

sustainable
**BLUE
MOUNTAINS**
2025
our city | our future



our city | our future

SUSTAINABLE BLUE MOUNTAINS



Blue Mountains City Council acknowledges that the City of the Blue Mountains is located on the traditional lands of the Darug and Gundungurra peoples.

In addition, Blue Mountains City Council recognises the unique position Aboriginal people have in the history and culture of the Blue Mountains. It is acknowledged that Aboriginal peoples in the Blue Mountains have strong and ongoing connections to their traditional lands, cultures, heritage and history. Aboriginal people are recognised as the "Traditional Owners of the land" and it is important that this unique position is incorporated into Council's community protocols, official ceremonies and events.



Contents

1 INTRODUCTION	5
Message from the Mayor	6
Community Vision	7
About this Plan	8
Our City of Blue Mountains	10
Our Journey	12
Community Engagement	13
Guiding Principles	16
Realising the Vision	18
2 KEY DIRECTIONS	19
Looking After Environment	20
Using Land	34
Moving Around	46
Looking After People	58
Sustainable Economy	70
Civic Leadership	82
3 LEARNING AS WE GO	93
4 LINKS & SOURCES	97



1

INTRODUCTION



Message from the Mayor

I am proud to present the Community Strategic Plan for the City of Blue Mountains, *Sustainable Blue Mountains 2025*. This Plan outlines the community's vision, priorities and aspirations for the future of our Local Government Area.

The Plan has been developed based on extensive research, analysis and community engagement, beginning in 2000 and more recently in 2012 and 2013, when the Plan was revised and updated.

The Plan is a legislative requirement under the NSW Integrated Planning and Reporting framework which aims to ensure councils work with their communities and other levels of government to achieve sustainable local futures.

Being surrounded by a World Heritage Area places additional responsibilities on the Council and on all of us who are privileged to live within and visit this special place. The key challenge for our City is how do we foster social and economic prosperity while protecting the Blue Mountains World Heritage natural environment. This plan provides a framework and road map for doing this.

While Council has a custodial role in preparing this Plan on behalf of the Local Government Area, it is not wholly responsible for its implementation. Other partners, including State and Federal agencies, the community and business, all have roles to play.

Within available resources, the Council is committed to working in partnership with the community and other levels of government to achieve this Plan. The Council's response to this Plan over the next four years is outlined in our Delivery Program 2013-2017.

I look forward to celebrating with you on a regular basis our achievements as we work together to make the Blue Mountains a better place for current and future generations.

Daniel Myles

Mayor of Blue Mountains City Council



Community Vision

A more sustainable Blue Mountains by 2025, environmentally, socially and economically.

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, educational and learning opportunities appropriate to our location in a World Heritage environmental area.

We promote safe accessible and environmentally responsible ways for people to get to where they need to go. We use our available resources wisely, ensuring their fair distribution.

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 create a more sustainable future. 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 Aboriginal communities in the Blue Mountains, past and present.

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 communities.

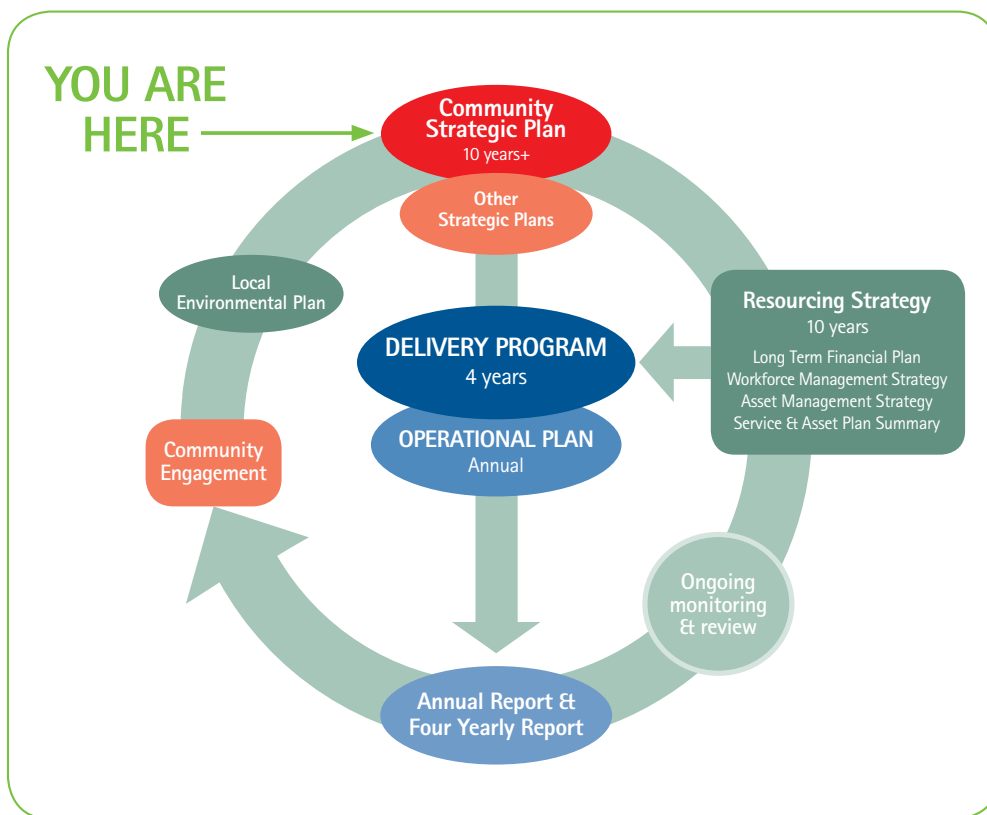
About this Plan

Sustainable Blue Mountains 2025 presents the community endorsed vision and strategic plan for the City of Blue Mountains. It has been developed with extensive community engagement and expresses the priorities and aspirations of the community for making the Blue Mountains a better place for current and future generations.

This Plan has been prepared to meet the requirement for all Council's in NSW to develop a Community Strategic Plan on behalf of the Local Government Area, identifying the key priorities and aspirations for the future.

The Plan outlines the vision, objectives and strategies for the achievement of a more sustainable City of Blue Mountains – socially, economically and environmentally.

Integrated Planning & Reporting Framework



Integrated Planning & Reporting Framework

Under the NSW integrated planning and reporting legislation, a council is required to prepare the following plans and strategies. A key element of this is the Community Strategic Plan – *Sustainable Blue Mountains 2025*.



Our City of Blue Mountains



LOCATED: On the western fringe of Metropolitan Sydney.

FACT: The Blue Mountains is 1 of only 2 cities in the world surrounded by a World Heritage National Park which makes up 70% of our Local Government Area.



The Blue Mountains is a nationally & internationally significant World Heritage environmental area & unique tourist destination.

About Our City:

The Blue Mountains comprises 27 character-filled towns & villages spread along 100km of mountainous terrain.

The Great Western Highway and Blue Mountains railway line traverse the City – transporting goods, services and commuters between Sydney and the Central West, and within the City itself.

This is our nationally significant transport corridor.

Our City covers an area of 1,431km² with 70% comprising World Heritage National Park and only 11% available for settlement.

Our People:

With a population of 78,391 people in the City of Blue Mountains, our:

- Average household size – 2.5 people
- Median weekly household income – \$1,270
- Median monthly mortgage repayments – \$1,842
- Median weekly rent – \$280
- Average motor vehicles per dwelling – 1.7

Our Journey

A Plan Shaped by Community



It began in 2000 with the Community Visioning Project – Blue Mountains Our Future. Between 2000 and 2003, over 6,000 people representative of the Blue Mountains community, including special needs groups, community organisations and government agencies, shaped the "community-owned and Council led" City Vision and *Map for Action 2000-2025: Towards A More Sustainable Blue Mountains*.

Updating the Plan

The Map for Action was further updated in 2007 and in 2010 to meet NSW Integrated Planning and Reporting requirements. The title of the updated Plan changed to *Sustainable Blue Mountains 2025*.

In 2012-2013, this plan has been updated to reflect current community priorities and aspirations.



Community Engagement

In 2012 and 2013 the community was informed, consulted and engaged through a range of initiatives on the review and update of this Plan.

Community Survey

The Council's annual Community Survey of residents was used to identify the community's major issues of concern at the local and citywide levels and to priorities actions over the next 5-10 years. The Survey was conducted in April/May 2012 with an interview sample of 1030 randomly selected residents 16 years and older.

Workshops on Affordable Levels of Service

The Council engaged the community on the resourcing context for the City and on how best to achieve an affordable and acceptable level of service over the next 10 years.

In June 2012, five Community Workshops were conducted across the City with 122 randomly selected residents. A Summary Dashboard provided an overview of Council's 10-year service and asset management plans and the impact of different funding scenarios on service levels. Using coloured cards, participants gave their views on whether service levels needed to be reduced, maintained or increased. Participants were also asked whether they would be prepared to pay increased rates in order to maintain and improve service levels.

Seeking Input from the Community

The broader community was informed and invited to have their say on the update of this Plan through the Council's website and the quarterly rate notice. Briefings were provided to a range of organisations and groups across the City including Chambers of Commerce, town and village associations, the Integrated Transport Forum, the Stronger Families Alliance, the Community Care Forum, the Youth Council, Sports Council and other special interest groups, such as the Conservation Society and the arts community. The community was invited to make written submissions, including comments about the Plan.

Survey of Government Agencies

A survey was sent to State agencies that operate within the Blue Mountains LGA, seeking information about their planned service delivery and funding allocated for the Blue Mountains over the next 4-10 years.

Focus Groups

Targeted engagement was conducted with the Aboriginal community, men, people with a disability, older people, families with children, and community care providers.

Youth Engagement

An invitation to complete a youth-friendly Community Survey was distributed to all high schools across the Blue Mountains, with 139 responses received from young people at five high schools. In addition, Springwood High School students were invited to consider issues relating to the Plan at a whole of school event. Seven young people from high schools were amongst the younger participants at the Our City Our Future Community Forum.

A dynamic, peer-to-peer video consultation with 10 young interviewers and 57 young respondents was undertaken to understand the needs and priorities of young people. This was achieved through a partnership between Council and the Mountains Youth Services Team (MYST).

Our City, Our Future Community Forum

The Our City, Our Future Community Forum was hosted by the Council in February 2013. Over 130 people attended, including community representatives from most towns and villages, Chambers of Commerce, community organisations, different age groups and special needs groups, people with a disability, and people from different cultural backgrounds.

The Darug and Gundungurra first peoples were represented. A number of State agencies and many non-government services representatives attended, including the Office of Environment & Heritage, Hawkesbury-Nepean Catchment Management Authority, NSW Police, Blue Mountains Anzac Memorial Hospital, Department of Family & Community Services, RailCorp, Rural Fire Services, Fire & Rescue and Nepean Blue Mountains Local Health District.



Our City, Our Future

A range of Community Engagement initiatives were implemented including the Our City, Our Future Sustainable Blue Mountains 2025 Community Forum.



Guiding Principles

The following guiding principles underpin *Sustainable Blue Mountains 2025*:

Improving our decision making processes at every level

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 action.

Strengthening Our Assets

It is important that the actions taken strengthen rather than erodes the condition of the natural, built and human capital and assets 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 costs involved in taking action.



Social Justice

The principles of social justice have underpinned the development of *Sustainable Blue Mountains 2025* and have informed the objectives and strategies within each Key Direction.

Social justice means that 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).

Sustainable City

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

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

Realising the Vision

Key Strategic Directions

Sustainable Blue Mountains 2025 outlines community-endorsed objectives and strategies in six interlinked Key Directions that, when implemented together by all stakeholders – Council, community, government and non-government agencies, aim to achieve the community's priorities and aspirations for the future.

These Key Directions include:

1. *Looking After Environment*
2. *Using Land*
3. *Moving Around*
4. *Looking After People*
5. *Sustainable Economy*
6. *Civic Leadership*



2

KEY directions





An environmentally responsible city

Key Direction

1

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 which are ecologically sensitive or prone to natural hazards.

The importance of retaining natural areas within the urban footprint, including open space for active and passive recreation, is understood.

LOOKING AFTER ENVIRONMENT



Key Direction 1

LOOKING AFTER ENVIRONMENT

Values, Aspirations & Aims

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 aim to conserve energy and the natural resources we use and reduce environmental impacts by living sustainably.

By 2025, we are a more environmentally responsible City.

Overview

The World Heritage Area encompasses the City of Blue Mountains, adding immeasurably to our community and economic well-being, attracting residents to live here and millions of tourists to visit. It also places significant custodial responsibilities on the Council and other responsible agencies, to ensure the impacts of urban development on the environment are minimised.

Inspirational World Heritage Area


The City of Blue Mountains is one of only two of its kind in the world, surrounded by a designated World Heritage environmental area. Three quarters of the Blue Mountains Local Government Area (LGA) is comprised of World Heritage National Park.

The 1.03 million hectare Greater Blue Mountains World Heritage Area, including the Blue Mountains National Park, was inscribed on the World Heritage List in 2000 for its representation of Australia's unique eucalypt vegetation and its globally outstanding biodiversity. The listing does not apply to lands managed by the Council, nor does it directly impose any statutory requirements on local government relative to lands in the World Heritage Area.

The Area contains the world's most outstanding representation of eucalypt-dominated communities, and provides habitat for significant numbers of rare or threatened plants and animals.

Due to the pattern of development and extensive occurrence of fire-prone vegetation, the Blue Mountains is recognised as being exposed to some of the highest levels of bushfire risk in Australia. A climate change risk assessment undertaken for the LGA in 2009 highlighted bushfires as the most significant risk to the City. Other threats included damage from extreme weather events such as wind and hail storms.





The Greater Blue Mountains World Heritage Area is one of 16 national landscapes, promoted by the Australian Government as a 'must see' nature tourism destination. The Blue Mountains natural environment is extensively used for sightseeing, bushwalking, rock climbing, canyoning and other outdoor recreational pursuits.

Place of Extraordinary Beauty & Rich Aboriginal Heritage

The Area is extraordinarily beautiful with a culturally rich landscape defined by sandstone plateaux and valleys, pristine forests and waterways, and a long history of occupation of Aboriginal people which continues to the present day.

City of Blue Mountains Natural Environment

Just under 90% of the LGA is comprised of protected bushland area. It has been estimated that there are over 300 species of native animals and 946 species of native plants in the LGA.

The Blue Mountains LGA is located entirely in the Hawkesbury-Nepean Water Catchment, which supplies 97% of Sydney's drinking water. Over 20,000 hectares in the Blue Mountains LGA has been designated as drinking water supply catchment.

**Amongst all this amazing natural landscape resides
a city with a population of just over 78,000.**

Ongoing Challenges

There are many pressures on biodiversity and waterways arising from development, including land clearing, urban stormwater pollution, weeds, the impact of feral and domesticated animals, the extraction of ground water, sewage overflows and the release of effluent into streams.

Other challenges include:

- Protecting biodiversity, habitat and community in one of most bushfire prone areas in Australia
- In relation to the Blue Mountains World Heritage Area (WHA) environment:
 - Fostering social and economic well being while protecting and enhancing the WHA
 - Increasing our understanding of the WHA and living sustainably within it
 - Meeting the requirements to retain WHA status through city and natural environment planning and management
 - Ensuring safe and accessible natural areas that contribute to our tourism economy
- Protecting the health of Sydney's drinking water catchments
- Managing our water as a valuable environmental and social resource
- Responding and adapting to climate change
- Minimising the impacts of the extensive urban/bushland interface on the environment
- Reducing and avoiding waste, including green waste
- Reducing the City's carbon emissions and increasing the use of renewable energy – the combustion of non-renewable fossil fuels and decomposition of waste in the City's landfills continue to increase our greenhouse gas emissions

Emerging Issues

- Retaining the strengths of the Blue Mountains Local Environmental Plan in protecting the unique environmental and cultural values of the Blue Mountains, given its required conversion to a 'Standard Instrument'
- Preventing exploration for Coal Seam Gas (CSG) within the Blue Mountains LGA
- The need to reduce the amount of waste going to the Blaxland landfill, given it will reach capacity in less than 20 years
- Increasing demands on natural water resources are generating the need for investment in new and more integrated water management practices
- The approval by the NSW State Government of legislation allowing recreational hunters in National Parks, Nature Reserves and Conservation Areas

Community Priorities

2012 Community Survey

In 2012, 1030 residents were surveyed and asked;
*"When thinking about making the Blue Mountains a better place, what do you see as the top priority action areas for **Looking After Environment** over the next 5-10 years?"*

The top five responses were:

- 1. Cleaning and maintaining stormwater and waterways/creeks*
- 2. Weed control*
- 3. Bush fire safety management and prevention*
- 4. Bush regeneration and conservation*
- 5. Protection of national parks and bushland*

Looking After Environment

Top priorities suggested at the Our City, Our Future Community Forum included:

- Increasing community education, engagement and capacity building relative to care for the environment and community health benefits of connecting with nature
- Maintaining the health and diversity of native flora, fauna, habitat and landscapes and of the natural services they provide – managing the impact of weeds, feral/domestic animals, stormwater, erosion and siltation
- Improving the health of waterways and catchments through protection, rehabilitation and water-sensitive urban design
- Identifying, conserving and protecting groundwater resources – including a moratorium on mining and exploration
- Community education on the responsible use of resources and environmentally aware lifestyles – especially individual responsibility and improved on-site management of waste and stormwater run-off
- Learning from the Indigenous Aboriginal land management model/respecting knowledge
- Maintaining the integrity of the current Local Environmental Plan relative to protecting the Blue Mountains World Heritage natural environment
- Resisting and saying no to Coal Seam Gas exploration

Other priorities suggested:

- Responding to climate change/reducing greenhouse gas emissions, and investing in renewable energy
- Conserving threatened plants and animals
- Using targets and goals to encourage energy use reduction in towns and households
- Increasing use of public transport and reducing the use of cars
- Reducing waste to landfill – developing waste reduction targets



LOOKING AFTER ENVIRONMENT

Objective 1.1

The health and diversity of native flora, fauna, habitat and ecosystems are maintained

STRATEGIES

- a. Protect, nurture and value the different flora, fauna, ecological communities and habitats of the Blue Mountains and the valuable contribution they provide
- b. Conserve rare and threatened species
- c. Manage the urban-bushland interface to minimise urban development impacts on the environment from human settlement including weeds, urban runoff, feral and domestic animals
- d. Restore and rehabilitate degraded and disturbed natural area habitat and land
- e. Protect the natural environment from pollution

PROGRESS MEASURES

TARGET

– Area of Council-managed native habitat subject to active restoration or rehabilitation

Increase

– Hours of participation in Council-sponsored community environmental conservation programs

Increase

– Gap between community satisfaction and importance with respect to natural environment *(Source: Council Annual Community Survey)*

Decrease

– Condition of natural assets managed by the Council

Maintain

LOOKING AFTER ENVIRONMENT

Objective 1.2

The health of waterways and water catchments is maintained

STRATEGIES

- a. Protect, maintain and enhance the health of the City's natural waterways and water catchments
- b. Identify, conserve and protect ground water resources

PROGRESS MEASURES

- The number of waterways monitored for water health with quality ratings of 'good'-'very good'
- Gap between community satisfaction and importance ratings for clean creeks and waterways (Source: Council Annual Community Survey)

TARGET

Increase

Decrease

LOOKING AFTER ENVIRONMENT

Objective 1.3

City activities contribute to a healthy atmosphere and resilience and adaptation to climate change

STRATEGIES

- a. Implement initiatives that contribute to a healthy atmosphere including reduction in greenhouse emissions across the City
- b. Reduce reliance on private motor vehicles and encourage use of public transport, cycling and walking as a means of reducing greenhouse gas emissions
- c. Improve the resilience of the environment to the effects of climate change

PROGRESS MEASURES

TARGET

- | | |
|---|-----------------|
| – Estimated greenhouse gas emissions from landfills | <i>Decrease</i> |
| – Blue Mountains community greenhouse gas emissions estimated from energy consumption | <i>Decrease</i> |
| – Length of bike path/ pedestrian links within and between towns | <i>Increase</i> |
| – Number of registered private motor vehicles per capita in the City | <i>Decrease</i> |

LOOKING AFTER ENVIRONMENT

Objective 1.4

Resources are used and managed in an environmentally responsible way

STRATEGIES

- a. Minimise waste – avoid, reduce and reuse
- b. Develop a comprehensive waste management strategy for the City in close consultation with community
- c. Implement community engagement and education on responsible resource use and encourage low consumption environmentally aware lifestyles
- d. Conserve, manage and recycle water as a valuable resource
- e. Manage and mitigate the impact of stormwater, local flooding and sediment flows on the environment and the community
- f. Reduce energy consumption and increase the use of renewable energy
- g. Council and community advocate to other levels of government for no Coal Seam Gas extraction in the City of Blue Mountains and World Heritage Area

PROGRESS MEASURES	TARGET
– Waste to landfill per capita (tonnes)	<i>Decrease</i>
– Waste material disposed of per capita (tonnes)	<i>Decrease</i>
– Total amount of resource recovered (tonnes)	<i>Increase</i>
– Volume of potable water used in the City each year per capita (litres)	<i>Decrease</i>
– No Coal Seam Gas exploration or extraction	<i>Zero</i>

LOOKING AFTER ENVIRONMENT

Objective 1.5

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

STRATEGIES

- a. Ensure that the City's Local Environmental Planning instruments continue to protect the unique environmental values of the Blue Mountains
- b. All levels of government with shared responsibilities for protecting Blue Mountains World Heritage values, work together to resource priority environmental management risks
- c. Work in partnership with Aboriginal communities to manage country, respecting traditional Indigenous knowledge
- d. Increase community engagement, education and capacity for living sustainably within the Blue Mountains World Heritage environment
- e. Engage community in the possible continuation of the existing Environment Levy beyond June 2015 as a means of funding priority environmental care projects

PROGRESS MEASURES

TARGET

- | | |
|---|-----------------|
| – Funding contribution of Local, State and Federal Governments to Local Government environmental partnership projects | <i>Increase</i> |
| – Number of hours invested through government agency partnership environmental projects with Aboriginal communities | <i>Increase</i> |

Implementing the Plan

The privilege of living within and visiting such a spectacular World Heritage Area, comes with custodial responsibilities.

Council's Role

The Council manages approximately 10,000 hectares of bushland within the LGA and has a major role as a landowner and manager. To protect the environmental and cultural values of our City, the Council has developed a comprehensive Local Environmental Plan and other planning instruments.

Key services provided by the Council directly supporting protection and management of the natural environment include:

- Natural Environment Service
- Water Resource Management Service
- Waste Resource Management Service

Role of Other Key Partners

Management of the Greater Blue Mountains World Heritage Area National Parks is the responsibility of the New South Wales Department of Environment and Climate Change. However, the Australian Government is responsible for the UNESCO listing, the WHA monitoring and meeting the associated obligations under this listing.

Many other Local, State and Federal government agencies and organisations, as well as residents and visitors to the area, also have a role to play in protecting the Blue Mountains natural environment. These include but are not limited to:

- NSW Department of Education
- NSW Office of Environment and Heritage, Parks and Wildlife Division
- NSW Department of Primary Industries, Crown Land Division
- Commonwealth Department of Sustainability, Environment, Water, Population and Communities
- NSW Forests
- NSW Department of Sport and Recreation
- NSW Fisheries
- NSW State Emergency Service
- NSW Rural Fire Service
- Fire and Rescue NSW
- Adjoining Local Government Areas
- Sydney Catchment Authority
- Hawkesbury-Nepean Catchment Management Authority
- Blue Mountains World Heritage Institute
- Greater Blue Mountains World Heritage Advisory Committee
- Aboriginal communities and organisations
- Nature-based tourism operators
- Private landholders
- Community volunteer groups including Streamwatch, Bushcare, Landcare and Swampcare
- Residents and visitors to the City



A liveable city

Key Direction

2

USING LAND

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 unique and vibrant places is fostered. The liveable city encourages community interaction and connection and facilitates people living close to where they work. By centralising population close to public transport, land and infrastructure is used more efficiently. Local heritage, and places of natural, cultural and historical significance that have value for the community, are retained. Liveable cities promote development on a human scale, and have attractive towns and streetscapes.

Key Direction 2

USING LAND

Values, Aspirations & Aims

We value the distinct identities of our villages and towns and the bushland between them. Our cultural and built heritage is important. We use our land to live in harmony with the environment.

Affordable and well-designed housing options, relevant to the diverse needs of our community, are available. We have created vibrant liveable places and spaces for people of all ages and abilities to live, work and play.

Within the capacity of our natural and built environments, we have encouraged sustainable development in larger town centres with access to public transport, required infrastructure, services and facilities.

Through innovative urban design and planning, by 2025 the Blue Mountains has become renowned for its liveable and beautiful spaces.

Overview

Rich & Diverse Heritage

The City of Blue Mountains is located within the traditional lands of the Darug and Gundungurra Peoples. The historic Aboriginal occupation of the region extends back at least 22,000 years. Aboriginal heritage is found in many identified sites, rock engravings, and in the lived experience and dreamtime stories of Aboriginal residents.

European settlement in the Blue Mountains dates from 1816-1817 following the successful European crossing of the Blue Mountains by Blaxland, Lawson and Wentworth in 1813. Early centres of population were generally in the Lower Mountains, with Katoomba being established in the 1870s. With the advent of the motor car, the Upper Mountains became a popular destination for Sydney-siders, and large numbers of guesthouses were established to cater for tourists.



27 Towns & Villages

The City is comprised of 27 separate towns and villages, each with a distinctive character reflecting the varied climate, terrain and heritage of the area. Community pride and the unique historical features of many towns and villages contribute to the social and cultural richness of the City of Blue Mountains.

Housing in the Blue Mountains is characterised by detached or separate dwellings with only 8% of dwellings of medium or high density. While there is potential for greater medium density, development uptake of this type has been slow.

The lengthy ribbon-like development across the Blue Mountains has created an extensive interface with the surrounding National Park, with management of bush fire risk being of high importance.

Of primary importance for the design and management of the built environment in the City of Blue Mountains, is protection of the natural environment.

Urban Development

Only 11% of total land within the Local Government Area (LGA) is available for human settlement, with 70 % of this total land area being part of the Blue Mountains World Heritage National Park. Urban development occurs on a narrow ridgeline spread over 100km in an elongated pattern from east to west. The Great Western Highway and rail corridor are also located along this narrow stretch, running through many towns and villages.

Population Growth

Over the last decade the City of Blue Mountains has had the lowest population growth across all LGAs in the Greater Sydney region. For the period 2001-2011, population grew by 2% compared with 6% for Penrith. Indeed, some towns and villages are experiencing population decline.

Ongoing Challenges

- Managing the impact of urban development on the adjoining World Heritage environment as well as bushfire risk to human settlement
- Conserving natural, built and cultural heritage in the context of limited resources and increased pressures for change and growth
- Improving bushfire preparedness and retrofitting existing development to minimise bushfire risk
- Managing and regulating land use development, given the mountainous terrain, World Heritage surroundings, high level of tourism, storm and bushfire risk threat
- Provision of utilities and infrastructure within the City can be challenging given the mountainous topography, low population densities and dispersed settlement patterns
- Ensuring community health and safety through appropriate building construction standards
- Encouraging appropriate development, settlement patterns and urban forms, which accommodate some population growth, while minimising impacts on the environment
- Retaining a Blue Mountains identity and character
- Managing vandalism in town centres, including graffiti

Emerging Issues

- Ensuring that the strengths and values of the Council's current Local Environmental Plan (LEP) are not lost in the conversion to the NSW Government's required standard instrument LEP
- Responding to NSW planning reforms, including proposed changes to the Environmental Planning and Assessment Act 1979
- Climate change predictions indicating increased bushfire risk and increased storm events. The potential of increased risks to people and property from climate change needs to be considered in future land-use planning
- The aging of town centre infrastructure is a key emerging issue with potential impacts on local amenity, vitality and viability



Community Priorities

2012 Community Survey

In 2012, 1030 residents were surveyed and asked;
*“When thinking about making the Blue Mountains a better place, what do you see as the top priority action areas relative to **Using Land** over the next 5-10 years?”*

The top five responses were:

- 1. Maintain heritage and town character*
- 2. Maintain buildings and infrastructure*
- 3. Don't overdevelop*
- 4. Improved management of residential development*
- 5. Improved town and civic centres*

Using Land

Top priorities suggested at the Our City, Our Future Community Forum included:

- Increase partnerships between Council and the local community, including Chambers of Commerce, volunteer groups such as Rotary and land care groups, to implement town centre improvement
- Make key community, tourism and recreational facilities/assets more available to meet the needs of visitors and residents
- Enlist youth at risk – who may otherwise enter the justice system – in town maintenance and beautification programs including graffiti removal, weed removal, and facade cleaning
- Improve the viability of smaller towns and villages through innovative initiatives such as improvement funds/special levies, the engagement of creative thinkers, and improved marketing
- Consider using unconventional fund raising methods to improve the vibrancy and viability of towns and villages, including resident investment through 'crowd funding'
- Implement innovative and sustainable urban design through more flexible planning controls and adaptable development assessment, which can be achieved through revised DCP guidelines, design advisory panels, development forums, and council staff training/workshops

Other priorities suggested:

- Increase use of alternative renewable energy in towns and villages
- Prevent Coal Seam Gas exploration in the Blue Mountains – preserve World Heritage listing
- Respond to climate change, e.g. increased vegetation clearing to reduce bushfire risks
- Rethink how we use parks – i.e. used for community gardens/recycling
- Continue to strengthen liveability and viability of Blue Mountains towns and villages
- Facilitate provision of housing options to meet diverse needs with emphasis on infill development 'ageing in place', affordable choices, and aged care residential development
- Consider increased subdivision for land blocks within 1km of village centres
- Encourage local initiatives for beautification. Address vandalism and graffiti positively through public art and positive graffiti messages that elevate moods
- Continue to enhance the distinctive qualities of towns and villages – address heritage and design
- Make sustainable food production a priority for land use in the Blue Mountains – support community gardens, permaculture, school gardens, fresh produce markets and cittaslow slow food



USING LAND

Objective 2.1

The liveability, vibrancy and safety of towns and villages is strengthened

STRATEGIES

- a. Support development of a hierarchy of sustainable towns and service centres providing a range of services and facilities meeting community needs
- b. Implement innovative and sustainable urban design that creates inspiring places where people want to be
- c. Enhance the distinctive qualities of towns and villages to strengthen local identity, sense of place and pride
- d. Address the needs of smaller town and village centres through initiatives that support their ongoing vitality and viability
- e. Provide opportunities for people to live and work in town centres
- f. Provide 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'
- g. Facilitate vibrant, safe, accessible, well maintained town centres through holistic place management and partnerships between Council, community and business
- h. Implement initiatives that reduce crime, vandalism and graffiti and improve safety in towns and villages
- i. Support use of land for local self-sufficiency food initiatives, where appropriate and permissible

PROGRESS MEASURES

TARGET

– Condition of Council town centre assets and their fitness for purpose

Maintain (subject to funding)

– Gap between resident satisfaction and importance ratings for:

Decrease

- *Town centre and village atmosphere*
- *Built environment*
- *Clean, safe and healthy living environments*
- *Pedestrian access around shopping centres*
- *Street cleaning*
- *Public toilets*
- *Parking for shoppers*

(Source: Council Annual Community Survey)

USING LAND

Objective 2.2

The impact of development on the natural and built environment is managed, and the City's unique character retained

STRATEGIES

- a. Reduce urban development impacts on the environment, including the impact of pollution, sewerage and waste water flows on the health of the environment and the community
- b. Ensure Council's land use planning complies with legislation and facilitates development and renewal that supports quality urban design, environmental protection, heritage values, cultural landscapes and character of Blue Mountains towns and villages
- c. Preserve and maintain the City's unique character, and its built, natural and cultural heritage and local history
- d. Contain development within the existing urban footprint, and retain bushland between towns and villages
- e. Reinforce appropriate urban consolidation of larger service centres which have the necessary infrastructure to support sustainable living and access to services
- f. Encourage existing and new development to apply sustainable and efficient use of resources
- g. Manage the City's cemeteries as settings for remembering, honouring and appreciating those who have gone before and plan for future interment requirements of the City
- h. Apply appropriate construction standards in city building works so they are safe, and contribute to community and environmental health

PROGRESS MEASURES

- Retention of bushland between towns and villages outside zoned permissible urban footprint
- Gap between resident satisfaction and importance ratings for:
 - *Managing residential development*
 - *Protection of heritage values and heritage buildings*
 - *Managing cemeteries and ashes placement**(Source: Council Annual Community Survey)*

TARGET

Maintain

Decrease



Implementing the Plan

Council's Role

The Council has a major role as a landowner and manager, including environmental land-use planning assessment powers relative to managing development activity within the LGA. To protect the environmental and cultural values of our City, the Council has developed a range of comprehensive planning instruments and policies. The Council also takes a lead role in setting the standards within master planning and urban design for its public domain areas in each town and village to contribute to the look, feel and usability.

Key services provided by the Council supporting Using Land include:

- City Strategic Planning Service
- Land Use Management Service
- Building Certification Service
- Town Centres Service
- Burials and Ashes Placement Service

Role of Other Key Partners

Many other Local State and Federal government agencies and organisations, as well as residents and visitors to the area, have a role to play. These include, but are not limited to:

- NSW Department of Planning and Infrastructure
- NSW Office of Environment and Heritage
- NSW Department of Primary Industries, Crown Land Division
- Commonwealth Department of Sustainability, Environment, Water, Population and Communities
- NSW Department of Sport and Recreation
- NSW State Emergency Service
- NSW Rural Fire Service
- Fire and Rescue NSW
- Adjoining Local Government Areas
- Aboriginal communities and organisation
- Private landholders
- Residents and visitors to the City
- Western Sydney Region of Councils



An accessible city

Key Direction

3

MOVING AROUND

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 the use of less polluting means of transport such as public transport, walking and cycling.



Key Direction 3

MOVING AROUND

Values, Aspirations & Aims

We value safe 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 walkways and cycleways, integrated with reliable and accessible public transport.

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 2025, we are a more accessible City.

Overview

A Nationally Significant Transport Corridor

The City of Blue Mountains provides the land for a nationally significant transport corridor bridging the Sydney metropolitan area and coastal east with the rural Central Western hinterland of NSW.

This corridor includes the Great Western Highway and the Blue Mountains railway line. It is an important link for transferring goods and people across the State. The Roads and Maritime Service is currently widening the highway to four lanes between Woodford and Katoomba. The Blue Mountains is also connected to the Hawkesbury region via the Hawkesbury Road and Bells Line of Roads.

Local Transport & Access

The majority of the Blue Mountains' 27 towns and villages are dispersed along the transport corridor and are significantly impacted by its presence and operation. In many parts of the City, the highway is the only road linking communities to facilities such as hospitals, shops and schools and commuters to jobs; up to 50% of workers commute outside the local area to their place of employment.

With the change in government policy of transporting freight from rail to trucks, freight trucks on the highway have increased, adding to traffic congestion, noise pollution and environmental impacts. This has also increased safety risks for locals using and crossing the highway. In many areas, local street layouts are designed around topography constraints rather than traditional and efficient grid-style formations.

Link Roads Within & Between Towns

Link roads between many villages provide an alternative choice for locals to move around. Alternate link roads are not available between Blackheath and Katoomba or between Woodford and Faulconbridge. This creates challenging conditions when the highway corridor is blocked.



Sustainable & Accessible Options for Moving Around

Having accessible pathways for travel and facilities is important for young children, people with a disability, parents with prams and an increasingly ageing community. Just under 10% of households have no vehicle. Public transport, walking and cycling are all important transport options for those without access to cars.

The Greater Blue Mountains Drive

The Greater Blue Mountains Drive, launched in December 2007, is an exciting touring journey that links the World Heritage landscape to the surrounding regions. Combined, there are 1200km of major connecting roads included in the drive. The drive links the Blue Mountains as a major tourist destination for Sydney-siders and tourists. As well as the core loop of the Greater Blue Mountains Drive, there are 18 unique 'Discovery Trails', which connect travellers with regional attractions. The Greater Blue Mountains Drive incorporates walking tracks, quiet country drives and picnics, bicycle rides and sightseeing opportunities beyond the car park.

Ongoing Challenges

- Funding the required maintenance and renewal of the City's roads, footpaths and cycleways
- Improving transport options for those without access to a vehicle
- Ensuring the widening of the highway adds to local amenity, accessibility and safety
- Reducing the impacts and costs of ongoing upgrades to the highway on the community
- Reducing the impact of road works and unsealed road re-gravelling on the environment
- Addressing the impact of B-Double and other large freight trucks travelling through the City
- Being able to evacuate Blue Mountains residents in emergencies
- The continued increase in car use and under-utilised bus and rail services
- Only five of 20 train stations in the Blue Mountains are wheelchair accessible
- Advocating for increased train services and upgraded train stock is difficult given the relatively small population of the Blue Mountains

Emerging Issues

- NSW road freight projections indicate a steady increase in road freight transport over the next decade. A likely consequence is further traffic congestion and road safety issues
- Rail time table changes are being considered by RailCorp and the community needs to be consulted
- New tolls are proposed for M4 and M5 affecting travel costs of Blue Mountains residents working in the Sydney region; as well, fuel prices and toll fees are likely to continue to increase due to the Government's commitment to funding major road transport solutions
- Despite transport accounting for 15% of Australia's total greenhouse gas emissions, the Australian Government has stated that transport fuels for cars and light vehicles will be permanently excluded from the carbon tax (Department of Infrastructure and Transport, 2012)
- The four-lane expansion of the highway will encourage more cars into the City, which may increase pressure on available parking in tourism areas



Community Priorities

2012 Community Survey

In 2012, 1030 residents were surveyed and asked;
*“When thinking about making the Blue Mountains a better place, what do you see as the top priority action areas relative to **Moving Around** over the next 5-10 years?”*

The top five responses were:

- 1. Maintain/fix roads*
- 2. Improved/more public transport*
- 3. Improved cycleways and footpaths*
- 4. Less traffic congestion and easier access*
- 5. Improved/more parking*

Moving Around

Top priorities suggested at the Our City, Our Future Community Forum included:

- In consultation with community, integrate environmentally sustainable drainage solutions into the maintenance and construction of roads
- Improve the safety, amenity and linkages of the local road network. Key links between some towns are missing and there are not enough footpaths on existing village link roads
- Promote the use of alternative forms of transport that are safe and accessible
- Safe train, bus and taxi transport hubs and systems – especially at night and for young people. Re-instate rail transit police, night rider service and bus services, and make public transport more attractive by improving safety with CCTV and lighting
- Improve pedestrian and cyclist safety in the community
- Improve consultation by State Rail with Blue Mountains communities on train timetables, required train stops for train users, better express services, and safe night travel transport options
- Improve land use development application assessment to achieve enhanced access outcomes for people with a disability, for older less mobile people and for the general community

Other priorities suggested:

- The Council to continue advocating for improved highway outcomes and reduced freight on the Great Western Highway
- Support sustainable transport options including integrated cycling, walking and public transport
- Make village back roads safe for kids and pedestrians – reduce speed
- Improved information on the Council's website about local towns and villages and transport options
- Reduce the use of motorised or private transport, and increase the use of public transport
- Address safety, amenity, local access and design of the transport corridor
- More pedestrian crossings across the highway are required – the highway is not safe for cyclists
- Centralise the location of key services and facilities in key service centres
- Encourage transport solutions for those unable to access transport
- More bus routes on weekends, and between towns and for special events
- Make existing Council/other agency vehicle fleet resources available for those without cars
- Retrofit existing public spaces to improve accessibility



MOVING AROUND

Objective 3.1

Integrated accessible and sustainable choices are provided for moving around

STRATEGIES

- a. Support development of an integrated, accessible and linked transport network that meets the needs of pedestrians, cyclists, vehicles, freight and public transport
- b. Provide and promote sustainable choices for moving around the City that are safe, inclusive and efficient
- c. Advocate for improved rail and bus services that are safe, meet the travel needs of the community and reduce private car dependency
- d. Develop transport links for vehicles, cyclists and pedestrians between towns and villages other than the Great Western Highway
- e. Promote transport solutions for those unable to access transport
- f. Ensure new and retrofitted development is accessible to people with a disability, including accessible pathways of travel leading to accessible facilities
- g. Support the provision of vehicle parking at key destinations in response to the expressed needs of businesses, customers and the community

PROGRESS MEASURES	TARGET
– Condition of Council transport assets and their fitness for purpose including roads, cycleways, bus shelters/stops, carparks, footpaths, street lighting, traffic facilities and line marking	<i>Maintain/Improve (subject to funding)</i>
– Number of railway stations with bike lockers	<i>Increase</i>
– Number of wheel chair accessible railway stations	<i>Increase</i>
– Gap between resident satisfaction and importance ratings for: <ul style="list-style-type: none"> – Pedestrian access around shopping centres and community facilities – Parking for shoppers – Parking for commuters (Source: Annual Council Community Survey)	<i>Decrease</i>

MOVING AROUND

Objective 3.2

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

STRATEGIES

- a. Improve the safety, amenity and linkages of the local road network
- b. Complete the upgrade and widening of the Great Western Highway so that it delivers improved safety, accessibility, amenity and World Heritage identity
- c. Advocate for reduced carriage of freight by large trucks on the Great Western Highway and greater use of rail
- d. Retrofit the earlier widening works on the Great Western Highway to align with the standards and aesthetics of recent Great Western Highway works.

PROGRESS MEASURES

- Condition of Council roads and their fitness for purpose

TARGET

*Maintain/improve
(subject to funding)*

- Gap between resident satisfaction and importance ratings for:

- *Sealed roads*
- *Unsealed roads*
- *Footpaths*
- *Cycle ways*
- *Car parks*
- *Commuter parking*
- *Bus shelters*
- *Traffic Safety*

(Source: Annual Council Community Survey)

Decrease



Implementing the Plan

Council's Role

The Council is responsible for an extensive network of local roads and associated infrastructure including kerb and guttering, line marking and signage. The local road network includes 637km of sealed roads, 493km of kerb and gutter, 34 bridges and 164,000 m² of car parks. In addition, the management of stormwater is an important consideration relative to minimising detrimental impacts on the surrounding World Heritage environment.

The Council also coordinates the Integrated Transport Forum on behalf of the Blue Mountains community bringing advocates for different modes of transport together, including bus, rail, cyclists, taxi operators, commuters and pedestrians.

The Council directly supports Moving Around through the following service:

- Transport and Public Access Service

Role of Other Key Partners

The NSW Roads and Maritime Service (RMS) have responsibility for the Great Western Highway, Hawkesbury Road, Darling Causeway and the Bells Lines of Road. Many other organisations, as well as residents and visitors to the area, have a role to play. These include, but are not limited to:

- NSW RailCorp/City Rail
- Nepean Blue Mountains Local Health District
- Chambers of Commerce
- Town & Village Associations
- Blue Mountains Tourism
- Great Community Transport Inc.
- Local bus companies
- Taxi companies
- Local community members and visitors to the area
- Western Sydney Community Forum (WSCF)
- Blue Mountains Sustainable Transport Alliance
- GAIC – Getting Around In Community Project
- Western Sydney Region of Councils (WSROC)
- Neighbouring Councils



An inclusive, healthy & vibrant city

Key Direction

4

LOOKING AFTER PEOPLE

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 the 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 local health services and in the way the city is designed. Sustainable food initiatives, including 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.



Key Direction 4

LOOKING AFTER PEOPLE

Values, Aspirations & Aims

We value our strong connected 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 young people have hope for the future and opportunities to live and work in the Blue Mountains.

Building on our rich cultural heritage and inspirational natural environment, we are an exciting centre of learning, culture and creativity.

By 2025, we have become a more inclusive, healthy and vibrant City.

Overview

Diverse & Strong Community

The Blue Mountains is a place renowned for its strong and diverse community.

The nature of the City, with its 27 different and contained towns and villages, has supported the development of strong local community organisations, interest groups, close-knit communities and neighbourhoods. Organisations such as village and town associations, Chambers of Commerce and the local Rural Fire Service volunteer groups, bring the community together.

The region's major transport corridor including the Great Western Highway and the Blue Mountains railway line is an important link for transferring goods and people across the State. The Roads and Maritime Service is currently widening the highway to four lanes between Woodford and Katoomba. The Blue Mountains is also connected to the Hawkesbury region via the Hawkesbury Road and Bells Line of Road.

Rich Aboriginal Heritage

The Mountains has a rich Aboriginal heritage and contemporary Aboriginal people and groups contribute immensely to the rich cultural diversity of the community.

Ageing Population

In 2011, the City's population was just over 78,000 persons, with an average age of 42 – slightly older than the average age for NSW (38). Like many urban fringe and rural areas, the Blue Mountains population is ageing and this is placing pressure on health and aged care services and accommodation. Many young people continue to leave once they finish school attracted by educational and employment opportunities in bigger cities.

City Divided

On many indicators – household income, car ownership, educational levels – the Upper Mountains is more disadvantaged relative to the Lower Mountains on a per capita basis (ABS 2011). It is relevant to note that people living in the Lower Mountains are closer to larger employment centres in greater metropolitan Sydney.



Affordable Housing

Relative to Sydney, the Blue Mountains offers more affordable housing choices. However, the limited urban footprint available for development, combined with the existing low-density dispersed settlement pattern in the Blue Mountains, has resulted in a growing mismatch between housing need and available housing stock.

City of the Arts

The Blue Mountains has long held an attraction for artists, including painters, writers, composers, designers, musicians and performers who have been inspired to work and live in the area. In 2000, the City of Blue Mountains was nominated the 'Inaugural City of the Arts' in NSW. The Blue Mountains Artist Network (BMAN) maintains the Blue Mountains Artist Trail to help residents and visitors to the area discover and visit arts-related attractions.

The Blue Mountains Cultural Centre, incorporating a Regional Art Gallery and World Heritage Interpretive Exhibition, opened in November 2012. This Centre provides an innovative and exciting cultural hub for locals and visitors, adding to the identity of the region and the City's social fabric.

Ongoing Challenges

- Improving access to services and facilities in a City comprising 27 dispersed towns and villages
- Addressing the significant differences in socio-economic wellbeing and health status between the Upper and Lower Mountains
- Maintaining affordable and accessible housing choice
- Residents being properly prepared for bushfire risk
- Addressing the health and service needs of those without access to transport
- Managing the increasing disconnection between residents in towns and villages arising from the widening of the Great Western Highway
- Better harnessing the rich cultural and creative capital of the Blue Mountains – many artists are attracted to reside in the area
- Maintaining a diverse population with a healthy mix of age groups – with a focus on stemming the flow of young people out of the City
- The high cost for the Council of maintaining many duplicated community facilities across a dispersed City of 27 settlements (e.g. halls, pools, libraries), including some with very low utilisation rates
- Meeting the needs of people with disabilities and their carers
- Addressing the needs of an increasingly ageing population
- Engaging disadvantaged, vulnerable and minority sections of the community in planning the City, to ensure decisions meet their needs
- Managing bushfire risk to people and property
- Need to secure an adequate workforce in services to care for an ageing community
- Increasing local employment opportunities for Aboriginal people, including, for example, Indigenous cultural services

Emerging Issues

- Housing NSW has identified a moderately high need for affordable housing in the Blue Mountains
- There are increasing numbers of people living alone, creating a mismatch between detached housing stock and housing needs
- Rising energy costs (gas, electricity, fuel) will continue to impact on household incomes
- There is a significant volunteer workforce supporting service delivery to those in need (e.g. meals on wheels). This workforce is ageing and many volunteers are likely to move from being service providers to service recipients in the coming 10-15 years
- Some service areas are experiencing significant technological changes such as library services and new digital technologies for reading books. This may impact on how services are delivered in the future
- New regulations for childcare will take effect in 2014. The carer ratio will change from 5 children 1 carer to 4 children 1 carer. Certificate III in Childcare is now the new minimum standard of education for carers and breach penalties will apply
- The introduction of the National Disability Insurance Scheme (NDIS)



Community Priorities

2012 Community Survey

In 2012, 1030 residents were surveyed and asked; *“When thinking about making the Blue Mountains a better place, what do you see as the top priority action areas relative to **Looking After People** over the next 5-10 years?”* The top five responses were:

- 1. Aged care and facilities for people with a disability*
- 2. Services, facilities and opportunities for young people*
- 3. Increased/improved community spaces and parks*
- 4. Improve and maintain services*
- 5. Services and facilities for young children and families*

Looking After People

Top priorities suggested at the Our City, Our Future Community Forum included:

- Facilitate and support programs that engage community and build social cohesion – address social isolation, domestic violence, vandalism, school absenteeism, anti-social behaviour. Use festivals, events, improved information, and social media to connect people to services/networks
- Better utilise existing community and recreational facilities and reduce the need for the Council to maintain under-utilised facilities. Consider use of school facilities and shared booking systems
- Greater provision of more affordable/higher density housing in close proximity to town centres and public transport that meets the needs of older and young people
- Need for more flexible land use planning facilitating more granny flats/dual occupancy and medium density in village CBDs in proximity to public transport
- Facilitate older people in big houses moving into smaller houses in their community
- Provision of services and facilities that support and encourage diverse community including the retention of young people in the City
- Improve access of young people to learning opportunities in the Blue Mountains

Other priorities suggested:

- Making the City a centre of culture and creativity
- Support the City having a healthy balance of people of different life stages by creating a child and inter-generational friendly City
- Create more formal and informal learning opportunities for residents
- Consider having designated tag walls to manage graffiti and bin art projects
- Implement positive and uplifting graffiti messages
- Initiate 'friends of built assets', such as pools, to help raise funding for maintenance
- Consider tourism funding public toilets
- Advertising on bus shelters
- Increase community safety in town centres
- Encourage centres of research and learning
- Better resident notification systems of emergency matters that cause blockage of the highway

LOOKING AFTER PEOPLE

Objective 4.1

Community health and well being is maintained and improved

STRATEGIES

- a. Facilitate community access to community, cultural, recreational and sporting services and facilities that meet needs and support health and well being
- b. Support increased community participation in physically active, fit and social lifestyles, including provision of supporting infrastructure
- c. Support implementation of the Stronger Families Alliance Child and Family Plan
- d. Implement innovative and preventative community development initiatives that contribute to social justice, well being and which address the needs of the vulnerable and disadvantaged
- e. Facilitate programs that engage and harness the skills and contribution of the community and build social networks, connections and cohesion
- f. Advocate and facilitate provision of well designed, accessible and affordable housing that meets diverse community needs
- g. Encourage healthy, clean and safe living and working environments in the City
- h. Encourage sustainable living and food initiatives that contribute to community health and well being, including community gardens, school gardens, slow food and permaculture

PROGRESS MEASURES

TARGET

– Percentage of residents assessed as having 'poor health behaviours' as presented in the Blue Mountains LGA Epidemiology Profile	<i>Decrease</i>
– Proportion of residents who are disadvantaged socio-economically	<i>Decrease</i>
– Condition of Council sport and recreation facilities and their fitness for purpose	<i>Maintain/Improve (subject to funding)</i>
– Condition of Council-managed walking tracks	<i>Maintain/Improve (subject to funding)</i>
– Gap between resident satisfaction and importance ratings for: <ul style="list-style-type: none"> – <i>Clean, safe and healthy living environments</i> – <i>Parks and playgrounds</i> – <i>Ovals and sporting grounds</i> – <i>Swimming pools</i> – <i>Community centres and halls</i> (Source: Council Annual Community Survey)	<i>Decrease</i>

LOOKING AFTER PEOPLE

Objective 4.2

Blue Mountains communities are safe, caring and inclusive

STRATEGIES

- a. Ensure service providers take into consideration the needs of different life stage groups, (children and families, youth, adults and older people), and other specific needs groups, (Aboriginal people, people with a disability, people from culturally and linguistically diverse backgrounds, people of diverse sexuality)
- b. Implement initiatives that support creation of a safe, caring, inclusive and crime-free Blue Mountains
- c. Promote and encourage bushfire and emergency management preparedness
- d. Support and partner with emergency services to deal with threats to the City
- e. Facilitate positive family and community influences on child and youth development
- f. Promote volunteering programs that support the City's community, cultural, recreational and environmental priorities
- g. Improve the resilience of systems within the City for adapting and responding to bushfire, storms, flooding, hail and other climate-related natural disasters

PROGRESS MEASURES	TARGET
– Proportion of residents who believe they belong in the community	<i>Increase</i>
– Proportion of residents who have a non-family member in their area to turn to in times of crisis	<i>Increase</i>
– Proportion of children scoring 'not developmentally vulnerable' when starting school	<i>Increase</i>
– Number of residents who have completed a Bush Fire Survival Plan	<i>Increase</i>
– Condition of Council fire trails and RFS/SES buildings and their fitness for purpose	<i>Maintain (subject to funding)</i>
– Total number of RFS/SES volunteer participation hours per year	<i>Increase</i>
– Achievement of identified actions in the Blue Mountains Bush Fire Risk Management Plan	<i>Maintain</i>
– Number of Domestic Squallor cases supported/resolved	<i>Maintain/Increase</i>
– The percentage of toilet facilities in the LGA that are unisex and accessible	<i>Increase</i>
– The percentage of people in the community who volunteer	<i>Increase</i>

LOOKING AFTER PEOPLE

Objective 4.3

The City is recognised as a centre of culture, creativity and life-long learning

STRATEGIES

- a. Facilitate community access to library and information services that provide enriching experiences and places for people to relax, study and come together
- b. Strengthen and promote the Blue Mountains as a City of the Arts within a World Heritage Area providing cultural events, experiences and learning opportunities
- c. Support lifelong learning from 'cradle to grave' for people of all ages and abilities
- d. Support the ongoing development of the Blue Mountains Cultural Centre (including the World Heritage Interpretive Centre) as a landmark innovative arts and cultural hub, contributing to the identity of the region and the City's social fabric
- e. Advocate for provision of more formal and informal learning opportunities within the City, particularly for young people
- f. Provide opportunities for the community to learn about sustainability

PROGRESS MEASURES

TARGET

– Condition of Council cultural facilities and their fitness for purpose	<i>Maintain (subject to funding)</i>
– Gap between resident satisfaction and importance ratings for: <ul style="list-style-type: none"> – Libraries – Cultural and arts facilities – Heritage values/buildings (Source: Council Annual Community Survey)	<i>Decrease</i>
– Condition of Council Library buildings and their fitness for purpose	<i>Maintain (subject to funding)</i>
– Number of formal courses retained/promoted	<i>Maintain/Increase</i>
– Retention and expansion of TAFE and Community College Courses	<i>Maintain/Increase</i>

LOOKING AFTER PEOPLE

Objective 4.4

The population has a healthy balance of people of different ages and life stages

STRATEGIES

- a. Support development of a child, youth and family friendly City
- b. Encourage young people and families to live and stay in the Blue Mountains through provision of a range of appropriately designed and accessible services and facilities that meet their requirements

PROGRESS MEASURES	TARGET
– Percentage of population aged under 50 years	<i>Increase</i>
– Gap between resident satisfaction and importance ratings for: – <i>People of different life stages having access to needed services and facilities</i> <i>(Source: Council Annual Community Survey)</i>	<i>Decrease</i>
– Percentage of young people (aged 15-25) living in the City	<i>Increase</i>

Implementing the Plan

Council's Role

The Council aims to complement the State and Federal Government's primary responsibilities for the delivery of health, social welfare and education services. It does this through a range of local community, recreational and cultural services and facilities.

The Council sets policy and facilitates programs for community outcomes for areas such as youth, Aboriginal and family needs, and environmental health. The Council also promotes cultural and community event activities across the City.

The Council works with the lead emergency service agencies to protect the Blue Mountains community from bushfires, storms and other emergency events.

Key services provided by the Council directly supporting Looking After People include:

- Community and Cultural Development Service
- Emergency Management Service
- Environmental Health and Regulation Service
- Family Day Care Service
- Sport and Recreation Service
- Aquatic and Leisure Centres

Role of Other Key Partners

Many other Local State and Federal government agencies and organisations, as well as residents and visitors to the area, have a role to play. These include, but are not limited to:

- Commonwealth Department of Sustainability, Environment, Water, Population and Communities
- NSW Department of Family and Community Services
- NSW Department of Community Services
- Nepean Blue Mountains Local Health District
- NSW Police Force
- NSW Department of Primary Industries, Crown Land Division
- NSW Department of Sport and Recreation
- NSW State Emergency Service
- NSW Rural Fire Service
- Fire and Rescue NSW
- Adjoining Local Government Areas
- Aboriginal communities and organisations



An economically sustainable city

Key Direction

5

SUSTAINABLE ECONOMY

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.



Key Direction 5

SUSTAINABLE ECONOMY

Values, Aspirations & Aims

We value business and industries that are in harmony with our surrounding World Heritage environment. We are recognised as a Centre of Excellence for sustainability that strives to create significant employment and educational opportunities.

Through responsible economic development we have strengthened and diversified our local economy. We are a leader in sustainable business and industry. Young people are attracted to work, live and study in the Blue Mountains.

By 2025, our local economy is stronger and more sustainable.

Overview

A Major Tourism Destination

Tourism is a major contributor to the City's economy. In 2011, the Blue Mountains welcomed 2.3 million day trip visitors to the region, with expenditure of \$233 million. The City also receives an estimated 80,000 international overnight visitors.

Blue Mountains Economic Enterprise

The Blue Mountains Economic Entity, established in 2012, is an incorporated company based in Katoomba. It is responsible for developing economic strategy, supporting local job creation, promoting and marketing economic development, and collaborating with Local, State and Federal Governments on economic initiatives.

A City of Arts & Culture in a World Heritage Setting

The Blue Mountains economy has a significant advantage in the arts and culture sphere, having been designated the inaugural 'City of the Arts' in NSW. The area's rich cultural heritage combines well with the City's unique natural assets and advantage of being a City within a World Heritage National Park.

The Blue Mountains has a large concentration of knowledge workers and creative industries. Growing the creative and learning industries, e-commerce and home-based employment is important to strengthening the local economy and community well being.

Eco-lifestyle Attraction

The City offers residents an enviable eco-lifestyle in close proximity to Sydney.

The economic strengths of the broader region include a large educated multicultural workforce, and Australia's most diverse industry base and transport infrastructure.

The dominant occupational categories for Blue Mountains workers are professionals, clerical and administrative workers, technicians and trade workers. These constitute 56% of the City's workforce.



Ongoing Challenges

- Creating a vibrant and thriving Blue Mountains economy without adversely impacting the natural environment
- Strengthening and expanding Blue Mountains tourism beyond a nature-based industry
- Reducing the social and environmental impacts of large numbers of people commuting outside the LGA by increasing local employment opportunities
- Strengthening the economic base of the City through increasing the range of sustainable industries in the City
- Ensuring the City has the infrastructure to support economic development
- Enhancing formal and informal educational, employment and entertainment opportunities to retain and attract young people in the area
- Strengthening economic development including tourism in the Lower and Central Mountains
- Strengthening town centre retail viability. High rents, the rise of internet shopping, deregulated shopping hours, discount stores, expanded functions of big chain supermarkets, improved road travel conditions to access out-of-area shops and tourism trends – are all contributing factors adversely impacting retail viability
- The ageing population is creating a demand for increased services and a workforce to meet the needs of older people
- Protecting the brand image of the Blue Mountains by investing in local services and facilities, including ageing infrastructure (e.g. town centres, visitor facilities, signage, graffiti and litter removal)

Emerging Issues

- The need to drive economic development through the new Blue Mountains Economic Enterprise
- Advocate for the City's faster access to the National Broadband Network
- The NSW Regional Action Plan (2012) for Western Sydney and the Blue Mountains intends to deliver more job opportunities in Parramatta and Penrith to relieve the strain on residents commuting long distances for work. The Plan proposes better public transport services for the Blue Mountains and the continuation of the four-lane upgrade along the Great Western Highway
- Blue Mountains Visitor Centres experienced a marked decline in visitor numbers during 2010-11 (Glenbrook down 68.5% and Echo Point down 51.3%)
- The China market is the major growth prospect for international inbound tourism. Currently, international visitors from the UK (21.8%), Germany (10.8%) and USA (9.1%) comprise the main proportion of travellers to the City
- Katoomba has been proposed as the possible Arts Hub for the Western Sydney Region by WSROC
- Western Sydney is one of the fastest growing economies in Australia, accounting for 71% of Sydney's population projected growth. In contrast, the Blue Mountains population growth rate over the past decade (2001-2011) of 2% was the lowest in the Sydney region
- Opportunity to build on our comparative unique lifestyle advantage and attract sustainable industry suitable to our World Heritage environment – including the arts, culture, learning and green industries
- Implementing economic development strategies in the City that benefit Aboriginal communities

Community Priorities

2012 Community Survey

In 2012, 1030 residents were surveyed and asked; *“When thinking about making the Blue Mountains a better place, what do you see as the top priority action areas relative to **Sustainable Economy** over the next 5-10 years?”* The top five responses were:

- 1. Employment opportunities*
- 2. Tourism*
- 3. Support local businesses*
- 4. Youth employment*
- 5. Cultural and arts facilities*

Sustainable Economy

Top priorities suggested at the Our City, Our Future Community Forum included:

- Accessing National Broadband in the Blue Mountains
- Improving evidence-based information to support economic development planning
- Establishing Blue Mountains as a recognised centre for creative industry, heritage and nature-based learning opportunities – especially retaining young people in the City
- Connecting all community groups, business enterprises and research institutions to grow creative enterprises that add to the economy and well being
- Improving interface with developers on development applications – focused on increasing facilitation of economic development in the Local Environment Plan
- Advocating the relocation of government agencies to the Blue Mountains
- Establishing cooperative communication structures and strategies that support local economic development

Other priorities suggested:

- Addressing the classification of the Blue Mountains as Western Sydney or regional or outer urban fringe
- Increasing employment-generating social enterprise initiatives
- Growing support for the new low carbon economy and increased use of renewable energy
- Exploring alternative economic approaches, including the digital economy and the Local Exchange Trading system (LETS)
- Better leveraging under-utilised infrastructure
- Increasing local food production – indeed, becoming a hub
- Become a national centre for creative non-formal education – art, music, design and nature-based enterprises
- Grow and consolidate the fragmented arts and cultural community

SUSTAINABLE ECONOMY

Objective 5.1

The Blue Mountains economy is vibrant and strong with increased local employment

STRATEGIES

- a. Diversify and strengthen the range of sustainable industries and businesses in the Blue Mountains
- b. Provide required infrastructure to support sustainable economic development
- c. Relocate government agencies to the City of Blue Mountains
- d. Build a sustainable tourism industry that delivers local and regional benefits
- e. Increase local employment opportunities
- f. Drive implementation of economic initiatives and outcomes that strengthen the local economy through the Blue Mountains Economic Entity
- g. Advocate for the provision of appropriate digital infra-structure
- h. Support the establishment of a Smartwork Centre with NBN connectivity
- i. Implement economic development strategies that increase local employment opportunities for Aboriginal people

PROGRESS MEASURES

- Economic diversity of the Local Government Area against the NSW Economic Diversity Index
- Gross regional product
- Number of residents working within the Local Government Area as a proportion of the total working population
- Gap in resident satisfaction and importance rating for generating local employment opportunities (Source: Council Annual Community Survey)

TARGET

- Increase*
- Increase*
- Increase*
- Decrease*

SUSTAINABLE ECONOMY

Objective 5.2

The City is recognised nationally as an innovative learning region within a World Heritage Area

STRATEGIES

- a. Support and promote development of the City as a nationally recognised centre for creative industry, heritage and nature-based learning
- b. Enhance existing and establish new centres of informal and formal vocational learning and research, including online learning opportunities
- c. Grow the City's economic strength by focusing on its unique identity as a City of the Arts in a World Heritage Area

PROGRESS MEASURES

- Number of student enrolments in TAFE and Community College

TARGET

Increase

SUSTAINABLE ECONOMY

Objective 5.3

The City of Blue Mountains is a model for sustainable local business and tourism

STRATEGIES

- a. Develop the Blue Mountains as a leader in responsible and sustainable tourism that provides local and regional benefits
- b. Support and strengthen local businesses

PROGRESS MEASURES	TARGET
– Tourism visitation and length of stay	<i>Increase</i>
– Number of vacant shops in Katoomba and Springwood	<i>Decrease</i>
– Commercial and industrial occupancy rates	<i>Increase</i>



Implementing the Plan

Council's Role

The Council is a major employer in the Blue Mountains with almost 500 full-time equivalent staff and contributes to the local economy by spending approximately \$110 million a year to deliver a range of services and assets across the City.

In 2012, the Council resourced the establishment of the Blue Mountains Economic Enterprise to drive initiatives that strengthen the local economy.

Key services provided by the Council directly supporting Sustainable Economy include:

- Economic Development and Tourism Service
- Commercial Activities including Caravan parks at Katoomba and Blackheath, Commercial Property portfolio, Effluent Collection Service, Roads and Maritime Services – Motor Vehicle Services, and Visitor Information Services at Glenbrook and Katoomba

Role of Other Key Partners

Many other Local State and Federal government agencies and organisations, as well as residents and visitors to the area, have a role to play. These include, but are not limited to:

- NSW Department of Trade and Investment
- NSW Department of Premier and Cabinet
- NSW Treasury
- Blue Mountains Economic Enterprise
- Blue Mountains, Lithgow and Oberon Tourism Board
- BIZNET and Chambers of Commerce across the City
- NSW Office of Environment and Heritage
- NSW Roads and Maritime Services
- TAFE
- NSW Department of Education
- NSW Sydney Water

Inspiring leadership



Key Direction

6

CIVIC LEADERSHIP

A sustainable city has **inspiring civic leadership** which includes all levels of government, community and business providing leadership, and acting in the broader interests of the community.

It embraces leadership in public affairs and human actions affecting the whole community.

It aspires to transform local communities into better places for all residents to live.

Key Direction 6

CIVIC LEADERSHIP

Values, Aspirations & Aims

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

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

Overview

Local Government and the community have important civic leadership and advocacy roles. Increasingly, councils and other levels of government are under pressure to demonstrate leadership within a sustainability framework, having regard for the long-term effects of their decisions on the community and quality of life.

The Council actively encourages engagement of the community in civic affairs.

Strengthening the financial, social and environmental sustainability of the City for current and future generations, is a major challenge for our civic leaders.

Ongoing Challenges

- Blue Mountains City Council and other levels of government working together effectively to implement *Sustainable Blue Mountains 2025* and achieve outcomes for the City
- Strengthening the financial sustainability of the Council to resource this Plan
- Many NSW councils continue to experience significant financial challenges as a result of:
 - *Constrained rate revenue from 35 years of NSW Government imposed rate pegging which limits the amount by which councils can increase their rates – irrespective of the amount real costs have risen by*
 - *Costs increasing greater than revenue*
 - *Significant additional cost burdens from the shifting of responsibilities from Federal and State Governments to Local Government without corresponding funding. In 2011–2012, the impact of cost shifting on Blue Mountains City Council was estimated to be an additional \$7.5 million in expenditure requirements*
- Ensuring effective engagement and consultation of community in civic and City matters
- Responding to pressures for increased accountability and transparency for all levels of government in its dealings with community and other agencies
- Improving integration, coordination and communication between Local and State government agencies

Emerging Issues

- The NSW Government has appointed an Independent Local Government Review Panel to develop options for improving the strength and effectiveness of local government in NSW. The Panel will investigate and identify options for governance models, structural arrangements and boundary changes for local government in NSW. The review has also been tasked with:
 - *Developing options and models to enhance regional collaboration*
 - *Researching innovations and better practices in local government*
 - *Clarifying State versus Local functions and the core legislated/regulated functions of local government*

Civic Leadership

Top priorities suggested at the Our City, Our Future Community Forum included:

- Harnessing and engaging the skills and resources of the whole community to work with the Council and other levels of government in providing civic leadership in the Blue Mountains
- Building support structures that help the community to effectively contribute and participate towards civic and community leadership
- Finding creative, innovative approaches and solutions for improving the financial sustainability of the Council and the City
- Improving collaboration and resource sharing between key agencies operating at the local level
 - consider establishment of a high level interagency comprised of the heads of local service providers based in the Blue Mountains, including the Council, hospital, health, emergency services and police
- The need for the Council to continue engaging the community on how best to achieve an affordable and acceptable level of service
- Reporting by the Council and other agencies needs to focus on whether or not outcomes on-the-ground have actually been achieved for the community
- Conducting an audit of Council and non-Council facilities, assessing utilisation and determining required levels of service
- Implementing innovative service delivery solutions that better utilise existing Council and non-Council facilities and reduce duplication
- Building skills and capacity with the Council to deliver innovative and effective leadership
- Improving accountability of the Council's expenditure
- Including young people in decision-making
- Developing a skills inventory of available volunteer resources in the community

CIVIC LEADERSHIP

Objective 6.1

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

STRATEGIES

- a. Strengthen the financial sustainability of the Council through implementing the Long Term Financial Plan and its strategies
- b. Engage with the community to achieve affordable and acceptable levels of service – including possible renewal of the existing environmental levy and further rate variations to enable delivery of priority projects
- c. Seek and facilitate the contribution of other levels of government to resourcing the implementation of *Sustainable Blue Mountains 2025* objectives and strategies
- d. Identify and implement innovative and creative solutions to strengthen the financial sustainability of the Council and the City

PROGRESS MEASURES

- Council's Long Term Financial Plan (LTFP) performance measures including:
 - *Operating result (including and excluding capital)*
 - *Unrestricted current ratio*
 - *Debt service ratio*
 - *Rates & annual charges coverage*
 - *Building & infrastructure renewal ratio*
 - *Asset renewal funding ratio*

- External grant funding obtained by the Council that supports implementation of *Sustainable Blue Mountains 2025*

TARGET

LTFP performance targets achieved

Increase

CIVIC LEADERSHIP

Objective 6.2

The Council provides transparent, fair and accountable civic leadership

STRATEGIES

- a. Ensure decision-making processes are open, transparent, accountable and informed by sound integrated planning, including consideration of social, environmental, economic and governance sustainability impacts
- b. Ensure the Council operates in a business-like manner, and supports transparent and fair allocation of resources and best value for services and facilities
- c. Support the professional development of elected Councillors in fulfilling their leadership roles and meeting their statutory responsibilities
- d. Complete the rating structure reform to achieve a more fair, broadly uniform and less complex rating system
- e. Implement effective and efficient corporate governance, including enterprise risk management, safe work practices, access to information, legal and compliance activities
- f. Implement the Council's Workforce Management Strategy and attract and retain a skilled workforce that delivers excellent customer service aligned to the Council's vision, mission and values
- g. Implement legislatively required integrated planning and reporting, and track the progress of the Council and the City goals
- h. Manage Council information in a strategic, integrated and accessible way to support effective and efficient service delivery

PROGRESS MEASURES

TARGET

<ul style="list-style-type: none"> - Council Annual Community Survey measures for: <ul style="list-style-type: none"> - Overall community satisfaction with Council performance/Councillor performance/staff performance - Perception of overall value for money against services received 	<p><i>Increase</i></p>
<ul style="list-style-type: none"> - Council's Workforce Management Strategy (WMS) performance measures including: <ul style="list-style-type: none"> - Quality of leadership - Community satisfaction with Council/staff performance - Delivery Plan outcomes achieved - Employee satisfaction - Workplace injuries - Workers compensation premium costs - Employee retention - Employee attendance 	<p><i>WMS performance targets achieved</i></p>

CIVIC LEADERSHIP

Objective 6.3

The community is informed, consulted and engaged

STRATEGIES

- a. Ensure the community has access to relevant information and opportunities to be engaged and consulted on decisions, policies and plans that affect them
- b. Implement the Council's consultation policy and ensure appropriate methods of community consultation are implemented including representative engagement where appropriate so the voice of the broader community is heard

PROGRESS MEASURES

- Council Annual Community Survey measure of:
 - *Satisfaction with the level of Council information provided and consultation implemented*

TARGET

Increase

CIVIC LEADERSHIP

Objective 6.4

The Council provides value for money services

STRATEGIES

- a. Review Council services on a regular basis to ensure they are providing value for money, and are relevant in meeting community needs and priorities
- b. Engage and participate in value for money regional resource sharing and partnership initiatives with the Western Sydney Regional Organisation of Councils, other regional and local organisations and with adjoining councils
- c. Implement strategic procurement to achieve cost savings and improved governance
- d. Seek to continuously improve service delivery and the business systems supporting it

PROGRESS MEASURES

- Council Annual Community Survey measure of:
 - *Community satisfaction with Council performance*
 - *Perception of value for money against services received*

TARGET

Increase

CIVIC LEADERSHIP

Objective 6.5

The Council, other levels of government and the community work together to implement Sustainable Blue Mountains 2025

STRATEGIES

- a. Improve planning and coordination between government and non-government agencies to support implementation of *Sustainable Blue Mountains 2025*
- b. Harness and grow the skills and capacity of the broader community to support implementation of *Sustainable Blue Mountains 2025*
- c. Investigate possible establishment of a local interagency that facilitates coordination and collaboration between heads of key Blue Mountains key service providers

PROGRESS MEASURES

- Blue Mountains service Interagency established and meeting on a regular basis

TARGET

Establish by 2014

CIVIC LEADERSHIP

Objective 6.6

Sustainable services, assets and infrastructure are provided in the City

STRATEGIES

- a. Support and advocate for the development of required services, facilities, infrastructure and technology solutions to achieve *Sustainable Blue Mountains 2025*
- b. Implement the Council's Asset Management Strategy, Policy and Plans to support responsible management of built and natural assets within available resources
- c. Advocate for the City of Blue Mountains to continue to be identified as a distinct region to support and promote the unique characteristics and values of the Blue Mountains

PROGRESS MEASURES

- Implementation of Council's Asset Management Strategy including:
 - *Asset Management Improvement Plan*
 - *Condition of assets*

TARGET

Annual actions/targets achieved

Civic Leadership Progress Measures

The following measures will be used to assess the performance of Blue Mountains City Council in improving its overall sustainability:

Governance

- Overall community satisfaction with Council's performance
- Overall community satisfaction with staff performance
- Overall community satisfaction with Councillor performance
- Overall value for money against services received

Financial

- Operating Result from Continuing Operations
- Operating Balance Ratio
- Unrestricted Working Capital
- Current Ratio
- Asset Renewal Gap Ratio
- Asset Renewal Ratio
- Debt Service Ratio

Environmental

- The Council's energy consumption from corporate operations
- The Council's green house gas emissions (CO² equivalent) from corporate operations
- The Council's water consumption

Social

- Overall staff satisfaction with the Council as an employer
- Quality of organisational leadership
- Sustainable workforce – safe, skilled and diverse

3

LEARNING as we go




A Sustainable Society

The framework for a more sustainable Blue Mountains is based on the view that all forms of life operate within one dynamic system.

Within this system there are various forms of natural, built, human and social capital supporting our quality of life and the health of the planet.

In taking action to achieve a more sustainable Blue Mountains, it is important that we protect and nurture, rather than erode, the key forms of capital supporting our quality of life.



A woman in a purple sweater is smiling and clapping her hands. In the background, other people are visible, some also clapping. The scene is outdoors with green foliage. There are large, light-colored abstract shapes in the upper right corner of the image.

"A sustainable society is one that can persist over generations, one that is farseeing enough, flexible enough, and wise enough not to undermine either its physical or its social systems of support."

DONELLA MEADOWS, 1992, BEYOND THE LIMITS

Tracking Our Progress

It is important that we assess our progress in achieving *Sustainable Blue Mountains 2025*...

To assess our progress, key 'progress measures' have been developed against the objectives and strategies of each Key Direction in *Sustainable Blue Mountains 2025*. These measures will be further reviewed and strengthened for incorporation in a State of City Report (which will also include reporting on the state of the environment – a legislative requirement).

It is proposed that a State of City Report will be prepared at the end of each four-year term of the Council to assess progress achieved by all stakeholders – community, the Council, other government and non-government agencies – and to inform (as required under legislation) the periodic updating of *Sustainable Blue Mountains 2025*.

The State of City Report aims to address whether our decisions and actions have made a difference in improving quality of life in the City of Blue Mountains. In particular, the State of City reporting will primarily use "state" or condition-based measures to understand whether we have strengthened or eroded the City's natural, built, human and social capital or assets that underpin our quality of life.

The Council is committed to continuing the dialogue and partnering with all stakeholders to gain further understanding of the most relevant and appropriate measures that can be used in determining whether we have made a difference in achieving a more sustainable Blue Mountains. Connections that can be made with sustainability measures used by national, state and regional agencies will also continue to be a focus. As part of monitoring our progress – and in addition to asset or 'state' measures – we will also track 'response' and 'pressure' measures.



"In 2025 the City of Blue Mountains will offer people from all over the world a unique window into how a community, based on environmental education, learning, wisdom and respect, can continuously renew itself and its people."

BLUE MOUNTAINS RESIDENT AGED OVER 50 YEARS

"I think we are learning lots of ways to live differently and more closely with our surroundings... many things will be important, living in the Blue Mountains in 2025. I believe that living in 2025 will be better than today."

BLUE MOUNTAINS CHILD AGED 8 YEARS

4

LINKS & sources



Links with the NSW State Plan

The following table shows how *Sustainable Blue Mountains 2025 (SBM 2025)* objectives align with the goals of the NSW State Plan. It also shows the top priority actions that the Council is committed to implementing through its Delivery Program 2013–2017. These actions support the achievement of the NSW State Plan Goals and SBM 2025 objectives. The last column identifies the key areas identified by the community requiring funding and assistance from the NSW State Government if the NSW State Plan goals are to be achieved in the City of Blue Mountains.

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013–2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
REBUILD THE ECONOMY			
<ol style="list-style-type: none"> 1. Improve the performance of the NSW economy 2. Rebuild State finances 3. Drive economic growth in regional NSW 4. Increase the competitiveness of doing business in NSW 5. Place downward pressure on the cost of living 6. Strengthen the NSW skill base <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> – Grow the economy of Western Sydney – More local jobs close to where people live 	<p>Objective 4.3 The City is recognised as a centre of culture, creativity and lifelong learning</p> <p>Objective 5.1 The Blue Mountains economy is vibrant and strong with increased local employment</p> <p>Objective 5.2 The City is recognised nationally as an innovative learning region within a World Heritage Area</p> <p>Objective 5.3 The City of Blue Mountains is a model for sustainable local business and tourism</p>	<p>Priority 7 Respond to local and NSW State Planning reform requirements whilst aiming for retention of Blue Mountains environmental and cultural values in planning policy</p> <p>Priority 8 Prepare master plans for towns and villages with a priority on Pioneer Place, Katoomba and Springwood Town Centre</p> <p>Priority 9 Complete Lawson Town Centre public domain</p> <p>Priority 10 Enhance place based approaches to improving and maintaining town centres in collaboration with the local community</p> <p>Priority 20 Contribute to the development of Blue Mountains as a centre for the arts, creative industry and creative learning</p> <p>Priority 23 Support economic development and tourism through economic and tourism partners</p> <p>Priority 24 Advocate for funding to enable implementation of Great Blue Mountains Trail and Grand Cliff Top Walk</p>	<ul style="list-style-type: none"> – Tourism promotion and investment that increase Blue Mountains share of international tourism markets – Partnership initiatives that strengthen the City's comparative economic advantage in arts and nature based recreation – Improving brand recognition of the Blue Mountains World Heritage Area – Supporting the Blue Mountains as a centre of excellence for research and learning in a World Heritage Area – Fast-tracking the installation of the National Broadband Network – Local employment initiatives including relocation of State agencies to the Blue Mountains – Addressing the backlog in maintenance of bushwalking trails

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013–2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
RETURN QUALITY SERVICES			
<p>TRANSPORT</p> <p>7. Reduce travel times</p> <p>8. Grow patronage on public transport by making it more attractive</p> <p>9. Improve customer experience with transport services</p> <p>10. Improve road safety</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> – Reduce travel times – improve infrastructure, reduce congestion, tolls are too expensive, provide safe cycleways – Road safety – improve road condition, effective emergency services response to incidents, complete Great Western Highway and school safety zones 	<p>Objective 3.1 Integrated, accessible and sustainable choices are provided for moving around</p> <p>Objective 3.2 The City has a safe, well designed and maintained network of roads</p>	<p>Priority 12 Advocate for quality outcomes for the upgrade of the Great Western Highway and rail corridor</p> <p>Priority 13 Update and implement actions from the Pedestrian Access Mobility Plan, subject to funding</p> <p>Priority 14 Maintain and renew the City's road network, within available funding</p>	<ul style="list-style-type: none"> – Timely completion of the upgrade of the Great Western Highway – Funding for priority footpaths and bicycle network – Greater consultation with the Blue Mountains community on train timetabling to ensure public transport remains attractive and viable option – Strategies to increase tourist patronage on trains, thereby reducing impact of tourism on local roads – Improved rail services to connect Blue Mountains community with essential health and tertiary education facilities including Nepean and Westmead Hospitals and the Kingswood campus of the University of Western Sydney

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013-2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
RETURN QUALITY SERVICES			
<p>HEALTH</p> <p>11. Keep people healthy and out of hospital</p> <p>12. Provide world class clinical services with timely access and effective infrastructure</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> - Access and equity relative to service delivery 	<p>Objective 4.1 Community health and well being is maintained and improved</p>	<p>Priority 17 Review the Council's Sport and Recreation Strategy and implement the Sports Field Use Management actions</p>	<ul style="list-style-type: none"> - Increasing access to health services especially for remote or otherwise disadvantaged sections of the Blue Mountains community - Additional resources to support Blue Mountains mental health services - Addressing increased demand for services to support the frail aged - Programs that address the causes of obesity, alcohol and drug abuse - Retaining and enhancing local hospital and specialist services - Renewal and upgrade of key recreation facilities to maintain opportunities for health and well-being
<p>FAMILY & COMMUNITY SERVICES</p> <p>13. Better protect the most vulnerable members of our community and break the cycle of disadvantage</p> <p>14. Increase opportunities for people with a disability by providing supports that meet their individual needs and realise their potential</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> - Access and equity relative to service delivery 	<p>Objective 4.2 Blue Mountains communities are safe, caring and inclusive</p>	<p>Priority 13 Update and implement actions from the Pedestrian Access Mobility Plan, subject to funding</p> <p>Priority 22 Support community development with particular focus on Aboriginal, youth and child and family action programs</p>	<ul style="list-style-type: none"> - Programs to improve quality of life for the most vulnerable and disadvantaged persons/groups across the City - Housing accommodation for young people, especially people with a disability - Affordable housing and improvement of housing standards for low and very low income households - Improving coordination, collaboration and information sharing of Local, State and Federal community services programs

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013-2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
RETURN QUALITY SERVICES			
<p>EDUCATION</p> <p>15. Improve education and learning outcomes for all students</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> - Access and equity to services delivery 	<p>Objective 4.3 The City is recognised as a centre of culture, creativity and lifelong learning</p> <p>Objective 5.2 The City is recognised nationally as an innovative learning region within a World Heritage Area</p>	<p>Priority 16 Complete construction of Hazelwood Child Care Centre</p> <p>Priority 20 Contribute to the development of the Blue Mountains as a centre for the arts, creative industry and creative learning</p> <p>Priority 25 Promote development of the City as a recognised centre for creative industry, heritage and nature based learning</p>	<ul style="list-style-type: none"> - Adequate resourcing of a range of school and post-school education facilities and programs to improve the education outcomes of Blue Mountains students - Improved transport options to existing education institutions - Assisting local libraries to transition and keep pace with digital reading technologies
<p>POLICE & JUSTICE</p> <p>16. Prevent and reduce the level of crime</p> <p>17. Prevent and reduce the level of re-offending</p> <p>18. Improve community confidence in the justice system</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> - Personal Safety – more police in streets, security in public areas and on public transport - Access and equity relative to service delivery 	<p>Objective 2.1 The liveability, vibrancy and safety of towns and villages is strengthened</p> <p>Objective 4.2 Blue Mountains communities are safe, caring and inclusive</p>	<p>Priority 22 Support community development with particular focus on Aboriginal, youth and child and family action programs</p>	<ul style="list-style-type: none"> - Improving commuter safety on buses, trains and at train stations, especially at night - Increased local employment and training initiatives for young people - NSW Police Force and the NSW NPWS promoting community access to personal emergency beacons for bushwalkers and adventurers

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013-2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
RENOVATE INFRASTRUCTURE			
<p>19. Invest in critical infrastructure</p> <p>20. Build liveable centres</p> <p>21. Secure potable water supplies</p> <p><i>Priority for Western Sydney:</i></p> <ul style="list-style-type: none"> - Affordable housing – so we can maintain links with families 	<p>Objective 2.1 The liveability, vibrancy and safety of towns and villages is strengthened</p> <p>Objective 2.2 The impact of development on the built and natural environment is managed, and the City's unique character retained</p>	<p>Priority 1 Develop and implement a new resource and waste management strategy</p> <p>Priority 3 Complete Blaxland Resource Recovery Centre entrance and Stage 3 landfill works</p> <p>Priority 4 Develop a city-wide water management strategy</p> <p>Priority 8 Prepare master plans for towns and villages with a priority on Pioneer Place, Katoomba and Springwood town centres</p> <p>Priority 9 Complete the Lawson Town Centre public domain upgrade</p> <p>Priority 10 Enhance place-based approaches to improving and maintaining town centres in collaboration with community</p> <p>Priority 11 Commence development of a strategy to respond to future burial(interment) options and needs</p> <p>Priority 12 Advocate for quality outcomes for the upgrade of the Great Western Highway and rail corridor</p> <p>Priority 13 Implement actions from the Pedestrian Access Mobility Plan, subject to funding</p> <p>Priority 14 Maintain and renew the City's road network within available funding</p> <p>Priority 15 Complete the new Blue Mountains Community and Cultural Facilities at Springwood</p>	<ul style="list-style-type: none"> - Utilise Blue Mountains City Council's Asset Management Strategy and Plans to inform decisions on infrastructure investment in the Blue Mountains - Implement water sensitive urban design in the development of infrastructure projects within the Blue Mountains - Reduce damage to natural ecosystem services (e.g. hanging swamps) when implementing State Government infrastructure in the Mountains - Provide affordable housing options for disadvantaged community members

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013-2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
STRENGTHEN OUR LOCAL ENVIRONMENT AND COMMUNITIES			
<p>22. Protect our natural environment</p> <p>23. Increase opportunities for people to look after their own neighbourhoods and environments</p> <p>24. Make it easier for people to be involved in their communities</p> <p>25. Increase opportunities for seniors in NSW to fully participate in community life</p> <p>26. Fostering opportunity and partnership with Aboriginal people</p> <p>27. Enhance cultural, creative, sporting and recreation opportunities</p> <p>28. Ensure NSW is ready to deal with major emergencies and natural disasters</p>	<p>Objective 1.1 The health and diversity of native flora, fauna, habitat and ecosystems are maintained</p> <p>Objective 1.2 The health of waterways and water catchments is maintained</p> <p>Objective 1.3 City activities contribute to a healthy climate and resilience in adapting to climate change</p> <p>Objective 1.4 Resources are used and managed in an environmentally responsible way</p> <p>Objective 1.5 The community and all levels of government work together to protect the Blue Mountains World Heritage environment</p> <p>Objective 4.2 Blue Mountains communities are safe, caring and inclusive</p> <p>Objective 4.3 The City is a centre of culture, creativity and lifelong learning</p>	<p>Priority 2 Engage the community on the possible renewal of the existing environment levy</p> <p>Priority 7 Respond to local and NSW planning reform requirements, whilst aiming for retention of Blue Mountains environmental and cultural values in planning policy</p> <p>Priority 11 Commence the development of a strategy to respond to the future burial (interment) options and needs</p> <p>Priority 15 Complete the new Blue Mountains community and cultural facilities at Springwood</p> <p>Priority 16 Complete construction of Hazelwood Child Care Centre</p> <p>Priority 17 Renew the Sport and Recreation Strategy and implement the Sports Field Use and Management actions</p> <p>Priority 18 Support emergency management agencies and community to build emergency risk management capability</p> <p>Priority 20 Contribute to the development of Blue Mountains as a centre for the arts, creative industry and creative learning</p> <p>Priority 21 Further develop the program and profile of the Blue Mountains Cultural Centre</p> <p>Priority 22 Support community development with particular focus on Aboriginal, youth and child and family action programs</p>	<ul style="list-style-type: none"> – Improving reporting on the condition of natural area assets – Increased resources for preparation of plans of management for Council managed Crown Land – Managing the impacts of vertebrate pest species – Protecting the Greater Blue Mountains World Heritage Area from Coal Seam Gas – Increased funding for the Council to manage impacts of development on World Heritage environment – Support and assistance for the Council's City of the Arts Trust initiative – Increasing program funding for Aboriginal people in need of assistance – Increased State Government funding for hazard reduction and bushfire risk management within the Blue Mountains LGA, including on crown land – Adequate resourcing of local emergency services – Increasing the numbers of households who prepare a Bush Fire Survival Plan – Supporting the completion of the Emergency Risk Management study and implementation of risk management treatments

NSW STATE PLAN GOALS	SBM 2025 OBJECTIVES (ALIGNING WITH STATE GOALS)	THE COUNCIL'S DELIVERY PROGRAM 2013-2017 TOP PRIORITY ACTIONS	AREAS REQUIRING STATE GOVT. FUNDING AND SUPPORT
RESTORE ACCOUNTABILITY TO GOVERNMENT			
<p>29. Restore confidence and integrity in the planning system</p> <p>30. Restore trust in State and Local Government as a service provider</p> <p>31. Improve government transparency by increasing access to government information</p> <p>32. Involve the community in decision making on government policy, services and projects</p>	<p>Objective 2.2 The impact of development on the natural and built environment is managed and the City's unique character retained</p> <p>Objective 6.1 The Council lives responsibly within its means and strengthens its financial sustainability</p> <p>Objective 6.2 The Council provides transparent, fair and accountable civic leadership</p> <p>Objective 6.3 The community is informed, consulted and engaged</p> <p>Objective 6.4 The Council provides value for money services</p>	<p>Priority 7 Respond to local and NSW planning reform requirements, whilst aiming for retention of Blue Mountains environmental and cultural values in planning policy</p> <p>Priority 27 Implement the adopted Long Term Financial Plan and its key strategies including engaging the community on the possible further variation to rates</p> <p>Priority 29 Implement a program of Council service reviews, engage community on how best to achieve an affordable and acceptable level of service</p> <p>Priority 30 Improve systems and practices to manage enterprise risk</p> <p>Priority 31 Implement the adopted Asset Management Strategy and strengthen asset management planning</p> <p>Priority 32 Improve strategic procurement to strengthen governance and produce cost efficiencies</p> <p>Priority 33 Implement new technology to improve business systems and service delivery across the organisation</p> <p>Priority 34 Implement the Workforce Management Strategy</p> <p>Priority 35 Work with other local agencies and the community in collaborative partnerships to achieve Sustainable Blue Mountains 2025 outcomes</p>	<ul style="list-style-type: none"> - Ensuring environmental planning instruments protect the City's unique environment and World Heritage status - Maintaining the existing rights of local community to participate in local planning decisions - Increasing taxation powers and revenue to local government to enable investment in required infrastructure, innovation and financial sustainability - Reducing the amount of cost-shifting from the State Government to the Council - Supporting the development of e-planning solutions



Sources that have informed the Plan

The following plans were reviewed and referenced in the preparation of the Blue Mountains Community Strategic Plan and continue to influence the achievement of the Strategic Plan objectives.



We thank the Blue Mountains community who inspired and developed the original *Map for Action: Towards a More Sustainable Blue Mountains*.

We especially acknowledge those who have contributed to the review and update of this plan, *Sustainable Blue Mountains 2025*.

Blue Mountains Local Government Area

2008-2012 State of City Report – BMCC
Aboriginal Cultural Protocols Policy
“Better Living” Development Control Plan (DCP) – 2005 BMCC
BMCC Access and Equity Policy
BM Bike Plan – BMCC
BM Child & Family Plan – BMCC
BM Climate Change Risk Assessment Report: 2009 – BMCC
BM Community Plan 2020 – BMCC
BM City Community Profile – Australian Bureau of Statistics (ABS) & .id
BM Community Fact Sheets: 2012 – Mountains Community Resource Network (MCRN)
BM Cultural Centre Business Plan
BM Graffiti Management Plan: 2010 – BMCC
BM Infrastructure Strategy – BMCC
BM Local Link Roads Strategy – BMCC
BM Local Environment Plan 2005 – BMCC
BM Sewage Strategy (2008-2018) – BMCC
Blue Mountains Recreation and Sport Strategy 2002
Blue Mountains Pedestrian Access and Mobility Plan
BMCC Strategic Bushfire Management Plan
Blue Mountains Walking Track Management Strategy – BMCC
BIZNET – Strategic Objectives
Catchment & Floodplain Risk Management Studies and Plans – various
Cemeteries Conservation Management Plans – BMCC
Cultural Strategy 2006-2016 – BMCC
Library Services Strategic Plan (2004-2025) – BMCC
Strategic Waste Action Plan 2012 – BMCC
Strategy for Improved Commuter Parking and Access Facilities at Blue Mountains Railway Stations – BMCC
Sustainable Blue Mountains 2025: 2010 – BMCC
Nature Based Recreation Strategy (2005-2015) – BMCC
Weed Management Strategy 2010 – BMCC
Wildlife Protection Areas Policy 2010 – BMCC

Regional Plans

NSW 2021 – Regional Action Plan for Western Sydney
Community Strategic Plans: Lithgow, Penrith, Hawkesbury Councils
Future Directions Western Sydney 2030
Hawkesbury Nepean Catchment Management Plan
– Catchment Management Authority (CMA)
Healthcare Services Plan – Nepean Blue Mountains
Local Health District
Healthy Catchments Strategy 2009-2012
– Sydney Catchment Authority (SCA)
2015 Strategic Directions – Western Sydney Institute of TAFE
Rethinking Waste – Netwaste Strategic Waste Plan 2012-2015
Strategic Plan – Wentworth Community Housing
Sydney Metropolitan Strategy – NSW Planning
Western Sydney and Blue Mountains Regional Action Plan

State Government Plans

NSW 2021
Sydney Metropolitan Strategy – NSW Planning
"Addressing Active Living through Councils' Integrated Planning
and Reporting Framework" – Premier's Council on Active Living (PCAL),
Dept. Local Government & Dept. of Premier & Cabinet
Greater Blue Mountains World Heritage Area Strategic Plan
– National Parks & Wildlife Services (NPWS)
Healthy Urban Development Checklist – NSW Health
NSW Transport Master-Plan – Transport NSW
NSW Reducing Waste: Implementation Strategy 2011-2015
– Office of Environment & Heritage
State Environmental Planning Policy
(Sydney Drinking Water Catchment) 2011
Strengthening Your Community – Consultation Paper
NSW Independent Local Government Review Panel
Waste Avoidance and Resource Recovery Strategy 2007
Reducing Waste: Implementation Strategy 2010-2015

National Plans

Australia – State of the Environment Report
– Aust. Govt.
Australian Heritage Strategy Public
Consultation Paper – Aust. Govt.
COAG Reform Agenda – Aust. Govt.
COAG Reform Agenda: Report on progress
COAG Reform Council – COAG Reform Council
'Living Sustainably' – National Action Plan
for Education for Sustainability Aust. Govt.
Sustainability Policy and Action Plan
(2009-2012) – National VET Sector
Australian Community Sector Survey 2012
– National Report – ACOSS
National Waste Policy 2009

Global

Child-Friendly Cities – Framework for Action
– United Nations Children's Fund (UNICEF)
Global Age-Friendly Cities Guide and Checklist
– World Health Organisation (WHO)
Global Report on Human Settlements
– United Nations
Convention Concerning the Protection of the
World Cultural and Natural Heritage – United
Nations Educational, Scientific and Cultural
Organization (UNESCO)
Healthy Cities – World Health Organisation
(WHO)



Blue Mountains City Council

2 Civic Place, Locked Bag 1005 Katoomba NSW 2780
Tel: (02) 4780 5000 Fax: (02) 4780 5555
Email: council@bmcc.nsw.gov.au www.bmcc.nsw.gov.au

ABN 52 699 520 223

Blue Mountains City Council Copyright © June 2013

Designed by Hollywood Black

our city | our future
SUSTAINABLE BLUE MOUNTAINS