

Key Areas

We will continue to...

By 2021 we will...

Grow

We seek to diversify and strengthen the range of sustainable industries and businesses in the Blue Mountains. Council will support small business to build capacity and encourage key and emerging employment sectors to grow, in order to meet the needs of our residents.

- Deliver training for small business and tourism industry
- Participate in 'Small Business Friendly' Council program
- Audit shop vacancies to measure vitality of key centres
- Encourage business to join a voluntary business register
- Offer dedicated commercial development application process
- Support Creative industries
- Provide online resources to improve business resilience to disasters
- Provide the Easy to Do Business service

- Promote growth sectors to harness interest and inward investment
- Provide links to economic data on Council's website
- Complete retail study for the Blue Mountains
- Implement priority actions of the Blue Mountains Economic Strategic Plan
- Support sustainable businesses to increase local employment
- Work to strengthen small business
- Implement priority actions of the Events Strategic Plan
- Work with Traditional Owners to deliver a positive and shared future
- Conduct Procurement training for Blue Mountains business

Activate

Blue Mountains towns and villages retain their distinctive character and strengthen their role as community hubs and a focal point for social and commercial activity. Our key towns and villages generate vitality and attract investment. They reflect our identity as a city of the Arts, surrounded by a World Heritage Area.

- Master Plan key Town Centres and Tourism precincts
- Activate key precincts to strengthen business confidence
- Create community hubs and increase housing opportunities to stimulate economic growth and improve outcomes for residents
- Where practical, incentivise small and emerging business to occupy council property in town centres
- Leveraging our cultural and natural assets as a City of the Arts in a World Heritage setting

- Advocate for Smart Work Hubs in the Blue Mountains
- Identify opportunities for a high yield event
- Deliver City Deal Liveability Program
- Identify strategies to leverage off the unique identity of the Blue Mountains as a centre of culture, creativity and the arts
- Strengthen the liveability and vibrancy of towns and villages through effective place management
- Implement a renewal program of commercial properties to support the City's economic development

Connect

The Blue Mountains transport, digital and built infrastructure meets the City's needs, making the Blue Mountains a well-connected and enviable place to live, work and visit.

- Partner with State and Federal governments to secure infrastructure outcomes for digital and transport connectivity
- Implement strategies that focus on improved infrastructure across the City
- Advocate for high-speed broadband across the City
- Plan and advocate for improved road, rail, parking, walking and cycling
- Enhance formal and informal learning networks
- Extend opportunities for visitor engagement

- Investigate opportunities for Coach Layover areas
- Continue advocacy for infrastructure investment
- Deliver improved transport, parking and infrastructure
- Develop a Smart City Strategy for the City
- Advocate for tourism development that delivers local benefits
- Improve accessibility
- Implement the Priority Infrastructure Plan to advocate for future assets/services in the City
- Conduct business survey to monitor trends, improve communication and inform training

Invest

The Blue Mountains seeks to attract private and public sector investment, to secure vital infrastructure and stimulate jobs. Investment enables sustainable innovation to harness our unique competitive advantages.

- Partner with State and Federal governments to improve essential services for our community
- Seek to grow our Night Time Economy
- Work with public and private sectors to secure priority infrastructure and foster innovation
- Partner with NSW Investment Attraction Unit to promote investment opportunities

- Support sustainable industries to relocate to the Blue Mountains
- Advocate for the establishment of new centres of learning in the Blue Mountains
- Implement the Visitor Infrastructure Investment Strategic Plan
- Foster appropriate investment and development to support revitalisation of towns, villages and key visitor destination sites

Visit

Blue Mountains City Council supports the growth of a sustainable visitor economy. The Blue Mountains is a leader of sustainable tourism and destination management within a World Heritage Area.

- Partner with Tourism Industry and government
- Promote the Destination Management Plan
- Deliver Destination Management Plan in partnership with Industry
- Support high quality marketing campaigns for the region
- Balance enhancing visitor experience with maintaining residential amenity

- Strengthen partnerships
- Deliver priority actions of an Events Strategy
- Work with Destination NSW and Destination Networks to advocate for the Blue Mountains
- Implement the Blue Mountains Destination Management Plan priority projects

DRAFT

Blue Mountains Economic Statement 2019-2021



Blue Mountains City Council is currently working towards an Economic Strategic Plan. This statement is intended to provide an indication of key directions and actions.



Katoomba Office 2 Civic Place Katoomba NSW 2780
Springwood Office 104 Macquarie Road Springwood NSW 2777

Phone: 02 4780 5000
Phone: 02 4723 5000

Council Email council@bmcc.nsw.gov.au
Council Website bmcc.nsw.gov.au



together we thrive

The City of Blue Mountains is one of only two cities in the world located in a World Heritage National Park. We are a leader in sustainable tourism and destination management. We aim to strengthen and diversify our local economy, creating growth in employment and educational opportunities. In doing so we will build on our competitive advantages as an eco-City of the Arts in a World Heritage Area. "Thrive" is a key direction in Council's adopted Community Strategic Plan (CSP).

Vision

By 2035 our local economy is stronger and more sustainable. Our economy is diverse, robust and inclusive, encouraging a variety of sustainable industries and businesses, and benefitting local residents.

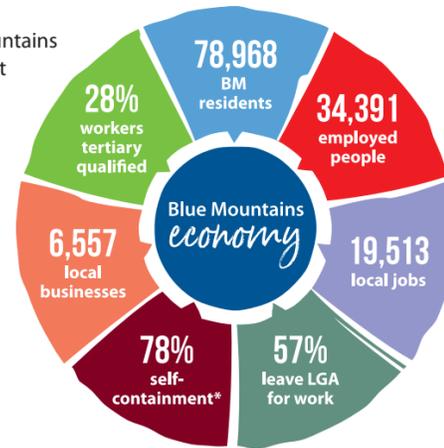
Thrive Objectives

1 The City's economy is diverse, vibrant, strong and environmentally sustainable with increased local employment.
Key Area: Grow

2 The City of the Blue Mountains has a strong identity that builds on its natural and built heritage and creative strengths as a City of the Arts surrounded by a World Heritage Area.
Key Areas: Activate & Connect

3 The City's infrastructure supports diverse and sustainable economic development.
Key Area: Invest

4 The Blue Mountains is a leader of sustainable tourism and destination management within a World Heritage Area.
Key Area: Visit



Source: REMPLAN Economy throughout the document unless otherwise noted.
*The term "self-containment" refers to the % of local jobs occupied by local people.

Note that some Live and Care Objectives in the Community Strategic Plan, including (3.3 community resilience to disaster) and vibrancy and identity of town centres (4.1 and 4.2) also have relevance for our Economic Strategic Plan.



Context

Top 7 Employment Sectors

Industry Sector	Trend	Blue Mountains Jobs December 2017 © Source: REMPLAN
Health Care and Social Assistance	▲	3,450
Tourism	▲	2,660
Education & Training	▲	2,334
Retail Trade	▼	2,184
Construction	▲	1,617
Public Administration & Safety	▲	1,328
Professional, Scientific & Technical Services	▲	1,247

Key Employment Sectors

The main sectors experiencing an increase in local jobs are Healthcare and Social Assistance, Tourism, and Construction, which has experienced strong growth statewide.

Key Trends

- Our City has a highly casualised workforce
- Young people leave the Blue Mountains for both education and work
- Our ageing population will continue to grow faster than that of Greater Sydney
- Household sizes will continue to decline
- Freight traffic will increase on the Great Western Highway
- Digital economy will change how we do business
- We have a relatively high number of 'home based' and creative businesses
- Increased visitation

Our Challenges

- Limited land available for development
- Our proximity to Sydney CBD – many visitors view the Blue Mountains mainly as a day trip destination

- Our 'metropolitan' status means we are often overlooked for 'regional' funding opportunities
- Ensuring Blue Mountains businesses are resilient to natural disasters and economic downturns
- Ensuring economic growth is balanced with residents' needs
- Significant transport and visitor infrastructure needs
- Attracting significant investment and large employers to the Blue Mountains

Our Opportunities

- Our proximity to growth in Western Sydney
- We have a unique competitive advantage given our World Heritage status
- Katoomba's increasing role as a strategic centre
- Council's dedicated commercial development application service and assessment timeframes
- A highly skilled population, with a significant amount regularly working from home
- Continued growth in Health Care and Social Assistance Sector
- Increased infrastructure funding and government collaboration through the City Deal
- Continued growth in visitation
- Large and well connected creative industry

Blue Mountains City Council's contribution

As an employer

Blue Mountains City Council contributes \$25 million in wages and salaries (2015/16).

Council purchased \$8.9 million worth of goods and services from 486 local businesses (2015/16 figures) - Source (Lawrence report, 2017)

Total economic impact of BMCC direct spending was \$34.9 million

There are flow on effects to the economy of this direct spend, both in the way in which employees expend their wages and also in the supply chain effects (e.g. need to produce further products from other industries).

Once indirect and flow on effects are taken into account, this amounts to:

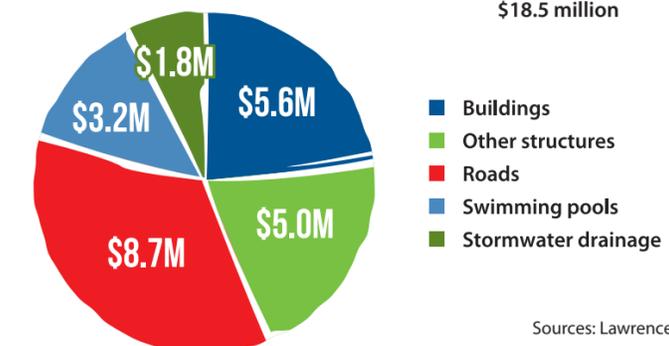
- \$58.3 million in output/turnover;
- \$29.0 million in value added (contribution to gross regional product);
- \$16.4 million in income (wages and salaries)
- 239 full-time equivalent jobs

Blue Mountains City Council also supports economic development through its funding of Blue Mountains Economic Enterprise (BMEE), formed in 2012 to stimulate economic development through advocacy, investment and job creation in alignment with our Community Strategic Plan.

As an asset owner

As an asset owner, Blue Mountains City Council is responsible for managing approx. \$1.3 billion worth of fixed assets including infrastructure for our 27 towns and villages, 675km of sealed road, 178km of footpaths, 550km of kerb and gutter, nearly 78,000 sqm of sealed car parks.

Expenditure on fixed assets (including buildings, roads, swimming pools, stormwater drainage, natural areas, fire trails, visitor facilities) was \$24.3 million (2017/18). The breakdown is:



- Buildings: \$5.6 million
- Other structures (including natural areas, visitor facilities, other structures, fire trails): \$5 million
- Roads: \$8.7 million
- Swimming pools: \$3.2 million
- Stormwater drainage: \$1.8 million

Expenditure on upgrades/renewals and additional new assets was \$18.5 million

Expenditure on upgrades/ renewals and additional new assets comprised of \$7.7 million renewals/ upgrades and \$10.8 million new assets = \$18.5 million

Sources: Lawrence report 2017; BMCC Annual report 2018