by the higher-level State directed strategic plans including the South District Plan and the Greater Sydney Region Plan and Council's own Community Strategic Plan and Local Strategic Planning Statement – CBCity 2036. The best outcomes will require coordination, collaboration with business and the community to ensure a future that retains everything people love about Canterbury-Bankstown, while contributing to the broader ambitions for Greater Sydney as a Metropolis of Three Cities.

Council's role in supporting Economic Development

Council can influence and drive economic development across the City through;

- Promoting and marketing the City.
- Making long-term plans and strategies that foster economic development eg Smart City, Night-time Economy, Leisure and Aquatics, Parks and Playgrounds, Active Transport, Creative City.
- Planning approvals, zonings and regulation brings order and structure to the economic environment.
- Providing Services that keep the City attractive, connect the City, promote harmony, etc.
- Maintaining and improving local infrastructure – local roads, parks, cycleways, town centres, etc.
- Advocating for business and the community – ensuring that the City gets the resources it needs from other levels of government.
- Taking a lead role in defining where growth will provide the optimal balance environmentally, socially and economically.
- Facilitating partnerships and collaboration.
- Translating the long-term plans of NSW and Federal Government into local outcomes.

City snapshot



Population in Canterbury-Bankstown

377,917



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

\$13,031.3 billion

EXPORTS

\$8,039.4 billion



\$15.53 billion

Gross Regional Product



Owner manager rates amongst overseas born workers are

1 in 5.



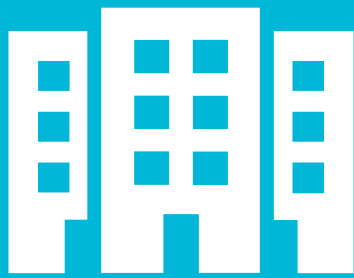
Canterbury Bankstown has an under-representation of so called 'knowledge based' sectors such as Professional and Technical Services and Information, Media and Telecommunications.



Only **45%** of overseas-born women participate in the labour-force compared to **59%** of Australian-born female residents.



The jobs to resident's ratio for City of Canterbury Bankstown in 2018/19 was 0.70, meaning that there were less jobs than resident workers.



36,623

Local Businesses



167,554

Employed Residents



7,925

Construction



7,580

Transport, Postal and
Warehousing



14,976

Healthcare and
Social Assistance



14,416

Retail Trade



3,155

Rental, Hiring and
Real Estate Services



2,967

Professional, and
Scientific Services



13,114

Construction



10,590

Transport, Postal
and Warehousing



2,294

Retail Trade



1,744

Administrative and
Support Services



10,053

Accommodation and
Food Services



10,028

Education and
Training



1,673

Health Care and
Social Assistance



1,648

Manufacturing



9,189

Manufacturing



8,759

Professional, Scientific
and Technical Services

**Top 8 by
industry**

**Top 8 by
industry**

*All data is accurate as at December 2020.
Source: profile.id.com.au/canterbury-bankstown

Economic development benefits

In 2018 Council, in collaboration with the community, developed a 10-year aspirational strategic plan for Canterbury-Bankstown. CBCity 2028 identifies seven Destinations for our future City. It tells us that the community wants a city that is 'prosperous and innovative', a smart and evolving city with opportunities for investment and creativity. This Economic Development Strategy contributes to all seven of the City destinations:

Safe and Strong:

A growing local economy leads to higher incomes, higher outputs and higher expenditure. It means jobs, locally and wider afield. Local Jobs promote local spending and entrepreneurship. Employment generally provides greater opportunity for personal and professional development, a sense of wellbeing and connectedness.

Prosperous and Innovative:

Creativity and culture can not only provide artistic outcomes, but also contribute to a cosmopolitan, vibrant and dynamic city with strong local economic activity. A city that fosters innovation and creativity will always feed and inspire the business community.

Clean and Green:

A thriving local economy promotes innovation and seeking new ways to reduce our carbon footprint. Economic growth caused by improved technology and Smart thinking can create higher output with less waste or pollution.

Leading and Engaged:

An engaged and empowered community has confidence in its leaders and its future. This provides an optimistic outlook and promotes positive change, commitment and participation. Economic development thrives in this environment.

Liveable and Distinctive:

An attractive, sustainable built environment is a draw for new businesses, new residents and new investment.

Moving and Integrated:

A thriving economy will demand more integrated, connected and accessible transport systems. These in turn, will feed the local economy and prosperity.

Healthy and Active:

Whether it's a swim at lunchtime, a walk through the park or research in the local library; a bustling and dynamic economy means more people will use local recreational and leisure facilities. The higher disposable income arising from local employment, means that organised sport and personal fitness can be pursued.



Why CBCity

A centrally and globally connected City

CBCity is Sydney's 'Three Cities' connecting centre, with rail, road, air and active transport connectivity, supporting its role as a stepping stone for new business and ideas into local, regional and global economies.

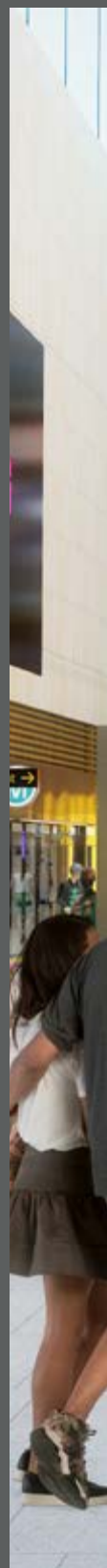
Literally the heart of Sydney and straddling both the Western Parkland City and Eastern City, Canterbury-Bankstown acts as a gateway to Sydney (supported by transport links, including metro) and the rest of the world through its diverse communities (existing global ties) and Airport (potential international trade).

An economic powerhouse

- Canterbury-Bankstown generated \$15.5 billion in GRP in 2018-19 - almost three per cent of the State's economy and makes it the eighth largest economy in NSW.
- Fifth highest number of jobs located in the LGA in the State
- Second highest number of businesses registered to the LGA in the State.
- Substantial manufacturing industry representing 14.5 per cent of the workforce.
- With existing high levels of employment in transport, postal and warehousing industries, the sector is likely to experience further growth due to the investment in Metro, freight and road network projects for the City.

Our People are our greatest asset

- With high multicultural diversity - 44 per cent of residents are born overseas and more than 60 per cent speaking a language other than English at home - there is vitality and a strong drive of entrepreneurialism in the economic landscape. Owner-manager rates are higher than the Greater Sydney average.
- The unique cultural backdrop of the City, shaped by waves of migration, has created the opportunity for signature events and festivals that draw crowds from across Greater Sydney and beyond.
- The higher than average share of children drives strong growth in schools and child care related employment, and the higher than average share of seniors has driven growth in residential care and aged care services.







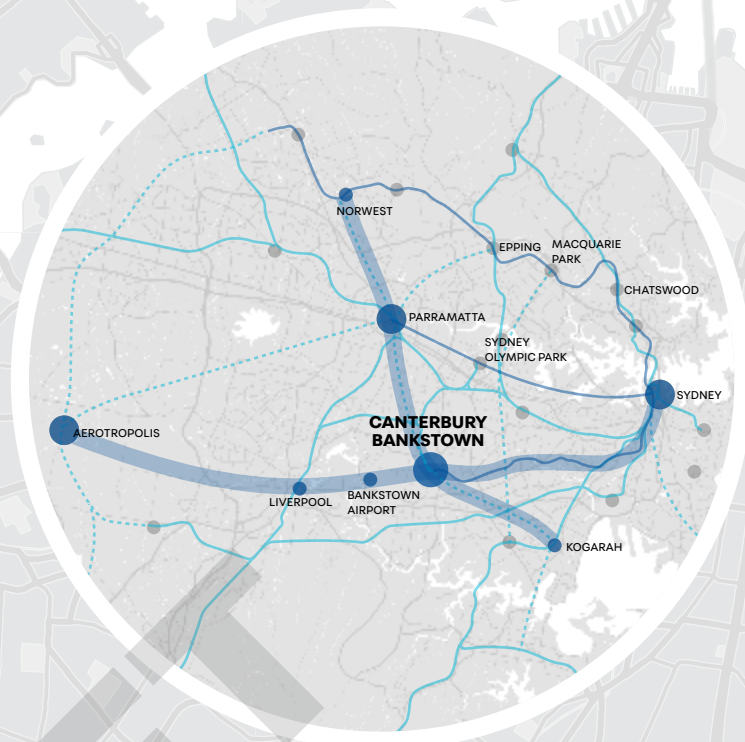
A city of commercial and active centres

Bankstown CBD- The Place of Opportunity

As the area's economic flagship, with a strategic central Sydney location and highly distinctive identity, a unique international orientation shaped by waves of migration over decades and a niche, 'early-stage' role that makes it an essential part of Sydney's innovation ecosystem.

Placed to be a generator of new economy skills and knowledge that can help support the rise of cities like Parramatta, Liverpool and the Aerotropolis through the supply of skilled employees, particularly as new transport links evolve to connect all three via Bankstown.

Bankstown will have a world-class co-located Public and Private Hospital in the City Centre, which leverages off higher order education jobs through collaboration with universities, TAFE and industry.



Sydney Airport



Campsie- the Eastern lifestyle and medical precinct

This is the main centre at the eastern end of the City. With its' multicultural and incubator characteristics, this town centre will generate 7,500 new jobs by 2036. With an upgraded hospital, and a mix of residential and commercial developments, Campsie will be a place to live and work and has the potential to attract an organisation like SBS to relocate to the area, to become a central hub for creative industries

Bankstown Aviation and Technology Precinct

A centre for health and emergency aviation, this precinct will play a key role in regional and freight aviation services, and a training ground for pilots and aircraft engineers. One of 10 areas in Sydney identified by the Greater Sydney Commission as having potential for increased productivity and innovation, and for attracting knowledge-based jobs, creative industries and research.

Key Industrial lands

Crossing the length and breadth of the City in seven locations - a valuable source of employment and innovation - high priority for economic development - Chullora-Greenacre; Villawood; Sefton; Condell Park; Padstow; Riverwood; and Kingsgrove North.

Key centres

Of the City's 88 centres, 34 are larger, servicing their surrounding residential populations. These 34 centres are convenient and cost effective and offer lots of potential to grow existing businesses and start new ventures.

Priority Centres

Suburb	Street	Type
Bankstown	Bankstown CBD	City Centre
Campsie	Campsie Town Centre (TC)	Town Centre
Belmore	Belmore LC (Burwood Rd & Etela St-Leylands Rd)	Local
Canterbury	Canterbury LC (Canterbury Rd & Charles St & Jeffrey St)	Local
Chester Hill	Chester Hill LC	Local
Earlwood	Earlwood LC (Homer St & William St-Watkin Ave)	Local
Greenacre	Greenacre LC (Waterloo Rd & Banksia St)	Local
Lakemba	Lakemba LC (Haldon St & Lakemba St)	Local
Padstow	Padstow LC (Waterloo Rd & Juno Pde)	Local
Revesby	Revesby LC (Blamey St)	Local
Yagoona	Yagoona LC (Hume Highway/Cooper Rd)	Local
Hurlstone Park	Hurlstone Park Village (Crinan St & Duntroon St & Floss St)	Village
Hurlstone Park	New Canterbury Rd (Old Canterbury Rd-Garnet St)	Village
Narwee	Narwee Village Sth (Broadarrow Rd & Hurst Pl & Fisher Ln) Nth (Penshurst Rd & Hannans Rd)	Village
Panania	Panania Village Nth (Anderson Ave) Sth (Tower St & Anderson Ave)	Village
Punchbowl	Punchbowl Village Nth (Punchbowl Rd & Highclere Ave) Sth (The Boulevarde)	Village
Wiley Park	Wiley Pk Village (King Georges Rd)	Village
Bankstown	Canterbury Rd & Chapel Rd	Small Village
Belfield	Burwood Rd & Georges River Rd	Small Village
Belmore	Kingsgrove Rd & William St	Small Village
Belmore	Canterbury Rd-Burwood Rd	Small Village
Birrong	Auburn Rd & Wentworth St	Small Village
Greenacre	Waterloo Rd & David St-Shellcote Rd	Small Village
Condell Park	Simmat St	Small Village
Croydon Park	Croydon Park TC (Georges River Rd & Brighton St-Hampton St)	Small Village
Earlwood	William St & Bexley Rd	Small Village
East Hills	East Hills TC (MacLaurin Ave)	Small Village
Georges Hall	Georges Cres & Haig Ave	Small Village
Milperra	Bullecourt Ave & Ashford Ave	Small Village
Panania	Panania (Top of Hill) (Tower St & Picnic Point Rd)	Small Village
Sefton	Sefton TC Nth (Waldron Rd & Helen St)	Small Village
Sefton	Sefton TC Sth (Wellington Rd & Helen St)	Small Village
Villawood	Miller Rd & Bennett St	Small Village
Yagoona	Hume Highway & Rookwood Rd	Small Village



Falafel Pocket

What you told us

Our engagement with businesses and community told us they want Canterbury-Bankstown to be business friendly, attract talent, be Smart, a destination, cosmopolitan, full of art and culture, great for shopping, great for eating and drinking, able to connect people with local training and employment opportunities through transport systems, and be fun, happy and vibrant. This points the way towards a greater emphasis on economic development and jobs growth, and a focus on locations with a primary economic function, namely Bankstown, Campsie, Bankstown Airport and the City's valuable employment lands. It also frames how we use those spaces, to provide opportunities for a diverse range of shopping, leisure and dining experiences for the community.

The private sector has a large impact on the strength of the local job sector, so it is important to understand how businesses view the City's economic development prospects. Local business leaders have provided valuable insight, helping to inform the options developed in this Strategy. The feedback of more than 100 local firms has been collected via one-on-one interviews, workshops, events and advisory sessions, and Council acknowledges their input and support.

Local business identified the following top priorities for Council:



Promote our identity- thriving, dynamic and real. Help others see what we see, warmth, solidarity, pride and diversity.



Young people are a great asset- focus on their education, employment and attitudes.



Embrace technology and change- manufacturing is evolving.



Support small, local and home-based businesses- help them connect and thrive. Entrepreneurialism is alive and well in Canterbury-Bankstown.



Make great places- attractive, exciting, sustainable, accessible and creative.

Local business is positive about the area's future and committed to helping it succeed.



Imagine CBCity in 2036

Canterbury-Bankstown already has a thriving and diverse environment. Planning for change means understanding the opportunities and challenges around the City and focusing our collective efforts. It's important that the City build on its strengths and connectivity to deliver local jobs, a strong local economy, and a diverse, skilled workforce that is an integral part of the Greater Sydney economy.



We are a destination City.



500,000
Population



155,000
Workforce



25,000
Students



Vibrant night
time economy



More private
investors



Health,
research,
education, and
professional
services hubs



Increased
outdoor dining
and cafes



Metro
connections



High-grade
retail and
commercial
space



New hospital in
Bankstown CBD



Campsie
Eastern
Lifestyle
District



North-South
transport
corridors



Bankstown
Aviation
Technology
Precinct



Festivals and
Events



Smart
technology



A day in the life of a 2036 Business person

SARA

It has always been a goal of mine to run a successful tech business while enjoying a healthy work life balance, and since moving to Campsie, my vision has become reality.

It's 2036 and I am delighted to call Campsie home.

I am a proud owner of a tech agency which focuses on aiding businesses to maximise their social media marketing. I opened the business ten years ago and I now employ 35 people, half of which are under 30, with 80% living in Canterbury-Bankstown.

There has been so much progression within the region that Campsie is now a well sought-after location, to not only have a business but also to work and raise a family.

Infrastructure in the region has increased significantly and the opening of a new metro connection has meant the journey into the CBD and surrounds is a quick ride away. The improved transport and infrastructure have also reduced the congestion on our roads.

Anzac Park, a significant public space within Campsie Town Centre, has been revitalised and is used for several group activities. It is the go-to spot to relax during a lunch break, soak up the sun or read a book. Council has taken steps to reduce urban heat with significant greening of the area, which has improved overall lifestyle and influences many in my team to cycle to work.

With NBN and 8G now integrated, my team and I work from many locations throughout the City. They never run out of things to do. With all day markets and a variety of shops on offer, and no matter the time of day, we always feel safe when exploring the City.

Sydneysider perceptions of Canterbury-Bankstown have also positively changed following the opening of the media broadcaster, SBS, in Campsie. Our cultural diversity is celebrated and is a significant drawcard for our City. SBS has helped stimulate many creative and media related businesses in our region, attracting a new wave of start-up companies.

The sense of place across our suburbs and the uniqueness of each City Centre has attracted an influx of visitors further stimulating our economy and adding to the already vibrant nightlife in Campsie. There are countless options available for dinner and I still haven't tried them all. It's a great excuse for my friends and I to go out, enjoy some live music and wind down after a busy work week. If I'm feeling lazy, ordering sushi through Uber Eats by Air from my local Korean restaurant, has been a lifesaver.

I can't imagine living anywhere else. I moved to Campsie ten years ago, around the same time I started up my business and I have never looked back.



What we will do

This 15-year strategy advances an economic development framework to support the aspirations of residents and businesses and supports the actions in CBCity 2028 and Connective City 2036 for the transformation of the City, through the principles of promotion, people and places.

Under this framework, is the creation of five program areas.

- Marketing the City
- Training and Skills Development
- Entrepreneurship
- City Economy Building
- Industrial Economy Building

These programs and associated actions have been developed to guide priorities and actions over the next 15 years. Actions in this strategic plan have been categorised as;

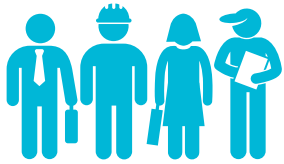
- High- Actions that act as a catalyst for future initiatives, have high impact or immediate benefit.
- Medium- Actions that are dependent on other initiatives or require greater planning or resources.
- Ongoing- Initiatives that form part of Council's ongoing program of support for the local community.



Promotion

Building capacity and opportunities for our community

- Marketing the City



People

Utilising our strategic location to connect, create and employ

- Training and Skills Development
- Entrepreneurship



Places

Positioning our City as a great place to live and work

- City Economy Building
- Industrial Economy Building



Marketing the City Program

The Vision for Canterbury-Bankstown is to be a City that is thriving, dynamic and real. The Marketing the City Program seeks to change perceptions and increase awareness of the opportunities within Canterbury-Bankstown. It also seeks to improve communication between Council, the local business community and future investors.

Ref	Action	Responsibility	Priority
1	Develop a marketing strategy to elevate the 'Where Interesting Happens' City Brand and strategically position the city with key positioning statements outlining our competitive advantages.	City Business and Engagement	High
2	Develop a 'destination site' and associated social media channels for the city under the 'Where Interesting Happens' brand to become a one-stop-shop for all dining, entertainment, events, culture, things to do in CBCity.	City Business and Engagement	High
3	Undertake ongoing perception surveys to track sentiment shifts over time.	City Business and Engagement	High
4	Prepare a range of sector-specific profiles/collateral to market the City to business and investors.	City Business and Engagement	Ongoing
5	Develop and run sector specific investment forums to invite potential businesses and investors to the city.	City Business and Engagement	Ongoing
6	Further develop and market Council's major events to increase patronage and positive perceptions of the City.	City Business and Engagement	Medium
7	Investigate opportunities to increase the monetary value of major event sponsorship income and bring in new sponsors.	City Business and Engagement	Ongoing
8	Maintain our current International or Sister Cities partners to shape the City's approach to economic development, smart cities and strategic engagement.	City Business and Engagement	Ongoing



Training and Skills Development Program

Both the community and local business expressed a desire to improve employment and training opportunities for local young people. This initiative seeks to work with the local education, training and employment services sector to lift work-readiness and diversify the local skills base. This will increase people's access to economic opportunities as well as support flexible learning pathways over the course of a lifetime.

Ref	Action	Responsibility	Priority
9	Ensure Council's website and other social media channels provide an online business advisory service and a one-stop, easy-to-navigate structure to assist in guiding and supporting new and existing business growth.	City Business and Engagement	Ongoing
10	Grow the Careers and jobs fair to develop and deliver job opportunities and apprenticeships for local residents.	City Business and Engagement	High
11	Identify skills gaps amongst local businesses to inform the education, training and employment industries and other initiatives.	City Business and Engagement	Ongoing
12	Work in partnership with Bankstown Airport and flying schools to position the Airport as a 'skills incubator' for the aviation/aerospace industries.	City Business and Engagement	Ongoing
13	Deliver targeted environmental education programs for small business to achieve both improved sustainability and cost savings.	Sustainable Future	Medium
14	Develop business support programs and resources for non-English speaking operated businesses and encourage the employment of women born overseas.	City Business and Engagement	Medium
15	Provide opportunities for local businesses to receive specific training in contract applications and procurement processes used by large organisations.	City Business and Engagement	Medium
16	Investigate opportunities to leverage the Mayoral Scholarship Program to target specific industries, research areas and/or occupations.	City Business and Engagement / Executive Services	Medium



Entrepreneurship Program

Canterbury-Bankstown has a higher percentage of owner-manager rates than the Greater Sydney region. The Entrepreneurship Program takes an innovative approach to supporting local entrepreneurs, particularly migrant entrepreneurs, to start-up, manage and grow their own businesses. It embraces non-traditional support models reflective of the diverse business types in the area.

Ref	Action	Responsibility	Priority
17	Identify joint partnerships to set up an Incubator Hub to support entrepreneurs to build, launch and grow their ideas.	City Business and Engagement	High
18	Investigate establishing a seed funding grant, or low-cost loan program for young unemployed entrepreneurs and/or female born overseas entrepreneurs to kick-start new businesses.	City Business and Engagement	High
19	Undertake research on home-based businesses to identify any specific needs and challenges.	City Business and Engagement	Medium
20	Trial 'Start-up Markets' or 'Pop-Ups' to enable smaller start-ups to trade, experiment, learn and scale-up.	City Business and Engagement	Medium
21	Showcase local entrepreneur and start-up success stories to promote both the business/ideas and the broader value of the city as a 'place of opportunity'.	City Business and Engagement	Ongoing
22	Collaborate with and support the WSU Launchpad and their proposed Factory of the Future.	City Business and Engagement / City Future Management	Medium
23	Investigate a photographic and video studio service to be used by the business community.	City Business and Engagement / Communications	Medium



City Economy Building Program

Canterbury-Bankstown forms an integral part of the Greater Sydney economy. This initiative seeks to engage with and support the health, education, creative, professional, food and retail sectors to grow, innovate and employ. It also seeks to help them revitalise and activate the Bankstown CBD, Campsie and our local neighborhood centres, both day and night.

Ref	Action	Responsibility	Priority
24	Undertake major advocacy and lobbying initiatives around city-building transport infrastructure to support the City accessibility, including: <ul style="list-style-type: none"> North-south rail connections; Parramatta-Bankstown-Kogarah. East-west rail connections; Bankstown, Bankstown Airport, Liverpool, Aerotropolis. Hurstville to Five Dock via Campsie mass transit/train connection. 	City Business and Engagement	High
25	Secure the move of Bankstown-Lidcombe Hospital to the Bankstown CBD to create a growing Health and Education Precinct.	Major Works and Projects / City Business and Engagement	High
26	Form relationships with top tier Universities and educational providers to attract development into Canterbury-Bankstown to support an Education Cluster.	City Business and Engagement	High
27	Support the development of Campsie as a Lifestyle Precinct and continue to lobby for an anchor tenant, like SBS, to acts as a stimulator for the hub.	City Business and Engagement	High
28	Attract a new private hospital and ancillary health service providers to strengthen the Bankstown Health and Education Precinct.	City Business and Engagement	High
29	Implement the actions from the Night Time Economy Action Plan to promote the activation of our major centres.	City Business and Engagement	High
30	Support Bankstown Airport to position itself as a major Air Health Services precinct.	City Business and Engagement	Medium
31	Establish a Mayoral Education Roundtable with WSU, TAFE and other educational establishments to collaborate on City shaping initiatives.	City Business and Engagement	Medium
32	Identify priority areas to support locally based creative enterprises (eg Bankstown Poetry Slam, Lebanese Film Festival) to grow and commercialise to enhance both the cultural sector and image of the City.	City Business and Engagement	Medium
33	Explore options to participate in major existing Sydney Wide festivals (eg: Sydney Festival, Vivid).	City Business and Engagement	Ongoing
34	Investigate establishing Co-Working spaces for businesses to set up in key centres to facilitate work flexibility.	City Business and Engagement	Medium
35	Investigate the implementation of Business Improvement Districts (BIDs) in key local retail centres.	City Business and Engagement	Medium



Industrial Economy Building Program

This initiative seeks to engage with and support manufacturing, transport and aviation sectors to remain in place, absorb technology, innovate and grow.

Ref	Action	Responsibility	Priority
36	Investigate the development of an Advanced Manufacturing Support Program with State Government to enhance greater collaboration and knowledge sharing amongst manufacturers in the LGA	City Business and Engagement	High
37	Investigate an Industrial Area Improvement Program and funding for prioritising footpaths, lighting and signage to improve the overall image and amenity of Industrial areas.	City Business and Engagement	Medium
38	Support and promote transport connectivity to Liverpool via a Metro line between Bankstown and Liverpool via Bankstown Airport, and the development of the Bankstown Aviation and Technology Precinct around Bankstown Airport-Milperra.	City Business and Engagement	Ongoing
39	Promote Sustainability Support programs to inform and support the industrial sector to reduce energy, waste and water use.	Sustainable Future	Medium
40	Monitor developments on Western Sydney Airport/Aerotropolis to identify impacts (loss of businesses and jobs), and opportunities (commercial links and exports).	City Business and Engagement	Ongoing



Aspirational measures of success

Over the next 15 years, tracking and reporting on the indicators below will show that we are on track to economic prosperity and growth as we head towards 2036. This will ensure Canterbury-Bankstown builds on its strengths to drive our local economy, deliver local jobs and strengthen our position as a strategic economic centre of the Greater Sydney economy.

Data Set	Current status	Our aspirations
Number of businesses	36,623	An increase of 30% by 2036
Dollar value of DAs	\$997,179,917 for 2019/20	An increase of 3% annually
Unemployment rate	7.3% March 2020	Below the Greater Sydney Average by 2036
Night time economy spending	\$912 Million in 2019	An increase of 100% or more by 2036
Night time economy employment	8225 in 2019	An increase of 100% or more by 2036
Number of night time economy establishments	1486 in 2019	An increase of 100% or more by 2036
Percentage of residents identifying with the City brand 'Where Interesting Happens'.	36% in 2019	Above 70% recognition by 2036
Resident perception - recommending CBCity as a good place to live	3.66 out of 5 for 2019 Community Satisfaction Survey	Above 4 by 2036
Resident perception – business is thriving	3.28 out of 5 for 2019 Community Satisfaction Survey	Above 4 by 2036
Visitor / external perceptions	Need to establish baseline in year 1	Positive increases seen at 5 yearly intervals 2026 / 2031 / 2036
Visitor numbers	2,572,903 visitor nights in 2019/20 (international and domestic)	Increase of 2% per annum
Dollar Value of positive media sentiment	Establish baseline in year 1	Increasing by 10% per annum
Proportion of resident employees in Professional, Scientific and Technical Services	6.3% in 2018/19	Above 8% by 2036
Youth disengagement in the workforce and education	20.2% of 15 to 24-year old's were either partially engaged or disengaged in 2016.	Reduction to below Greater Sydney proportions by 2036
Ratio of jobs to residents	0.7 to 1 in 2018/19	Above 0.8 to 1 by 2036
Labour-force participation rate of women born overseas	45% in 2016	Over 50% by 2036
<ul style="list-style-type: none"> North-south rail connections; Parramatta-Bankstown-Kogarah. East-west rail connections; Bankstown, Bankstown Airport, Liverpool, Aerotropolis. Hurstville to Five Dock via Campsie mass transit/train connection. 	Not started	At a minimum, interim solutions are in place and final solutions have been agreed to and funded.

