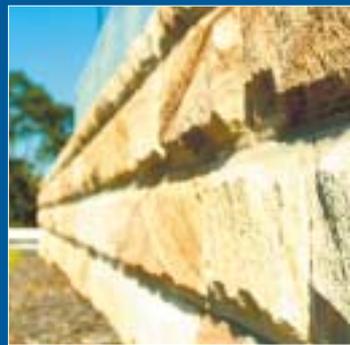
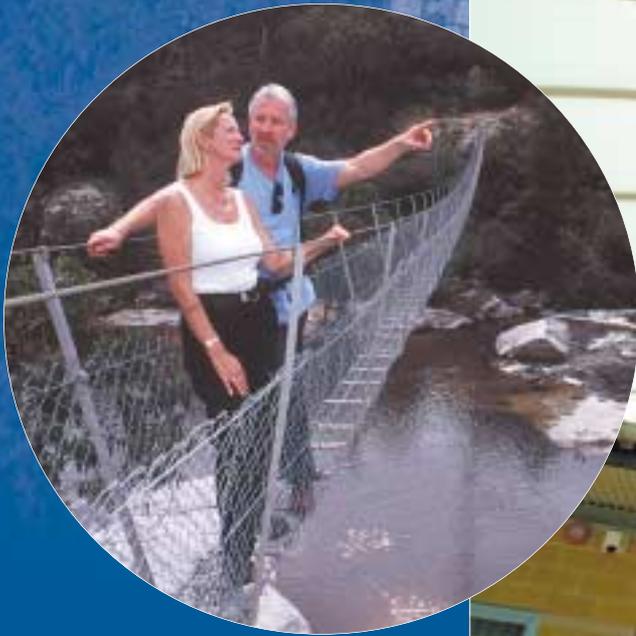


Infrastructure Strategy

BUILDING A BETTER FUTURE



Towards a More Sustainable Blue Mountains

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Executive Summary

This *Draft Infrastructure Strategy* has been developed to identify priorities and infrastructure needs to enable the Blue Mountains to realise its 25 year Vision.

This vision was developed and adopted by Council in a document titled *“Towards a More Sustainable Blue Mountains- A Map for Action 2000-2025”* following extensive community consultation. The *“Map”* sets out the vision, principles and outcomes that are critical to the Blue Mountains. The role of physical infrastructure was identified in the *“Map”* as a key to their achievement.

An Action Plan is included in this draft strategy. This plan sets out specific actions that will individually and collectively lead to the resolution of priority infrastructure gaps over the next eight years. The actions will allow Blue Mountains City Council to take leadership in addressing infrastructure issues relating to their own assets, as well outcomes by others such as State or Federal Government and the private sector. Experience shows that Councils are more likely to be successful if they have a strategic approach to their advocacy.

The *Draft Infrastructure Strategy* provides a set of principles, priorities and actions that will allow Council to take leadership in positioning the Blue Mountains for a sustainable future. The actions have been grouped into those that will be undertaken in three time frames:

- The 2004/05 Financial Year
- The 2004/08 BMCC Management Plan period.
- The 2009/12 BMCC Management Plan period.

The unique nature of the Blue Mountains in terms of its World Heritage environment, rugged terrain, physical shape and scale and regional context have been key criteria in the development of the *Draft Infrastructure Strategy* and Action Plan.

In addition, the need to position the Mountains so that it can take advantage of, and not fall victim to the rapidly changing world economic environment is seen as important. Global competition and the emergence of businesses that can change rapidly to adapt to the future economy are a reality. The Strategy and its Action Plan seek to be flexible and proactive rather than relying strongly on the marketplace for long term physical infrastructure.

Council are undertaking Strategic Asset Management planning (SAM) and a Long Term Financial Strategy. These have been identified as key tools in managing its own assets sustainably and positioning Council to achieve identified strategic infrastructure outcomes over the mid to longer term. It is not of benefit to the community to build new assets if those that already exist can not be maintained and reach an unusable condition. SAM will assist Council to be a good and strategic steward of its assets.

A sustainable future is the pivotal principle in the 25 year Vision. The Infrastructure Strategy has been developed based on the projected population and development scenario envisaged in DLEP 2002 and LEP 1991. Council's planning and actions must contribute to outcomes that contribute equally to environmental, social and economic benefits. The *Infrastructure Strategy* and its actions have been developed to achieve these triple bottom line objectives and equip Council to take leadership in addressing the infrastructure priorities for the future.



Purpose

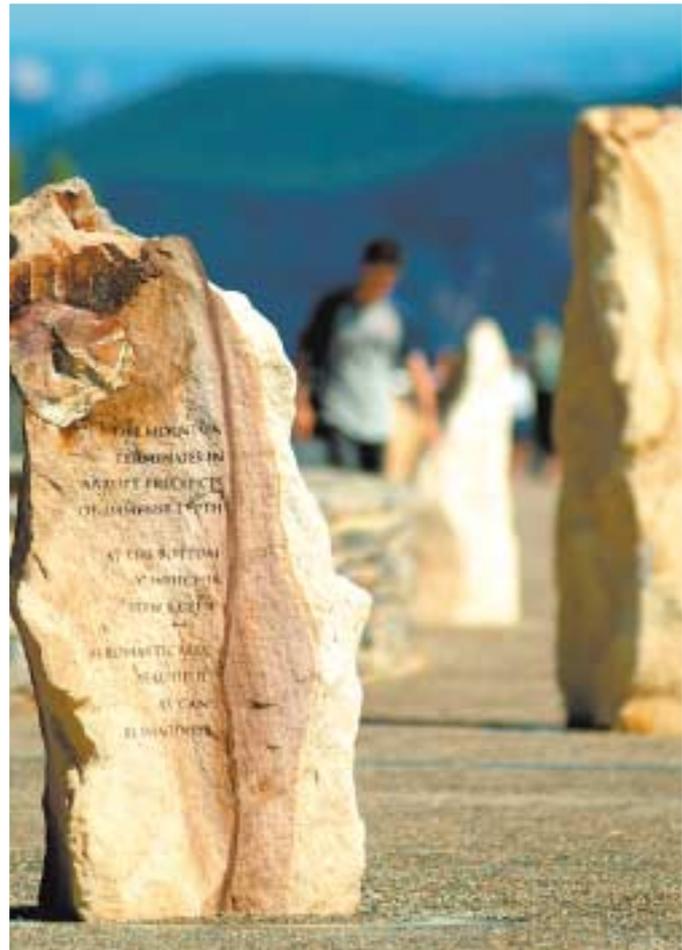
The purpose of this Infrastructure Strategy is to establish an Infrastructure Action Plan that can be pursued over the next eight years to address the infrastructure needs that are important to the Blue Mountains.

In July 2003, Council adopted the community endorsed 25-year strategy for the City. The 25 year outcomes, objectives and priority actions for moving towards a more sustainable future are presented in *“Towards a More Sustainable Blue Mountains- A Map for Action 2000-2025”*. This *Map* provides a common guide for all Blue Mountains stakeholders – community, Council and external agencies - for implementing the 25 year City Vision.

In addition the *2004/08 Management Plan* identifies a number of priority areas and its Objectives and Milestones set out how Council will address those priorities.

Without a strategy for its achievement, a vision is merely a dream.

This strategy is important to the Blue Mountains. It will provide a plan for action and enable focused effort to be applied to the gaps that exist in the built infrastructure of the Blue Mountains. It looks across the whole spectrum of built infrastructure rather than looking at only specific issues or assets. The *Map for Action* identified that appropriate infrastructure is critical to a sustainable future and the achievement of the community's adopted vision.



The Vision

*In 2025 we live in vibrant, healthy communities.
Our towns and villages are distinctive and contained.
We have maintained the bush between our settlements and protected the World Heritage environment that surrounds us.
Our local economy is strong and diversified, providing employment and educational opportunities appropriate to our location in a World Heritage area.
We promote safe accessible and environmentally responsible ways for people to get where they need to go.
Caring for each other, we sustain our communities.
We recognise all Blue Mountains people especially our children and young people in whom we inspire the values that will create a more sustainable future.
We use our available resources wisely, ensuring their fair distribution.
We celebrate the rich creativity, culture and heritage of the Blue Mountains.
People of all cultures and backgrounds are respected and enjoy equal rights.
We acknowledge the Aboriginal presence in the Blue Mountains.
We have enhanced our Blue Mountains identity while forging strong regional partnerships.
Our civic and community leadership and governance are inspirational – at one with community.
The Blue Mountains is recognised nationally and internationally as a centre of excellence for learning about sustainable living and sustainable communities.*



The Blue Mountains is an amazing environment, blessed with natural assets and recognised as a World Heritage area. It also has a rich and creative human fabric and its towns and villages have character and identity that mark the Mountains as a unique and beautiful place to live and visit.

However, to build on this foundation and position the Blue Mountains for a sustainable future in a rapidly changing world, leadership is required to address shortcomings. For example, the quote below touches on some of the aspirations revealed in the 25 year vision consultative process.

“I think of the Mountains as a place I leave. I leave to go to Uni, I leave to go out at night, I leave to go shopping, I’ll have to leave to get a job and I will probably have to leave to buy a house. What I would hope for the younger people of 2025 is a place where they can stay in to do more things.”

YOUNG BLUE MOUNTAINS RESIDENT

The Blue Mountains Infrastructure Strategy proposes a map for working positively toward a sustainable future as it relates to and depends upon infrastructure.



What is Infrastructure?

Infrastructure can mean many things to different people. For the purposes of this strategy the term infrastructure will include **basic built assets that provide a structural foundation for the community.**

This strategy will consider infrastructure that is the responsibility of Blue Mountains City Council and also that, which is the responsibility of others. For the purposes of clarity, **infrastructure that is Council's responsibility will be referred to as infrastructure assets and that provided by or owned by others as infrastructure.**

The reason for including infrastructure that is not the direct responsibility of Council is so that effective leadership in advocating and stimulating its provision and maintenance can occur. In other words, ensuring that Council advocates for the aspirations of the community and acts as a coordinator with local ownership.

Clearly, the means by which important infrastructure can be achieved changes if its provision is Council's responsibility and therefore more directly under its control.

This strategy therefore proposes different approaches to infrastructure assets and infrastructure.



Background



The Blue Mountains is a “City for Visitors”. The spectacular natural beauty of the Mountains has resulted in it being a tourist destination of national and international significance.

Infrastructure must contribute to and support cultural and economic outcomes as well as protecting the ecosystems and unique quality and character of the Mountains.

The Blue Mountains is a “City on the Edge”. It is a unique and special place. It is relatively close to Australia’s largest city and in fact is a part of greater Sydney. At the same time it is located outside the “urban fringe”. It may be regarded by some Sydneysiders as too remote for daily interaction and is stretched across a rugged and extensive landscape.

The physical and spatial characteristics of the Blue Mountains have resulted in a special blend of self-containment and relative isolation together with a dependency on its proximity to Sydney, the western slopes and the region.

Any consideration of the role of infrastructure in terms of the City’s vision must therefore embrace the realities of the Blue Mountain’s location and regional context.

The Blue Mountains is a “City in a World Heritage National Park”. The physical characteristics of the Mountains and the fragile relationship between human settlement and the natural environment are so special that it is recognised internationally as a World Heritage area. This both greatly constrains and offers opportunities and responsibilities. These opportunities, realities and accountabilities must be foundational in any examination of the infrastructure needs of the Mountains.

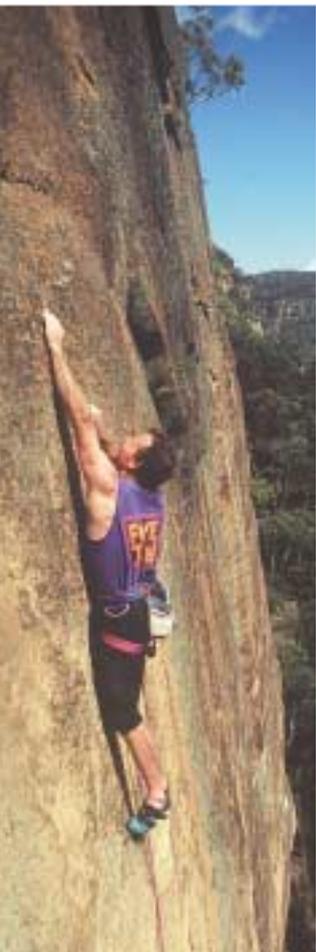
The Blue Mountains is a “City at Risk”. The rugged nature of the Blue Mountains

environment contributes to it being vulnerable to a range of emergency risks. Bush fires, extremes in weather and the access restrictions implicit with a linear settlement pattern contained along a narrow corridor and ridges necessitate that the Infrastructure Strategy considers emergency management.

The Blue Mountains is a “City as a Bridge”. Essential road and rail transport connection between the Sydney region and coastal seaboard with the central west region places pressures and impacts on the Blue Mountains community and environment. However, the transport corridor also provides a lifeline for the Blue Mountains community, allowing access for local people both within the 100km corridor over which its towns and villages stretch and to services and employment outside the region. The role of infrastructure in facilitating accessibility, while managing the impacts of transport is important.

The Blue Mountains is a “City Divided”. The uniqueness of the Mountains has resulted in a rich and diverse community. An examination of its demographics reveals that there is great diversity in its people in a range of areas such as economic circumstances, education, etc. Even the transport corridor physically divides the villages and towns that make up the Blue Mountains community.

It is well known that there are significant differences in the aspirations, world views and values of the community. Access to services and employment varies greatly for residents of different areas of the Mountains. However, a value that generally binds its people is that the Blue Mountains is unique and special and of such value that it must be protected and carefully managed.



Development of the Strategy

Development of an Infrastructure Strategy for the Mountains must therefore be appropriate and sympathetic to the aspirations and values of the community. **The City's adopted 25 year Vision and supporting plan titled Towards a More Sustainable Blue Mountains- A Map for Action 2000-2025 has therefore been a key measure and guide for the development of this Infrastructure Strategy.** The extensive community involvement and ownership of the Vision and Map for Action has provided a solid foundation for the Strategy.

The 2004-2008 Management Plan has been shaped by the elected Councillors and responds to the community's expressed views. It sets the principles and objectives that will guide the actions and business of Blue Mountains City Council over the next four years. The 2004-2008 Management Plan has shaped this Infrastructure Strategy and future Management Plans will be able to respond to the Strategy and provide a longer-term continuity to the achievement of key infrastructure. The Infrastructure Strategy has also been developed based on the projected population and development scenario envisaged in (Draft) LEP 2005 and LEP 1991.

Being a city of 27 dispersed settlements stretched along 100km of ridgeline necessitates consideration of ways to reduce duplication of infrastructure and services in every town. The financial implications of this duplication reinforce the importance of approaches such as the development of service centres and promoting transport linkages between towns.

It is widely recognised that the world and its economic and social environment is rapidly changing. Distances and borders are no longer as important as they were in the past.

Global competition and the emergence of businesses that can change rapidly to adapt to the "new economy" are a reality.

While this can have negative impacts on smaller economies it can also offer opportunities for regions. It is the view of commentators that there will be new winners and losers in the global economy. Regions need to be positioned to maximise their likelihood of being winners in a sustained way. The Blue Mountains is arguably well placed to be a winner.

In the past, the premise that in terms of economic growth, position is everything, now needs to be redefined. Close proximity to customers and services is much less critical as telecommunications and the "e-economy" explode. Many analysts including Prof. Ed Blakely in his keynote address to the recent *Sydney Futures Forum* claim that desirable location for business is increasingly being influenced by lifestyle choices. Combined with the growing prominence of small adaptable business structures, the extraordinary quality of the Blue Mountains environment and community could be argued to be attractive to the types of business and employment that will be sustainable and competitive in the future economy.

Research by the UWS¹ has shown that in the year 2000, at least 2,500 home based businesses (out of a total of over 7,000 businesses) were operating in the Blue Mountains LGA. These home based businesses were found to be a stable economic sector with over 68% being in operation for over 5 years and 92% being either moderately or highly successful. The role of infrastructure and land use planning that supports sustainable, new economy based business in a changing world is therefore critical.

¹ Blue Mountains Business Information Booklet 2003. BMCC



Identifying Priorities

Demands for additional or improved infrastructure can be endless. Clearly resources are finite and not everything desired can be provided or even maintained. In addition, some infrastructure may work against community values or create negative impacts on the economic, social or natural environment. It is therefore important to identify which infrastructure gaps have a high priority so that resources and effort are directed toward those most beneficial to the community.

To address the challenge of identifying what infrastructure is important to the Blue Mountains community, the Vision, Values and Outcomes nominated through the 25 year Vision community consultation process in “Towards a More Sustainable Blue Mountains- A Map for Action 2000-2025” (Attachment A) have been used as a filter.

The Vision is reproduced earlier in this document and the Values are as follows:

LOOKING AFTER ENVIRONMENT

We value our surrounding bushland and the World Heritage National Park. Recognising that the Blue Mountains natural environment is dynamic and changing, we look after and enjoy the healthy creeks and waterways, diverse flora and fauna and clean air. Living in harmony with the environment, we care for the ecosystems and habitats that support life in the bush and in our backyards. We conserve energy and the natural resources we use and reduce environmental impacts by living sustainably.

LOOKING AFTER PEOPLE

We value our strong connected communities that support people throughout their lives from childhood to old age. We have safe, healthy environments in which people can live, work and play. Blue Mountains people have access to an appropriate range of services and facilities. Housing that is relevant to our population is available. Young people in the Blue Mountains have hope for the future. We nurture our sense of community through interacting and helping each other.

USING LAND FOR LIVING

We use our land to live in harmony with the environment. We have created vibrant liveable places and spaces for people of all ages and abilities to meet and play. We value the distinct identities of our villages and towns and the bushland between them. Our cultural and built heritage is important. Within the capacity of our natural and built environments, we have encouraged development in larger town centres where there is access to public transport. Through innovative urban design and planning, the Blue Mountains has become a place renowned for its liveable and beautiful spaces.

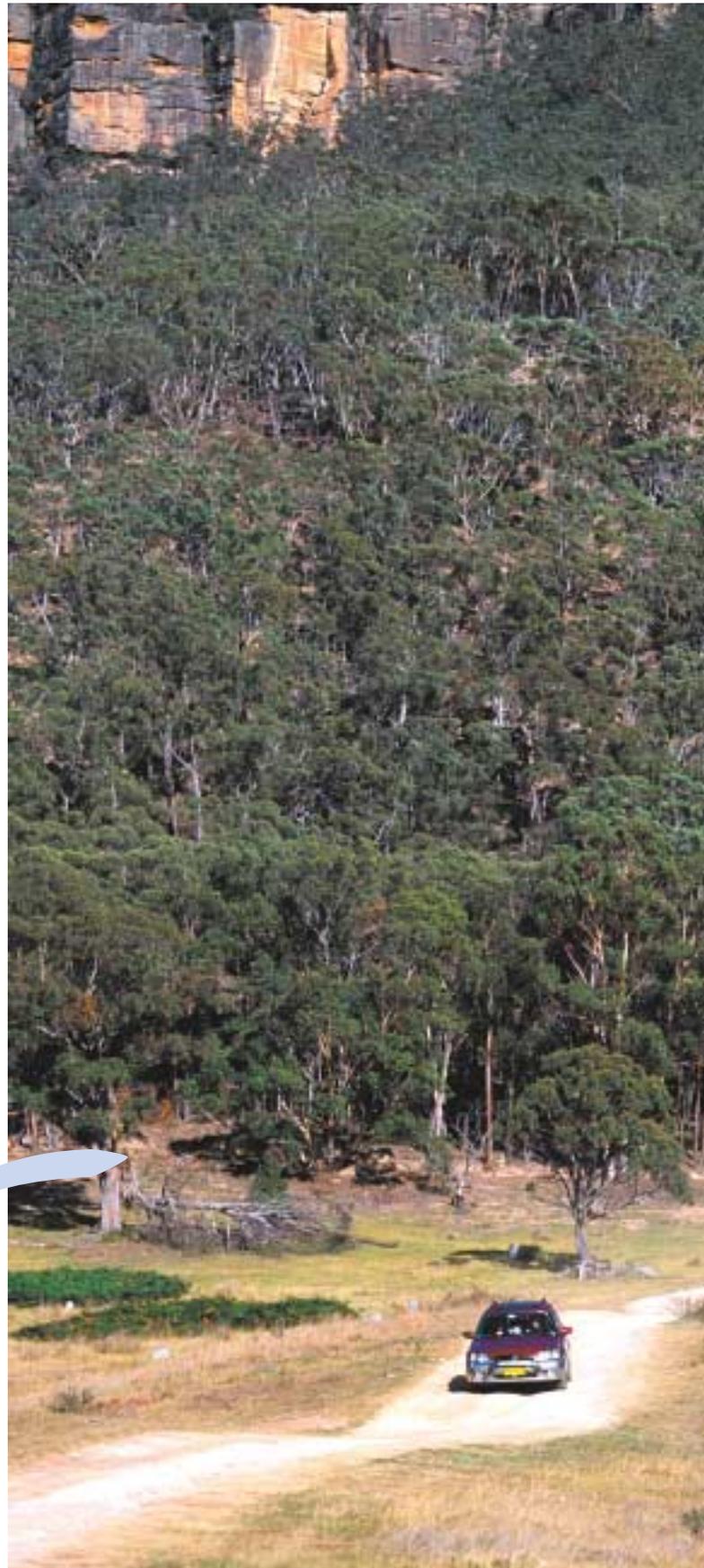
MOVING AROUND

We value safe and accessible pathways of travel that improve our connections with our destinations and each other. We have choices for safe and environmentally friendly transport, including networks of walkways and cycleways integrated with reliable and accessible public transport. Through better management and creative urban design, the Great Western Highway is a safe and beautiful space that adds to our amenity and World Heritage identity.

WORKING AND LEARNING

We value business and industries that are in harmony with our World Heritage environment. We are recognised as a centre of excellence for sustainability that creates significant employment and educational opportunities. Through responsible economic development we have strengthened our local economy. We are a leader in sustainable tourism practices. Young people are attracted to work, live and study in the Blue Mountains. Building on our rich cultural landscape and inspirational natural environment, we are an exciting centre of culture and creativity.

These values were used to test the strategic importance of identified infrastructure gaps. For example, the importance of businesses that are sustainable into the future and are compatible with the nature and sensitivity of the Mountains is recognised in a number of the Values above. Therefore, infrastructure that facilitates sustainable economic development while not impacting negatively on the environment would be considered to have priority.





Sustainability

In addition to testing possible infrastructure needs against the community's adopted values, it is critically important that infrastructure decisions and the actions taken to achieve them are sustainable.

To be sustainable there is a need to ensure that they:

- promote the efficient and effective use of resources;
- deliver equity for the present and future generations;
- avoid, mitigate and remedy any impact on the environment;
- promote the creation of livable communities with a sense of place and identity.

Questions needing to be addressed include:

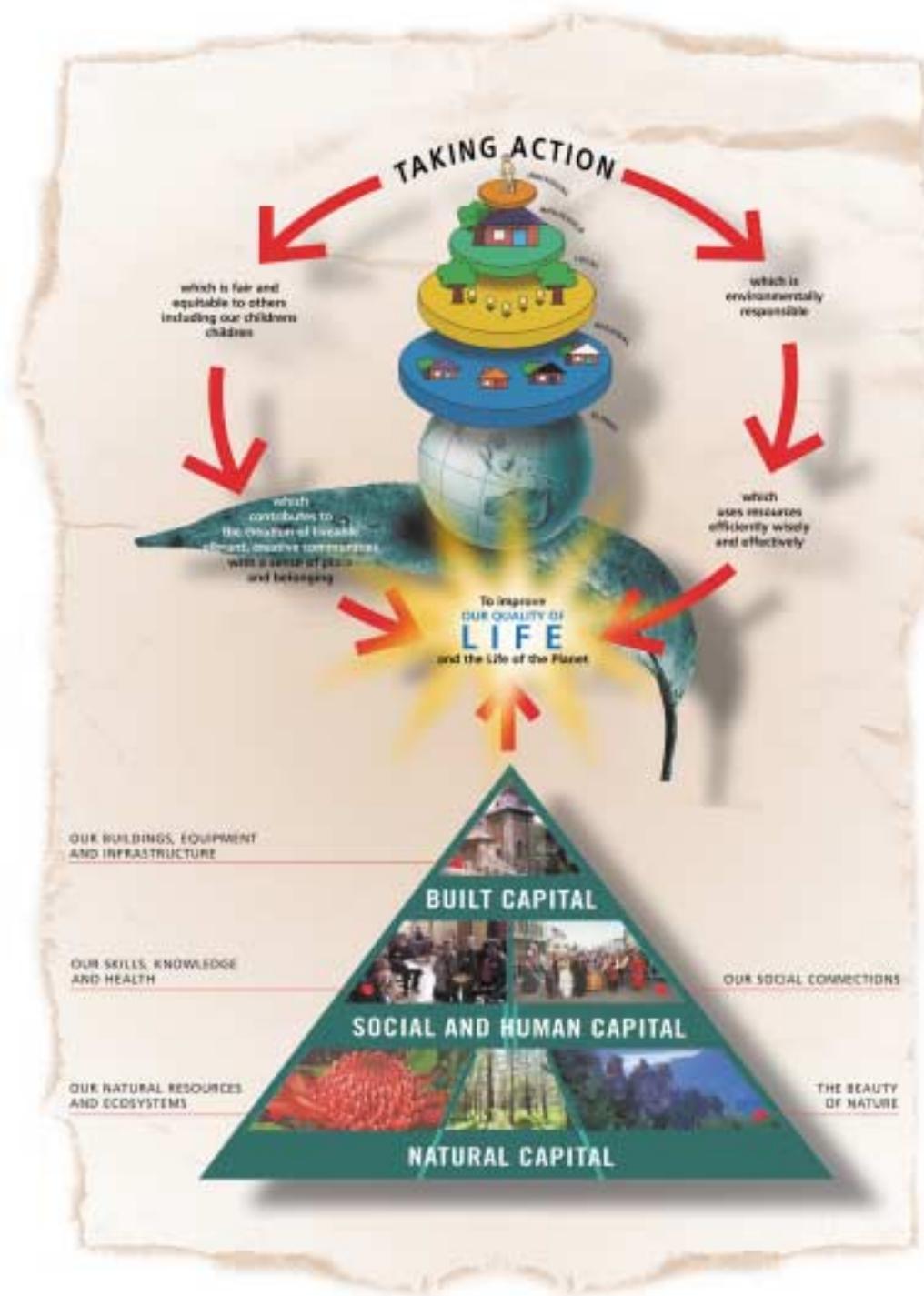
- Are the types of infrastructure built or preserved, those that will continue to serve the community into the future?
- Can they be maintained or renewed given the limited resources available to the community?
- Do they create effects or impacts that erode the quality of our natural environment?
- Do they assist in preserving the values celebrated in the World Heritage listing?
- Does the method of maintaining or constructing this infrastructure have local or global impacts environmentally, socially or economically?

These are the types of questions that are vitally important if the Blue Mountains community is to build a lasting sustainable future and if built assets and infrastructure that support quality of life, are to be strengthened rather than eroded.

Therefore, the actions and infrastructure gaps identified in the Strategy seek to satisfy the need for sustainability. However, considering sustainability cannot be confined to decisions about what to build. It needs to be applied to all of the decisions, actions and practices throughout the life cycle of assets.

This strategy has been prepared in recognition that significant and continual advances need to continue in establishing sustainability into Blue Mountains City Council's business practices. Sustainability has also been and will increasingly be a critical criterion in the actions relating to what Council seeks from other agencies and organisations. For example, any work with Sydney Water in regard to treating effluent will have environmental objectives as the priority, while seeking to ensure that solutions pursued are practical, economically viable and equitable.

The diagram on page 13 seeks to illustrate the connection between the actions and decisions made by communities and individuals in terms of local, regional and global sustainability.



Council's Infrastructure Assets

As discussed earlier, infrastructure serving the Blue Mountains community includes two types of infrastructure. That owned and managed by Council and that which is the responsibility of others. Different approaches by Council to these two different groups of built infrastructure are therefore necessary.

The Asset Renewal Gap

The issues and problems facing BMCC in monitoring and renewing its infrastructure assets are common to most local governments in NSW and nationally. Restrictions on the revenue available to Councils and an increasingly wider range of services and quality being expected by the community and handed across from other levels of government, means that the ability to maintain its infrastructure assets is increasingly challenging.

Cost shifting from State and Federal Government to Local Government is recognised and a recent House of Representatives Standing Committee examined its implications. Its report can be found at <http://www.aph.gov.au/house/committee/efpa/localgovt/>

The fact that local government infrastructure assets are not being maintained and renewed at a sustainable level that will ensure their availability to future generations is a matter of significant concern and is recognised across Australia as a common problem. A recent report from South Australia <http://www.sainfrastructure.com/> gives valuable insight into the state of asset management in that state. New South Wales and the other states are in a similar situation.

Therefore the provision and sustainable retention of Council owned infrastructure assets for the Blue Mountains is not just a matter of identifying priorities for future new infrastructure assets. Addressing the way in which infrastructure assets are managed and how budget decisions are made about existing and new infrastructure assets is also critical.

Put simply, it is not of benefit to the community to build new infrastructure assets if those that already exist are not able to be maintained and as a result, reach an unusable condition. Council needs to be a good and strategic steward of what it manages on behalf of the community.

In relation to Council's infrastructure assets, this strategy therefore has a significant focus on a number of management initiatives that will improve the management of its infrastructure assets as well as guiding how it makes decisions about its funding allocation in the budget.



Key Council Asset Issues

An Infrastructure Needs Summary was developed that identified a range of asset types as well as gaps in the infrastructure currently existing in the Mountains. Some of these gaps and issues relate to infrastructure owned by others and have been discussed in the following section.

The key issue in regard to Council's infrastructure assets is not what needs to be provided, but how to avoid losing what it has established, over time at significant effort and cost. Some may not even need to be kept. In fact, the need to manage its infrastructure assets well is a foundation upon which rests the ability to provide new facilities for the community in the future.

Accordingly a Strategic Asset Management planning (SAM) project is identified as a critical exercise for Council. This is a relatively lengthy and detailed task and requires Asset Management Plans to be prepared for each of Council's asset classes. The need for this body of work to be undertaken has been recognised for some time and has been reinforced throughout the development of this Strategy. Accordingly, rather than wait for this Infrastructure Strategy to be completed, the Asset Management Planning project commenced early in 2004 and is proceeding strongly.

More discussion of the SAM project is included later in this document.

The SAM project will include review of not only how infrastructure assets are being managed but also what priorities and service levels the community believes should apply. Therefore, rather than identify priorities in this strategy, the actions required to implement and complete the SAM project are listed as strategic and critical. Recommendations and decisions relating to specific Council infrastructure assets will flow from the consultation and preparation of each of the Individual Asset Management Plans. These will be progressively brought to Council over the life of the project.

Some of the issues relating to Council's infrastructure assets include:

- The ageing road network - Pressure to construct new road pavements and related infrastructure exists. In direct competition for funds is the significant proportion of the paved road network that is nearing the end of its practical life and will require a major program (and future ongoing programs) of preventative maintenance.
- Stormwater systems and runoff – The quality of our streams, the World Heritage Listed National Park, the Hawkesbury /Nepean River system and Sydney's water catchment are affected by runoff, erosion and other issues. Stormwater systems and runoff need to be considered within a whole of catchment context with reference to DIPNR's " Catchment Blueprint" . While significant water quality infrastructure has been implemented through the Urban Runoff Program, many other problem areas exist and the effectiveness of the existing infrastructure relies on suitable maintenance. Resources to maintain are limited and new facilities add to the maintenance burden. Ageing infrastructure and issues relating to discharges over privately owned lands are also an issue.

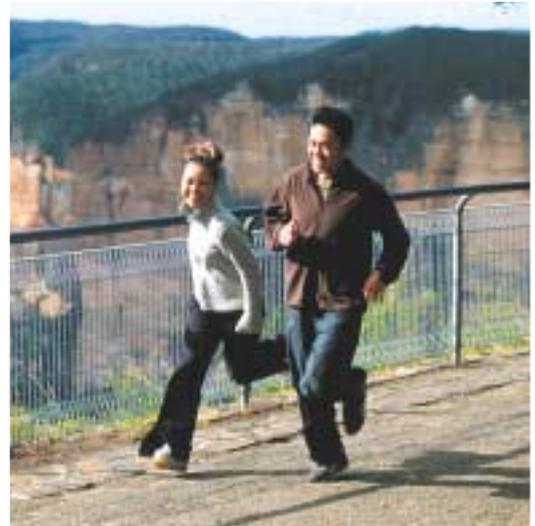
In addition, water sensitive urban design needs to be incorporated into new infrastructure and where possible into existing infrastructure.

- Fire trails - There is a significant gap between the budget necessary to maintain trails identified as important for bushfire management on Council lands and the funds currently available.
- Libraries - Technology and information management are changing rapidly and the role of libraries needs to evolve to ensure they continue to serve the community into the future and make use of appropriate emerging technology.

Key Council Asset Issues (continued)



- Sporting facilities – These have been identified as a gap, particularly in the mid and lower mountains.
- Duplication - The distance over which the Blue Mountains community stretches and the sense of local identity enjoyed by its towns and villages has resulted in duplication of facilities. These sometimes serve catchments with significantly smaller populations than is normally considered economically sustainable.
- Population/asset ratio -The overall asset portfolio in the Blue Mountains is significantly greater than other local government areas when measured against population.
- Nature based recreation and tourism – These sectors are critically important economic drivers with further potential in the Mountains. Their management is important if benefits are to be maximised and impacts are to be minimised.
- Sustainable, local employment and economic health – These are key objectives in the Map for Action. Infrastructure supporting these are therefore critical and depend on a wide spectrum of infrastructure including Council's infrastructure assets.
- Constrained revenue base -Given Council's increasingly constrained (in real terms) revenue base, long term strategic financial planning is vitally important.
- Information management – Opportunities to improve IT systems to meet the challenge of managing Council's infrastructure assets with suitable supporting information and data need to be identified and implemented.



Infrastructure by other agencies

Only a limited sector of the infrastructure necessary for the wellbeing of the community is under the responsibility of Council. State and Federal Government provide and maintain some infrastructure and the private sector has and will continue to contribute to the infrastructure pool.

The reasons for its provision and how it is funded vary greatly. However, much of this infrastructure is important to the community and their wellbeing. Local Government has always had a role in advocating for infrastructure and services from other levels of government. In terms of private ventures, Local Government has a role in ensuring development is implemented in a way that is appropriate for the community and in encouraging provision of facilities that serve the community and save public funds.

The Infrastructure Action Plan recommended in this Strategy includes a range of initiatives that seek to address gaps in infrastructure that are important to the realisation of the Blue Mountain's 25 year Vision. In some cases they

seek to lobby for missing facilities and in others they are aimed at improving the nature of the infrastructure that is provided by government or the private sector.

In its role of representing the residents of the Mountains, strong engagement of others and lobbying for outcomes is appropriate. However, the resources of other organisations are also limited and the ability of Council to apply sustained focus when advocating, is dependent on the number and importance of the infrastructure items being pursued. For this reason, the items in the Infrastructure Action Plan are seen as a priority and have been measured against sustainability and the values and objectives adopted in the Map for Action.

Experience indicates that Councils are more likely to succeed in their advocacy if they have a strategic approach that can be incorporated in a structured way into other levels of government's planning and budgeting.





Key Issues Relating to Infrastructure by Others



The community consultation process that led to the *Map for Action* and *25 year Vision* has created a set of values and outcomes that the community have identified as important for a sustainable future. The range of infrastructure that exists is significant and broad. However, in meeting the objective of a sustainable future, some key principles are apparent, including:

- The geographic and spatial nature of Blue Mountains dictates that the transport corridor has a **profound influence**. It is a lifeline and essential means of access both within and beyond the mountains. Access to employment, town centres, tourist attractions, medical services and education are only a few of the reasons why the transport corridor must operate efficiently, with high levels of service and safety.
- The transport corridor is the environment most often experienced by visitors and residents. It is both gateway and hallway. Its maintenance, inclusion of creative design elements, sensitive relationship to towns and the natural environment are all factors in the experience of its users and the messages conveyed about the Mountains.
- The transport corridor by its physical nature and scale is a severing element through local communities. It divides towns and causes environmental dislocation, particularly for fauna. Opportunities to improve accessibility and to overcome its severing effect are vital.
- The Blue Mountains is a place that many people have to leave each day. Quality employment, education, medical services and many other life opportunities are often located outside the Mountains. Commuting outside the area is prevalent and young people often have to live elsewhere to undertake tertiary education and access relevant career opportunities. This situation is more pronounced in the upper Mountains. The decision by the State Government to not proceed with the Parramatta to Epping Rail Link is a significant negative. It misses the opportunity for access to the key employment and education opportunities in northern Sydney and public transport travel to the Blue Mountains from this area.
- The Western Sydney Orbital will improve accessibility for Blue Mountains residents to greater Sydney. However, this will be car based and combined with the decision to not construct the Parramatta to Epping Rail Link will further create dependency on less sustainable private vehicle transport.
- Public transport is vitally important if equitable sustainable access to life opportunities and essential services is to be available to all. Public transport infrastructure is therefore key and also allows for more environmentally sustainable means of travel. The existing rail infrastructure is of great value and a key for the future is the encouragement and facilitation of its greater use.
- Local Environmental Plan 2004 has identified appropriate areas for accessible housing. Accessible paths of travel to and from these key locations as well as Easy Access railway stations and bus services are needed to ensure that we provide for those in need.
- Opportunities for tertiary education to be available in the Blue Mountains need to be pursued. Niche educational markets such as those relating to sustainability, the World Heritage environment and



tourism/hospitality can provide an international profile that supports a sustainable future and be the opening for provision of mainstream tertiary education. Infrastructure that can build tertiary education opportunities is a key area that must tread a delicate line between practicality and vision. Two positive examples are the expansion of Wentworth Falls TAFE and the Hospitality School at Leura.

- Home based commercial activity is growing strongly and is a key economic driver that is a product of the desirability of the Mountains as a place to live and work, advances in e-commerce and a rapidly changing new global economy. For example, research by the UWS in the year 2000 showed that home based business comprised over one third of all businesses in the Blue Mountains and that these were relatively stable and successful. Research across the world has also shown the growth in e-commerce. For example, research in the US predicts continuing annual growth rates of approximately 19% in e-commerce such as on-line retail sales². Importantly, this type of business is generally seen as environmentally, economically and socially sustainable and compatible with the physical nature of the Mountains. Infrastructure that supports these types of businesses must therefore be considered of major importance. Perhaps the most critical infrastructure need is and will increasingly be the need to have access to cutting edge broadband telecommunications.
- The rapidly changing telecommunications environment is one in which reliance on any one technology will mean that the Mountains will lag in the ability of its businesses to remain competitive in the future. Actions have been recommended therefore that seek to keep abreast of changing technologies. The actions for telecommunications are more focused on flexibility than physical infrastructure.

- The need for employment lands is strongly confirmed by the *Map for Action*. Those lands that do exist, such as at Lawson, have servicing and infrastructure gaps that make them impractical or uneconomic for potential employers. In addition the (Draft) LEP 2005 seeks to ensure that the Glenbrook RAAF site is utilised for sustainable employment land uses if the site is vacated by the RAAF.

- The electricity supply in the Blue Mountains is not reliable. Integral have a capital program to address this issue. However, reliability of electricity supply is critically important if e-commerce based business is to be viable in a globally competitive market. Undergrounding electricity would have significant advantages in the Blue Mountains due to bush fire and high wind risks to reliability and safety as well as potential visual improvement.

It is also important to note that a sustainable future means actively pursuing demand management approaches as well as supplementing supply infrastructure.

- The provision and maintenance of National Parks & Wildlife Service infrastructure is an issue. The environmental quality of the National Park must be preserved and lack of maintenance will impact the environment and the attraction of the area to tourists, visitors and residents. The *Map for Action* recognises the importance of a sustainable tourism and nature based recreation industry.
- There is a richness to the cultural landscape of the Blue Mountains that is recognised widely. What is also acknowledged is the lack of high end arts facilities. A new Blue Mountains Cultural Centre is planned by Council that will attract visitors to the Katoomba town centre and support the region. However opportunities for performing arts and partnerships or provision of cultural facilities by the private sector are also an area to be explored.

² Forrester Research Inc. <http://www.forrester.com/my/1,,1-0,FF.html> B. C. Lindberg. http://home.earthlink.net/~lindberg_b/GECGrwth.htm



Bag of Tools

The acquisition and good management of key infrastructure is the result of a wide range of actions and processes. There is advantage in recognising these and understanding their interrelatedness and role in terms of identifying, achieving and sustaining infrastructure into the future.

The core of this Strategy is the Infrastructure Action Plan located at the back of this document. The Infrastructure Action Plan includes a range of different approaches to achieving and maintaining the right infrastructure for a sustainable Blue Mountains.

These actions, management approaches, tasks and others are in essence “tools” in a collective “bag of tools”. Each can be exercised individually. However, collectively they offer the means for addressing the infrastructure challenge effectively. Some tools need to be used in combination with others. Others can be used alone with effect. However, together they contribute to a more effective and complete addressing of the infrastructure challenge.

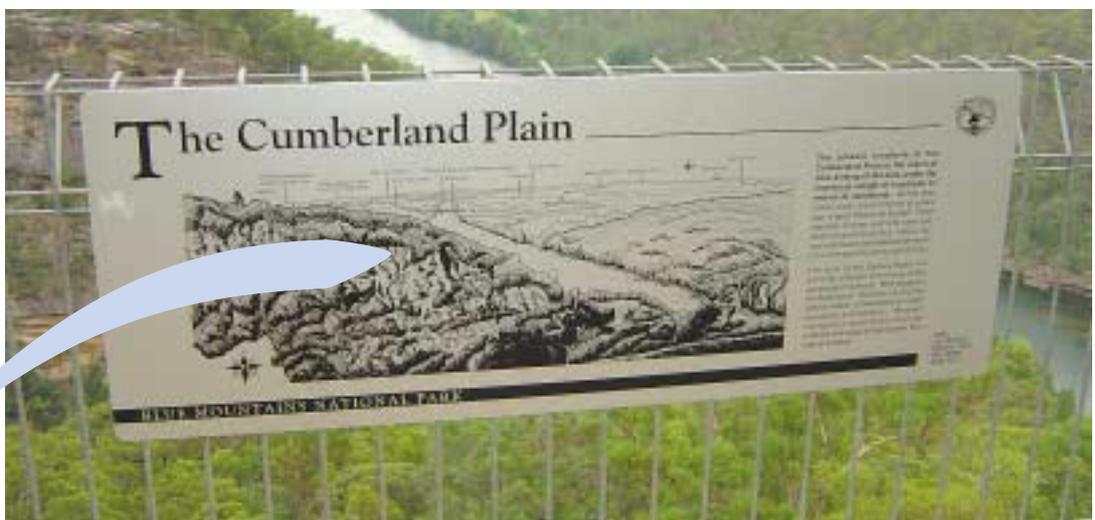
Each of the “tools” contribute to how successful the Infrastructure Strategy will be.

Some of the tools are obvious in their relevance and others may be more subtle. Certainly, all of the “tools” are inter-related and will have an influence on the effectiveness of the others. Together they form the Strategy.

It can be seen that the “tools” will support Council by allowing it to:

- identify opportunities for improved sustainable outcomes by considering infrastructure holistically and not in isolation
- ensure its efforts and decisions work toward (not away from) its adopted vision
- achieve benefits across its triple bottom line (ie economic, social and environment objectives)
- manage its infrastructure assets better
- make informed decisions regarding how its budget is spent
- plan its future activities
- lobby others, focus its energy and undertake entrepreneurial activities

Some of the tools or activities are discussed on page 21.



Strategic Asset Management (SAM)

Council has committed to and commenced a Strategic Asset Management planning project. This is planned to be completed over the next four years (2004-2008) and will require involvement from across Council. The project will be undertaken in alignment with the International Infrastructure Management Manual (Australia/New Zealand Edition).

The aims of this project are to improve:

- Stewardship and accountability
- Communication and relationships with service users
- Risk management
- Financial efficiency
- Close the infrastructure funding gap

The SAM process has commenced with a Gap Analysis that has identified the gaps between Council's current processes, practices and systems and desired asset management systems. This will enable an Improvement Plan to be produced that will identify priorities and allow the task of moving toward a desirable asset management regime to be planned and resourced.

An information technology review is to be undertaken and this will identify how the current IT system/s can be improved to provide the data necessary for informed asset management. Council's financial systems will also be reviewed to ensure that they support new asset management systems. For example, some financial systems may record maintenance costs according to an activity (ie cleaning or plumbing) without recording the cost against the particular asset. This does not allow the actual ongoing lifecycle costs of a particular building or asset to be tracked, understood and used for informed decision making.

Asset management plans will be prepared over the next four years that will:

- Define service levels for the infrastructure assets
- Define their time frame or lifecycle
- Describe the infrastructure assets physically and financially
- Address the financial requirements of managing the infrastructure assets
- Recognise decline in the service potential of the infrastructure assets
- State assumptions and confidence levels
- Outline an improvement program
- Be committed to by Council
- Be reviewed regularly.

A pilot Asset Management Plan will be prepared initially due to the complexity of the process and to allow refinement of the approaches and assumptions.





Capital Works Program Decision Process

The process leading to the adoption of a Capital Program each financial year has been the subject of a number of improvements. A new nomination and assessment process was introduced by Council in the 2004/05 budget process. This allows potential works to be nominated and considered in a structured way that incorporates evaluation against a range of criteria so that Council's limited budget can be directed toward those projects identified as having the most strategic importance for Council and the community. A series of decision tree tools allow a recommended priority list of nominated projects to be reviewed by Councillors, commented on by the public and finally adopted by Council as the Capital Works Program.

The criteria used in assessing the potential projects have been developed to support triple bottom line outcomes, as well as the values and outcomes identified in the Map for Action and 25 year Vision. As the Asset Management Plans are developed, they will inform and provide guidance to the Capital Program process.

New levels of financial information are also being provided to allow Council to make more informed decisions regarding capital projects. For example, the report to Council recently regarding the Cultural Centre included detailed financial details of the full lifecycle maintenance and servicing costs. This approach will be adopted for all significant capital works decisions.

Long Term Financial Strategy

The Asset Management Planning process will in time provide a more robust and clearer understanding of the long term lifecycle costs of infrastructure assets and the ability of Council to meet these. It will allow Council the opportunity to alter direction if appropriate over time and navigate toward its objectives and Vision.

Without a long term strategy, finances are unlikely to ever be available to sustainably address key infrastructure issues, renew infrastructure assets, or participate in partnerships without neglecting fundamentals such as ongoing maintenance.

A Long Term Financial Strategy is being undertaken in 2004/05 and this is a critical tool. It will interface with the Asset Management Project and a number of other key corporate initiatives to allow Council to take financial leadership over the upcoming years.



Community Plan

The Community Plan is being reviewed and updated in 2004/05. This process actively engages the community and seeks to clarify and set in place a plan to meet the community's priorities.

Clearly, this process has a strong relationship to the Asset Management Planning in that it will provide essential information and influence the priorities incorporated in the individual asset management plans. The timing of the review will allow for coordination with the Asset Management Planning project and efficiencies such as designing the consultation to inform both processes.

It is noted however, that some care will need to be exercised to ensure that the processes are complimentary and do not lead to unrealistic expectations from the community. For example, resources are limited and consultation regarding the community's aspirations needs to be undertaken with an understanding of the reality that not all the community's desires are

achievable and therefore prioritising those desires is essential. In this regard, a framework and principles guiding the equitable distribution of services and facilities is important and will be addressed by the Community Plan.

The Asset Management Planning process is based on asset classes. The Community Plan review is place based. Careful coordination will be necessary to ensure both horizontal and vertical coordination.

Previous Community Planning at the citywide and area levels, across the Mountains resulted in the development of action plans that have been significantly implemented. The effectiveness of this place-based community planning will be reviewed as part of the 2004/05 Community Plan.

Look of the City

The provision of infrastructure and its maintenance are important. In addition, the design and physical quality of the built environment has a profound effect on the Mountains. Infrastructure must not only provide a service, it must contribute positively to visual amenity, be sympathetic to its context and environment and communicate to residents and visitors the values that underpin the Blue Mountains community.

A close relationship with the Roads and Traffic Authority has been forged that has resulted in increased quality of outcomes consistent with the 25 year Vision on new upgrading projects for the

Great Western Highway. This work will continue and it is envisaged that future works will improve further again.

A Strategic Urban Designer has been employed by Council to scope and implement a range of initiatives designed to further improve "the look" of the built environment. New development on private land visible from the transport corridor, maintenance of strategic areas, capital works by Council and projects by other levels of government will be a focus.



Employment Lands

The *Map for Action* identifies the importance of employment and that employment lands are a gap in the Blue Mountains.

The Lawson 5 year Infrastructure Strategy is an initiative that aims to contribute positively to addressing the gap. Infrastructure gaps in terms of servicing the Lawson Industrial Estate are an impediment to the practical and economic uptake of the vacant land by potential employers. Addressing these impediments will be a challenge that may have some financial implications for Council if it is to be resolved successfully.

(Draft) LEP 2005 has addressed this issue through its Employment General; Employment Enterprise (transitional); Living (that allow for home based industry) Zones. However, the resolution of the deferred Glenbrook RAAF site in consultation with the State and Federal Governments remains a critical task that will continue to be pursued in 2004/05.



Telecommunications Action Plan

As discussed earlier, the rapidly changing nature of telecommunications has potentially positioned the Blue Mountains to develop economically in an environmentally and socially sustainable way. For example there has been an explosion in e-commerce based businesses that do not have to be located in capital cities or have large greenfield sites.

It is noted that (Draft) LEP 2005 incorporates zoning provisions to encourage and promote this form of land use and commerce.

To maximise the probability of that economic growth being sustainable, reliable, state of the art broadband telecommunications (and its superseding technologies) must be available throughout the majority of the settled Blue Mountains community. However, if this business sector continues to grow and is at some stage left behind by not having suitable emerging telecommunications available into the future, economic and social impacts will occur.

The nature of telecommunications is that it is unlikely to be tied continuously to a particular form of infrastructure. For example, broadband is largely provided through copper cable. Fibre optic is offering quantum leaps in capacity and wireless is emerging rapidly.

Therefore, it is considered that the best way to establish sustainability is to focus on telecommunications actions and advocacy that are flexible and proactive rather than relying only on the marketplace or long-term physical infrastructure. Accordingly the telecommunication actions recommended in the *Infrastructure Action Plan* are designed with this approach in mind.

New Technologies

Some infrastructure needs that have not been suitably addressed to date exist due to the limitations relating to current technologies.

For example, some areas subdivided prior to local government being responsible for urban releases, cannot be seweraged economically in a way that does not impact the environment unacceptably. This problem will exist until either these lands are bought out from private ownership or new technologies emerge that open new doors. Interim solutions such as pump out are probably not sustainable.

Some of the recommendations in the *Infrastructure Action Plan* involve proactively researching or engaging relevant agencies in exploring emerging technologies, rather than accepting current constraints.



Partnership Opportunities

Partnership opportunities may provide Council with the means of achieving infrastructure not possible on its own. Some of the recommendations in the *Infrastructure Action Plan* involve partnerships such as the Cultural Centre and the Lawson Industrial Estate Infrastructure Strategy. Council could establish partnerships with the private sector, other levels of government or both.

Partnering with other Councils in the region, and in particular Penrith City Council to develop responses and joint initiatives around metropolitan issues and opportunities is essential.

Some recent announcements and initiatives by government potentially provide the opportunity for partnerships. Examples of these include the declaration by the Federal Government of the Great Western Highway as a Road of National Importance and the examination by State Government of new ways to resolve infrastructure challenges and funding issues.

Partnerships are by nature complex and bring their own risks. However, if infrastructure provision, management and maintenance needs are to be addressed, in the constrained local government financial environment, partnerships may be appropriate.



Advocacy Action

Much of the infrastructure gap identified for the Blue Mountains is in areas that are the responsibility of others. The *Infrastructure Action Plan* includes a number of recommendations to lobby or advocate to others. It is proposed that these be commenced or reinforced in 2004/05.

Some significant infrastructure needs may not be successfully realised for some time and a sustained program of advocacy may be necessary. For this reason, only key priority gaps have been included in this Strategy and Action Plan, rather than spreading effort across an unsustainable number of issues or projects. **All** the inclusions in the Action Plan are considered to be a priority.

Coherent strategy is critical in the success of any advocacy. Clear priorities, coordination and consistency of message as well as focus on those outcomes that have significant benefits for the community and environment are all important.

Grants Strategy

It is proposed that a coordinated approach to the seeking of grants be adopted for a managed introduction over the 2004/08 period. It has not been included specifically in the Management Plan and as such does not have the ability to be resourced to any significant degree.

Nonetheless, there is merit in applying some overall strategy to grants opportunities to ensure that questions such as whether triple bottom line objectives would be realised by the project need to be asked. In fact, it is increasingly important that grants not be pursued or committed to unless they offer major contribution to Council's adopted priorities. They also need to offer genuine financial benefit by reducing Council's

The 25 year Vision, values and outcomes adopted in BMCC's *Towards a More Sustainable Blue Mountains - A Map for Action 2000-2025* and the priorities and organisational focus adopted in the *2004/08 Management Plan* provide a clear foundation on which advocacy and argument for provision of infrastructure needs by others will be based.

This Infrastructure Strategy and Infrastructure Action Plan provide the map for working toward addressing identified key infrastructure gaps. Advocacy has been successful in the past and many examples exist including the Urban Runoff Program, Katoomba/Echo Point, accessible railway station and commuter carpark at Springwood, and the Link Road Strategy.



financial burden rather than diverting matching funds and ongoing maintenance costs to outcomes other than Council's priorities.

Those grants that are confirmed as being appropriate and compatible with Council's strategic objectives and ongoing operational budget should then be applied for in a coordinated and cohesive corporate fashion rather than in isolation.

It is possible that a degree of improvement in how grants and applications for grants are managed can be achieved without significant demand on resources. Some efficiencies may even be possible.

S94 Review



The Section 94 Plan is the mechanism by which contributions are collected from new development for facilities that are required as a result of collective development and population growth.

Due to the rugged terrain and environmental sensitivity of the Mountains, growth from new development is modest and limited. Accordingly, the potential to collect from the new

development that does occur needs to be well considered, have sufficient collection catchment to raise sufficient funds and be focussed on infrastructure assets that are a priority.

This Infrastructure Strategy will inform a review of the current S94 Plan that is proposed to be undertaken during 2004/06.



Summary



In summary, this Infrastructure Strategy provides a framework and *Infrastructure Action Plan* that will guide Council's effort in closing the gap between the infrastructure it has and what it needs to meet the 25 year Vision adopted in the *Map for a Sustainable Future*.

The Strategy allows and equips Council to be proactive and exercise **leadership** by managing its own resources and infrastructure assets better as well as strongly advocating to others for identified key outcomes where Council does not have direct responsibility for provision.

Key principles adopted by Council such as **living within our means** and making **sustainable decisions** that offer the best **value for money** have been integral to the development of the Strategy and must continue to guide decisions.

The Strategy **sets a direction** so that the many actions that have an effect on infrastructure can work in concert and not erode or conflict with each other. In addition, the infrastructure gaps and actions identified in the Strategy are the priorities that will best position the Blue Mountains for a sustainable future in a rapidly changing world.

The Strategy directs action for sustained effort to be focused for maximum effect in achieving council's adopted priority outcomes.



Infrastructure Action Plan



NOTE: All of the actions in this plan contribute to outcomes in each of the adopted key directions of:

*Looking after the Environment • Looking after People
Using Land for Living • Moving Around • Working and Learning*

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
<p>Widespread availability & access to Broadband Telecommunications</p>	<p>Pursue actions to make telecommunications more accessible, including possible funding from the Federal Gov. for a "Broadband Broker"</p> <p>Actively lobby providers to extend mobile phone coverage (with minimal environmental impacts)</p> <p>Lobby Telstra to provide ADSL coverage in Linden, Medlow Bath & Mount Victoria.</p>	<p>Actively engage potential partners to provide wireless "hotspots" at key centres.</p> <p>Develop a Telecommunications Action Plan. Research models & implement recommendations for keeping ahead of telecommunications (incl wireless).</p> <p>Monitor broadband developments & pursue potentially significant partnerships or technologies.</p>	<p>Continue to apply Telecommunications Action Plan.</p>
<p>Telephone</p>	<p>Continue to make representations re local call fees for the Blue Mountains & for improvements to mobile phone coverage (subject to environmental constraints).</p>	<p>Continue to make representations re local call fees for the Blue Mountains & for improvements to mobile phone coverage (subject to environmental constraints).</p>	
<p>Expanded opportunities for Tertiary Education</p>	<p>Actively facilitate the establishment of the "World Heritage Research Institute"</p> <p>Promote & support for the educational components of the Brand Partners program.</p>	<p>Actively support & facilitate the "World Heritage Research Institute"</p> <p>Continue support for the educational components of the Brand Partners program.</p> <p>Actively seek opportunities for both niche & mainstream tertiary education</p>	<p>Actively facilitate the extension and expansion of the "World Heritage Research Institute"</p>

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
Expanded opportunities for Tertiary Education (continued)		Recognise & support where appropriate the University of Western Sydney and Charles Sturt University.	
Limitations in sewerage management systems.	<p>Actively pursue provision by Sydney Water of reticulated sewerage connection in unsewered areas.</p> <p>Review Sewer Strategy (incl. review of environmentally & economically suitable solutions for areas currently zoned to allow development but without sewerage connection).</p> <p>Maintain Pump Out Scheme in interim where there are no other suitable options.</p>	<p>Actively pursue provision by Sydney Water of reticulated sewerage connection in unsewered areas.</p> <p>Maintain Pump Out Scheme in interim where there are no other suitable options.</p>	<p>Undertake with Sydney Water, a strategy to address aging & limited reticulated systems in key LEP 2005 areas.</p>
Drainage and water quality.	<p>Address water quality, drainage & maintenance issues in Strategic Asset Management Planning project.</p> <p>Continue initiatives and enforce LEP/DCP provisions</p>	<p>Ensure water quality and drainage infrastructure maintained in accordance with adopted AMP.</p> <p>Continue initiatives and enforce LEP/DCP provisions</p> <p>Best practice in water sensitive urban design be included in the Urban Design Strategy.</p> <p>The issue of sustainability and management of groundwater supply and the environmental impacts of bores be pursued with the State Government.</p>	<p>Ensure water quality and drainage infrastructure maintained in accordance with adopted AMP.</p> <p>Continue initiatives and enforce LEP/DCP provisions</p>
Economic development & employment lands	<p>Finalise 5yr infrastructure Plan for Lawson Industrial Estate.</p> <p>Pursue finalisation of deferred Glenbrook ADF land in LEP 2005.</p>	<p>Pursue recommendations of 5yr Infrastructure Plan for Lawson Industrial Estate.</p>	<p>Pursue recommendations of 5yr Infrastructure Plan for Lawson Industrial Estate.</p> <p>Undertake Employment Lands Strategy.</p>

Infrastructure Action Plan

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
<p>Reliable electricity supply.</p>	<p>Support and monitor Integral Energy capital investment program, specifically at key sites of Lawson, North Katoomba and Springwood/Hazelbrook.</p> <p>Prepare a submission to State Gov re power line undergrounding based on reliability & the World Heritage environment. The submission to include the importance of ensuring that that high voltage powerlines not create impacts on bushland, should not be located in the World Heritage Area and should only be undergrounded where full environmental assessment concludes that negative impacts on hanging swamps, groundwater and significant native flora and fauna will not occur.</p>	<p>Support & monitor Integral Capital Improvement Program.</p> <p>Council consider joining the Cities for Climate Protection Program to exercise leadership in sustainable energy demand management.</p> <p>Pursue opportunities for substation/s provision at Lawson Industrial Estate.</p>	
<p>State Roads</p>	<p>Finalise agreement with RTA re maintenance responsibilities.</p> <p>Strongly engage RTA to achieve accessibility, urban design, village character and revegetation of damaged bushland areas by indigenous plants in new GWH works.</p> <p>Pursue opportunities to achieve link roads as part of RTA GWH projects.</p>	<p>Pursue arrangements with RTA to improve maintenance of State Roads.</p> <p>Strongly engage RTA to achieve accessibility, urban design, village character and revegetation of damaged bushland areas by indigenous plants in new GWH works.</p> <p>Pursue opportunities to achieve link roads as part of RTA GWH projects.</p>	<p>Pursue GWH improvements west of Katoomba.</p> <p>Strongly engage RTA to achieve accessibility, urban design, village character and revegetation of damaged bushland areas by indigenous plants in new GWH works.</p>

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
<p>State Roads (continued)</p>	<p>Strongly lobby for undergrounding of power at Highway reconstruction sites with RTA & Local Member.</p> <p>The findings of the feasibility study into the upgrading of Bells Line of Road to allow for heavy vehicles, be considered by Council when released within the context of Council's adopted strategic policy framework.</p> <p>Facilitate finalisation of RTA's Urban Design Guidelines for the GWH</p>	<p>Pursue retrofitting projects for GWH with RTA.</p>	<p>Pursue retrofitting projects for GWH with RTA.</p>
<p>Tourism Infrastructure</p>	<p>Continue Nature Based Recreation Strategy in conjunction with NPWS</p> <p>Assist BM Tourism undertake design of an integrated tourist sign framework/palette.</p> <p>Assist BM Tourism to re-establish Tourist Loops & attraction clusters.</p> <p>Urge Government to better resource, maintain & manage NPWS natural and built assets.</p>	<p>Finalise Walking Track Plan</p> <p>Pursue opportunities to implement integrated tourist sign system.</p> <p>Complete special use plans from the Nature Based Recreation Strategy (eg bikes, rock climbing etc)</p> <p>Begin upgrading of Heritage Walks in partnership with State Gov.</p> <p>Develop maintenance agreement with NPWS addressing road/trail interface areas.</p> <p>Undertake feasibility review of bicycle "Rail Trail"</p>	<p>Continue upgrading of Heritage Walks in partnership with State Government.</p>
<p>Cultural Facilities</p>	<p>Pursue agreement, design and approvals processes for Cultural Centre.</p>	<p>Construction of Cultural Centre</p> <p>Explore opportunities for partnership to provide performing arts venue.</p>	<p>Construction of Cultural Centre</p>

Infrastructure Action Plan

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
<p>Accessible paths of travel</p>		<p>Review State Rail Authority's priority listing and study for "Easy Access" stations to determine if they are compatible with the accessibility strategy and housing provisions in LEP 2004.</p> <p>Review Pedestrian Access Management Plans (PAMPs) in coordination with SAM.</p> <p>Lobby State Gov for upgrading of priority railway stations to "Easy Access" standards.</p> <p>Review Council's Pedestrian Access Management Plans (PAMPs) to determine if they are compatible with the accessibility strategy and housing provisions in LEP 2005.</p> <p>Council's Capital Program to be influenced by PAMP review.</p> <p>Lobby the Federal and State Governments to protect and improve passenger rail services and develop a strategy to encourage a shift of freight from road to rail.</p> <p>Review the Blue Mountains Bike Plan.</p>	<p>Council's Capital Program to be influenced by PAMP review.</p>
<p>Strategic Asset Management Planning</p>	<p>Commence preparation of Asset Management Plans (AMPs) for BMCC infrastructure assets, incl. IT review & financial/corporate system modifications to facilitate improved asset management.</p>	<p>Complete AMPs for all BMCC asset classes, IT asset management improvements & financial system modifications.</p>	

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
Strategic Asset Management Planning (continued)		Means of incorporating water sensitive urban design in the construction and maintenance of infrastructure be included as a principle in the Strategic Asset Management Planning process Apply AMPs to asset management & capital program.	Apply AMPs to asset management & capital program.
BMCC Long Term Financial Strategy	Finalise Long Term Financial Strategy.	Introduce coordinated approach to ensure that only Grant Applications that deliver Council priorities and TBL outcomes, without adverse ongoing funding implications are pursued.	
Urban Design Strategy	" Look of the City" . Scope & commence a strategy to enhance the urban design quality of the private and public components of the Blue Mtns area.	Undertake urban design initiatives, develop & implement guidelines and actively pursue improvements by others (incl State & Fed Gov).	Continue to undertake urban design initiatives, apply guidelines and actively pursue improvements by others.
"State of the City" monitoring and reporting.	Ensure inclusion of Infrastructure actions & objectives in " State of the City" development.	Monitor & report appropriate infrastructure related indicators in " State of the City"	Monitor & report appropriate infrastructure related indicators in " State of the City"
Environment Report	Ensure the State of the Environment Report and the Infrastructure Strategy and its Action Plan support and compliment each other.		
Grant applications		Introduce coordinated approach to Grant Applications that considers priorities, Council funding implications and TBL outcomes.	
Section 94 Review	Undertake S94 Review to address LEP 2005, Infrastructure Strategy gaps and SAM.	Complete S94 Review to address LEP 2005 Infrastructure Strategy gaps and SAM.	

Infrastructure Action Plan

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
Community Plan Review	Community Plan Review to coordinate with SAM process.		
Capital Works decision process	Continue to implement and refine improved processes for evaluating capital project benefits and impacts.	Continue to implement and refine improved processes for evaluating capital project benefits and impacts.	
Health	Continue "Equity & Health" partnership with WAHS.	Continue "Equity & Health" partnership with WAHS. Work with WAHS to facilitate improvements to Katoomba Hospital facilities.	Continue "Equity & Health" partnership with WAHS. Work with WAHS to facilitate improvements to Katoomba Hospital facilities.
Railway corridor maintenance		Pursue arrangements with the SRA to improve maintenance of the railway corridor (including noxious & environmental weeds).	
Parking	Review S94 Plan incl consideration of town centre parking.	Review commuter parking needs advocate identified parking provision with SRA. Construction of Cultural Centre carpark at Katoomba.	Development of Katoomba carpark at rail goods yard.
Bus service		Review Link Road Strategy to identify any links that could improve bus levels of service. Pursue reinstatement of bus signage improvement scheme for mtns. Review accessibility of key bus stops during Asset Management Planning program.	

INFRASTRUCTURE PRIORITY GAPS	2004/05	2004/08 Management Plan	2009/12 Management Plan
<p>Emergency Services</p>	<p>Actively pursue installation of emergency variable message signs by the RTA either side of the Blue Mtns.</p> <p>Continue implementation of Link Road Strategy</p>	<p>Explore opportunities to address designated fire trail maintenance challenges on BMCC lands in SAM.</p> <p>Explore means of maintaining key Council fire trails within SAM project.</p> <p>Continue implementation of Link Road Strategy</p>	
<p>Libraries</p>	<p>Pursue agreement, design and approvals processes for new Katoomba library within new Cultural Centre.</p>	<p>Construction of new Katoomba Library within Cultural Centre project.</p> <p>Review best methods of providing accessible 21st century library services within SAM project.</p>	<p>Construction of new Katoomba Library within Cultural Centre project.</p>
<p>Council infrastructure assets. A wide range of needs and requests exist for Council infrastructure assets. These will be addressed in the Strategic Asset Management planning (SAM) project. However, some key items are listed in this action plan.</p>	<p>Pursue adopted "Long Term Resource Management Strategy" re Blaxland landfill cell & Katoomba waste transfer station.</p> <p>Pursue adopted "Long Term Resource Management Strategy" re sustainable resource recovery solutions and possible regional opportunities.</p> <p>Explore methods of addressing downhill & freestyle cycling needs & impacts within Nature Based Recreation Strategy.</p>	<p>Continue to pursue adopted "Long Term Resource Management Strategy" re Blaxland landfill cell & Katoomba waste transfer station.</p> <p>Continue to pursue adopted "Long Term Resource Management Strategy" re sustainable resource recovery solutions and possible regional opportunities.</p> <p>Review Bike Plan in coordination with SAM.</p>	<p>Continue to pursue adopted "Long Term Resource Management Strategy" re sustainable resource recovery solutions and possible regional opportunities.</p> <p>Opportunities to provide sporting facilities for mid mountains to be pursued in overall Lawson placed based review.</p>



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