



ATTACHMENT 1

Relevant extracts from the
Community Strategic Plan



sustainable
BLUE
MOUNTAINS
2025
our city | our future



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For a full version of the Community Strategic Plan – *Sustainable Blue Mountains 2025 (SBM2025)* – refer to the Blue Mountains City Council website:

www.bmcc.nsw.gov.au/yourcouncil/integratedplanningforservices/sustainablebluemountains2025

1 Objectives that link with a possible special variation

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that link with a possible special variation. When only some items within the extract are relevant, they have been highlighted in yellow.

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

- Funding contribution of Local, State and Federal Governments to Local Government environmental partnership projects
- Number of hours invested through government agency partnership environmental projects with Aboriginal communities

TARGET

Increase

Increase

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

TARGET

– 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*

LTFP performance targets achieved

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

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

2 Community Engagement for Sustainable Blue Mountains 2025

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that relate to community engagement for *Sustainable Blue Mountains 2025*. When only some items within the extract are relevant, they have been highlighted in yellow.

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.



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

3 Community priorities relating to maintaining and improving built infrastructure

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that include the community priorities related to maintaining and improving built infrastructure. When only some items within the extract are relevant, they have been highlighted in yellow.

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.



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	<i>Maintain (subject to funding)</i>
– Gap between resident satisfaction and importance ratings for: <ul style="list-style-type: none"> – <i>Town centre and village atmosphere</i> – <i>Built environment</i> – <i>Clean, safe and healthy living environments</i> – <i>Pedestrian access around shopping centres</i> – <i>Street cleaning</i> – <i>Public toilets</i> – <i>Parking for shoppers</i> (Source: Council Annual Community Survey)	<i>Decrease</i>

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



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.

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, car parks, 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

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

4 Community priorities relating to protecting and restoring the natural environment

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that include the community priorities related to protecting and restoring the natural environment. When only some items within the extract are relevant, they have been highlighted in yellow.



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

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	<i>Increase</i>
– Hours of participation in Council-sponsored community environmental conservation programs	<i>Increase</i>
– Gap between community satisfaction and importance with respect to natural environment <i>(Source: Council Annual Community Survey)</i>	<i>Decrease</i>
– Condition of natural assets managed by the Council	<i>Maintain</i>

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	TARGET
– The number of waterways monitored for water health with quality ratings of 'good'-'very good'	<i>Increase</i>
– Gap between community satisfaction and importance ratings for clean creeks and waterways (Source: Council Annual Community Survey)	<i>Decrease</i>

5 Community priorities relating to improving emergency preparedness and response

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that include the community priorities related to improving emergency preparedness and response. When only some items within the extract are relevant, they have been highlighted in yellow.

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>

6 Community priorities relating to maintaining and improving services to the community

The following extracts from the Community Strategic Plan – *Sustainable Blue Mountains 2025* – show the sections that include the community priorities related to maintaining and improving services to the community. When only some items within the extract are relevant, they have been highlighted in yellow.



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.

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 4.3

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> (Source: Council Annual Community Survey)	<i>Decrease</i>
– Percentage of young people (aged 15-25) living in the City	<i>Increase</i>



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.

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

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>