



RESILIENT

SYDNEY

Preliminary
Resilience
Assessment
2016

Resilient Sydney

Resilient Sydney is part of the global 100 Resilient Cities initiative pioneered by the Rockefeller Foundation. The program is a collaboration with the metropolitan councils of Sydney, the NSW Government, business and community partners. Resilient Sydney is hosted by the City of Sydney.

Resilient Sydney works to develop a strategy and action plan for Sydney to strengthen the ability of our community to survive, adapt and thrive in the face of increasing uncertainty and disruptions.

Resilient Sydney acknowledges Aboriginal and Torres Strait Islander peoples as the traditional custodians of our land – Australia. Traditional custodians of the lands and waters of this place we now call Sydney.

Aboriginal peoples have shown, and continue to show, great resilience and generosity of spirit towards other peoples with whom they now share their land. Resilient Sydney recognises that by acknowledging our shared past, we are paving the way for a future where all Australians are embraced. A future based on mutual respect and shared responsibility for our land.

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100



This document reports on Phase 1 of the Resilient Sydney program in line with the requirements of the 100 Resilient Cities initiative pioneered by the Rockefeller Foundation.



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Purpose of this Assessment

1. Provide a summary of the state of resilience in Sydney today
2. Describe the work done to date to understand Sydney's key future challenges and opportunities
3. Identify emerging themes for building resilience to guide the development of a Resilience Strategy for Sydney





Urban Resilience

Definition - the capacity of individuals, communities, institutions, businesses, and systems within a city to **survive, adapt, and thrive** no matter what kinds of **chronic stresses and acute shocks** they experience.

A message from the President of 100 Resilient Cities

Now is an excellent time to consider resilience and the future of Sydney. Metropolitan Sydney is undergoing significant changes in municipal governance. The focus is on the challenges of infrastructure and planning for the longer term. Like other global cities, Sydney is increasingly subject to global shocks and stressful disruptions, such as rapid digital advances and global economic fluctuations. Increasing natural hazards are exacerbating risk from environmental shocks. Across the 100 Resilient Cities Network over 85 per cent of cities name water stress and social cohesion as their major disruptive issues, and Sydney is among them.

Australia is transitioning from a resources boom to a knowledge economy. Your highly diverse and multicultural society has language and cultural skills valuable for global businesses, despite the challenge of distance to these markets. Social cohesion in Sydney is high, yet growing spatial inequity and distrust between communities in your city makes it difficult to join together when things go wrong.

Resilience provides a useful lens for cooperation in Sydney. Studying the strengths and weaknesses of governance and infrastructure clarifies common threats. It galvanises city leaders to work together for the benefit of your communities and the economy. Sydney's businesses and the community sectors have been engaged and interested in how they proactively cooperate and innovate together with government.

I invite you to get involved in Resilient Sydney to help understand opportunities that will strengthen your city through programs, policies and products that offer multiple benefits to your changing city.

Michael Berkowitz
President 100 Resilient Cities

1.

Survive, Adapt and Thrive



Image: Launching Resilient Sydney, September 2015. L-R: Scott Lloyd, Lord Mayor of Parramatta; Beck Dawson, Chief Resilience Officer Sydney; Hon. Rob Stokes MP, NSW Minister for Planning; Clover Moore, Lord Mayor of Sydney.

**For a cohesive, peaceful
and prosperous city**

"Understanding resilience in metropolitan Sydney is important work for planning our future city. I am delighted to see progress through the 100 Resilient Cities program and look forward to working with the Greater Sydney Commission and councils to improve the resilience of Sydney."

Rob Stokes MP, NSW Minister for Planning

"In 2014, Sydney was selected to join the 100 Resilient Cities (100RC) network, pioneered by the Rockefeller Foundation. Our city receives funding and support from 100RC to catalyse resilience at metropolitan scale. The 100RC process develops a strategy and action plan for Sydney to strengthen the ability of our community to survive, adapt and thrive in the face of increasing uncertainty and disruptions.

In June 2015, 150 representatives from NSW Government departments and agencies and 40 of Sydney's 41 councils came together for a resilience Agenda Setting Workshop. Participants from business, social services and the community sectors also attended, bringing together the diverse communities of Sydney who will work together to make our city stronger."

Clover Moore, Lord Mayor of Sydney

"This Preliminary Resilience Assessment and its supporting City Context report were prepared in early 2016 by the Resilient Sydney Office and Strategy Support Partner. These documents provide an assessment and supporting evidence on the current and future resilience challenges and opportunities for metropolitan Sydney. They have been endorsed by the Resilient Sydney Steering Committee."

Beck Dawson, Chief Resilience Officer Sydney



"A resilient city is safe. All the people come together. They are friendly. They look after things to stop pollution and care for the environment. They are good at dealing with big problems. The city is peace."

Elouisa, age 9, Sydney, Australia

"The 200 different nationalities and cultures of the people of Sydney bring diverse knowledge, experience and ideas about how we can practically live together in harmony and tackle the threats and stresses our city faces."

Clover Moore, Lord Mayor of Sydney

"Understanding resilience in metropolitan Sydney is important work for planning our future city."

Rob Stokes MP, NSW Minister for Planning

"Integrated thinking in global cities like Sydney offers long term solutions with multiple benefits to citizens, businesses and the environment. 100 Resilient Cities is a keen partner with Sydney."

Bryna Lipper, 100 Resilient Cities

"Resilience is the habit of collaboration. We are stronger when we work together in Sydney."

Greg Dyer, General Manager City of Parramatta

2.

Metropolitan Sydney: 2016

Budyeri kamaru or 'Hello' in the Gadigal people's language, the traditional custodians of the land on which the Sydney CBD is built.

Aboriginal and Torres Strait Islanders are the traditional custodians of this land. The peoples of the first communities here met, celebrated, shared food and worked together over 40,000 years, on the land. We now call this land metropolitan Sydney, home to the largest community of Aboriginal and Torres Strait Islander peoples in Australia. They are globally recognised as one of the oldest living, and most resilient, cultures.

Metropolitan Sydney continues to be a meeting place of people and cultures. 4.5 million people from over 200 different cultures have now settled in Sydney. Over 36% of the population today were born in another country, making Sydney one of the most diverse cities in the world.

Sydney is a key driver for Australia's economy. With over 12,000 square kilometres, it is home to strong financial, tertiary education, media and telecommunications sectors and a growing digital industry. The central business districts of Sydney and Parramatta are located in the east. They are the knowledge and financial hubs of our city.

Our city is growing, particularly in the west and southwest, where a large portion of Sydney's young people live.

Western Sydney has the largest economic growth rate in Australia. The suburbs of the east are home to an older, ageing demographic.

Our city's waterways and topography constrain the development of infrastructure and spatially divide communities. There is a clear economic, health and opportunity divide between communities in the southwest and northeast of Sydney.

Regional NSW and the semi-rural fringe of Sydney supply most of our city's food. Water, energy and much of our workforce also come from Sydney's growing edges.

Sydney's climate is changing. Our natural and urban environments are increasingly affected by warming temperatures, heatwaves, intense storms and bushfires.

Water defines Sydney. Our city sits in a broad natural sandstone bowl at the foot of the Blue Mountains. Ancient rivers and waterways have carved the hills, alluvial plains and deep harbour, eventually depositing golden sands on Sydney's beaches. Globally, Sydney is a prosperous, multicultural and naturally beautiful city.

METROPOLITAN SYDNEY: PLACE

There are six new strategic planning districts of Sydney and changing city governance

There is spatial inequity of access to transport, jobs and education for people in the west and southwest of Sydney

Urban development is bounded by a green belt of national parks to the north, south and west of the city

Sydney's most common environmental shocks are heat stress, flooding and bushfire

The west and southwest of the city are the fastest growing regions of Australia

Sydney is an expensive city with financial housing stress common for households around the CBD, the north and southeast of the city

77% Sydney commuters travel to work by car

LAKE BURRAGORANG

RESILIENT SYDNEY

NEPEAN RIVER

WINDSOR

WEST

* PENRITH

BLACKTOWN

WEST CENTRAL

PROSPECT RESERVOIR

PARRAMATTA RIVER

PARRAMATTA CBD

HORNSBY

NORTH

CHATSWOOD

LANE COVE RIVER

MIDDLE HARBOUR

SYDNEY HARBOUR

SYDNEY CBD

CENTRAL

COOKS RIVER

SYDNEY AIRPORT

GEORGES RIVER

* LIVERPOOL

BOTANY BAY

SOUTH

SUTHERLAND

PORT HACKING

* CAMPBELLTOWN

HAWKESBURY RIVER

TASMAN SEA



The financial centre is in the east of the city, concentrating development, investment and jobs

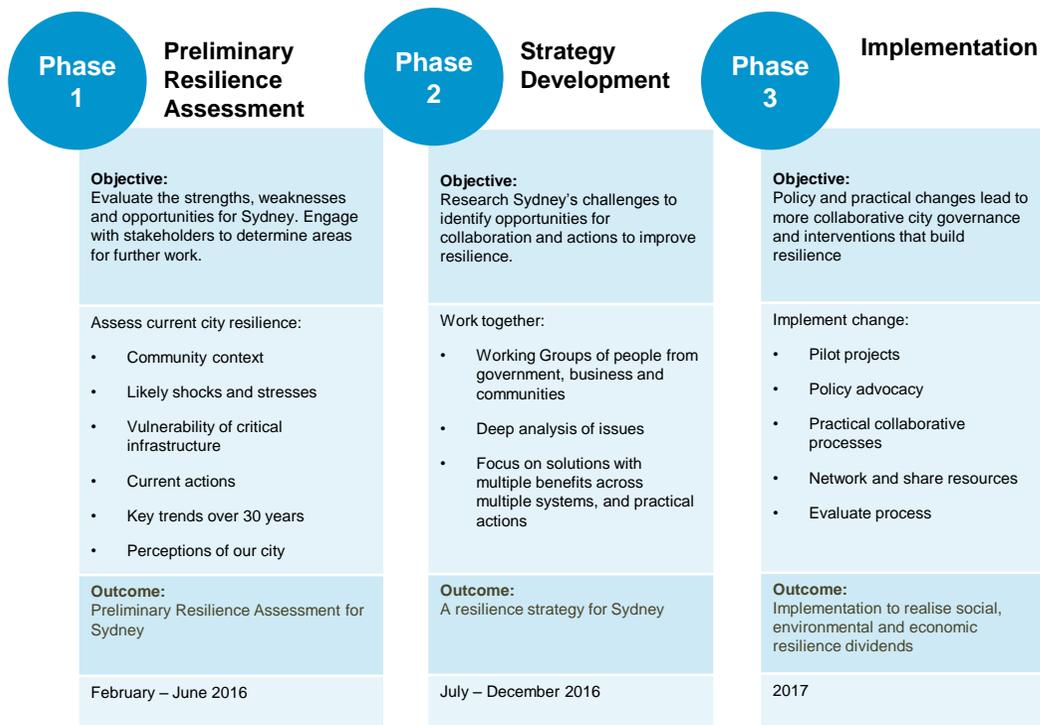
Infrastructure and recreation are defined by water, including networks of rivers, creeks and dams, a large harbour and coastal beaches

Parramatta centre is closer to the geographic centre of the city and is developing rapidly

Sydney has a sunny, temperate, climate, and approximately 15 per cent of households have installed solar electric panels

3.

The Global Resilience Process



Global support

100 Resilient Cities supports cities to develop strategies and actions to ensure they can survive, adapt and thrive when presented with 21st century challenges.

Support is provided over three phases of activity and includes:

- Financial and practical guidance to employ a senior advisor to municipal and metropolitan leadership – the Chief Resilience Officer
- Expertise and tools to research and develop a resilience strategy, including the City Resilience Framework, used by all 100 cities in the network
- Access to local and global partners from business, government and non-government organisations with interest and experience in resilience
- Membership to a global learning network of 100 cities facing similar challenges.



City Resilience Framework: 100 Resilient Cities

Why Resilience?

Taking action to proactively manage city challenges and interdependencies offers access to multiple benefits, or a 'resilience dividend'. When disruptions are expected, planned for and turned into opportunities, they offer financial, social and environmental benefits. These opportunities can be understood through the City Resilience Framework and achieved 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
- Productive, peaceful prosperity and improved equity in times of stability.

Building Resilience Value:

Investing in actions that reduce impacts to individuals, the physical environment and the economy offers a resilience dividend. Proactive and integrated decisions in Sydney will result in cost-savings, cost-avoidance and create multiple benefits across city systems and communities.

4.

Resilience Assessment Methodology

Phase 1 of the Resilient Sydney program used the 100 Resilient Cities methodology to prepare this Preliminary Resilience Assessment for metropolitan Sydney. This methodology has been tested globally and the suite of tools used include:

- City Context
- Compilation of major shocks, stresses, and external forces or 'city trends'
- 100RC Assets and Risk Assessment Tool
- 100RC Perceptions Assessment
- 100RC City Actions Inventory.

These processes provided a robust basis for identifying priority shocks and stresses, Sydney's most vulnerable infrastructure, stakeholder perceptions of resilience within the metropolitan area, and an overview of actions already improving resilience within the city. Outputs of these are documented in this Preliminary Resilience Assessment and the supplementary City Context report. The Discovery Areas identified for further investigation in Phase 2 include, and address, the issues identified.

City Context

A desktop study of metropolitan Sydney was undertaken against the City Resilience Framework. The full City Context report, available separately, summarises the current position and strengths and weaknesses within the dimensions of Health and Wellbeing, Economy and Society, Infrastructure and Environment, and Leadership and Strategy.

Major Shocks, Stresses and City Trends

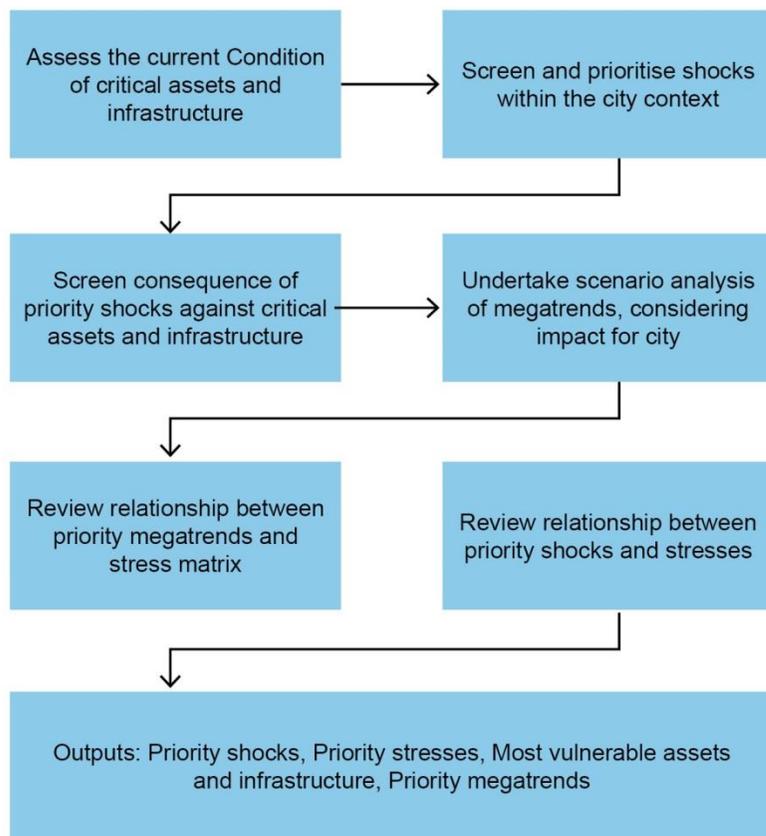
A full list of shocks, stresses and megatrends (external forces) relevant to 100RC cities globally was compiled, using issues identified in the following documents:

- 100RC City Resilience Framework and Tools
- Top shocks, stresses, and megatrends identified for 100RC cities globally and within Australia and New Zealand, including Melbourne, Christchurch, and Wellington
- World Economic Forum's Global Risks Report 2016
- United Nations Sustainable Development Goals 2015
- Local strategic plans and assessments such as NSW Office of Environment and Heritage, 'Towards a Resilient Sydney', and municipal plans such as City of Sydney's 'Sustainable Sydney 2030'
- Reports from industry bodies such as the Committee for Sydney, Green Cross Australia's Business Adaptation Network, and Australian Business Roundtable for Disaster Resilience and Safer Communities
- Reports of shocks and stresses which are current or have occurred in the past.

The key issues relevant to Sydney were filtered to create a short list of the city trends that will shape Sydney over the next 30 years. A full list is available in the City Context report.

Assessing Resilience in Sydney

Assets and Risk Assessment Process



Assets and Risk Assessment Tool

The 100RC Assets and Risk Assessment Tool was used to audit critical city assets and infrastructure, assess the risk of the shocks and stresses facing Sydney, and identify the city trends with the greatest impact on Sydney's future.

The key steps in the process are shown in the adjacent diagram. Key steps included:

- An assessment of critical assets and infrastructure of the city
- Assessment of the current condition of critical assets and infrastructure:
 - Current management
 - Level of service provided - functionality and capacity
 - Condition or state of repair
 - Criticality and business risk
- Screening and prioritisation of over 50 potential global shocks against:
 - Previous occurrence in Sydney
 - Current trend, based on likelihood and intensity
 - Future risk, based on likelihood and maximum consequence

- Consideration of key shocks against critical assets and infrastructure, including:
 - Worst case scenario consequences for each asset
 - Scenario analysis based on city trends, level of consensus of potential and maximum impact and likelihood of occurrence
- Prioritisation of key city trends, based on a stress matrix that considered primary or secondary impacts and consequences of scenarios.
- Shocks and stresses were ranked through a relationship analysis of links between them, including considering whether a stress or shock will directly or indirectly exacerbate the maximum impact or effect of the others.

The Assets and Risks approach provides a robust basis for the identification of priority shocks and stresses and Sydney's most critical infrastructure. A full list of the critical assets and infrastructure assessed is provided in the supplementary City Context report.

Key Shocks and Stresses

Shocks and stresses both lead to losses in a city – loss of life or health, community or economic stability, or environmental value.

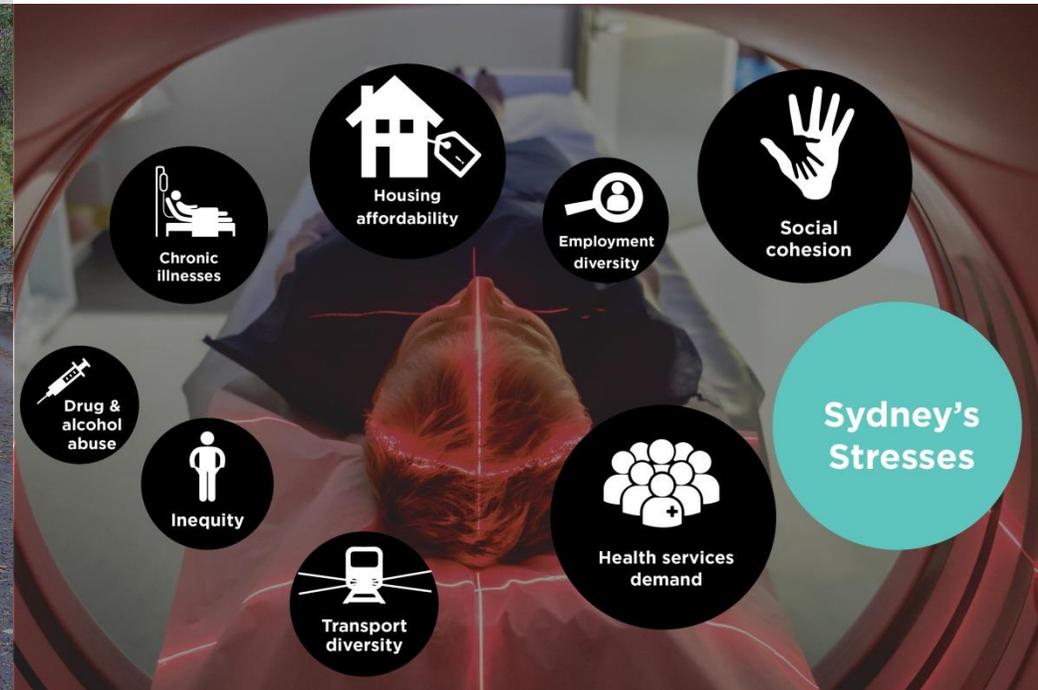
Sydney's Acute Shocks – short-term disruptions:

1. Extreme weather – heatwaves, storms and bushfires
2. Failure of large financial institutions – during GFC
3. Infrastructure failures such as power outages
4. Disease pandemic
5. Water crisis – too much or too little
6. Digital network failures
7. Cyber attack
8. Terror attack.

Sydney's Chronic Stresses – long-term systemic disruptions:

1. Increasing health services demand
2. Diminishing social cohesion
3. Loss of housing affordability
4. Increasing chronic illnesses
5. Lack of transport diversity
6. Insufficient employment diversity
7. Increasing geographic inequity
8. Rise in drug and alcohol abuse.

Key: Size of circles shows hierarchy of issues



Critical Assets

The 100RC process identified the critical city assets and infrastructure of Sydney.

Sydney's Vulnerable Assets

1. Health infrastructure - increased demand from ageing and growing population
2. Airports - critical economic links
3. Railways - past major network failures
4. Wastewater and stormwater - capacity constraints and ageing network polluting the city's waterways
5. Commercial buildings and structures - interdependencies with city systems
6. Communication networks - criticality of information technology services
7. Energy network - strong interdependency for a reliable supply
8. Water supply - limited diversity and availability during droughts.

City Trends

The 100RC process prioritised the city trends with the greatest impact on Sydney's future over a 30 year scenario horizon.

Sydney's Key City Trends

Health and wellbeing:

- Decrease in housing affordability and diversity of housing supply
- Increased rate and distribution of chronic illnesses

Economy and society:

- Increased interdependencies with global supply chains
- Pressure on society with an increase in domestic and drug-related crime
- Increased cultural diversity and distribution of population

Infrastructure and environment:

- Unequal access to multimodal transport options
- Increased reliance on digital solutions
- Increase in global temperatures and rising sea levels

Leadership and strategy:

- Increasing global focus on metropolitan scale governance
- Short-term political cycles and fragmented governance of the metropolitan city.



5.

Perceptions of Resilience – Community

City Perceptions Assessment

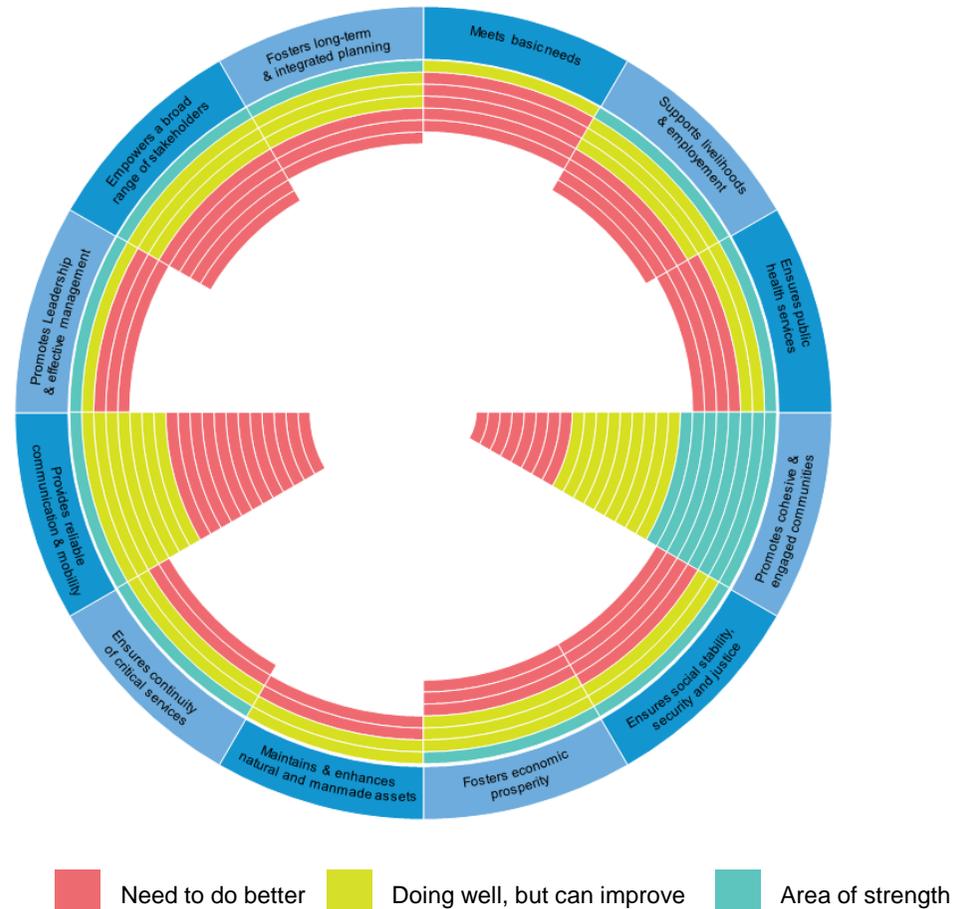
The 100RC City Perceptions Assessment tool was used to align stakeholder and community feedback on city resilience strengths and weaknesses against the City Resilience Framework.

The Resilient Sydney team undertook wide consultation to understand views of Sydney’s resilience strengths, weaknesses and areas for improvement. More than 600 stakeholders and members of the community provided responses and shared their views on the challenges and opportunities of metropolitan Sydney. Altogether, over 1000 people were engaged in Phase 1 of the program through briefings, conference presentations, workshops and surveys. The consultation included:

- Agenda Setting Workshop in June 2015, attended by 150 people from state and local government, business, social services and community sectors, including the Aboriginal and Torres Strait Islander community
- 100 interviews and more than 100 online surveys completed by experts, academics and representatives from business and the community services sector
- More than 380 residents of western and metropolitan Sydney completed an online survey, broadly representing the people of Sydney.

Due to significant divergence of views, the outcomes from the perceptions of government, business and community services sectors are presented separately from those of the community.

Further community consultation is planned for Phase 2 of the program.



Perceptions of Resilience – Business and Government



■ Need to do better
 ■ Doing well, but can improve
 ■ Area of strength

City Actions Inventory

Metropolitan Sydney is already taking action to build resilience. More than 100 existing actions were identified and mapped against the City Resilience Framework. These include strategies, frameworks, programs, networking and support groups, and funding grants at national, regional and local level.

Many councils are developing climate adaptation approaches, planning frameworks, cultural diversity, social opportunity and economic development programs. There is however, a lack of integration in these activities across Sydney.

There are clear overlaps and areas of best practice in activities. These could be scaled or shared through collaboration in the Discovery Areas of Phase 2 by:

- The Federal government, NSW State Government, government agencies and local councils
- Business and industry groups
- Community groups and not-for-profit organisations
- University and research organisations
- The media
- The community.

The full list of the City Actions Inventory is available in the City Context report. This is important context for Sydney to improve resilience and collaboration in phase 2.

6. Resilience Theory

Decision Making for Urban Resilience in Sydney

The idea of resilience is not new, but the complexity and connectedness of modern, dynamic cities and city systems makes the application of resilience thinking to urban governance a new challenge.

During Phase 1, Resilient Sydney consulted with 100RC and Australian and global academics researching the resilience of:

- Ecosystems and climate
- Emergency management and counter terrorism
- Infrastructure planning and property management
- Insurance and finance
- Communities and personal resilience
- Economies and the governance of cities.

This has shaped our understanding of resilient theory and is reflected in the Resilience Behaviours for Sydney and the 100RC Resilience Lens.

As Resilient Sydney progresses, policies, programs and products will be proposed to strengthen Sydney's capacity to survive, adapt and thrive during disruptions. These proposals will be tested against the Resilience Behaviours and Lens to determine which actions are taken. Further resilience models and research will be considered during Phase 2.

Resilience Behaviours (After Rodin, 100RC)

Five key behaviours drive resilience decision making:

1. **Aware** – Do you have all the information about how critical city systems work and cascade, and the key city challenges?
2. **Integrated** – Are you connected and working with others to understand multiple opportunities when solving challenges?
3. **Adaptive** – Are your programs, products, policies and funding mechanisms flexible to respond to rapid changes and disruptions?
4. **Diverse** – Are you maximising potential value and benefits by engaging widely to support your decision making?
5. **Self-regulating** – Are you making decisions and creating governance structures that you can replicate and iterate?

The resilience dividend is possible when proactive and integrated decision making results in multiple benefits to the economy, community and the environment.

The Resilience Lens – 7 Guiding Principles

Resilience thinking can contribute to all city actions:

1. Approach the challenge in an integrated and holistic way that crosses silos, using the 100RC City Resilience Framework
2. Consider impacts of multiple shocks and stresses identified through a broad risk and hazard assessment
3. Aim for short, medium and long-term benefits
4. Consider resilience behaviours and characteristics when proposing solutions
5. Strive for equitable outcomes
6. Leverage actions across a broad group of stakeholders
7. Consider cross-jurisdictional implications (intercity/ regional/ national/ global).



7. Phase 2

Sydney's Preliminary Resilience Assessment process identified a number of key challenges to building resilience in Sydney, as well as the likely shocks, stresses and city trends for the future.

In reviewing these against the Resilience Behaviours and the 100RC Resilience Lens, Resilient Sydney has identified three Tactical Actions and four key Discovery Areas for further inquiry in Phase 2 of the 100RC program.

Tactical Actions

Tactical Actions

- A. Proactive
- B. Connected
- C. Engaged

- A. Proactive: Based on stakeholder and community perceptions and the current dynamism of local and metropolitan government in Sydney, governance is our primary resilience challenge. Emerging metropolitan structures, such as the Greater Sydney Commission planning process and newly amalgamated local councils, provide an opportunity to test the City Resilience Framework and Resilience Behaviour questions for decision making.
- B. Connected: Interviews with key government and private agencies and business indicated a new 'habit of collaboration' is required. Many are engaged in similar activities across Sydney, but not networked together. There is an opportunity to digitally and physically connect people to gain efficiencies in effort, derive best practice and scale opportunities.
- C. Engaged: Disparity between community and professional stakeholder perceptions of strengths and weaknesses have highlighted the need for wider engagement with communities. Resilient Sydney will create opportunities for engagement with local and global resilience efforts, connecting locals with the 100RC global network and sharing ideas with the world.

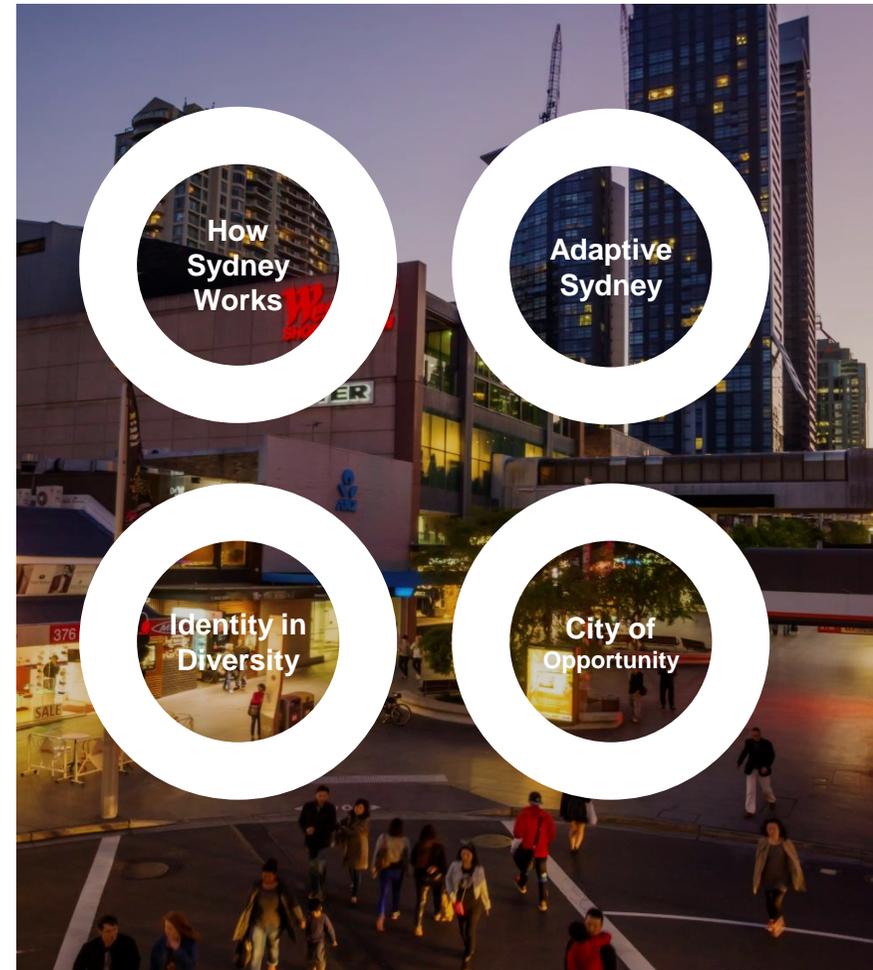
Phase 2 – Discovery Areas

Embedding resilience thinking in city actions

Resilient Sydney applied the 7 guiding principles of the 100RC Resilience Lens to the Preliminary Resilience Assessment results. Areas that required more information or collaboration emerged through stakeholder interviews, community surveys and workshops. This resulted in Four Discovery Areas, proposed for Phase 2. These are phrased as questions to emphasise the process of inquiry to be undertaken. Communities of interest are forming across metropolitan Sydney to consider these issues. Discovery Area Working Teams must:

- Improve the understanding, and use of, Resilience Behaviours
- Address key city trends for now and the future
- Ensure relevance for the metropolitan area
- Replicate great ideas at scale
- Prioritise equity
- Develop investment frameworks
- Integrate future governance.

Improving resilience will mean adopting new behaviours and approaches to governance and leadership in Sydney. Discovery Area working teams will apply the 100RC Resilience Lens and Behaviours to propose actions, programs, products and policies for implementation.



Resilience for Sydney

AWARE

INTEGRATED

ADAPTIVE

DIVERSE

SELF-REGULATING



Markets & Business, Government, Communities, NGOs



How Sydney Works

Adaptive Sydney

Identity in Diversity

City of Opportunity

Proactive Actions

Connected Actions

Engaged Actions

How Sydney Works

HOW CAN WE UNDERSTAND THE CONNECTIONS BETWEEN CRITICAL SYSTEMS TO MANAGE UNCERTAINTY AND PRODUCTIVITY IN OUR CITY?

Key issue:

Most people and organisations do not know ‘How Sydney works’. Failing to understand our connections and interdependencies impacts our decisions and increases our vulnerability. Sharing information and building awareness will improve how Sydney responds to disruptions.

Sydney’s Challenges and Opportunities:

- Critical information is siloed in organisations across Sydney.
- Critical infrastructure is increasingly owned or managed by the private sector, as well as government.
- There are limited funds and increased responsibility for infrastructure provision at local government level – especially in urban growth and renewal areas.
- Sydney’s critical services depend on continuous energy and data supply in order to function.

Discovery Questions:

Where does our food, water and energy come from? Where does our waste go?

What are the links and weak points in critical systems and services? These include energy, waste, transport, ecosystem services (air, water, green space, biodiversity), social systems, governance, economy and global supply chains?

How can businesses, government and communities better understand vulnerabilities and opportunities?

Resilience Opportunities:

Visualise and communicate “How Sydney Works” and the interconnectedness of networks in our city.

Strengthen collaboration to improve the ability of businesses, government and communities to plan, prepare and recover from disruptions.

Understand and share best practice ‘organisational resilience’ in Sydney.

Adaptive Sydney

HOW CAN WE ADAPT CITY PLANNING, THE BUILT ENVIRONMENT AND FINANCING TO COOL OUR CITY AND CARE FOR OUR WATER RESOURCES?

Key issue:

Our urban environment amplifies the impacts of extreme weather including the urban heat island effect, flooding and disruptions during storms, bushfires and drought. More people in Sydney are directly affected by heat stress than any other natural hazard.

Sydney's Challenges and Opportunities:

- There is an increase in the frequency and intensity of heatwaves and storms, with little respite from heatwaves.
- Critical services are vulnerable to cascading failures under environmental stress and shocks.
- Urban development is putting pressure on liveability and comfort.
- Our complex governance context does not favour collaboration. There are three tiers of government involved in policies and programs for adapting to a changing climate, with overlapping responsibilities.

Discovery Questions:

- How can our communities and critical infrastructure be better protected from extreme heat and localised flooding from storms?
- How can Sydney adapt to the impacts of a changing climate?
- How can we make Sydney more liveable, so we are comfortable in the heat and have clean water?
- How might business, government and communities collaborate to increase the adaptive capacity across our city?

Resilience Opportunities:

Share and understand best practice in policy and practical approaches to a changing climate – particularly through managing the urban heat island effect and urban flooding

Innovation in water management in the built environment and finance for improving adaptability of existing and new water infrastructure.

Understand the business case for mitigation incentives to prevent death and illness in sensitive community groups.

Identity in Diversity

HOW CAN WE VALUE DIVERSITY IN OUR COMMUNITY TO IMPROVE SOCIAL COHESION, INCLUSION AND ECONOMIC PRODUCTIVITY?

Key issue:

Sydney is a hyper diverse global city and a multicultural society where more than 30% of the current population was born in another country. There is increasing spatial inequity and uneven distribution of cultural communities across metropolitan Sydney. There are opportunities to combat racism and champion diversity and inclusion as key economic and societal strengths.

Sydney's Challenges and Opportunities:

- There is a very culturally diverse population.
- The city is home to the largest population of Aboriginal and Torres Strait Islander peoples in Australia.
- Social cohesion is challenged by some intolerance of religious and cultural diversity, and domestic and family violence.

Discovery Questions

- How can we embrace our high cultural and community diversity to improve social cohesion and economic opportunities for everyone?
- How can we ensure all our cultural communities are respected, included and engaged in democratic and civic community life?
- How can we use our community indicators (wellbeing, economics and social cohesion) to better inform planning and inclusive programs?

Resilience Opportunities

Improve personal and community resilience and inclusion through scaling innovative and effective programs, policy tools and digital initiatives used currently in small areas of the city.

Contribute to social cohesion, economic productivity and community safety by advancing global trading links and communicating our diverse identity of Sydney.

Recognise and express Aboriginal custodianship through collaborations for the public domain, narrative mapping and place making.

Celebrate the value of diversity of people and cultures through collaborations that add to a rich creative and cultural life and expression.

City of Opportunity

HOW CAN OUR PLANS FOR SYDNEY'S GROWTH ENSURE EVERYONE HAS EQUAL OPPORTUNITIES TO GROW AND THRIVE?

Key issue:

There is increasing spatial inequality across metropolitan Sydney. Planning for equity of opportunity is key for Sydney's youth and growth.

Sydney's Challenges:

- Our community is most concerned about reliable mobility and communications services.
- There is increasing geographic inequality and a lack of housing affordability.
- Communities in growth areas are particularly disadvantaged because public transport, education and diverse employment opportunities are less accessible.
- Chronic illness and lifestyle diseases are on the rise, increasing pressure on our health system.
- The natural environment and green areas of Sydney are under pressure from development, especially at the edge.

Discovery Questions

- How can we integrate resilience principles into decision making frameworks?
- How can we ensure job readiness for the knowledge economy through strategic provision of education in western and south western Sydney?
- What policies and programs would improve housing affordability, healthy active lifestyles and local decision making in communities?
- How can communities be more involved in decision making so integrated planning puts people first?

Resilience Opportunities

Integrated district and local planning that prioritises active lifestyles, health and social connections.

Collaborate for policies and programs that prioritise mobility, housing diversity and affordability, access to education and better density at both a precinct and city scale.

Development of resilience behaviours in decision making through collaborations with business, government and the community that offer new incentives, programs or financing mechanisms for local and city scale investment in key infrastructure.

9. Next steps

You can contribute to shaping your city's future and resilience.
Join in the conversation online as we further explore resilience challenges and opportunities and develop a Resilience Strategy for Sydney.

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