



SUPPORTING PLAN

Resilient CBCity Strategy - Draft

February 2023



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.



The City of Canterbury Bankstown acknowledges the traditional country of the Darug (Darag, Dharug, Daruk, Dharuk) people of the Eora nation.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge these elements are of continuing importance to Aboriginal and Torres Strait Islander people living today.

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Definitions

Resilience: The capacity of individuals, communities, institutions, businesses and systems to survive, adapt and grow no matter what kinds of chronic stresses and acute shocks they experience.

Acute shocks: Sudden, short-term events that disrupt individuals, communities, institutions, businesses and systems. Examples include major storms, floods, bushfires, heatwaves, disease outbreaks, terrorism and cyber-attacks.

Chronic stresses: Ongoing factors that weaken a systems and communities on a day-to-day or cyclical basis. Examples include homelessness and housing affordability, lack of access to public transportation systems, family violence, climate change, structural inequity, and chronic food or water shortages.

01 Introduction

1.1 Purpose

Recently the City of Canterbury Bankstown (CBCity) has experienced unprecedented heatwaves, floods and storms, poor air quality exacerbated by bushfires, and a disease pandemic. At the same time, many people in our community experience daily pressures such as financial and housing stress, lack of transport options, and social isolation that can make it harder for them to cope when emergencies happen.

With more than 500,000 expected to be living in CBCity by 2036, it is more important than ever that our City and community is resilient and able to adapt and thrive into the future, no matter what challenges we may face as our diverse community grows and changes.

This inaugural Resilient CBCity Strategy sets out a direction for the City of Canterbury Bankstown Council (Council), community and partners to work together to strengthen the resilience of our Local Government Area. Our aim is to collaborate towards a more responsive and connected CBCity that can withstand and recover from shock emergencies and the impacts of a changing climate, ensuring that no one in our community is left behind and recognising our responsibility to future generations.

The Resilient CBCity Strategy aligns with and builds on the five directions for Greater Sydney set out in the Resilient Sydney 2018 Strategy. Our Strategy outlines how these directions are important within the unique local context of CBCity, bringing together the many initiatives that Council is already undertaking to strengthen community resilience. Under each direction, we have identified the local resilience focus areas that will guide Council's future action planning and prioritisation to address our resilience challenges.



Direction 1 A PEOPLE-CENTRED CITY

People are connected to where they live and are able to access transport, affordable housing, education, and employment opportunities.



Direction 2 LIVE WITH OUR CLIMATE

People have access to clean air and water, natural environments and adaptive technology throughout the city for climate comfort and safety, health, and city connections.



Direction 3 CONNECT FOR STRENGTH

People have equal access to engage in society, the economy, and all the City has to offer.



Direction 4 GET READY

Understand the risks we face and how to work together to respond, recover and build our capacity to cope, now and in the future.



Direction 5 ONE CITY

Key governing organisations pledge to build their capacity and cooperate to understand and manage shocks for everyone.

1.2 How was the Strategy developed?

The Resilient CBCity Strategy has been developed by Council in consultation with community, service providers and other stakeholders. In total, more than 200 people contributed their feedback through an online survey, targeted community focus groups and Council staff workshops to build an understanding of:

- What makes our City and our community strong?
- What makes our City and our community vulnerable?
- What are the opportunities to better prepare for, respond to and recover from the shocks and stresses facing our community?

These conversations, in combination with research to understand key risks and vulnerabilities for CBCity, have formed the bedrock of this Strategy and our direction, as well as priority focus areas for the future.

This Strategy has been developed at a unique point in time, as the COVID-19 pandemic has seen extended lockdowns that have impacted many people in our community. We are proud of how our community has come together to support each other during this time. However, we also recognise that this experience has brought inequities across our City to the forefront, including inequitable distribution of transport, open space, and employment and education opportunities. Council has actively supported our community through the pandemic and is now planning for recovery, recognising the need to plan to address ongoing stresses in our community as well as future, unexpected crises.

"No matter how well-prepared you are, when it comes to disasters, what's important is that we come together to support each other."

– Focus group participant

"Being able to lift each other up as a community is important."

– CBCity Aboriginal and Torres Strait Islander Advisory Group

"I'm not necessarily concerned that there will be a bushfire in Canterbury-Bankstown, but rather the flow on effects, such as poor air quality and the environment - and I think a lot of that is linked to my anxiety around climate change."

– Survey respondent

"I'm tired of being divided and I want our communities to be united."

– CBCity Youth Reference Group

02 Strategic context

2.1 Strategic alignment

Resilient Cities network and Resilient Sydney

This strategy has been developed with the support of Resilient Sydney, a program that aims to build the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive in the face of chronic stresses and acute shocks.

Resilient Sydney is part of the global Resilient Cities Network, formally the 100 Resilient Cities initiative pioneered by the Rockefeller Foundation, which assists cities worldwide in improving their resilience to social, economic and environmental challenges.

Council has been an active participant of the Resilient Sydney program since its inception in 2015, collaborating with members and contributing towards the strategic direction outlined in the Resilient Sydney Strategy 2018. Our Strategy aligns with and builds on the five directions set out in the Resilient Sydney Strategy.

United Nations Sustainable Development goals

The United Nations (UN) Sustainable Development Goals (SDGs) were adopted in 2015 to address global challenges and provide a blueprint for a sustainable and resilient future. Strengthening the resilience of CBCity will help to contribute towards meeting the SDGs.

South District Plan

Prepared by the Greater Sydney Commission, the South District Plan is a 20-year plan to manage growth in the context of economic, social and environmental matters. The Plan recognises that planning for resilience has largely been driven by environmental issues, but is increasingly used as a way to consider a wide range of economic and social issues. The Plan outlines priorities to strengthen resilience in the context of climate adaptation, as well as ensuring that communities are socially cohesive, healthy and can access housing, transport, employment and education.

Local context - CBCity strategies

This Strategy aligns with and builds on actions that CBCity has already committed to through other strategic planning documents in relation to our directions to build community resilience for the future.

Community Strategic Plan (CSP)

CBCity 2028 is the Community Strategic Plan for the City of Canterbury Bankstown and forms the roadmap and primary reference document for all other plans developed by the Council. The CBCity Resilience Strategy aligns with the seven destinations identified in CBCity 2028.

Local Strategic Planning Statement (LSPS)

CBCity Connective City 2036 is Council's Local Strategic Planning Statement, a planning blueprint to guide the future of CBCity to 2036. Evolution 9 - Sustainable and Resilient Places is particularly relevant to this Strategy, and aims for a resilient, responsive and sustainable city with buildings, spaces and people that use and manage energy, water and waste efficiently. It recognises the need for integrated built and natural environments to reduce the urban heat island effect, encourage new transport options, reduce waste and re-use water.

Alignment with other Council strategies

This Strategy has been prepared with consideration to a range of CBCity Strategies, as shown in the graphic over-page.

Local context - Strategic partnerships and collaboration

Cooks River Alliance

CBCity is a Partner Organisation on the Cooks River Alliance, which facilitates strategic alignment with other partner councils and Sydney Water, working for a sustainable river through shared resourcing and expertise.

Strategic alignment

International

- UN Sustainable Development Goals
- UN Paris Climate Accords (2015)
- 100 Resilient Cities

- NSW Climate Change Policy Framework
- Premier's Priority Greening our city (2019)
- GANSW Greener Places: An urban green infrastructure design framework (2020)
- GANSW Better Placed: An integrated design policy for the built environment of NSW (2017)

NSW

CBCity

- CBCity 2028
- Connective City 2036
- Local Emergency Management Plan
- CBCity Risk Strategy
- Local Housing Strategy
- Affordable Housing Policy
- Active Transport Action Plan
- Economic Development Strategic Plan
- Community Participation Plan
- Disability Inclusion, Youth & Reconciliation Action Plans
- Reconciliation Action Plan

National

- National Strategy for Disaster Resilience (2011)
- Disaster Response Plan (2020)
- Climate Council of Australia

- Resilient Sydney Strategy: a strategy for city resilience (2018)
- Greater Sydney Region Plan and South City District Plan

Greater Sydney

03

Defining resilience



3.1 What is resilience?

Resilience is the capacity of individuals, communities, businesses and systems within a city to survive, adapt and thrive no matter what kinds of chronic stresses and acute shocks. It's about our ability as a community to withstand and recover from emergencies and ongoing stresses.

3.2 Why is resilience important?

The impacts of disasters on people and communities can be profound, long lasting and life changing across social, economic, environmental and health outcomes. People can lose their lives, or their jobs, and individual mental health and social cohesion can be affected. Governments, businesses and the community are required to fund losses and recovery costs when infrastructure fails, markets change or the environment is damaged.

Communities with a higher level of resilience have a greater capacity to withstand shocks and stresses and recover more quickly. A resilient community is one that is equitable and inclusive, supportive of each other in times of need, and works collaboratively to understand and manage shocks and stresses.

When disruptions are expected and planned for, they can be turned into opportunities through:

- Preventing or mitigating stresses and shocks
- Adapting to unexpected shocks and stresses
- Rapidly returning to normal and revitalising after disruptions
- Accessing benefits when there are no disruptions, and
- Productive, peaceful prosperity and improved equity in times of stability.

“Shocks are really complex. You can have a beautiful day in Bankstown, but a severe storm in Wollongong that leads to flooding of Georges River.”

– Local service provider

3.3 What are shocks?

Acute shocks are sudden, short-term events that disrupt individuals, communities, institutions, businesses and systems. When an acute shock happens, such as a severe storm, a heatwave, a terrorist attack, or a disease pandemic, there is often a significant disruption to our communities, infrastructure and services. Shocks are also interdependent. For example, when heatwaves occur this often leads to power outages and infrastructure failures.

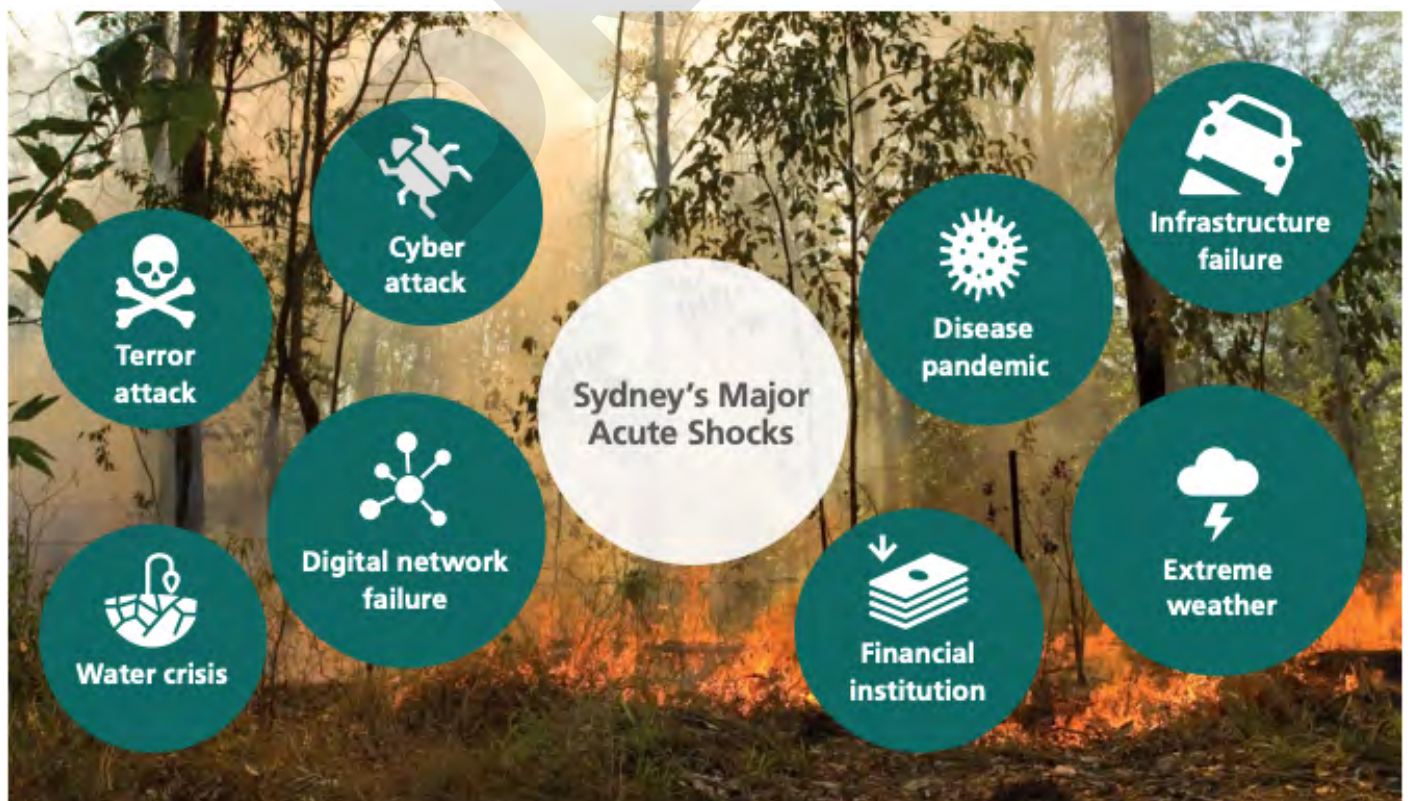
Shocks can also be experienced directly or indirectly. An example of this is when major bushfires in the summer of 2019/2020 outside of our LGA impacted on air quality across Greater Sydney, including in CBCity.

Over the past few years, we have witnessed first-hand how an unexpected crisis can impact on our community’s health, wellbeing and lifestyles, and have complex consequences on our global and local systems.

The COVID-19 pandemic and extended lockdowns in CBCity have demonstrated how important it is that we are prepared and work together.

Resilient Sydney has identified that the major acute shocks that Greater Sydney is most vulnerable to are extreme weather, infrastructure failure, financial institution failure, water crisis, digital network failure, terror attack, disease pandemic and cyber attacks.

In CBCity, our community told us that they are most concerned about the impacts of disease pandemic, followed by extreme weather events – such as severe storms and flooding of waterways – as well as increased risk of high-rise building fire as more high-density apartment blocks are built.



3.4 What are stresses?

Our ability to survive in the face of unexpected shocks is closely linked to the types of ongoing stresses and pressures that our City and community experiences on a day-to-day or cyclical basis. Examples include homelessness and housing affordability, lack of access to public transportation systems, family violence, climate change, structural inequity, and chronic food or water shortages.

Chronic stresses can increase the likelihood of shock events, amplify the impacts, and increase recovery time and cost. For example, rising temperatures make it difficult to exercise outside, exacerbating already high rates of chronic illness and increasing pressure on our health services.

As shown in the figure below, Resilient Sydney has identified that the major acute shocks that Greater Sydney is most vulnerable to are health services demand, housing affordability, social cohesion, employment diversity, inequity, chronic illness, transport diversity, and drug and alcohol abuse.

“Shocks impact everyone in our community, but some people in our community are already struggling just to get food on the table.”

– Focus group participant

In CBCity, our community told us that the stresses that they are most concerned about include housing stress and financial stress, both of which have been exacerbated by the COVID-19 pandemic. Other stresses identified by the community include limited access to public transport in some parts of our LGA, lack of jobs close to home, and limited access to parks and open spaces close to home.



Source: Resilient Sydney - A strategy for city resilience 2018



Learning from the resilience of First Nations People

Through consultation to develop this Strategy, the CBCity Aboriginal and Torres Strait Islander Advisory group told us that resilience in CBCity is about being able to lift each other up as a community, having strength of mind, and having the ability to move on from bad experiences. They noted that the Aboriginal and Torres Strait Islander community is incredibly resilient and has always drawn on the strength of the community, in different ways and in different circumstances.

The Resilient Sydney Strategy was developed in consultation with First Nations Elders and leaders, who identified key sources of First Nations Resilience that are relevant to CBCity:

- **Connection** - A sense of belonging and connection to family, community and culture enables a person and a community to feel good about themselves and inspires a sense of responsibility, as well as defines their place or belonging in society.
- **Culture** - The strength of First Nations community is found in their belief system, their values and their cultural practices.
- **Sharing** - A willingness to help anyone who needs it, even if you don't have much yourself.
- **Participating** - A strong work ethic and having rights to land to support families and community, to look after country/land and create social and economic opportunities.
- **Identity** - Visibility of culture and support for young people – from the First Nations, and wider community.

“Resilience comes from within an individual and a community. For Aboriginal and Torres Strait Islander peoples, it is anchored in their identity, cultural beliefs and knowledge, in the interconnectedness of Indigenous societies and in the connections with the natural landscape, and in their cultural responsibilities and obligations. Resilience, therefore, is the power and strength of Indigenous people to deal with challenges and adversity in their lives, particularly the ongoing impacts of colonial domination.”

– Edmund Rice Centre

04

Our City and people

4.1 Strengthening resilience in a growing and changing CBCity

Located in Sydney's south-western suburbs, the City of Canterbury Bankstown local government area was formed in 2016, following the amalgamation of the former Bankstown and Canterbury Councils.

The original people of Canterbury-Bankstown are the Darug (Darag, Dharug, Dharuk) and Eora people, who occupied the areas within our local government area (LGA) boundaries for many thousands of years before European settlement.

Today, CBCity is the most populous LGA area in NSW, and is home to a vibrant, strong and culturally diverse community. Our LGA spans a large geographic area made up of 30 unique suburbs, with focal points including Bankstown and Campsie strategic centres, alongside many other local centres. At the time of the 2016 Census, there were more than 360,000 people living in CBCity, and by 2036, our community is forecast to increase to nearly 500,000 people.

This growth will bring opportunities and investment to CBCity, including major transformational projects that are already underway, such as the new Sydenham-Bankstown Metro line and master planning for more dwellings, jobs and education opportunities in our strategic centres of Bankstown and Campsie.

However, growth and change, alongside the impacts of a changing climate, will also increasingly place pressure on our existing infrastructure, services, public and open spaces. Planning for sustainable growth that is underpinned by resilience thinking will help to ensure that everyone in our City can thrive.

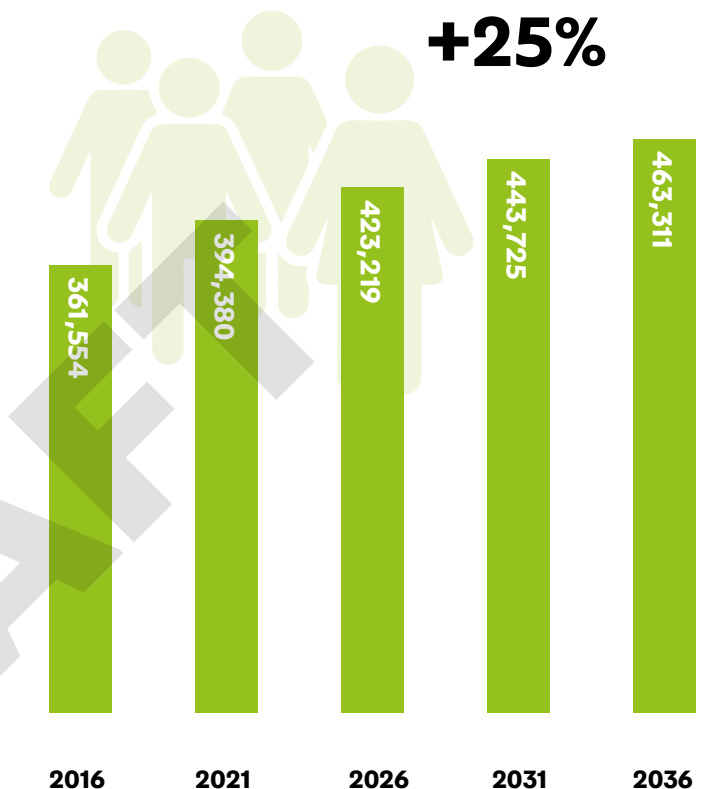


Figure 1 - Forecast population growth 2016-2036 (Source: Forecast.id)

4.2 Demographic snapshot

The snapshot below gives insight into some of CBCity's unique people and place characteristics in comparison to Greater Sydney at the time of the 2016 ABS Census, including a relatively young population, very high cultural and linguistic diversity and increasing high-density dwellings. We also experience relative disadvantage across our City including high housing stress, low internet connection, high youth disengagement and higher rates of disability. These pressures can make our community more vulnerable and can reduce our capacity to respond and adapt in times of crisis.

AGE AND FAMILIES



Older people. 14% are aged over 65 years, the same rate as Greater Sydney.



Young people. 24% are aged under 18 years, higher compared to 22% across Greater Sydney.



Families. 40% of households are couples with children, higher compared to 35% across Greater Sydney. We also have larger families and household sizes.

HOUSING AND HOUSEHOLDS



Rapidly changing dwelling types and increasing high-density dwellings. The number of high-density dwellings increased by 38% between 2011 and 2016, a much higher rate compared to Greater Sydney at 23%.



Housing insecurity and housing stress. 19% of households experience housing stress, compared to 12% in Greater Sydney. CBCity also has high rates of homelessness.



Low proportion of households with an internet connection. 76% have an internet connection, compared to 81% in Greater Sydney.

CULTURAL DIVERSITY



A large Aboriginal and Torres Strait Islander population of 2,548 people.



High cultural diversity, including people speaking a language other than English at home. A much higher proportion of people speaking a language other than English at home (60%), compared to Greater Sydney (36%). In 2016, the most common languages spoken at home were: Arabic, Mandarin, Vietnamese, Greek and Cantonese.



People born overseas, and people who have recently arrived. A much higher proportion of people born overseas (44%) compared to Greater Sydney (36.7%). The largest migrant groups were born in Lebanon, Vietnam and China. 26,755 people living in CBCity in 2016 arrived in Australia within the five years prior.

INCOME AND WELLBEING



Relatively low median weekly household income. Median household income in CBCity is \$1,296, compared to \$1,745 in Greater Sydney.



High proportion of disengaged young people. 10% of young people aged 15 to 24 aren't employed or in education, but many have caring responsibilities at home.



High proportion of people needing assistance due to disability. 7% of the CBCity population, higher compared to Greater Sydney (5%).



Low but increasing education attainment. The proportion of people with below year 11 schooling is reducing, from 36% in 2011 to 32% in 2016 (compared to 27% for Greater Sydney).

05

Our resilience, strengths and vulnerabilities identified by our community

5.1 CBCity has many strengths

Through consultation to develop this Strategy, our community told us they think our City has many strengths that make us more resilient when we experience crises, including a diverse and supportive community, community services and beautiful natural environment.

Diverse community

Community members told us they value living in a diverse community that includes people from many different cultural backgrounds. They think this diversity makes CBCity stronger by bringing different perspectives, skills and experiences.

Strong social networks

There are many social networks in CBCity, and people told us these provide support and information in times of crisis including families, clubs, religious institutions and other organisations.

CBCity bounces back

People told us that our community has already been through a lot over the past decades and that they are proud of how resilient we already are – bouncing back after crises occur.

Community service providers

There are many service providers in CBCity working to support our community, including the most vulnerable amongst us. People told us they think this is a strength, although not everyone in our community knows how to get help when they need it.

Young people

Young people said it is a strength that local businesses and facilities in our City, such as the Bankstown Arts Centre, provide safe spaces for LGBTIQ+ people and people with disability.



WHAT MAKES CBCITY STRONG TO WITHSTAND SHOCKS AND STRESSES?

"We all rely on each other and we feed off each other and we help each other out."

– Focus group participant

"If you think about the last twenty years and what the community has had to go through, we've got a lot to be proud of."

– Local service provider

"One of the strengths we have in CBCity is a business community that is more than willing to be responsive and supportive. Just last week, a Chamber of Commerce was advocating to State ministers on behalf of our community."

– Local service provider



"I love the fact that it's a beautiful and diverse population here."

– Focus group participant

"When our community is tested in times of crisis, social cohesion is more important than ever. All of our City's local groups and networks, informal or formal, are going to help in that time and make that response even greater."

– Focus group participant

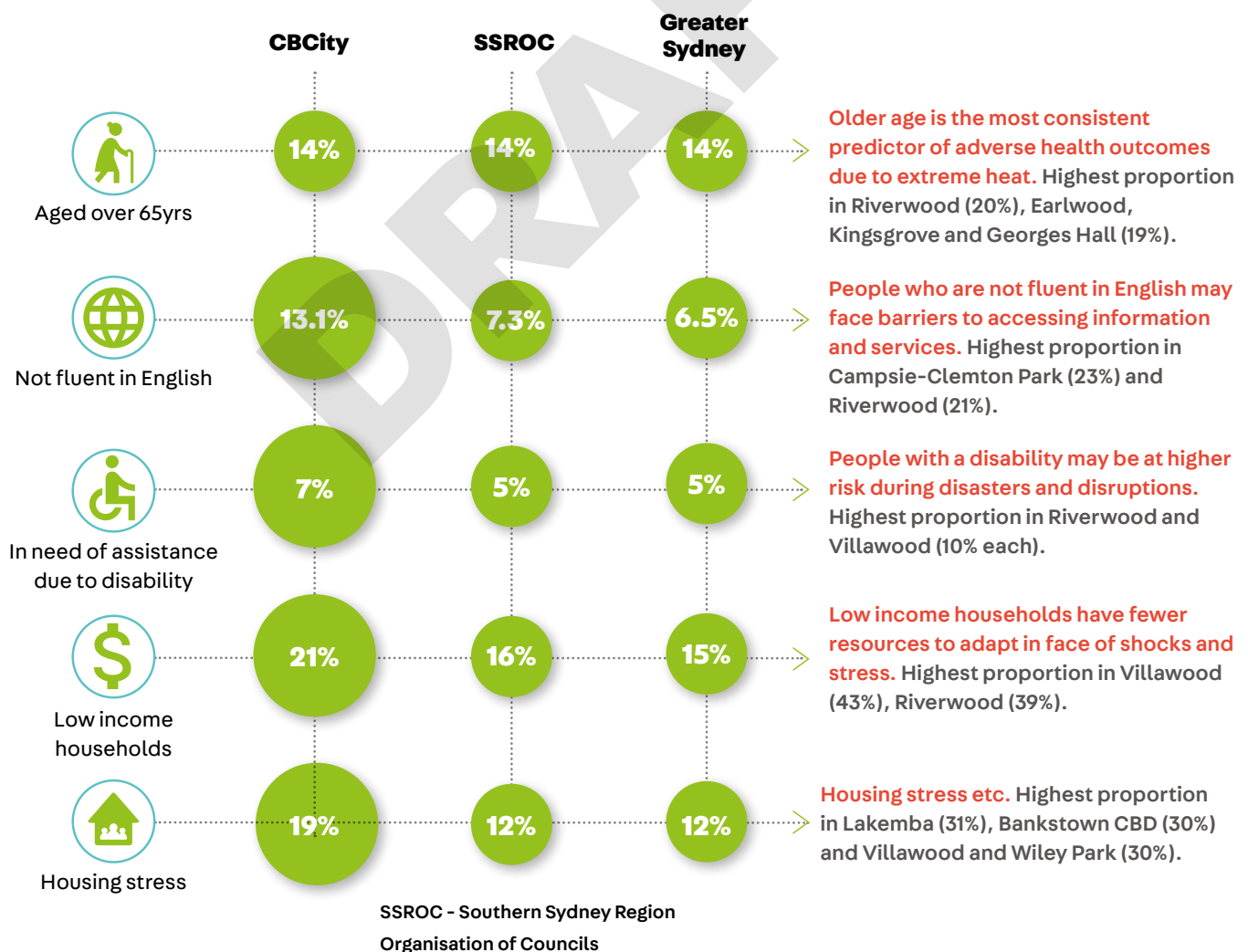
"We have savings. We have solar power, a water tank, and keep in the home candles for a blackout, and a first aid kit. We have good neighbors and family who can help. We have access to the internet."

– Survey respondent

5.2 CBCity also experiences vulnerability

Our community told us they think there are some things that make our City more vulnerable and make it harder to cope when disaster strikes, including the high cost of housing, financial insecurity, limited access to transport in some areas, and limited knowledge in the community about what to do in case of emergencies such as flooding, fire, or heatwaves.

People also spoke about how some population groups in Canterbury Bankstown are more vulnerable and have less capacity to adapt in the face of unexpected shocks, including older people, people who are not fluent in English, people living with disability, and people experiencing financial and housing stress. As shown in the graphic below, CBCity experiences relatively higher levels of vulnerability across all these indicators. There are also significant differences across CBCity's suburbs, making some areas of the LGA a priority when it comes to resilience planning.



WHAT MAKES CBCITY VULNERABLE WHEN FACING SHOCKS AND STRESSES?



"People who are not connected with existing services don't find information."

– Survey respondent

"It can be hard to reach certain communities, particularly if they are from non-English speaking backgrounds, have limited access to technology, or they have low levels of digital literacy. Resources need to be more inclusive and there needs to be a greater focus on tapping into community groups and communicating with people at a neighbourhood level."

– Council staff member

"I do sometimes feel vulnerable to drought as we're not in a financial position to purchase water tanks, and we grow a lot of our own food."

– Survey respondent

"Mental health services have long wait times and are unaffordable."

– Survey respondent

"I find it hard to access mental health, employment and community groups (for my age) because they're not child-friendly and are at times when I'm taking care of the kids."

– Survey respondent

"I feel like I don't have any of the tools I would need to survive shocks such as flooding or severe storms. I would need to stock up on food and supplies and don't have enough money for all these things."

– Survey respondent

"You cannot be prepared for anything in our society unless you have money. Everything you need to access is only available via internet - unless you have a mobile phone and data access, or computer and internet, you have no access to services, including Centrelink. There are very few if any public telephones."

– Survey respondent

06 Our resilience challenges

The resilience challenges for CBCity outlined in this chapter reflect the priorities that have emerged through research and our conversations with community members, service providers and Council staff. Young people in particular told us that we collectively have a responsibility to future generations to address these challenges.

Many of these challenges are complex, interrelated and cannot be addressed by Council alone, but through partnership with community, levels of government, and the private sector. Moreover, these issues are not limited to our LGA and are experienced regionally, across Greater Sydney and globally.

6.1 Mitigating and adapting to a changing climate

Our community is vulnerable to the impacts of a changing climate. In recent years, our City has experienced a range of unprecedented natural disasters, including severe storms, flooding and heatwaves. These trends are forecast to continue.

In the past three years, we have seen successive disasters. These are forecast to continue with compounding impacts and accelerated frequency with a warming climate. There are limits to what we can adapt to with Climate Change impacts affecting health, ecosystems and security. CBCity will need to transition from reactive to pro-active adaptation.

Extreme heat

One of the biggest stressors for CBCity is increasing extreme heat. Heatwaves impact more on vulnerable people in our community and have flow on effects including soaring demands for energy, water and health services. This is a serious consideration for the future, given our climate is getting hotter. The number of days per year over 35 degrees recorded by the Bankstown Airport weather station has increased from five days in 1970 to 18 days in 2019. One of the most successful climate change mitigation actions CBCity can take is increasing canopy cover.

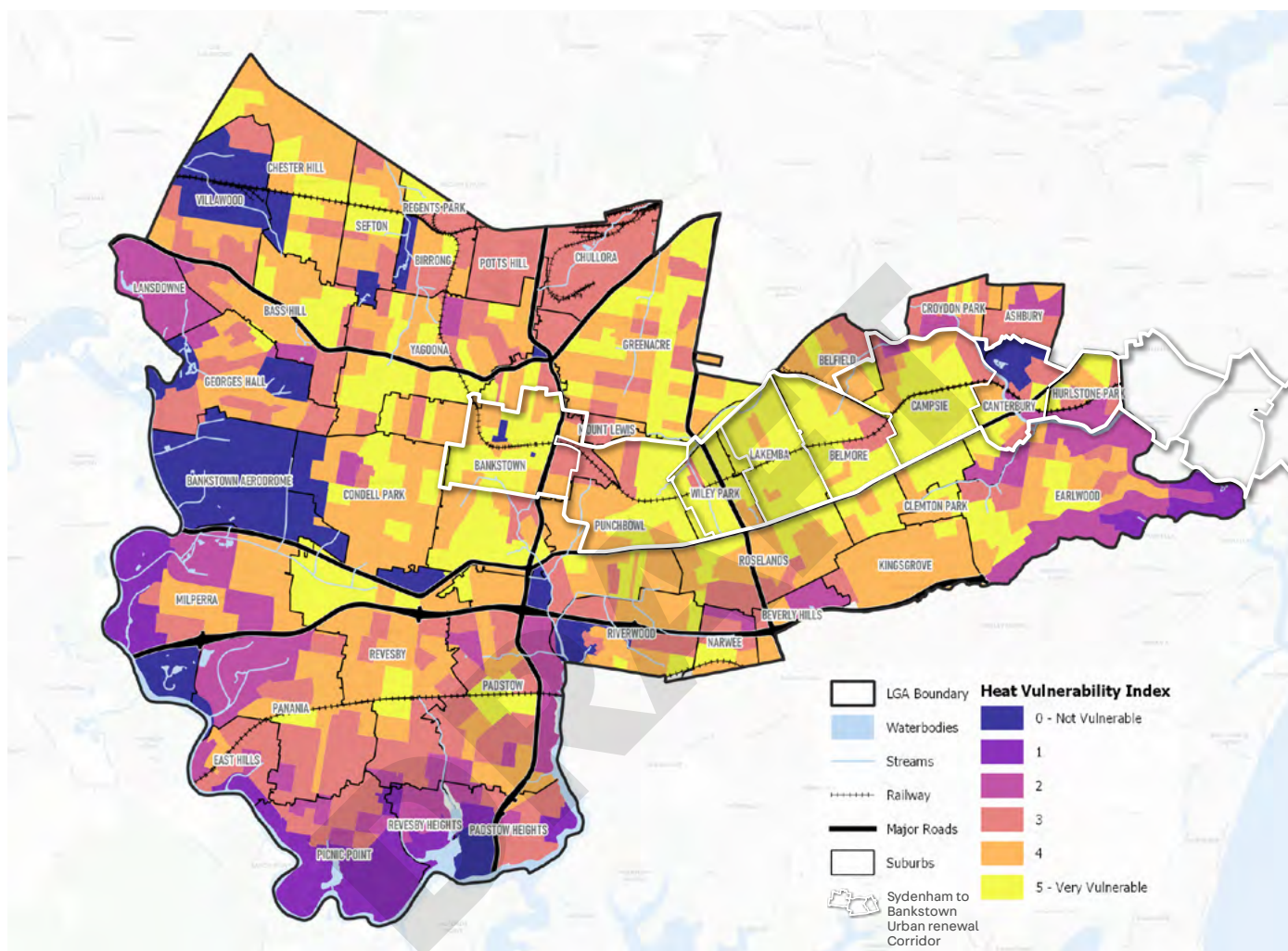


“Heatwaves have a huge impact on our community during religious fasting periods, such as Ramadan. Also, our schools and houses aren’t really built to withstand extreme heat and the cost of airconditioning is a burden.”
– Local service provider

EXISTING INITIATIVE: INCREASING URBAN TREE CANOPY COVER

Council actively encourage the community to green their properties by planting trees and shrubs. Each year, council provides over 10,000 native plants free to schools and community members. We also support National tree day in June each year, coordinating community planting of over 1,000 native plants in local bushland and parks.

Heat Vulnerability Index (Data source: Department of Planning, Industry and Environment, Summer 2015-2016)



An urban heat study of CBCity showed that the hottest places in our City are those with limited proximity to waterways and less tree canopy cover. Research shows that a well-managed tree canopy can reduce land surface temperatures by up to 15 degrees on hot days.

CBCity has significantly lower tree canopy cover than the Greater Cities Commission target of 40%, with an average of approximately 15%, across the LGA, making action to significantly increase tree canopy cover a priority for future resilience in CBCity. In particular, our strategic growth centres, Campsie and Bankstown, will need increased canopy cover to meet State Government targets and improve comfort for the increasing population in those areas.

The Cooks and George's Rivers are natural assets that play an important role in localised cooling and providing places of respite for the community during extreme heat.

The NSW Heat Vulnerability Index (HVI) identifies areas where populations in CBCity are more vulnerable to the adverse effects of urban heat and, as shown in the map above, the most heat-vulnerable suburbs are Lakemba, Wiley Park, Campsie and Belmore.

Interestingly, these suburbs are all located within the Sydenham to Bankstown Urban Renewal Corridor and are likely to see significant increased development over the coming decades. Moreover, these suburbs are intersected by the train line and Canterbury Road, which form barriers to accessing existing open space and exacerbates vulnerability. It is crucial that with growth comes heat mitigation strategies, such as urban greening, water sensitive urban design and cool building materials.

Severe storms, flooding and water resilience

Climate change has increased the intensity and frequency of storms, rainfall and tidal events. Increased water runoff from surfaces such as driveways, roofs and paving also contribute to flooding in major storm events. The areas at most risk of flooding in our LGA are the floodplains of the Cooks and Georges Rivers. Flooding presents a risk to homes, infrastructure, and our community's health and wellbeing.

The consequences of flooding in the Georges River are evidenced by the floods that occurred in 1978, 1986 and 1988. The largest flood, in 1986, was equivalent to a 1 in 20 year event. Modelling shows that in a 100-year flood around 261, residential properties and 65 commercial and industrial properties would be inundated.

To become water resilient, communities will need to get prepared in anticipation of increasing climate uncertainty. Stormwater capture, reuse and quality will be addressed in the Catchment and Waterways Strategic Plan currently under development.

CBCity is a Partner Organisation on the Cooks River Alliance, which facilitates strategic alignment with other partner Councils and Sydney Water, working for a sustainable river through shared resourcing and expertise. The Cooks and George's Rivers are important natural assets that will help manage future predicted intense rainfall and flooding.

Sustainable resource management

A sustainable and resilient future requires Council and the community to reduce emissions, transition to renewable energy, harvest rain and grey water and reduce household waste. Some of our challenges relating to sustainable resource management are outlined below.



EXISTING INITIATIVE: LED STREET LIGHTING

Council is working with Ausgrid to replace close to 5,000 energy intensive street lights over the next 2 years with new LED lights. This represents a significant investment for Council, however the dual benefits of substantially reduced greenhouse emissions and cost savings on electricity over the lifetime of the lights, is a win-win for council and the community.

Energy

Delivering services and support for our community requires a large amount of energy. Everything from garbage collection to keeping swimming pools operating, to air conditioned community facilities and libraries and keeping the streets lit at night.

CBCity currently emits approximately 2.5 million tonnes of CO₂-e per year, the fourth largest emitter by LGA in Greater Sydney. Just over a third (68%) of these emissions are associated with energy use at home and work, 20% from transport and 12% from waste.

Council recognises the need to reduce emissions,

and also to reduce its impact on the environment. Connective City 2036 sets a target of reaching zero carbon emissions by 2050. Council is progressing work to achieve this goal including purchasing 100% renewable energy for all facilities and street-lighting from mid 2022. Additionally, Council is increasing the number of electric vehicles in the fleet and trialling an electric garbage truck and electric street sweeper.

Waste

In CBCity, waste is a big economic and social cost, accounting for 21% of budget and 30% of resident interactions. In 2017-18, CBCity produced approximately 90,000 tonnes of household waste and recycled approximately 35 per cent. Council's waste contamination rate is also high, 25% compared to the NSW average of 10%. With population growth, there will be an increase in the amount of waste generated across the City. Connective City 2036 identifies that there is a need to encourage separation, collection and set aside land for waste infrastructure to support and encourage a circular economy.

6.2 Sustainable growth and change

By 2036, our population is forecast to increase by more than 100,000 people. This population growth will continue to put pressure on our local infrastructure and services, from parks and schools through to hospitals and roads – all of which are crucial to our City's ability to survive, adapt and thrive.

Access to quality and affordable housing

Our community has told us that access to housing is one of their main concerns, with a much higher proportion of households in CBCity experiencing housing stress compared to Greater Sydney, particularly in the suburbs of Lakemba, Bankstown CBD, Villawood and Wiley Park. Young people told us they are worried they won't be able to afford to continue to live in CBCity in the future.

Access to quality and appropriate housing is also a critical issue for our City, including dwellings to accommodate relatively large families.

"The cost of living is exceeding any normal pay rise that anybody would be receiving."
– Community member



Access to transport, jobs and education

Our community told us they are concerned about increasing pressure on roads, traffic and public transport as our City grows. While the renewed Sydenham-Bankstown Metro line will provide improved connections to the Sydney CBD for many, access to transport is unevenly distributed across our LGA, causing disadvantage for some communities in trying to access jobs, services and education opportunities.

EXISTING INITIATIVE: AFFORDABLE HOUSING STRATEGY

Council's Affordable Housing Strategy provides mechanisms to ensure Council can contribute to the supply of affordable housing, especially for low and moderate income households. It also ensures housing choice is provided to meet the needs of a diverse community.

Currently, many of our residents have to travel outside the LGA to get to their place of work or education, requiring lengthy trips accessing multiple transport modes or connections which impacts on their quality of life. Community members told us that they would like to see more employment and education opportunities closer to home, which planning for Bankstown and Campsie strategic centres will help to address.

"I have multiple degrees, but haven't been able find a job that is close enough to home so I can also pick my son up from childcare."

– Community member

Access to quality public open spaces

The COVID-19 pandemic and extended lockdowns in our City have highlighted more than ever before the importance of having access to quality public open spaces within walking distance from home. Our local parks have provided our community with much needed space to exercise, relax and connect with friends, family and neighbours. Into the future, with more people living in high-density apartments, these public spaces outside the home will become even more crucial to support wellbeing.

Quality open space in Bankstown and Campsie needs to include significant canopy cover for amenity and cooling. However, we know that some areas in our City do not have enough open space and forecast population growth will put even more pressure on our existing parks. For example, Bankstown and Campsie are forecast to see significant population growth, yet have a shortfall in public open space for the population. This is a priority resilience challenge for CBCity to address.

Health

Our community has relatively poorer health outcomes including higher rates of chronic diseases such as obesity and diabetes. Community members told us that mental health is increasingly of concern including for young people, older people and people who are not fluent in English. At the same time, our health service system is experiencing considerable pressure with rapidly rising emergency department, hospital and community-based health service demands. The



State Government has committed \$1.3 billion to build a new state-of-the-art Bankstown-Lidcombe Hospital. Research from the Sydney Local Health District indicates that Canterbury Hospital and health service system requires significant redevelopment and service and infrastructure redesign to accommodate future population growth.

“I’d like to see Council support efforts to update and adequately staff Canterbury Hospital.”

– Community member

6.3 Building community resilience

Our LGA spans a large area and is socio-economically and culturally diverse – we need to plan for different levels of exposure and adaptive capacity across our City. There is inequality across our LGA, with some areas experiencing some of the highest levels of socioeconomic disadvantage across Greater Sydney.



COVID-19 recovery

Through consultation to develop this Strategy, our community told us that the challenge that is of most concern to them is the ongoing impacts of the COVID-19 pandemic and extended lockdowns in CBCity, and said this has led to financial insecurity, loss of employment, poor physical and mental health, social isolation and challenges in accessing health care.

Council has rolled out a range of initiatives to support the community through this difficult time through the CBCity Cares Relief Package, and is advocating to the State and Federal Government for funding to deliver projects and initiatives that will support our City’s recovery.

Getting ready for future shocks

The ability for community members to respond and recover from shocks and stresses varies across CBCity. People who are already affected by chronic stresses such as housing stress, chronic illness and unemployment, have less capacity to respond to and recover from emergency events. Community members from culturally diverse backgrounds may also be more vulnerable to shocks when they are not fluent in English, or are less familiar with local services and emergency risks.

The number of households taking action to prepare in Canterbury-Bankstown is unknown, and effort is required to encourage take up and report results. People in our community told us that they don’t feel prepared for future crises, with some noting they don’t have the resources to prepare their homes or families for shocks such as severe storms or heat waves. The community were also aware of the need to strengthen local connections to ensure support and safety is close by during disasters.

“I know how many services there are out there, but in the same breath, I know that so many people have no idea about them.”

– Focus group participant

Resilient businesses

Canterbury-Bankstown has a higher number of small businesses than almost every other council in NSW. More than most places, our community works in businesses like shops and restaurants, industries like childcare, and community-based healthcare and local services. These businesses and workers have been particularly vulnerable during the COVID-19 pandemic. The Economic Development Strategic Plan describes the role Council can play in supporting local businesses to plan for recovery and sustainability in the years to come.

Social cohesion

Our community is strong, but social isolation and intolerance are on the rise in Sydney and we need to safeguard social cohesion amongst our communities. Our community told us that social isolation and loneliness are of particular concern for the elderly and people with limited English.

Building opportunities for people of all ages and backgrounds to participate in community life is critical to ensuring everyone can have a sense of belonging across our city. This includes providing opportunities for community members of all backgrounds and ages to have their say on local issues through Council's consultation processes.

"Social isolation can exacerbate already bad situations. Without face-to-face interaction, this is worsening, and online engagement is not accessible for all"
– Local service provider

Information and communication

When it comes to emergencies, it is important to ensure that everyone is able to access the information they need to be prepared, survive and adapt. However, there are still barriers for some people in our community to accessing information, including lack of digital literacy, limited fluency in English, or lack of awareness about where to find it. Communications needs vary greatly across our community, which is a challenge for getting messages to everyone.

Community members told us that they have found Council to be a trusted source of information during the COVID-19 pandemic. Council can play a role in ensuring that information is provided in appropriate formats, in community languages, and is distributed to community members where they are most likely to access it; for example, through service providers or community organisations. Further, engaging multi-lingual, trusted community leaders to disseminate important information was successful during the pandemic.

"I think that people have lost a lot of trust in the media. People don't know who to trust anymore."
– Focus group participant



EXISTING INITIATIVE: COMMUNITY INFORMATION DIRECTORY

Council's Community Information Directory contains information about the many services and organisations available in the City of Canterbury Bankstown, including Government services, Childcare, Education, Disability services, Multicultural services, Employment and Health.

HOW CAN COUNCIL SUPPORT YOU TO COPE BETTER?

"Many young people in our community often play a role as translator for their parents and families and in times of crisis they want easy access to trusted information."

– Canterbury-Bankstown Multicultural Interagency

"Free public transport from all suburbs to access hospital, mental health & housing services, free local pay phones connected to government services, housing."

– Survey response

"Support community green spaces, including bushland and gardens, and groups to maintain them and use them as a social hub."

– Survey response

"Provide more exercise opportunities and social opportunities for different age groups. "

– Survey response

"A great proportion of our community speak English as their second or third language. Providing bilingual timely updates and resources would be incredibly helpful. Quality translations will mean better uptake and trust from those in the community hearing or reading it. An awareness of cultural differences when creating resources is also important."

– Survey response

"Council does a lot for young people, but we aren't just one single group, we have a lot of differences."

– CBCity Youth Reference Group

"Support students from disadvantaged families and communities, including those with a migrant, refugee or First Nations background, to maximise their chances of academic and vocational success."

– Survey response

"Provide social housing, affordable housing and cooperative housing opportunities, and rules for standards for existing housing (such as green spaces, facilities for children and hanging washing outside in units)."

– Survey response

"Make the council website easier to navigate, E.g. finding important information quickly such as on the front page. Create community projects such as community gardens in more local spaces."

– Survey response

07 Our Strategy

7.1 Five resilience directions

This Strategy includes five directions to strengthen resilience in CBCity. These directions align with and build on those outlined in the Resilient Sydney Strategy, recognising that many of the challenges faced by CBCity are experienced across metropolitan Sydney.

Our Strategy outlines how each direction is important within the unique local context of CBCity, bringing together the many actions and initiatives that Council is already undertaking to strengthen community resilience.

Under each direction, we have identified the local resilience challenges and needs that will guide Council's future action planning and prioritisation, as well as our key partnership organisations and opportunities for future funding.



Direction 1 A PEOPLE-CENTRED CITY

People are connected to where they live and are able to access transport, affordable housing, education, and employment opportunities.



Direction 2 LIVE WITH OUR CLIMATE

People have access to clean air and water, natural environments and adaptive technology throughout the city for climate comfort and safety, health, and city connections.



Direction 3 CONNECT FOR STRENGTH

People have equal access to engage in society, the economy, and all the City has to offer.



Direction 4 GET READY

Understand the risks we face and how to work together to respond, recover and build our capacity to cope, now and in the future.



Direction 5 ONE CITY

Key governing organisations pledge to build their capacity and cooperate to understand and manage shocks for everyone.

7.2 The roles of Council in strengthening city resilience

There is increasing focus on the roles of local government in planning for community resilience. Recent challenges such as the COVID-19 pandemic have further highlighted local governments' responsibilities and duty of care in planning and leadership to survive, adapt and thrive in the face of unexpected shocks and ongoing stresses.

This is Council's first Resilience Strategy, demonstrating our commitment to ensuring our City is able to survive, adapt and thrive, no matter what challenges we face today and in future generations.

Importantly, to deliver sustainable outcomes, Council needs to build capacity and work in close partnership with other levels of government, the community, private sector and other stakeholders. This Strategy will guide Council's future collaboration and partnership, recognising that we all have a role to play in creating a more resilient community.

Because chronic stresses and acute shocks affect all of us, we each have a role to play in creating a more resilient CBCity. This Strategy sets out a shared direction and priorities for us to build on the existing strengths and networks within our communities and draw on partnerships to understand and respond to the shocks and stresses that are likely to impact on the wellbeing of our community into the future.

The roles of local government

Lead and advocate

- Research and engage with diverse communities to understand risks and vulnerabilities
- Advocate to other agencies and levels of government on behalf of our community
- Walk the talk! Demonstrate our resilience to our community

Plan and regulate

- Develop policies and plans that actively respond to community needs
- Align decision-making to the values and needs of our community
- Build resilience thinking into development and planning
- Emergency planning

Build partnerships and capacity

- Coordinate and partner with organisations and our community to achieve shared goals
- Unlock capacity within our community by equipping people with information, skills and resources

Deliver infrastructure and services

- Directly support our community with the services and programs they need
- Plan and deliver adaptive and sustainable places and spaces, including cool refuges as temperatures rise
- Support community groups and organisations through grants and in-kind support

Information and communication

- Provide and promote relevant information to our community, both to encourage preparedness and in times of crisis.



Direction 1: People-centred City

WHERE WE WANT TO BE:

We include communities in decision making for growth and equity, so people are connected to where they live and able to access transport, affordable housing and education and employment opportunities.

OUR FUTURE RESILIENCE FOCUS AREAS

Future action planning should consider the following key focus areas under this direction:

- Planning for increased and improved infrastructure, services and public spaces to meet the needs of our growing and changing population
- Improved integrated strategic planning for public spaces across our City, including consideration of future population projections and the impacts of a changing climate
- More equitable distribution of quality and affordable housing across our City and improved range of dwelling types including to cater to people living alone and larger household sizes
- Improved engagement with community in city planning issues, including people from culturally diverse backgrounds and young people.
- More equitable distribution of public transport to support our community to access employment, education and services.

WHY IS THIS IMPORTANT FOR CBCITY?

CBCity is Sydney's fastest growing local government area – by 2036 we will be home to an additional 100,000 people, with growth concentrated along the new Sydenham-Bankstown metro line. This population growth will continue to put pressure on our local infrastructure and services, from parks and schools through to hospitals and roads – all of which are crucial to our City's ability to survive, adapt and thrive in the face of shocks and stresses.

WHAT OUR COMMUNITY TOLD US:

- Financial insecurity and access to affordable and quality housing are key challenges that can make it harder to cope for our community.
- CBCity is facing increasing population growth and development, the community don't feel that infrastructure is keeping pace with the growth.
- Community centres, libraries and swimming pools are important spaces that bring people together and can offer support in times of crises.
- Access to public transport is inequitably distributed across our City, which is a challenge in getting around that impacts on community members' daily lives.
- There is insufficient public open space in CBCity to support our community's health and wellbeing, including a lack of youth-friendly areas.
- There are not enough local employment opportunities close-by, with many needing to leave the LGA for work.



WHAT WE ARE ALREADY DOING

Council is planning through a range of strategies to ensure the resilience and liveability of our City into the future. Importantly, we are committed to ensuring that everyone in our community can be involved in the decision making that shapes their lives. Examples of things Council is already doing to create a People-centred City:

- Planning for more commerce, more jobs and more education opportunities across our City, including through master planning for our strategic centres Bankstown and Campsie.
- Developing a city-wide transport strategy to outline our movement and connectivity priorities to guide future integrated transport planning.
- Implementing an Active Transport Action Plan to improve connections across the LGA including between existing open spaces and waterways.
- Upgrading open spaces in priority areas across our LGA to allow for increased amenity, flexibility, comfort, and cooling in hot summer months.
- Advocating for funding of key transformational projects including town centre renewal and major community civic works projects.
- Planning for more equitable distribution of quality and affordable housing across our City through our Local Housing Strategy and Affordable Housing Policy.
- Developing a Community Facilities Strategic Plan to ensure opportunities for multipurpose community infrastructure.
- Exploring opportunities for golf courses to be opened up for the broader community to access as additional open space.
- Developing an active transport route along the Sydney Metro Southwest corridor.

OUR KEY PARTNER ORGANISATIONS:

- Resilient Sydney
- Resilient NSW
- Greater Cities Commission (GSC)
- Chambers of Commerce and peak bodies
- Education and training institutions
- Local schools
- Western Sydney University
- TAFE NSW
- Ministry of Health and Local Health Districts
- Federal Depts: Industry, Innovation and Science, Infrastructure, Regional Development and Smart Cities
- NSW Roads and Maritime Services (RMS)
- Transport for NSW (TfNSW)
- NSW Police Local Area Commands
- Cycling groups
- Bus providers
- Community groups, including community transport
- PHN SWS
- Southern Sydney Region of Councils (SSROC)
- Cooks River Alliance (CRA)
- Parramatta River Catchment Group (PRCG)
- Georges Riverkeeper (GRK)
- Sydney Water.



Direction 2: Live with our Climate

WHERE WE WANT TO BE:

People have access to clean air and water, natural environments and adaptive technology throughout the city for climate comfort, and safety, health and city connections.

OUR FUTURE RESILIENCE FOCUS AREAS:

Future action planning should consider the following key focus areas under this direction:

- Planning for a cool, green and water sensitive urban environment including the provision of heat refuges for our community
- Research to better understand and mitigate place-based impacts of climate change and severe weather events
- Delivering community engagement, education and awareness to increase capacity for community to be more sustainable and resilient
- Leading in resource efficiency to mitigate climate change impacts
- Protection and enhancement of natural areas, biodiversity and habitat
- Shifting from reactive to pro-active Climate Change adaption
- Incorporation of traditional connection to country practices in land management and environmental protection.

WHY IS THIS IMPORTANT FOR CBCITY?

Now and into the future, our community is vulnerable to the impacts of a changing climate, which are heightened by increasing urbanisation. In recent years, our City has experienced a range of natural disasters, including severe storms, flooding, heatwaves and poor air quality exacerbated by bushfires in other areas. These trends are forecast to continue.

Extreme weather, including heatwaves, storms and flooding, pose a risk to our community. Adapting our infrastructure and built environment, as well as protecting and enhancing our natural assets such as the Cooks and Georges River, will help to maximise the safety and comfort of neighbourhoods across our City.

WHAT OUR COMMUNITY TOLD US:

- Climate change is a significant concern for community members, including young people. The impacts of climate change have been experienced by residents through increased heatwaves and indirect impacts of bushfires in surrounding areas.
- Flooding is a reoccurring challenge that puts community members at risk, particularly if they live in close proximity to the Cooks or Georges Rivers.
- Extreme weather events such as heatwaves are of particular concern for vulnerable community members including older people, children, people with disability and people that have fewer resources and capacity to cope.



WHAT ARE WE ALREADY DOING?

Council is committed to strengthening the capacity of our City to live with, and adapt to, our changing climate. This includes sustainable management of resources including reducing carbon emissions, reducing waste and optimising water conservation and re-use. Examples of things Council has committed to or is already doing to better Live with our Climate:

- Setting targets to improve our environmental performance:
 - Net zero emissions by 2050
 - By 2036, increasing tree canopy cover across our City in suburban areas 40%, medium-high density areas 25% and commercial centres 15%
 - By 2036, a 40% decrease in the amount of waste to landfill
 - By 2036, all new buildings will exceed BASIX water and energy efficiency requirements
 - The proportion of the LGA containing natural habitat will be increased from 6.3% to 20%
- Developing strategies to support better environmental outcomes, including:
 - Floodplain Risk Management Strategy
 - Urban Forest Strategy
 - Net Zero Strategy
 - Climate Change risk Assessment
 - Urban Bushland and Biodiversity Strategic Plan
- Implementing planning controls that will:
 - Ensure installation of Electric Vehicle chargers in high density development
 - Require improved lighting and ventilation to reduce energy costs
 - Require landscape elements for increased canopy cover and urban cooling such as “tree planting” and green roofs
 - Maximise opportunities for water sensitive urban design
 - Mitigate flooding impacts on development

- Sustainability outcomes including use of sustainable building materials
- Improve deep soil controls for mature trees
- The Green Factor tool in the Campsie Master Plan re-introduces ecosystem services into developments.
- Undertaking a City-wide catchment condition assessment to guide rehabilitation priorities
- Planning to create a continuous green corridor link along the Cooks, Georges and Duck Rivers
- Exploring the establishment of a solar farm
- Transitioning all Council-owned properties and public domain fittings, such as street lights, to be powered by renewable energy.

Our key partner organisations:

- Resilient Sydney
- Resilient NSW
- Greater Cities Commission (GSC)
- NSW Depts: Environment and Planning (DoPE), Industry
- NSW National Parks and Wildlife Service (NPWS)
- NSW Government Architects Office
- NSW Environment Protection Authority (EPA)
- Regional Catchment Management Committees
- Western Sydney Region Organisation of Councils (WSROC) and Southern Sydney Region Organisation of Councils (SSROC)
- Georges River Combined Councils Committee (GRCCC)
- Cooks River Alliance (CRA)
- Water and energy providers
- Businesses



Direction 3: Connect for Strength

WHERE WE WANT TO BE:

People have equal access to engage in society, the economy, and all the City has to offer.

OUR FUTURE RESILIENCE FOCUS AREAS:

Future action planning should consider the following key focus areas under this direction:

- Delivering appropriate, equitable and accessible services for community members of all ages, backgrounds and abilities
- Strengthening social cohesion by delivering public spaces, open spaces, programs, events and services that provide opportunities for our community to socialise and connect
- Undertaking capacity building activities which address the needs of older people, young people, people with disability and people from culturally diverse backgrounds
- Fostering intergenerational connections.

WHY IS THIS IMPORTANT FOR CBCITY?

Our City is home to one of the largest and most culturally and socially diverse communities in New South Wales. Research shows that close-knit, cohesive communities are better prepared for shocks and respond and recover faster. In CBCity, during the COVID-19 pandemic we witnessed first-hand the value of having a connected community, with people from all parts of our City coming together to support their neighbours and the most vulnerable people in our community.

However, as our population grows and changes, it is important to continually work to guard the cohesion of communities across our City – especially in the face of rising cultural and religious intolerance across Greater Sydney, as well as inequality across our diverse suburbs, as identified in the Resilient Sydney Strategy. Some people in our community may also be more vulnerable to social isolation, including the elderly, unemployed young people and people with limited English.

WHAT OUR COMMUNITY TOLD US:

- Cultural diversity is one of our greatest assets and our community love living in a City where people share their unique cultures, strengths and skills.
- There is significant value in having a sense of identity and sense of belonging, particularly for young people and people from minority groups.
- Culturally and linguistically diverse communities often experience social isolation and difficulty accessing information. Translating resources and information into multiple languages and distributing through community channels is critical for inclusivity.
- Access to technology and technology literacy differs across areas and demographics, which can make online engagement problematic. It is therefore important to utilise a variety of tools and channels.



WHAT ARE WE ARE ALREADY DOING?

Examples of things Council is already delivering and planning for to Connect for Strength:

- Provide a range of public spaces, facilities, programs, events and services that deliver opportunities for our diverse community to connect, participate and be included in civic life and provide assistance in coping with shocks and stresses
- Developing strong relationships with our local Aboriginal and Torres Strait Islander community through our Innovate Reconciliation Action Plan
- We are developing plans and strategies to support better community outcomes, including:
 - Disability Inclusion Action Plan
 - Youth Action Plan
 - Positive Ageing Action Plan
 - Reconciliation Action Plan
- We facilitate a number of community advisory and lived-experience reference groups
- Connecting people to information about local services and organisations through our Community Information Directory
- Providing the Community Grants and Event Sponsorship program to fund projects and events to be delivered locally
- Collaborating with our community and service providers through a range of interagencies and advisory committees
- Providing access to information, resources and technology through our library services
- Celebrating the ongoing strength and resilience of our diverse community members and young people
- We are a Partner Organisation of the Cooks River Alliance; connection forms one of the key themes of the Alliance's Strategy.

OUR KEY PARTNER ORGANISATIONS:

- Resilient Sydney
- Resilient NSW
- NSW Police Local Area Commands – Bankstown, Campsie and Burwood
- NSW Dept of Community and Justice (DCJ)
- Non-government agencies such as BCYC, PCYC, YMCA
- Volunteer associations including sporting groups
- Businesses



Direction 4: Get Ready

WHERE WE WANT TO BE:

Understand the risks we face and how to work together to respond, recover and build our capacity to cope, now and in the future.

OUR FUTURE RESILIENCE FOCUS AREAS:

Future action planning should consider the following key focus areas under this direction:

- Raise community preparedness and awareness to build capacity, with a focus on more vulnerable community members including older people, people with disability, new arrivals and people who are not fluent in English
- Support local service providers, businesses and community organisations to build their preparedness and capacity to adapt
- Plan and deliver assets and services with a resilience lens.

WHY IS THIS IMPORTANT FOR CBCITY?

Shock events of the past three years, including the 2019-2020 summer bushfires and COVID19 pandemic, have demonstrated the need for Council to plan and prepare for shock events. We already have plans in place to manage local emergencies and we are continually refining these to ensure they will allow us to support our community in times of crisis.

Community preparedness can lessen the impact of shocks and stresses on people and the environment and can help minimise social, economic and environmental costs in the short and long terms. We need to ensure that the CBCity community is informed and prepared to better recover from future shock events and tough times.

Our community have expressed serious concern about being unprepared for disasters. They have asked for actions to help them understand risks and increase preparedness while also facilitating local connections and building cohesion.

WHAT OUR COMMUNITY TOLD US:

- Community members told us they feel unprepared to face acute shocks, with many noting that dealing with daily stresses is already a struggle.
- Outreach about emergencies is critical, to share information and raise awareness about what to do in an emergency.
- There is a need to improve communication with people with limited English and opportunity to build stronger relationships with community organisations and leaders to share information.
- Community members have a high trust in Council and would like to see a central hub of reliable information, with emergency resources and information about community and support services.



WHAT ARE WE ALREADY DOING?

Examples of things Council is already delivering and planning for to support the community to Get Ready:

- Planning to prepare for, respond to and recover from emergencies in our City through our Local Emergency Management Plan and collaboration with emergency services and other government organisations via the Local Emergency Management Committee
- Delivering outreach programs in each of our Council wards and an annual Expo with Police, Fire department, Ambulance and SES to raise awareness about emergency preparedness and local services
- Planning for more resilient Council assets, including by identifying and planning to mitigate risks to our buildings, roads, open spaces and public domain
- Connecting local services to training and information about local needs
- Sharing information about local emergency risks such as flooding, extreme heat and bushfires with our community via Council channels, including our website and social media.

OUR KEY PARTNER ORGANISATIONS:

- Resilient NSW
- NSW Police Local Area Commands – Bankstown, Campsie and Burwood
- NSW State Emergency Service (SES)
- Local Emergency Management Committee
- Fire & Rescue NSW
- NSW Ambulance



Direction 5: **One City**

WHERE WE WANT TO BE:

Key governing organisations pledge to build their capacity and cooperate to understand and manage shocks for everyone.

OUR FUTURE RESILIENCE FOCUS AREAS:

Future action planning should consider the following key focus areas under this direction:

- Build understanding of the specific community vulnerabilities, interdependencies and risks experienced in different parts of our City
- Build networks and collaboration across levels of government and with community leaders and organisations to strengthen resilience.

WHY IS THIS IMPORTANT FOR CBCITY?

Addressing our City's resilience challenges will require collaboration and partnerships between Council, community groups, service providers, local businesses and other government agencies. This means working together to understand, prepare for and respond to the shocks and stresses ahead of us.

Council is committed to leading by example and embedding resilience thinking and action across Council frameworks and operations, including how we collaborate with our community and our partners. This means embedding resilience across all of our planning and services, from social infrastructure, to open space, to transport, to climate change mitigation and adaptation.

Shocks and stresses impact on different people at different times in life, and in different ways. Understanding vulnerability and risks will allow Council to better support our community to get ready for emergencies. Working with local service providers and community organisations to build community preparedness will be key.

WHAT OUR COMMUNITY TOLD US:

- Many emergencies and challenges have flow on effects beyond the initial impact, which often linger for a long time.
- There is a need for clear leadership from Council during shocks and a provision of relevant, reliable and accessible information to all members of the community.
- Clarity around roles and responsibilities within Council are key, in addition to clearly communicating the services Council provides to mitigate shocks and stress.

WHAT ARE WE ALREADY DOING?

Council has been an active participant of the Resilient Sydney program since its inception in 2015, collaborating with members and contributing towards the strategic direction outlined in the Resilient Sydney Strategy 2018.

Council is already contributing proactively to collaboration with other councils in the region, the State Government, our community and the private sector on key issues, including urban heat, emergency management, Cooks River, George's River and Parramatta River catchment management, bushfire management, carbon reporting, sustainable procurement and sustainable transport.

KEY PARTNER ORGANISATIONS:

- Resilient Sydney
- Greater Cities Commission

Next steps

This CBCity Resilience Strategy will guide Council's future resilience action planning and priorities for funding opportunities.

08 Appendix

The table below shows how existing CBCity Strategies align to our five resilience directions.

RESILIENT SYDNEY DIRECTIONS	People-centred City	Live with our Climate	Connect for Strength	Get Ready	One City
CBCity 2028					
Connective City 2036					
Local emergency management plan					
Masterplan Bankstown					
Draft Masterplan Campsie					
Local Housing Strategy					
Affordable housing policy					
Employment lands strategy					
Urban Heat Report					
Youth Action Plan					
Disability Inclusion Action Plan					
Positive Ageing Plan					
Community safety and crime prevention					
Innovate Reconciliation Action Plan					
CBCity Risk Strategy					
Creative CBCity					
Active transport action plan					
Bankstown biodiversity strategic plan					
Child-friendly city action plan					
Economic development strategic plan					
Community Participation Plan					

