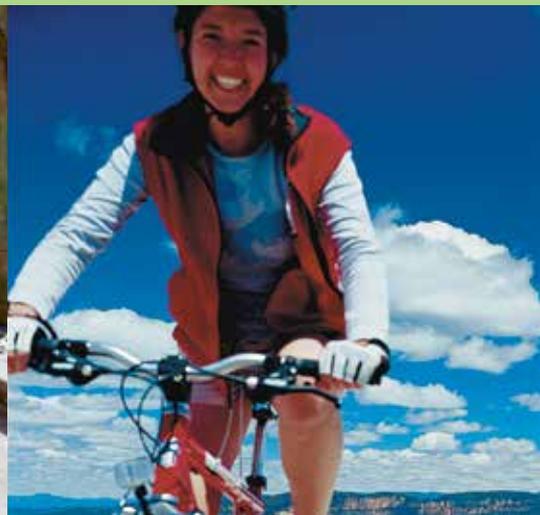


blue mountains community strategic plan 2035



acknowledgement

The City of the Blue Mountains is located within the Country of the Darug and Gundungurra peoples. Blue Mountains City Council recognises that Darug and Gundungurra Traditional Owners have a continuous and deep connection to their Country and that this is of great cultural significance to Aboriginal people, both locally and in the region.

For Darug and Gundungurra People, Country takes in everything within the physical, cultural and spiritual landscape - landforms, waters, air, trees, rocks, plants, animals, foods, medicines, minerals, stories and special places. It includes cultural practice, kinship, knowledge, songs, stories and art, as well as spiritual beings, and people: past, present and future.

Blue Mountains City Council pays respect to Elders past and present while recognising the strength, capacity and resilience of past and present Aboriginal and Torres Strait Islander people in the Blue Mountains region.





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contents

List of acronyms

BMCC	Blue Mountains City Council
BMEE	Blue Mountains Economic Enterprise
GWH	Great Western Highway
LGA	Local Government Area
NDIS	National Disability Insurance Scheme
NGO	Non-Government Organisation
NPWS	National Parks and Wildlife Service
NSW	New South Wales
RFS	Rural Fire Service
SES	State Emergency Service
UNESCO	United Nations Educational, Scientific and Cultural Organisation

together



introduction



message from the mayor



I am proud to present the Blue Mountains Community Strategic Plan 2035—our community’s plan for the future of the City of Blue Mountains.

Developed through an extensive community engagement and research process, the plan outlines the Vision, Priorities and Aspirations of the Blue Mountains community for the future of the Local Government Area.

It presents strategies for addressing the key priorities and aspirations of the community – socially, economically, environmentally and in terms of our civic leadership for the City. Importantly, the Plan addresses the key challenge of how can we best foster social and economic wellbeing, while protecting and enhancing our World Heritage environment.

While the Council has played a central role in facilitating community engagement in the review and update of this plan, it is a plan for the City that involves the whole community.

Implementing the plan is the responsibility of all levels of government (Federal, State and Local), non-government agencies, local organisations and the community. Only by working together will we achieve the best possible outcomes for the Blue Mountains into the future.

Within available resources, the Council is committed to working in partnership with the community, local organisations and other levels of government to achieve this important Plan.

The Council's response to this Plan over the next four years is outlined in our Delivery Program 2017-2021. This Delivery Program responds directly to the Objectives and Strategies of the Community Strategic Plan.

I look forward to celebrating our achievements as we all work together to make the Blue Mountains a better and more sustainable place for current and future generations.

Mark Greenhill, OAM
Mayor of Blue Mountains City Council

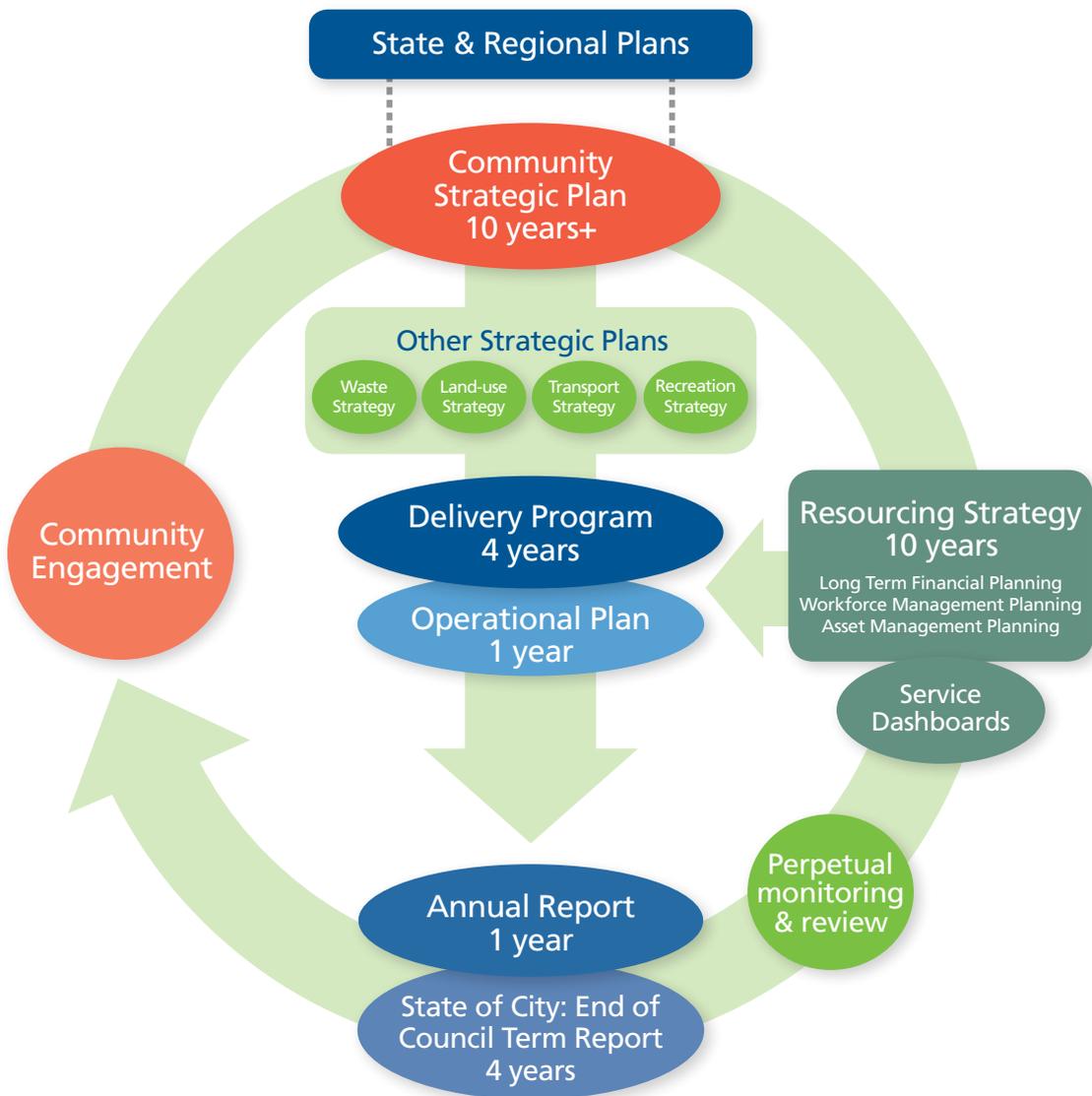
integrated planning framework

This plan has been prepared in accordance with the requirements of the Local Government Act 1993 and the NSW Integrated Planning and Reporting Guidelines. It is a legislative requirement for the Council to have a long term Community Strategic Plan in place, developed in consultation with community, guiding the priority action focus for the Local Government Area.

The purpose of the Community Strategic Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

The Community Strategic Plan is the highest level plan for the Council. It also guides other key stakeholders—other levels of government, local organisations and residents – living and working in the City of Blue Mountains.

INTEGRATED PLANNING & REPORTING FRAMEWORK



our community vision



A more sustainable and successful Blue Mountains by 2035, environmentally, socially and economically.

In 2035 we live in vibrant, healthy and resilient communities that are safe, caring and connected. We have protected the bush between our settlements and minimised our impact on the World Heritage Area that surrounds us. Our towns and villages are distinctive and contained. We have safe, accessible and environmentally responsible ways for people to move around.

We celebrate the rich creativity, culture and heritage of the Blue Mountains. Diversity is welcomed and people of all ages and cultural backgrounds are respected and enjoy equal rights. We acknowledge the Aboriginal people of the Blue Mountains and value their knowledge and contribution to the past, present and future.

Our economy is strong, diversified and sustainable. There are increased employment, education and learning opportunities locally and regionally. We welcome visitors to our City and are recognised as a leader in sustainable tourism and destination management.

We have enhanced our Blue Mountains identity while forging strong regional partnerships. Our civic and community leadership is inspirational, at one with community.

The Blue Mountains is recognised nationally and internationally as a creative model for sustainable living and learning about sustainable communities.



guiding principles

improving our decision-making

If we are to achieve a more sustainable Blue Mountains, our decision-making and action at every level – individual, household, town, city, regional, global – needs to promote sustainability. Improving the decision-making of the Council, other levels of government and of the community is therefore an essential driver for achieving more sustainable outcomes.

strengthening our assets

It is important that the actions taken strengthen the condition of the natural and built assets and human capital supporting our quality of life. Understanding the impact of our actions in this way is important in tracking our progress in becoming a more sustainable city.

a partnership approach

Taking action in partnership with other stakeholders is critical to the achievement of a more sustainable Blue Mountains. Not only do such partnerships achieve a shared vision and goals, they also enable more effective and efficient use of limited resources and provide a means of distributing the cost involved in taking action.

These principles are an integral part of the Blue Mountains Sustainability Model (see page 71), developed in conjunction with our community.

social justice

The principles of social justice have underpinned the development of the Community Strategic Plan 2035 and have informed the objectives and strategies within each Key Direction.

Social justice means the rights of all people in our community are considered in a fair and equitable manner. While equal opportunity targets everyone in the community, social justice targets groups of people who are marginalised and disadvantaged. Social justice for local government means a commitment to ensuring:

- Fairness in the distribution of resources (equity)
- That rights are recognised and promoted (rights)
- That people have fairer access to the economic resources and services essential to meeting their basic needs and improving their quality of life (access)
- That people have better opportunities for genuine participation and consultation about decisions affecting their lives (participation)

sustainability

The following principles supporting the achievement of a sustainable city are outlined at the beginning of each Key Direction in the Plan:

- Inspiring Leadership
- An Environmentally Responsible City
- An Inclusive, Healthy and Vibrant City
- A Liveable City
- An Accessible City
- An Economically Sustainable City

Between December 2015 and February 2017 a comprehensive engagement program was implemented to involve the broader community, specific needs and interest groups, local organisations and other levels of government in the review and update of the Blue Mountains Community Strategic Plan.

Reports from this engagement process can be viewed at: bluemountainshaveyoursay.com.au/together

2016 community survey

Every second year Council commissions an independent telephone survey of a randomly selected cross-section of Blue Mountains residents, taking into account gender, age group and location. This survey asks consistent questions about the Council's performance, service delivery and how residents feel about living in the Blue Mountains. To inform the update of the Community Strategic Plan, in 2016 the survey also asked residents about their priorities for the next 5 to 10 years. A total of 1,001 residents were surveyed.

area community workshops

A series of five workshops were held in August 2016, one in each of Council's five Community Planning Areas. A total of 130 randomly selected residents participated in these workshops, which provided an opportunity to discuss the future of the Blue Mountains and the actions required to achieve this future. Workshop participants were asked to identify what they felt were the top priorities going forward socially, economically, environmentally and relative to civic leadership.

targeted consultations

Workshops and/or focused meetings were held with:

- Aboriginal and Torres Strait Islander communities including Council's Aboriginal Advisory Committee
- Young people
- Children and families
- Older people
- People from culturally and linguistically diverse backgrounds
- People from diverse sexualities
- People with disabilities

government agencies and adjoining councils

A workshop was held in April 2016 with over 35 representatives of a wide range of government agencies and adjoining councils. A survey was also sent seeking information about achievements and actions planned over the next 5 years.

online survey

All Blue Mountains residents were invited via the local paper and the Council Have Your Say website to complete an online survey. This survey asked residents to identify their priorities for the future.



sustainable blue mountains together community forum

To review the key outcomes from community engagement and to consider proposed changes to the Plan, the Council hosted a whole of City *together Community Forum* on 18 February 2017. Over 120 people attended including representatives including from the Darug and Gundungurra Aboriginal communities, local organisations, government agencies, non-government organisations and residents of all ages and backgrounds.



our journey - to 2025 and beyond

This plan is part of a 25 year planning cycle

2000 - 2003	The Community Visioning Project involved over 6000 people in shaping <i>Towards A More Sustainable Blue Mountains: A Map for Action 2000 – 2025</i>
2007	<i>Map for Action 2000 – 2025</i> updated with community
2010	Integrated Planning and Reporting Framework introduced by NSW Government <i>Map for Action 2000 – 2025</i> updated with community and renamed <i>Sustainable Blue Mountains 2025</i> .
2013	<i>Sustainable Blue Mountains 2025</i> - updated with community.
2017	<i>Sustainable Blue Mountains 2025</i> updated with community and renamed <i>Blue Mountains Community Strategic Plan 2035 (2017 edition)</i> .
2021	<i>Blue Mountains Community Strategic Plan 2035 (2021 edition)</i> - to be updated with community
2022-2024	Community Visioning engagement process to be implemented to develop the <i>Blue Mountains Community Strategic Plan 2050 (2025 edition)</i>
2025	Report back on 25 Years of <i>Towards a More Sustainable Blue Mountains</i>
2025	<i>Blue Mountains Community Strategic Plan 2050 (2025 edition)</i> adopted after public exhibition

city of blue mountains - city in a world heritage national park

Located on the western fringe of the Greater Sydney Region, the City of Blue Mountains is one of only two cities in the world surrounded by a UNESCO declared World Heritage National Park.

The key challenge and opportunity for the City of Blue Mountains is to foster the social and economic well-being of our communities, while maintaining and protecting the surrounding World Heritage Area for future generations.

who we are

We are a Blue Mountains community and a series of communities. Each town and village has its own character and distinctive features. The World Heritage Area bushland backdrop underpins our quality of life and attracts many visitors. Our proximity to natural areas has inherent bushfire and environmental degradation risks that require management.

Our population is growing slowly. In 2016, around 80,000 people lived in the Blue Mountains. Population forecasts for 2036 vary from 82,800 to over 90,000 people. Our average rate of growth has been well below both the NSW and Australian average growth rates.

We are a low density city comprised mainly of single dwellings on large blocks. Our population is changing and becoming steadily older, by 2031 one in four of our residents are likely to be over 65 years of age. Our housing diversity is not changing at the same pace.

The characteristics of people living in the Blue Mountains changes from west to east. In the east, residents are more likely to be part of a young family, and in the west, retirees. These differences across the city have a big impact on the needs of residents and the services required in different parts of the LGA.

We are a helping community with a much higher rate of volunteering than the average for Greater Sydney.

We are an environmentally aware city but are becoming more dependent on private transport.

We value, enjoy and will enthusiastically lobby and take direct action to protect our natural environment.

quick facts

- The City of Blue Mountains covers an area of 1431 km² with 70% being National Park and only 11% available for settlement.
- The Blue Mountains is home to a community of nearly 80,000 people living in 27 towns and villages located over 100km of mountainous terrain.
- On average, almost 10,000 people visit the Blue Mountains every day.
- In 2011, 92% of dwellings in the city were separate houses, compared to an average of 59% in Greater Sydney.
- In 2015 the Blue Mountains had the cheapest land for housing in Sydney.
- In 2011, only 6.2% of Blue Mountains residents came from a non-English speaking background compared to 26.3% in Greater Sydney.
- In 2011 there were 45,000 vehicles in the city - 10,000 more than in 1996.
- Heavy vehicles make up 9.5% of traffic passing through Mount Boyce on the Great Western Highway.
- The average number of train trips has fallen to 15,000 a day, a drop of almost 14% since 2004.
- Blue Mountains businesses tend to be very small with 87% of registered businesses having 5 or less employees.



blue mountains snapshot

based on the 2011 census*

population

75,942

area

1,430km²

If the Blue Mountains was a village of 100 people...

48 are male

52 are female

49 males & 51 females in the greater sydney area

2 are aboriginal & torres strait island people

1 in the greater sydney area

17 were born overseas

34 in the greater sydney area

20 are 14 or younger

16 are aged 65+

19 are 14 or younger & 13 are 65+ in the greater sydney area



7 were born in the united kingdom

4 in the greater sydney area

9 are aged 25-34

15 in the greater sydney area

5 have a profound or severe disability

5 in the greater sydney area

27 have no religion

18 in the greater sydney area

23 volunteer

15 in the greater sydney area

13 provide unpaid care

11 in the greater sydney area

* Results from the 2016 Census were not available at the time of publication.

no. of households

29,377

If the Blue Mountains was a village of 100 households...

92 live in detached dwellings

59 in the greater sydney area

7 live in medium density dwellings

20 in the greater sydney area

25 are single-person households

22 in the greater sydney area

73 have a broadband connection

71 in the greater sydney area



49 have 2 or more cars

44 in the greater sydney area

19 are renting

30 in the greater sydney area

95 speak only english at home

66 in the greater sydney area

24 have an income of \$614 or less per week

21 in the greater sydney area

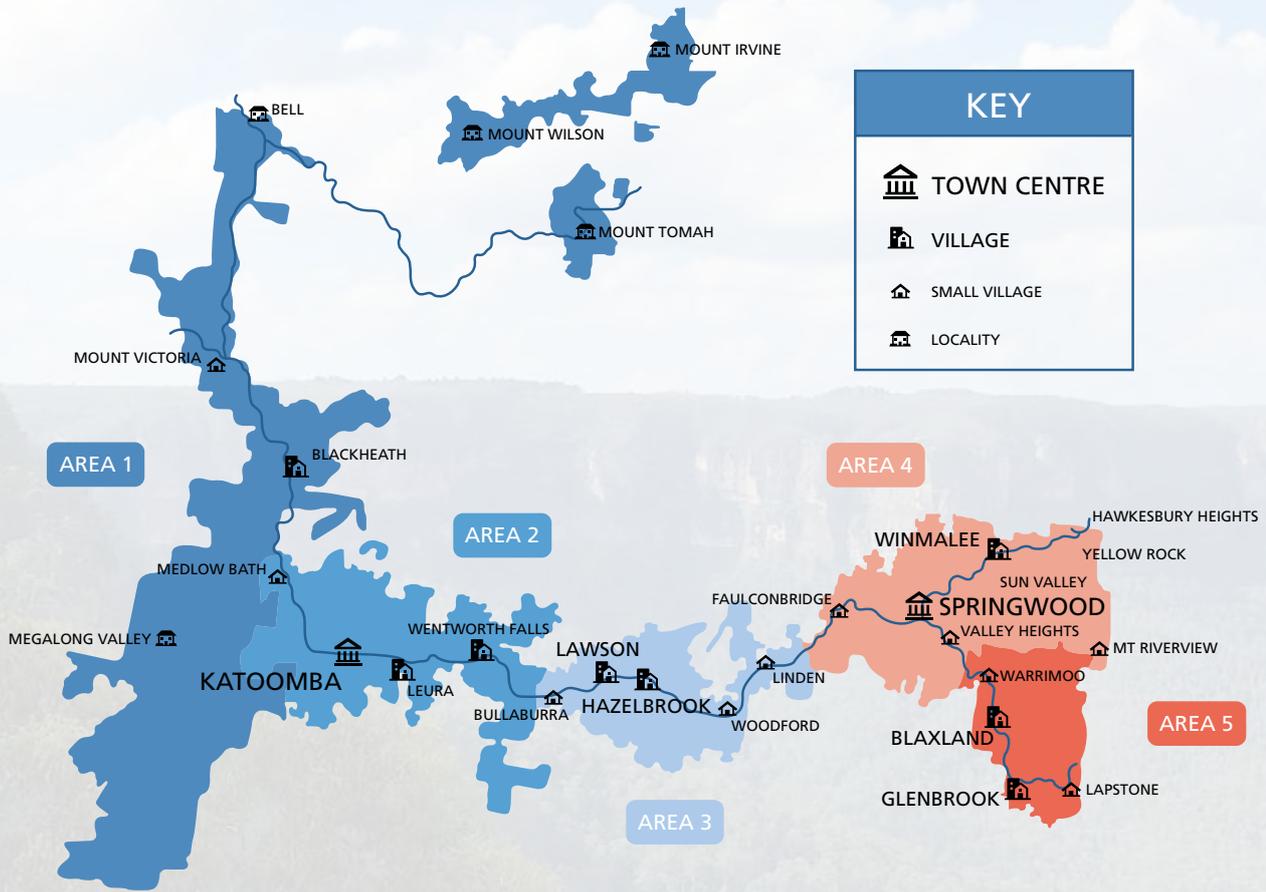
75 own their own home or have a mortgage

62 in the greater sydney area

17 pay less than \$1,000 per month in repayments

12 in the greater sydney area

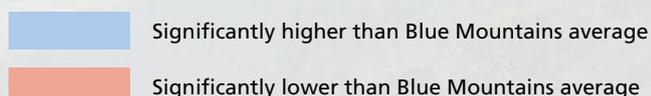
city of blue mountains community planning areas



Comparison of key characteristics of Blue Mountains Community Planning Areas with Blue Mountains Local Government Area (LGA), Western Sydney, NSW and Australia

	Planning Area 1 WEST	Planning Area 2	Planning Area 3	Planning Area 4	Planning Area 5 EAST	Blue Mountains LGA	Western Sydney	NSW	Australia
Median age	46	46	40	40	39	42	36	38	37
Median weekly household income	\$937	\$910	\$1,272	\$1,527	\$1,672	\$1,270	\$1,447	\$1,237	\$1,234
Couples with children	17.5%	20.1%	33.3%	38.2%	40.9%	31%	35%	32%	31%
Older couples without children	11.2%	9.8%	7.1%	9.4%	9.3%	9%	8%	9%	9%
Medium and high density housing	3.1%	14%	3%	7.8%	4.2%	8%	40%	31%	25%
Households with a mortgage	28.4%	29.6%	47.2%	43.8%	43.6%	39%	33%	32%	33%
Median weekly rent	\$254	\$263	\$282	\$310	\$319	\$280	\$351	\$300	\$285
Households renting	20.8%	25.4%	13.8%	14.4%	12.8%	19%	30%	29%	29%
Non-English speaking backgrounds	5.9%	8.5%	5.9%	5.4%	5.5%	6%	26%	19%	16%
Bachelor Degree or higher	25.3%	24.2%	24.3%	24%	27%	24%	24%	20%	19%
Public transport to work	8.1%	8.4%	13%	11.9%	13.7%	12%	20%	14%	10%
Unemployment	4.8%	7.1%	4.9%	4.2%	2.2%	5.00%	5.80%	5.90%	5.60%

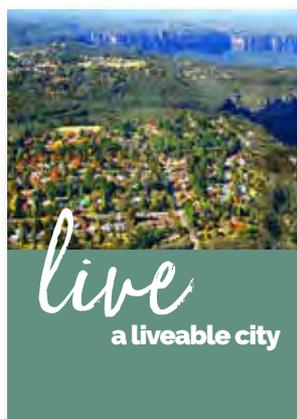
Source: ABS 2011 Census



blue mountains community strategic plan

The *Blue Mountains Community Strategic Plan 2035* outlines community endorsed objectives and strategies in six inter-linked Key Directions that, when implemented together by all stakeholders, aim to achieve the community's aspirations for the future.

The following section provides details on each of the six Key Directions:



Each Key Direction section provides a plan to achieve the outcomes that the community values and to address the challenges to achieving these outcomes.

The Community Strategic Plan is a long term plan. The responsibility for implementing the plan is shown against each strategy.

The response of the Council at a high level to the implementation of the plan over the next four years is also shown.

The Council's four year Delivery Program 2017-2021 provides more detailed information on the actions and projects the Council will undertake over the next four years to deliver the Community Strategic Plan.

Council's role in implementing the plan includes to:

- **Plan:** develop Council strategies and plans that support work required to achieve the CSP 2035
- **Deliver:** implement the Council's strategies, plans and policies
- **Provide:** services to residents and visitors within the Local Government Area
- **Facilitate:** action to make things happen
- **Regulate:** development, health and safety and the environment
- **Partner:** with community, private and government organisations
- **Advocate:** for the Blue Mountains community and Local Government Area



key directions



together



lead

inspiring leadership

lead

inspiring leadership

together we lead

A sustainable city has inspiring community and civic leadership that acts responsibly in the broader interests.

It aspires to transform local communities into better places for current and future generations.

our aspirations and aims

We value our inspirational civic leadership whose stewardship and decision-making benefits present and future Blue Mountains residents.

Our leaders work together effectively with the community and other agencies to achieve a more sustainable, successful and resilient Blue Mountains, environmentally, socially and economically.

By 2035 we are a more sustainable,
successful and resilient Blue Mountains



our values

values

outcomes we want

inspirational leadership

- Leadership that delivers the community's aspirations as expressed in this Community Strategic Plan

an engaged community

- A community that is engaged in planning and local action
- Governments that give priority to engaging effectively with community to inform decision-making

financially sustainable council

- A Council that is financially Fit for the Future

a resilient city

- A City that is able to cope with shocks and bounce back

community assets that are fit for purpose

- City assets and infrastructure that are well managed and maintained for the benefit of current and future communities

working together

- All levels of government and community work together
- Effective regional partnerships that deliver benefits for the Blue Mountains community

council advocacy

- Effective advocacy on issues of importance to the community

transparency and accountability in decision making

- Accountable and transparent decision-making
- Consideration of social, economic, environmental and civic leadership impacts of decision making

communication

- All levels of Government communicate with each other and the community
- An appropriately informed and engaged community
- Effective, informative and accurate communication for the community
- Respectful, fair and transparent consideration of community feedback

our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Number of Community Strategic Plan 2035 progress measures assessed as moving in the desired direction	INCREASE	
Community satisfaction with Council performance within the Local Government Area	MAINTAIN	DS 095
Achievement by Council of State Government Fit for the Future 2019-2020 benchmark targets	ACHIEVE	DS 088, DS 092, DS 093
Resident satisfaction with the level of information provided and community consultation and advocacy undertaken by the Council	MAINTAIN	DS 136
Condition and fitness for purpose of the City's built infrastructure managed by the Council	IMPROVE	
Amount of external funding obtained by the Council supporting implementation of the Plan	INCREASE	DS 149

our actions

lead objective 1.1

The Council lives responsibly within its means and strengthens its financial sustainability

Strategies	Key Responsibility	Council Response 2017-2021
1.1.a Strengthen the financial sustainability of the Council	<ul style="list-style-type: none"> Council: deliver 	Implement Long Term Financial Plan and its <i>Six Strategies for Financial Sustainability</i>
		Implement Fit for the Future Action Plan to meet required targets
1.1.b Increase focus and priority on business improvement and innovation to improve efficiency and effectiveness	<ul style="list-style-type: none"> Council: deliver 	Implement the Council's Business Improvement Program to achieve cost savings, efficiencies, productivity and increased revenue

Lead objective 1.2

All levels of government provide transparent, fair and accountable civic leadership and governance

Strategies	Key Responsibility	Council Response 2017-2021
1.2.a Ensure decision-making processes are open, transparent, accountable and informed by sound integrated planning	<ul style="list-style-type: none"> NSW Government Council: deliver 	Strengthen the Council's Integrated Planning & Reporting processes
1.2.b Actively engage, consult and inform the community about decisions, policies and plans	<ul style="list-style-type: none"> NSW Government Council: deliver 	Position the Council to be more proactive in communicating and engaging with the community on the business of the Council
1.2.c Implement effective and efficient governance and risk management	<ul style="list-style-type: none"> NSW Government Council: deliver 	Further develop and apply the Council's Enterprise Risk Management Framework
		Implement sound business governance
1.2.d Manage information in a strategic, integrated and accessible way	<ul style="list-style-type: none"> NSW Government Council: deliver 	Implement the Council's Information Management Strategy

Lead objective 1.3

All levels of government provide value for money sustainable services and infrastructure

Strategies	Key Responsibility	Council Response 2017-2021
1.3.a Review services on a regular basis to ensure they are providing value for money and are relevant in meeting the changing needs of the community	<ul style="list-style-type: none"> NSW Government Council: deliver 	Undertake a strategic review of services to inform future decision making
		Implement Blue Mountains City Council Service Framework: Guidelines for Achieving Best Value Services
1.3.b Improve the management of the City's built infrastructure and natural assets within available resources	<ul style="list-style-type: none"> NSW Government Council: deliver 	Implement the Council's Asset Management Improvement Program
		Review, update and implement the Council's Asset Management Strategy, Policy and Plans
1.3.c Ensure a safe, skilled and engaged Council workforce that provides value for money services to the community	<ul style="list-style-type: none"> Council: deliver 	Review, update and implement the Council's Workforce Management Strategy

Lead objective 1.4

All levels of government and the community work together to achieve a more sustainable, successful and resilient Blue Mountains

Strategies	Key Responsibility	Council Response 2017-2021
1.4.a Planning and coordination between the Council, other levels of government, and the community achieves a more sustainable, successful and resilient Blue Mountains	<ul style="list-style-type: none"> NSW Government: Greater Sydney Commission Council: plan, facilitate, deliver, advocate 	<p>Work with the Greater Sydney Commission to finalise and implement the West District Plan</p> <p>Negotiate and implement the City Deal with Federal and State Governments</p> <p>Develop and implement the Priority Infrastructure Plan for the Blue Mountains</p>
1.4.b Develop partnerships with the community and other stakeholders to strengthen advocacy for the city and support implementation of the Blue Mountains Community Strategic Plan	<ul style="list-style-type: none"> Council: partner 	Actively participate in the Regional Strategic Alliance
1.4.c The Blue Mountains is a leader in supporting and advocating for initiatives that address climate change and the achievement of globally agreed goals for limiting temperature increases	<ul style="list-style-type: none"> Australian Government NSW Government Council: plan, facilitate, deliver, advocate 	Reduce greenhouse gas emissions from Council operations

working together

Council role

- Lead and support implementation of the Community Strategic Plan 2035 through the four-year Delivery Program and ten-year Resourcing Strategy
- Review and report progress in achieving the Community Strategic Plan
- Update and renew the Community Strategic Plan every four years in consultation with community

Community role

- Be involved in a community group or organisation
- Respond to consultation and engagement opportunities
- Get to know the Council and how it supports the community

Others who help us get there

- NSW and Australian Governments
- Neighbouring Councils and Regional Strategic Alliance
- Private Sector
- Non - Government Organisations
- Local organisations of all types and size



protect

**an environmentally
responsible city**

protect

an environmentally
responsible city

together we protect

An environmentally responsible city is concerned with the human impact on the natural environment and how resources are used. The natural environment is valued for its intrinsic nature and role in maintaining all forms of life.

With an awareness of global and local issues, the City respects, conserves and restores the environment and avoids development in areas that are ecologically sensitive. The importance of retaining natural areas within the urban footprint is understood.

our aspirations and aims

As a City surrounded by a World Heritage National Park, we strive to minimise the impact of our urban footprint on the natural environment and to be a model for sustainable living.

Living in harmony with the environment, we care for the ecosystems and habitats that support life. We look after, enjoy and actively manage the healthy creeks and waterways, diverse flora and fauna and clean air and fertile soil.

In response to climate change, we have developed strategies to prepare, adapt and build resilience to likely impacts. We have become a leader in reducing our greenhouse gas emissions and increasing our use of renewable energies. We aim to conserve energy and the natural resources we use.

**By 2035 we are a more environmentally
responsible City**



our values

values

outcomes we want

natural beauty and biodiversity

- Management of natural and urban areas supports biodiversity
- Improved connectivity between natural areas
- Endangered Ecological Communities and threatened species protected
- Pest species managed to reduce impacts
- Resilient ecosystems able to adapt to climate changes

quiet environment and clean air

- Residential and natural areas not affected by man-made noises
- Air that is clean, fresh and unpolluted

blue mountains character and scenic views

- Mountains scenery is respected and maintained
- Trees in urban areas are managed and preserved

world heritage area

- World Heritage Area listing maintained

healthy waterways

- A water sensitive City managing its water resources in an integrated, sustainable way
- Runoff from urban areas and other disturbed areas is managed to ensure it is of appropriate quality
- Water catchments managed to support quality of streams
- Healthy waterways supporting Sydney's drinking water catchments

healthy soils

- Blue Mountains soils are healthy, fertile and uncontaminated

community education

- Responsible use of resources and environmentally aware lifestyles

aboriginal cultural heritage

- Significance of Aboriginal cultural heritage is respected and maintained

other cultural heritage

- Improve conservation and recognition of other cultural heritage assets in natural landscapes

our challenges

challenges

outcomes we want

bushfires & other natural disasters

- Community and assets protected from bushfires and other natural disasters

climate change

- The Blue Mountains is a leader in initiatives that address climate change
- Greater use of renewable energy and resources
- City's contribution to greenhouse gas emissions reduced
- Natural systems are managed to promote overall health of the ecosystem and increase resilience to climate changes

urban and natural area interface

- Risks and impacts of urban areas on natural systems managed and reduced
- Integrated water management practices are applied to new development and retrofitted where possible

waste and resource management

- Waste volume per person reduced
- Waste is treated as a resource and the proportion of waste recycled is increased
- Landfill life is extended

western sydney airport

- No adverse impact on the quality of the World Heritage Area or Blue Mountains' residential areas

litter

- Litter free environment



our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Number of endangered and vulnerable ecological communities in the Blue Mountains LGA	DECREASE	DS 018
Urban streams and waterways have water quality that supports aquatic biodiversity	MAINTAIN	DS 009
Consumption of electricity within the LGA	DECREASE	DS 003
The volume of drinkable water used in the Blue Mountains LGA each year	DECREASE	DS 140
Amount of waste per person going to landfill	DECREASE	DS 067
Total waste generation per person (includes recycling, green waste and landfill etc)	DECREASE	
Proportion of waste diverted from landfill	INCREASE	
Proportion of Blue Mountains dwellings with solar panel connections	INCREASE	DS 141
Greater Blue Mountains World Heritage listing is retained	RETAIN	
No coal seam gas extraction or exploration in Blue Mountains LGA	MAINTAIN	
Hours of bush regeneration volunteer work completed in the Blue Mountains	MAINTAIN	DS 004
Amount of grant funding received by the Council for environmental projects	INCREASE	DS 016

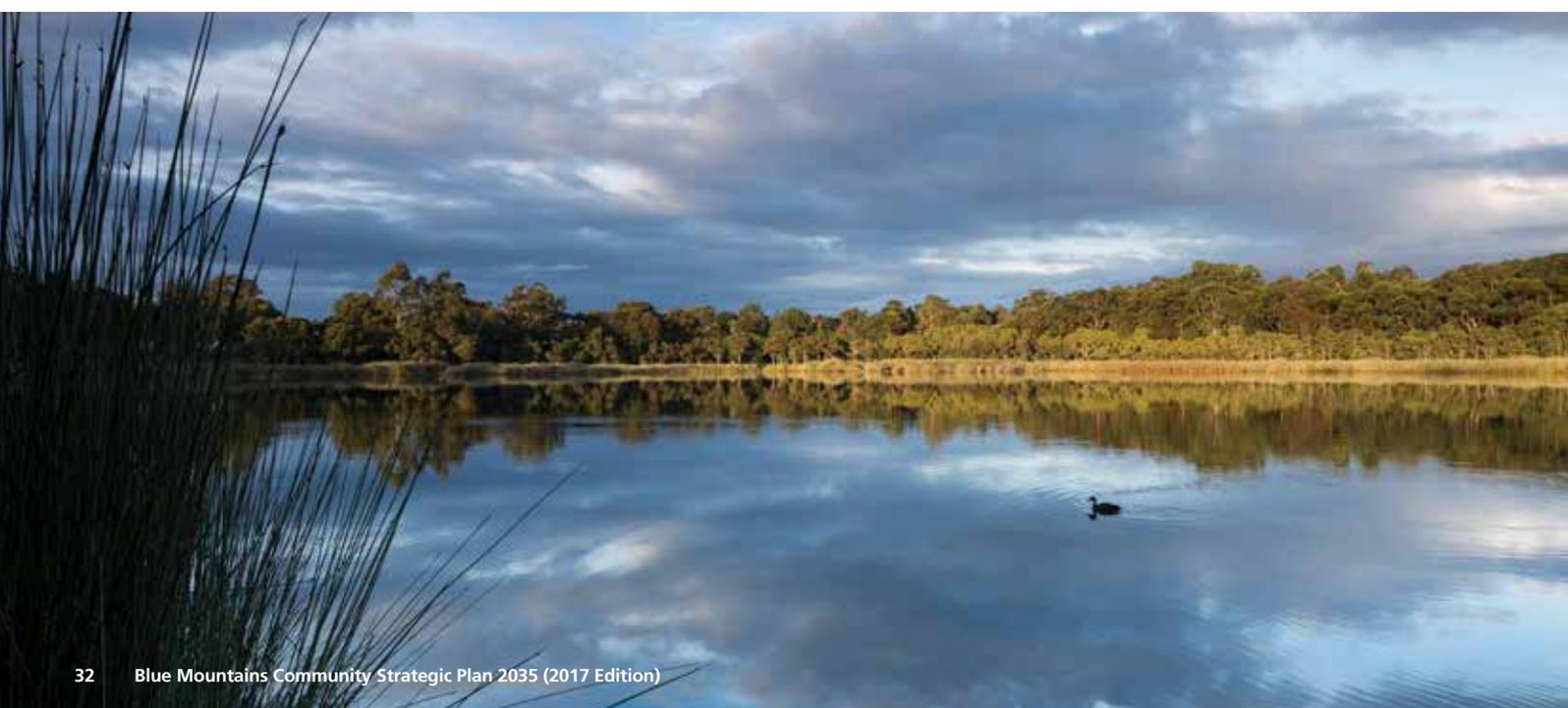


our actions

protect objective 2.1

The condition, health and diversity of native flora, fauna, habitat, ecosystems, waterways, water catchments and groundwater are maintained and enhanced

Strategies	Key Responsibility	Council Response 2017-2021
2.1.a Protect and manage the City's natural areas and the flora and fauna, ecological communities and ecosystems they support	<ul style="list-style-type: none"> NSW Government: NPWS Council: provide, partner 	Deliver the High Priority Conservation Areas Restoration Program
2.1.b Protect, maintain and enhance the City's natural waterways, water catchments and groundwater	<ul style="list-style-type: none"> NSW Government: NSW Water Council: provide, partner 	Develop and commence delivery of the Water Sensitive City Strategy
2.1.c Minimise and mitigate the impacts of urban development	<ul style="list-style-type: none"> Council: provide, facilitate 	Manage Pest species to reduce impacts
		Implement the Stormwater Renewal and Upgrade Program
2.1.d Restore and rehabilitate degraded and disturbed land	<ul style="list-style-type: none"> Landholders Council: provide 	Implement Degraded Lands Restoration Program
2.1.e Advocate to other levels of government for no coal seam gas extraction in the City of Blue Mountains and the Greater Blue Mountains World Heritage Area	<ul style="list-style-type: none"> NSW Government Community Council: advocate 	Advocate for no coal seam gas extraction



protect objective 2.2

Resources are used and managed in an environmentally responsible way

Strategies	Key Responsibility	Council Response 2017-2021
2.2.a Encourage responsible resource use and low consumption environmentally aware lifestyles	<ul style="list-style-type: none"> NSW Government NGOs Council: provide, facilitate 	Implement Blue Mountains City Council Waste Avoidance and Resource Recovery Strategy engagement and education strategies
2.2.b Minimise waste – avoid, reduce, recycle and reuse	<ul style="list-style-type: none"> NSW Government Council: provide, deliver 	Implement Blue Mountains City Council Waste Avoidance and Resource Recovery Strategy
2.2.c Conserve, manage and recycle water as a valuable resource using an integrated water management approach	<ul style="list-style-type: none"> NSW Government: Sydney Water Community Council: deliver 	Develop and commence delivery of the Blue Mountains Water Sensitive City Strategy
2.2.d Reduce energy consumption and increase the use and storage of renewable energy	<ul style="list-style-type: none"> NSW Government Community Council: deliver 	Implement the Carbon Action Plan

protect objective 2.3

The community and all levels of government work together to protect the Greater Blue Mountains World Heritage Area

Strategies	Key Responsibility	Council Response 2017-2021
2.3.a Ensure that the City's Local Environmental Planning instruments continue to protect the unique environmental values of the Blue Mountains	<ul style="list-style-type: none"> Council: deliver, facilitate 	Maintain and implement the Blue Mountains Local Environment Plan
2.3.b All levels of government and community work together to protect the Greater Blue Mountains World Heritage Area	<ul style="list-style-type: none"> Australian Government NSW Government: NPWS Community Council: partner 	Manage impacts of urban development
2.3.c Improve the recognition and conservation of natural area heritage assets including Aboriginal, environmental and built assets in natural areas	<ul style="list-style-type: none"> Council: facilitate 	Implement the Natural Environment Program

protect objective 2.4

Traditional owners and the broader Aboriginal community are supported to connect to, care for and benefit from Country

Strategies	Key Responsibility	Council Priority 2017-2021
2.4.a Work in partnership with Traditional Owners and other Aboriginal communities to Care for Country by respecting, sharing and incorporating traditional Indigenous knowledge	<ul style="list-style-type: none"> Traditional Owners Aboriginal communities Council: partner 	<p>Work in partnership with Traditional Owners and Aboriginal communities to achieve priority outcomes</p> <p>Implement Gundungurra Indigenous Land Use Agreement and develop other agreements in consultation with Traditional Owners</p>

working together

Council role

- Manage and protect Council-managed bushland areas
- Manage and protect waterways
- Provide waste management and resource recovery services
- Lobby to protect the environment and maintain World Heritage Area status
- Support conservation volunteer networks including Bushcare, Landcare, Streamwatch, Trackcare, Cragcare and Bush Backyards.

Community role

- Develop Bushfire Plan and maintain property
- Participate in local conservation program groups: bushcare, landcare, swampcare, trackcare or streamwatch
- Maintain noxious and environmental weed free status of land holding
- Reduce, reuse, recycle and compost
- Adopt low consumption, environmentally aware lifestyles

Others who help us get there

- NSW Government: Office of Environment and Heritage: National Parks and Wildlife Service
- NSW Government: Department of Primary Industries: Lands
- NSW Government: NSW Water and Sydney Water
- NSW Government: Greater Sydney Local Land Service
- NSW Government: State Emergency Service, Rural Fire Service, Fire and Rescue NSW
- NGOs: Local Aboriginal Land Councils, Aboriginal organisations,
- NGOs: World Heritage Advisory Committee; Greater Blue Mountains World Heritage Institute
- Private Sector: Tourism operators
- Private Sector: Bush regeneration and land management businesses



care

**an inclusive, healthy
and vibrant city**

care

an inclusive, healthy
and vibrant city

together we care

An inclusive, healthy and vibrant city is concerned with the well-being of all residents.

It plans for and meets diverse needs, providing people with access to basic resources required to live. Diversity enriches the city and makes it more exciting and vibrant. The fair distribution of resources fosters a stable and healthy community. Better health for all is promoted through preventative action and early intervention, provision of accessible local health services and through supporting people to live active healthy lifestyles. Sustainable food initiatives that improve access to fresh local produce, are supported. Community expression, creativity and cultural development are encouraged. Learning is understood to be a life-long enriching process.

our aspirations and aims

We value our strong connected and inclusive communities that support people throughout their lives, from childhood to old age. Blue Mountains people have fair and equitable access to essential services and facilities.

We have safe, healthy environments in which people of all ages, abilities and socio-economic backgrounds can live, work and play. Our residents have access to a range of housing that meets diverse needs and is affordable. Our ageing population is cared for and supported. We have stemmed the outflow of younger people from the City through provision of exciting opportunities for working and learning. Building on our rich cultural heritage and inspirational unique natural environment, we are a recognised centre of culture and creativity.

**By 2035 we are a more inclusive,
healthy and vibrant City**



our values

values

outcomes we want

community

- Strong, connected communities
- Diverse and harmonious communities
- Feeling of belonging

quality of life

- Accessible services and facilities
- Village atmosphere
- Safe community and low crime rate

resilience

- Ability to cope with shocks and change
- Volunteer organisations remain strong
- Residents are prepared for bushfire risk

family focus

- Facilities and activities that welcome children and support their needs
- A good place to raise children with access to nature
- More families choosing to move to the Blue Mountains

services, including health and education

- Fair and equitable access to facilities for community and culture
- Adequate and high quality aged care and disability services
- High quality, modern hospital and health services for residents and visitors

opportunities for young people

- Opportunities for work and education for young people
- More young people choosing to remain in, or to move to, the Blue Mountains

cultural heritage

- Cultural heritage is valued
- The rich Aboriginal heritage of the Blue Mountains is respected and valued

creativity

- Arts, culture, festivals and events are diverse, well organised and well supported
- Creativity is encouraged and artists continue to live in the Blue Mountains

active living

- Recreation opportunities are available for all residents
- Town centre design encourages walking

our challenges

challenges

outcomes we want

the topography of the blue mountains and age and duplication of facilities

- Efficient, fair and equitable provision of services
- Services that are accessible to residents of all abilities.

ageing of the population

- Services and appropriate housing for residents who want to age in place

natural disasters

- Resilient communities that are able to support each other and bounce back from shocks
- Community facilities and services that are able to provide support in the event of a natural disaster

lack of affordable housing

- Housing that provides residents with affordable housing options

homelessness

- Services that support the transition from homelessness to stable housing

climate changes

- Facilities that provide relief from extreme climate events

healthy and affordable food choices

- Community access to healthy affordable food choices
- Local food initiatives - including for example community, schools and household gardening and permaculture activities



our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Blue Mountains ranking on Index of Relative Socio-Economic Disadvantage	IMPROVE	DS 054
The percentage of developmentally vulnerable young children in the Blue Mountains LGA	DECREASE	DS 103
Proportion of residents who have someone outside of their immediate family to turn to in a time of crisis	MAINTAIN	DS 024
Proportion of residents who feel they belong to the community in which they live	MAINTAIN	DS 021
Proportion of residents who feel that the quality of life and wellbeing in the Blue Mountains is improving	MAINTAIN	
Proportion of residents who volunteer	MAINTAIN	DS 114
Proportion of Blue Mountains residents who feel that they are in good health	MAINTAIN	DS 109
Proportion of Blue Mountains residents who smoke	DECREASE	DS 053
Proportion of Blue Mountains residents who are obese	DECREASE	DS 108
Retention of younger people - percentage of the Blue Mountains population aged under 50 years	INCREASE	DS 010
Services and facilities for people at different life stages – Gap between resident satisfaction with and importance ratings for Council service provision	MAINTAIN	DS 134



our actions

care objective 3.1

Blue mountains communities are safe, caring, diverse and inclusive

Strategies	Key Responsibility	Council Response 2017-2021
3.1.a Facilitate community access to cultural and community services and facilities that meet needs and support health and wellbeing	<ul style="list-style-type: none"> NSW Government NGOs Council: provide, facilitate 	Implement the Blue Mountains City Council Community Facilities Strategy
3.1.b Implement community development initiatives that address the needs of the vulnerable and disadvantaged	<ul style="list-style-type: none"> NSW Government NGOs Council: provide, facilitate 	Implement priority community development initiatives
3.1.c Facilitate programs that use the contribution, strengths and skills of the community to build social networks, connections and cohesion	<ul style="list-style-type: none"> NSW Government NGOs Council: facilitate 	Facilitate initiatives that build social connections and cohesion
3.1.d Support development of a child, youth and family friendly city that attracts young people and families to live and stay in the Blue Mountains	<ul style="list-style-type: none"> NSW Government Council: facilitate 	Implement the Child and Youth Plan and support the Stronger Families Alliance
3.1.e Support creation of a diverse, inclusive, safe and caring Blue Mountains where service providers consider needs of different life stage groups and other specific groups including: Aboriginal and Torres Strait Islanders; people with a disability; culturally and linguistically diverse people; and people of diverse sexualities	<ul style="list-style-type: none"> Australian Government: NDIS NSW Government Council: advocate 	Implement, monitor and review the Blue Mountains Disability Inclusion Action Plan
3.1.f Provide for the ageing of our population and ensure that the needs of older residents are included in planning	<ul style="list-style-type: none"> Council: facilitate 	Implement the Blue Mountains Ageing Strategy
3.1.g Foster and promote volunteering programs that support the City's community, cultural, recreational and environmental priorities	<ul style="list-style-type: none"> Council: facilitate 	Strengthen community and Council partnerships that support priority action areas
3.1.h Implement initiatives that support the Blue Mountains being a leader and model for reconciliation with Aboriginal and Torres Strait Islander people	<ul style="list-style-type: none"> Council: facilitate 	Implement the Aboriginal Advisory Committee Strategic Plan

Care objective 3.2

The Blue Mountains community is healthy and active

Strategies	Key Responsibility	Council Response 2017-2021
3.2.a Facilitate community access to recreational and sporting services and facilities that meet needs and support health, wellbeing and an active lifestyle	<ul style="list-style-type: none"> Council: provide 	Meet the open space and recreation facilities requirements of the Disability Discrimination Act
		Identify and promote active living opportunities
3.2.b Support increased community participation in physically active, fit and social lifestyles, including provision of supporting infrastructure	<ul style="list-style-type: none"> Council: provide 	Implement the Blue Mountains Open Space and Recreation Strategy
		Plan and deliver a program of District Park upgrades

Care objective 3.3

The Blue Mountains community is resilient and prepared for natural disasters

Strategies	Key Responsibility	Council Response 2017-2021
3.3.a Promote and encourage bushfire and emergency management preparedness	<ul style="list-style-type: none"> NSW Government Council: partner 	Implement best practice bush fire management on Council-managed land
3.3.b Support and partner with emergency services and community organisations to deal with threats to the city	<ul style="list-style-type: none"> NSW Government: RFS and SES Council: partner 	Continue to maintain formal relationships with the Rural Fire Service and the State Emergency Service
3.3.c Plan for natural disasters and improve the resilience of communities and systems within the City in adapting and responding to bushfire, storms, flooding, hail and other climate-related natural disasters	<ul style="list-style-type: none"> NSW Government Council: provide, partner 	Participate in the Resilient Sydney initiative and identify ways of strengthening resilience within the Blue Mountains
		Implement flood risk management planning as part of Integrated Catchment Plans

care objective 3.4

The Blue Mountains is a centre of culture, creativity and life-long learning

Strategies	Key Responsibility	Council Priority 2017-2021
3.4.a Strengthen and promote the Blue Mountains as a City of the Arts within a World Heritage Area and a centre of culture and creativity	<ul style="list-style-type: none"> Council: provide, facilitate, partner 	Implement the City of Blue Mountains Cultural Strategy Blue Mountains Cultural Centre and the Blue Mountains Theatre and Community Hub managed and maintained so that they continue to be high quality and well used facilities
3.4.b Support and encourage partnerships to facilitate life-long learning for people of all ages and abilities	<ul style="list-style-type: none"> NSW Government Council: provide 	New library programs facilitate learning in a technological and social context
3.4.c Provide community access to library and information services that provide enriching experiences and places for people to relax, study and come together	<ul style="list-style-type: none"> Council: provide 	Broaden the library collection for information and cultural value

working together

Council role

- Deliver programs and services that support our community in all stages of life
- Provide community facilities
- Provide facilities that support active living choices
- Provide library services
- Coordinate and promote arts and cultural programs

Community role

- Be physically active – walk, cycle or play a sport
- Enjoy local parks, pools, sportsgrounds and walking tracks
- Participate in celebrations and events
- Maintain friendly relationships with neighbours
- Volunteer
- Know what to do in an emergency
- Use local libraries

Others who help us get there

- NSW Government: NSW Family and Community Services
- NSW Government: NSW Sport and Recreation
- NSW Government: Arts NSW
- NSW Government: Health NSW - Nepean Blue Mountains Local Health District
- NSW Government: NSW Education and Training Department
- NSW Government: NSW State Emergency Service
- NSW Government: NSW Rural Fire Service
- NSW Government: NSW Police Force
- NGOs: Neighbourhood Centres
- NGOs: Aboriginal Community and Resource Centre
- NGOs: Mountains Community Resource Network
- NGOs: Home and Community Care
- NGOs: Great Community Transport
- NGOS: Wentworth Community Housing
- Private sector: artists and creatives and art galleries and businesses supporting artists and creatives
- Private sector: health care service providers
- Private sector: education providers



live

a liveable city

live

a liveable city

together we live

A liveable city provides safe, healthy and vital spaces and places for people of all ages and abilities.

Through creative planning and design, the development of vibrant places is fostered. The liveable city encourages community interaction and connection and facilitates people living close to where they work. Centralising population close to public transport uses land and infrastructure more efficiently. Local heritage and places of natural, cultural and historical significance, that have intrinsic value to the community, are retained and enhanced. Liveable cities promote development on a human scale and have distinct and attractive towns and streetscapes.

our aspirations and aims

We take pride in the character and distinct identities of our towns and villages. Our cultural and built heritage is important. We use our land to live in harmony with our surrounding World Heritage environment. Through innovative urban planning we have created a hierarchy of well-designed settlements that connect residents to services and facilities they need. We have created vibrant liveable places and spaces for people of all ages and abilities to live, work and play.

Affordable and well-designed housing options, relevant to diverse community needs, are available. Within the capacity of our natural and built environments, we have encouraged sustainable development in centres with access to public transport, required infrastructure, services and facilities.

By 2035 we are a more liveable City



our values

values

outcomes we want

character of our towns and villages

- Towns and villages with distinct identities
 - Towns and villages that are well maintained
 - Towns and villages with economic opportunities for small business and employment
-

sustainable and energy efficient building design

- Housing and developments that integrate energy efficiency and sustainable design
 - Increased use of renewable energy in our towns and villages
-

vibrant, liveable and safe places and spaces

- Places to live, work and play
 - Innovative urban design and planning that supports liveable and beautiful spaces
 - Safe communities, towns and villages
-

living in harmony with the environment

- Bushland between urban areas retained
 - Development on a human scale
-

cultural and built heritage

- Local heritage and places of natural, cultural and historical significance are retained and enhanced by the active use of appropriate conservation methods
-

affordable and well-designed housing

- Housing that supports the diverse needs of our community
 - Housing that young people can afford to rent and buy
 - Housing of different sizes
-

our challenges

challenges

outcomes we want

bushfires and other natural disasters

- A more resilient City and community – well prepared and able to respond and recover from natural disasters
- Community and assets protected from bushfires and natural disasters

pressure for change and growth

- Understanding of the significant contribution of natural, built and cultural heritage in enriching our lives and City
- Development is appropriate and minimises environmental impact
- Blue Mountains character is retained

ageing built infrastructure

- The City and the community has the infrastructure it needs
- Required built infrastructure within our towns and villages is well maintained and managed

vandalism

- Civic pride that encourages respect for community assets
- Graffiti free surroundings

lack of housing diversity

- Housing that can meet the needs of our population at different life stages that is affordable, accessible and well designed

maintaining built character in face of changing state government regulations

- Local character values are maintained

our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Town and Village Atmosphere – Gap between resident satisfaction and importance rating	DECREASE	DS 008
Protection of heritage values and buildings – Gap between resident satisfaction and importance rating	MAINTAIN	DS 037
Diversity in housing size and type	INCREASE	DS 064
Occupancy rates of dwellings	INCREASE	DS 084
Managing residential development – Gap between resident satisfaction and importance rating	DECREASE	DS127
Proportion of vacant shops in Katoomba and Springwood town centres	DECREASE	DS 143
Clean, safe and healthy living environments – Gap between resident satisfaction and importance rating	MAINTAIN	DS115
Proportion of residents who believe their neighbourhood is a safe place to live	MAINTAIN	DS 046



our actions

Live objective 4.1

City planning drives the creation of vibrant and well-designed places and spaces for people to live, work and play.

Strategies	Key Responsibility	Council Response 2017-2021
4.1.a Foster appropriate investment and development to support revitalisation of towns, villages and key visitor destination sites	<ul style="list-style-type: none"> Council: plan, advocate, facilitate 	Develop master plans to guide land use and infrastructure provision in town centres and major sites
4.1.b Strengthen the liveability and vibrancy of towns and villages through well-designed place-based planning	<ul style="list-style-type: none"> Council: plan, provide 	Develop and implement a town centre improvement program Implement place based planning in consultation with community
4.1.c Develop a local spatial planning framework for the City that reinforces the development of a hierarchy of sustainable towns and villages delivering services and facilities to the community	<ul style="list-style-type: none"> Council: plan 	Develop a Local Strategic Planning Statement

Live objective 4.2

The distinctive qualities of towns and villages are maintained and local identity and a sense of pride is strengthened

Strategies	Key Responsibility	Council Response 2017-2021
4.2.a Improve city presentation to meet community expectations for clean, safe and well-presented public spaces, towns and villages	<ul style="list-style-type: none"> Council: plan, provide 	Implement City Presentation improvement programs and initiatives
4.2.b Implement initiatives and partnerships that strengthen local identity, sense of place and pride	<ul style="list-style-type: none"> Chambers of Commerce and Town and Village Associations Council: provide, facilitate, partner 	Support partnerships between the Council and the community that maintain beautification of towns and villages
4.2.c Implement initiatives that reduce crime, vandalism and graffiti and improve safety in towns and villages	<ul style="list-style-type: none"> NSW Government Chambers of Commerce and Town and Village Associations Council: partner 	Review and implement the Blue Mountains Crime Prevention Plan

live objective 4.3

The impact of development on the natural and built environment is well managed

Strategies	Key Responsibility	Council Response 2017-2021
4.3.a Contain development within the existing development footprint and retain bushland between towns and villages	<ul style="list-style-type: none"> Council: plan, regulate 	Implement the Blue Mountains Local Environment Plan and Development Control Plan
4.3.b Reduce impacts from existing and new urban development on the environment	<ul style="list-style-type: none"> Development industry Council: regulate, facilitate 	Implement the Blue Mountains Local Environment Plan and Development Control Plan
4.3.c Encourage existing and new development to apply sustainable and efficient use of resources	<ul style="list-style-type: none"> NSW Government Council: partner 	Implement the Blue Mountains Local Environment Plan and Development Control Plan
4.3.d Preserve, maintain and enhance the City's unique character, and its built, natural and cultural heritage and local history	<ul style="list-style-type: none"> Council: regulate, plan, facilitate 	Complete Heritage Inventory Review for the Local Environmental Plan
		Prepare Heritage Asset Audit and Review the Blue Mountains City Council Heritage Strategy
		Work in partnership with Traditional Owners and Aboriginal communities on preservation and maintenance of key sites



live objective 4.4

The City's housing meets the diverse needs of the community

Strategies	Key Responsibility	Council Response 2017-2021
4.4.a Support provision of a range of housing choices to meet diverse needs, including adaptable and well-designed medium density and infill development to facilitate housing affordability and ageing in place	<ul style="list-style-type: none"> NSW Government: Greater Sydney Commission Council: plan, regulate 	Develop and implement a Blue Mountains City Council Local Housing Strategy
4.4.b Undertake broad approaches to facilitate affordable housing	<ul style="list-style-type: none"> Australian Government NSW Government: Greater Sydney commission Council: partner 	Develop and implement a Blue Mountains City Council Local Housing Strategy
4.4.c Ensure that services are in place to support the transition from homelessness to stable housing	<ul style="list-style-type: none"> Australian Government NSW Government Council: partner 	Develop and implement a Blue Mountains City Council Local Housing Strategy

working together

Council role

- Planning for the city
- Processing development applications
- Place management of town centres
- Managing town centre infrastructure
- Ensuring a high quality of city presentation

Community role

- Shop locally
- Be active in commenting on development applications, masterplans and strategies
- Enjoy local entertainment options
- Volunteer

Others who help us get there

- NSW Government: Greater Sydney Commission
- NSW Government: NSW Planning and Environment
- NSW Government: Office of Environment and Heritage
- Private Sector: Blue Mountains Regional Business Chamber
- Private Sector: Chambers of Commerce
- Private Sector: Town and Village Associations
- Private Sector: development and construction industry



move

an accessible city

move

an accessible
city

together we move

An accessible city makes it easy for people of all ages and abilities to move around and access services and facilities, work and recreation. It provides accessible pathways of travel leading to accessible places and spaces.

An accessible built environment is well designed and inclusive. It benefits everyone, increasing their participation in the community and in the local economy. The environmentally friendly accessible city maximises sustainable choices for moving around – reducing reliance on cars and promoting less polluting means of transport such as public transport, walking and cycling.

our aspirations and aims

We value safe, well-planned and accessible pathways of travel for all, that improve our connections with destinations and each other.

We have sustainable choices for safe and environmentally friendly transport, including networks of pathways for cycling and walking integrated with reliable and accessible public transport services and facilities. The needs of commuters have been considered resulting in enhanced, more frequent and better integrated transport services and improved commuter parking facilities.

Through better management and creative urban design, the Great Western Highway is a safe, accessible and beautiful space that adds to our local amenity, economy and World Heritage identity.

By 2035 we are a more accessible City



our values

values

outcomes we want

public transport

- Public transport maximises ability to meet community needs
- Good connections to other parts of Sydney and better integration of bus and rail timetables
- More frequent train services, especially at night
- More bus routes and higher bus frequencies
- Buses available on weekends
- Increased capacity at peak times

safety

- Public transport systems that are safe at all times
- Residential streets that are safe for children
- Pedestrian access points across the Great Western Highway are improved
- Improved access for emergency services

choice

- Options for those unable to access private and public transport are available

accessibility

- Older people and people with physical disability can access facilities and key locations
- Key facilities and services clustered at high accessibility locations
- Public spaces upgraded to improve accessibility

connections

- Safe and connected local road network
- Local alternatives to the Great Western Highway
- Safe and connected routes for pedestrians and cyclists

great western highway transport corridor

- Rail line used for freight
- Great Western Highway is a model transport corridor with high quality urban design
- Respectful driver behaviour especially through residential areas

environmentally friendly transport

- Environmentally sustainable construction and maintenance of roads
- Transport options are available that encourage more environmentally friendly travel patterns

tourism

- Transport network supports tourism and balances tourist and resident needs e.g. adequate luggage space on public transport

our challenges

challenges

outcomes we want

increase in road freight

- The Great Western Highway is safe and quiet
- Rail line used for freight

reduced number of public transport services

- Train and bus times that are frequent and support community travel needs including for night-time travel

tourism success is likely to increase parking and traffic management stress

- Tourism potential to benefit local economy is captured without compromising residential amenity
- Adequate parking and appropriate traffic management is available

maintenance of transport infrastructure

- Essential transport infrastructure maintained effectively

maintenance of the quality of urban amenity of the great western highway

- The Great Western Highway is a well maintained parkway with a high level of visual amenity

under-utilisation of public transport

- Increased use of public transport services by residents and visitors

maintenance of the heavy rail network

- Weekend rail travel not discouraged by maintenance of the heavy rail network

our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Proportion of residents who travel to work on public transport	INCREASE	DS 035
Annual levels of train use by Blue Mountains residents	INCREASE	DS 086
Accessible railway stations	INCREASE	DS 058
Railway stations with bike lockers	INCREASE	DS 014
Length of cycle ways in the Blue Mountains	INCREASE	DS 029
Footpaths - Gap between resident satisfaction and importance rating	DECREASE	DS 060
Safe pedestrian access at shops and community facilities – Gap between resident satisfaction and importance rating	MAINTAIN	DS 038
Sealed roads - Gap between resident satisfaction and importance rating	DECREASE	DS 071
Traffic safety - Gap between resident satisfaction and importance rating	DECREASE	DS 070
Heavy vehicle volumes passing through Blue Mountains	DECREASE	DS 139
Reported vehicle crashes and casualties in the Blue Mountains LGA	DECREASE	DS 087



our actions

move objective 5.1

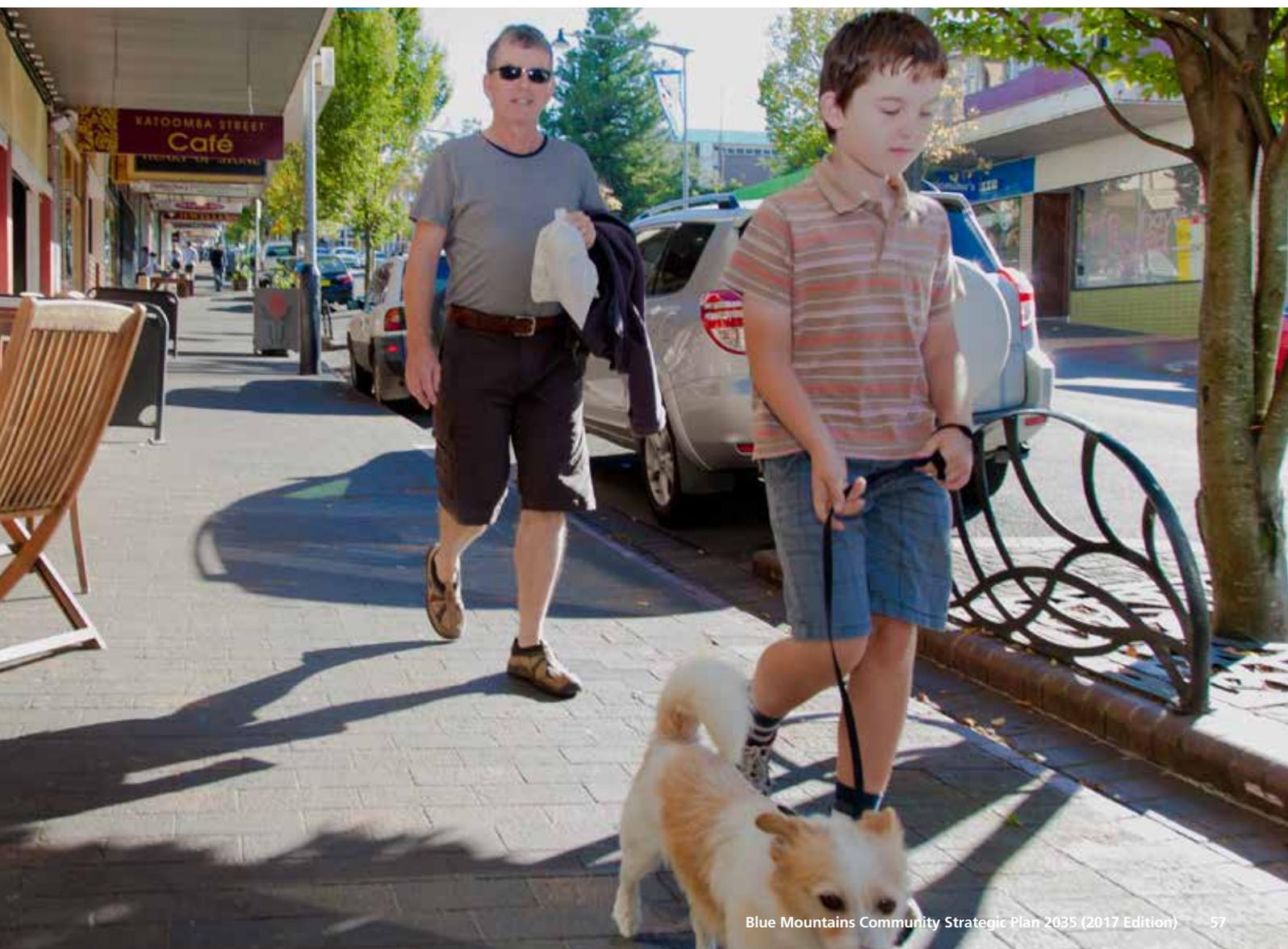
The City has an integrated, accessible and sustainable transport network

Strategies	Key Responsibility	Council Response 2017-2021
5.1.a Support development of an integrated, accessible, affordable and linked public and private transport network that meets the needs of pedestrians, cyclists, vehicles, emergency vehicles and freight	<ul style="list-style-type: none"> NSW Government Council: provide, facilitate 	Finalise and implement the Integrated Transport Strategy for the Blue Mountains
5.1.b Promote transport solutions for those unable to access private and public transport options	<ul style="list-style-type: none"> NSW Government Council: provide, advocate 	Finalise and implement the Integrated Transport Strategy for the Blue Mountains
5.1.c Ensure developments and facilities are accessible to people with a disability, including accessible pathways of travel leading to accessible facilities	<ul style="list-style-type: none"> Building owners and developers Council: regulate, provide, facilitate 	Improve accessibility within the City
5.1.d Improve management of the impact of truck freight movements on the Blue Mountains	<ul style="list-style-type: none"> Community Council: advocate 	Implement the Blue Mountains Heavy Vehicle Drive Neighbourly Agreement
		Advocate for greater use for rail freight
5.1.e Support the provision of vehicle parking that meets the needs of the City	<ul style="list-style-type: none"> Council: provide, facilitate 	Prepare plans for managing parking at key tourist precinct sites
		Implement Blackheath Village Parking Options and Leura Tourist bus parking plan

move objective 5.2

The City has a safe, well designed and maintained network of roads

Strategies	Key Responsibility	Council Response 2017-2021
5.2.a Improve the safety, amenity and linkages of the local road network	<ul style="list-style-type: none"> Council: plan, provide 	Implement town centre, transport & public access infrastructure related projects
5.2.b Complete the upgrade and widening of the Great Western Highway west of Katoomba so that it delivers improved safety, accessibility and amenity	<ul style="list-style-type: none"> NSW Government: Roads and Maritime Service 	Roads and Maritime Service action
5.2.c Develop transport links between towns and villages for vehicles (including emergency vehicles), cyclists and pedestrians other than the Great Western Highway	<ul style="list-style-type: none"> Council : plan, provide, advocate 	Implement town centre, transport & public access Infrastructure related projects



move objective 5.3

The City has an integrated, accessible public transport network with good connections within the city and to the Greater Sydney Region

Strategies	Key Responsibility	Council Response 2017-2021
5.3.a Advocate for improved rail and bus services	<ul style="list-style-type: none"> Community Council: advocate 	Finalise and implement the Integrated Transport Strategy for the Blue Mountains

move objective 5.4

The City has a pedestrian and cycleway network that supports active movement and access to centres and facilities

Strategies	Key Responsibility	Council Response 2017-2021
5.4.a Provide safe and accessible active transport networks that will improve connectivity and encourage increased confidence in walking and cycling	<ul style="list-style-type: none"> Council: plan, provide, advocate 	Deliver the Blue Mountains Pedestrian Access and Mobility Plan and Blue Mountains Bike Plan
		Deliver the Footpath Renewal Program

working together

Council role

- Plan for development of integrated, accessible and sustainable transport network
- Provide and maintain local road network
- Provide and maintain cycleways and footpaths
- Advocate for access and connections in both road and public transport system
- Support accessibility of new buildings
- Retrofit Council buildings to improve accessibility

Community role

- Use public transport wherever possible, especially for the journey to work and school
- Use active transport (walking and cycling) especially to access local services
- Drive and park carefully

Others who help us get there

- NSW Government: Roads and Maritime Service
- NSW Government: Train Link and Sydney Trains: divisions of Transport NSW
- NGOs: Community transport
- Private sector: Local Bus companies
- Private Sector: Taxi companies
- Private sector: Building Owners and Developers



thrive

**an economically
sustainable city**

thrive

an economically
sustainable city

together we thrive

An economically sustainable city facilitates a diverse, robust and environmentally friendly local economy that benefits local residents.

Sustainable businesses and industries that have minimal impact on the natural environment are encouraged and supported.

A vibrant city encourages and facilitates a variety of sustainable industries, enterprises and businesses.

our aspirations and aims

We value business and industries that support the needs of our community and are in harmony with our surrounding World Heritage environment. People of all ages are attracted to work, live and study in the Blue Mountains.

Through responsible economic development we have strengthened and diversified our local economy, creating growth in employment and educational opportunities. In doing this we have built on our inherent strengths and advantages in being a City with rich cultural and natural heritage surrounded by a World Heritage Area and a creative City of the Arts. We are a leader in sustainable tourism and visitor destination management.

**By 2035 our local economy is stronger
and more sustainable**



our values

values

outcomes we want

diversified, strong and sustainable local economy

- Strong and diversified economy
- A high proportion of residents are able to find suitable work within the City
- Successful and sustainable local industries and businesses

access to jobs in the region and within the blue mountains

- Good connections to jobs in the region, particularly Penrith
- Growth in numbers and diversity of jobs in the region
- More local employment opportunities

young people living and working here

- A healthy balance of people of different age and life stages

business and industry in harmony with environment

- Sustainable businesses and industries with minimal environmental impacts
- The City is recognised as a leader in sustainability and environmental management

greater blue mountains world heritage area and the heritage character within the blue mountains towns, villages, built and natural landscapes as key tourism drivers

- High level of recognition of the World Heritage status of the Greater Blue Mountains by residents and visitors
- Opportunities provided by the World Heritage Area and the heritage character of the Blue Mountains towns, villages, built and natural landscapes are realised
- Sustainable tourism

growing contribution of small businesses to the local economy

- The number of successful small businesses in the Blue Mountains increases
- Small businesses have access to required infrastructure and support

our challenges

challenges

outcomes we want

impacts from increased number of tourists on local amenity, services and infrastructure

- Increased tourist visitation contributing positively to the local economy without reducing resident amenity
- Tourist dollar better captured to fund required upgrade and improvements in infrastructure, facilities and services to cater for growing visitation

large numbers of commuters: social and economic impacts

- More residents are able to work locally within the City of Blue Mountains or in nearby accessible regional centres
- Improved public transport services for Blue Mountains commuters

inadequate infrastructure

- Infrastructure is provided and maintained to attract and retain home, small and larger businesses
- Digital infrastructure supports ability of residents to work remotely

lack of educational opportunities

- Educational campuses that provide options for local residents, particularly young people, and build on the natural advantages of the city and region

ageing population and workforce

- Older workers maintain skills and continue to work
- Younger people remain or move here with the skill mix needed to support local business

lack of ready workforce for key local sectors e.g. hospitality and accommodation

- Local people are ready with the required skills to take up local job opportunities
- Partnerships between business and educational institutions target integrated skills

our performance

State of City Progress Measures	Desired Trend	State of City Data Sheet (DS)
Total number of visitors to the Blue Mountains each year	INCREASE	DS 104
Average length of visitor stay	INCREASE	DS 104
Total tourist expenditure	INCREASE	DS 104
Domestic visitors to Blue Mountains National Park	INCREASE	DS 080
Gross Regional Product	INCREASE	DS 073
Unemployment rate	DECREASE	DS 025
The number of households with a broadband internet connection	INCREASE	DS 065
Proportion of residents who work in the Blue Mountains Local Government Area	INCREASE	DS 001
Vacant shops in Katoomba and Springwood	DECREASE	DS 143
Highest educational qualification achieved by Blue Mountains residents	INCREASE	DS 006



our actions

thrive objective 6.1

The City's economy is diverse, vibrant, strong and environmentally sustainable with increased local employment

Strategies	Key Responsibility	Council Response 2017-2021
6.1.a Diversify and strengthen the range of sustainable industries and businesses and local employment opportunities in the Blue Mountains	<ul style="list-style-type: none"> Private Sector Council: regulate, facilitate 	Implement the Blue Mountains City Council Economic Strategy
6.1.b Support and strengthen local businesses and their contribution to local employment growth	<ul style="list-style-type: none"> Council: facilitate, partner 	Continue working with the Office of Small Business to become an even more small business friendly council
6.1.c Improve capacity and resilience for local businesses to respond to natural disaster and economic downturn	<ul style="list-style-type: none"> NGO: BMEE Council: plan, provide, facilitate, advocate 	Develop and implement the Blue Mountains City Council Events Attraction Strategy
6.1.d Implement economic development strategies that benefit local priority groups, including Aboriginal people, and provide local employment opportunities	<ul style="list-style-type: none"> NSW Government Council: facilitate 	Facilitate and support initiatives that improve local economic opportunities for Aboriginal people
6.1.e Develop partnerships with government, peak business and tourism organisations	<ul style="list-style-type: none"> Council: facilitate, partner 	Work with Regional Strategic Alliance to implement the Regional Tourism Strategy



thrive objective 6.2

The City of Blue Mountains has a strong identity that builds on its natural and built heritage and creative strengths as a City of the Arts and a City surrounded by a World Heritage Area

Strategies	Key Responsibility	Council Response 2017-2021
6.2.a Attract and assist industry development that is aligned with the strengths and advantages of the Blue Mountains including sustainable tourism, creative arts and education	<ul style="list-style-type: none"> NSW Government NGO: BMEE Council: facilitate, partner 	Implement the Blue Mountains City Council Economic Strategy
6.2.b Enhance existing, and establish new networks and nodes of informal and formal learning and research, including online learning opportunities	<ul style="list-style-type: none"> NSW Government: NSW Department of Education and Training Council: advocate 	Advocate for establishment of new centres of learning in the Blue Mountains
6.2.c Leverage off the unique identity of the Blue Mountains as a City of the Arts in a World Heritage Area	<ul style="list-style-type: none"> NGO: BMEE Council: facilitate 	Implement the City of Blue Mountains Cultural Strategy
6.2.d Create a cohesive brand and marketing for the City of Blue Mountains	<ul style="list-style-type: none"> Council: Plan 	Implement the Blue Mountains City Council Economic Strategy
		Implement the Blue Mountains Destination Management Plan

thrive objective 6.3

The City's infrastructure supports diverse and sustainable economic development

Strategies	Key Responsibility	Council Response 2017-2021
6.3.a Provide and advocate for the infrastructure required to support sustainable economic development	<ul style="list-style-type: none"> Council: plan, provide, advocate 	Develop and implement the Priority Infrastructure Plan for the city
6.3.b Improve options for flexible working arrangements within the city	<ul style="list-style-type: none"> NGO: BMEE Council: advocate 	Advocate for resources and funding to establish Smartwork Hubs in the Blue Mountains

thrive objective 6.4

The Blue Mountains is a leader of sustainable tourism and destination management within a World Heritage Area

Strategies	Key Responsibility	Council Response 2017-2021
6.4.a Ensure local infrastructure, facilities and services supporting tourist visitation have required capacity to meet projected increases in tourist numbers	<ul style="list-style-type: none"> Council: plan, provide, advocate 	Implement the Blue Mountains Destination Management Plan
		Deliver Visitor Information Centres upgrade
		Implement the Blue Mountains City Council Visitor User Pays Strategy and manage increasing visitor numbers at major tourist destinations
6.4.b Balance enhancing the tourist experience with maintaining local amenity for residents	<ul style="list-style-type: none"> Council: plan, provide 	Implement the Blue Mountains Destination Management Plan
6.4.c Facilitate the development of sustainable tourism that delivers local benefits – socially, environmentally, culturally and economically	<ul style="list-style-type: none"> NGO: BMEE Council: advocate 	Advocate for tourism development that delivers local benefits
6.4.d Market and promote the Blue Mountains as a unique national and international visitor destination	<ul style="list-style-type: none"> NGO: BMEE Council: plan, facilitate and advocate 	Work with the Regional Strategic Alliance on the regional tourism marketing entity
		Implement the Blue Mountains City Council Economic Strategy
		Implement the Blue Mountains Destination Management Plan

working together

Council role

- Promote the Blue Mountains
- Support the Blue Mountains Economic Enterprise
- Manage Tourist Parks at Blackheath and Katoomba as commercial activities
- Advocate for required and improved infrastructure, facilities and services
- Manage points of tourist interaction/ provide amenities
- Process development applications

Community role

- Shop locally
- Seek to work locally
- Maintain skills and continue life-long learning
- Enjoy local entertainment options

Others who help us get there

- NSW Government: NSW Department of Industry, Skills and Regional Development
- NSW Government: NSW Department of Education and Training
- NSW Government: Destination NSW
- NGO: Blue Mountains Economic Enterprise
- Private Sector: Blue Mountains Regional Business Chamber
- Private Sector: Chambers of Commerce
- Private Sector: Town and Village Associations
- Private Sector: all Blue Mountains Visitors



tracking our progress

Tracking our progress is important. This Community Strategic Plan presents a number of State of City measures that we will use to assess our progress in achieving our Community Vision of becoming a more sustainable and successful Blue Mountains.

In 2016 we reported progress over the four years from 2012 - 2016 in implementing our Community Strategic Plan in the *State of City: End of Council Term Report 2012- 2016*. Including:

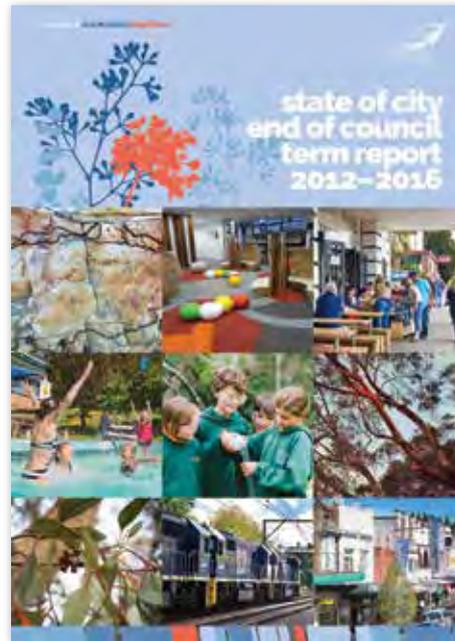
- State of City Trends
- Progress made by the Council in implementing the Community Strategic Plan.

The State of City Report provided feedback on the progress of the City in becoming more sustainable as well as the progress made by the Council in implementing each objective of the Community Strategic Plan. The report included comprehensive State of City trend data showing key social, environmental and economic trends impacting on the City.

These trend data sheets can be viewed at: www.sustainablebluemountains.com.au

Going forward, the Council will continue to track the progress of the City in becoming more sustainable and successful – socially, environmentally, economically and in terms of civic leadership. In 2020 the Council will prepare *State of City: End of Council Term Report 2016-2020* that sets out the achievements of the community and Council in implementing this Community Strategic Plan. This report will also include updated State of City trends.

Each year the Council produces an Annual Report that also reports on achievements in implementing the Community Strategic Plan and the Council's four year Delivery Program.





appendices



community strategic plan

link to nsw state plan

Identified below is how we see our Key Directions aligning with the NSW Government's State and Premiers Priorities and the draft West District Plan

	Lead	Protect	Care	Live	Move	Thrive
State Priorities						
1. Strong Budget and Economy	✓			✓		✓
2. Building Infrastructure				✓	✓	
3. Protecting the Vulnerable			✓	✓		
4. Better Services	✓		✓		✓	
5. Safer Communities			✓		✓	
Premiers Priorities						
1. Creating Jobs						✓
2. Building Infrastructure						✓
3. Reducing Domestic Violence			✓			
4. Improving Service Levels in Hospitals			✓			
5. Tackling Childhood Obesity			✓			
6. Improving Education Results			✓			
7. Protecting Our Kids			✓			
8. Reducing Youth Homelessness			✓			
9. Driving Public Sector Diversity	✓					
10. Keeping Our Environment Clean				✓		
11. Faster Housing Approvals				✓		
12. Improving Government Services	✓					
Draft West District Plan Actions						
Implementation And Monitoring	✓					
Productivity				✓		✓
Liveability			✓	✓		
Sustainability	✓	✓	✓	✓	✓	✓

blue mountains sustainability model





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