



BROKEN HILL

**A BLUEPRINT
ADVOCATING FOR OUR FUTURE**

“Broken Hill will be a self-reliant, strong regional community with services and facilities to support an active, vibrant residential population, valuing and sharing the region’s unique natural and built environment with regional, national and international visitors....”



For further information visit Broken Hill City Council website www.brokenhill.nsw.gov.au.
To receive this document in an alternative format please contact Council (08) 8080 3300.

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INTRODUCTION

Broken Hill – A Blueprint – Advocating for Our Future embraces investment in capital infrastructure, innovation and entrepreneurialism to transform the economy of Australia's First Heritage Listed City - Broken Hill.

The first strategy was endorsed by Council in September 2018 and provides a vision to guide the advocacy activities of Council for the achievement of new urban designed spaces, technology, art, events and enterprises and identifies interventions that will place the City in an optimal position to attract new visitors, residents, businesses and industries.

Advocacy for Broken Hill is about identifying the priority areas and actively pursuing strategies that create an environment to give our community a voice to influence decisions at a State and Federal level to improve the liveability and economic sustainability of our City.

This includes opportunistic and programmed activities such as writing submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns. Council will also leverage the relationships it has with stakeholders including councils in Far West NSW, Regional Development Australia, the business community, industry and service providers.

The emphasis our community has given to growing a sustainable economy recognises the imperative to innovate, problem solve and create new opportunities to remain relevant in a global environment that is marked by rapid social and technological change, which has been particularly evident in 2020, with the issues surrounding COVID-19 virus, exacerbating a community already impacted by drought. It also marks a shift in community appraisal, recognising that, although technology has reduced the need for labour over the years, it has also delivered efficiencies and bridged the isolation gap. Technology paves the way to operate on a national and global scale and delivers far greater opportunities in education, tourism and business. In order to reduce our reliance but also build on new opportunities in the mining industry, the community has identified strategies that reflect a commitment and determination to expand our thinking and adapt to remain relevant in the world as it is today.

This means building on existing economic platforms, like art, film, culture and tourism, and on new opportunities such as technology, renewable energies and education. We must also actively pursue prospects for new business investment and encourage and support local entrepreneurialism and innovation as our economy transforms to meet new opportunities. The Strategy is underpinned by a projected \$50m integrated infrastructure development that includes a focus on the activation of the Central Business District through the development of a Masterplan and Cultural Precinct, expansion of available industrial land for industry expansion, a strategic housing strategy, improved connectivity and Destination Marketing.

The plan is a game-changer – moving Broken Hill's economic and psychological attachment to a resource-based economy to a diversified base and providing actionable projects and activities through capital investment in a staged intervention to lay the foundation for communication with government and investors.

To achieve the vision, Council will interact strongly with other spheres of government, business, industry and service providers to identify emerging opportunities and achieve practical support to achieve those opportunities.

BROKEN HILL

The City of Broken Hill is the largest regional centre in the western half of New South Wales and the strategic centre of Far West NSW. It lies close to the South Australian border and midway between the Queensland and Victorian borders. The nearest population base is Mildura in Victoria, 300 kilometres to the south on the Murray River. The nearest capital city is Adelaide, approximately 500 kilometres to the southwest.

Connected by air, rail and road and with all the facilities that one would expect of a regional city, the Far West NSW region relies heavily on Broken Hill for essential services and connectivity.

Although located within NSW, Broken Hill has strong cultural and historic connections with South Australia and operates on Central Australian Time, half hour behind Eastern Standard Time.

Broken Hill is Australia's longest-lived mining city, where some of the world's major mining companies were founded on the richest mineral deposits and where safe working practices and workers legislation were first developed.

The city's skyline is dominated by prominent mining structures along the Line of Lode, including a memorial to miners.

The City sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural and industrial heritage.

Each day lives are lived out in dwellings built atop a mineralogical rainforest containing 300 confirmed mineral species and representing 2,300 million years of geological history.

Many of the City's streets take their names from the wealth of metals, minerals and compounds found in the City's Ore Deposit (its Line of Lode).

The City is renowned for its perfect light – by day the sun and by night the stars, the desert moon and the city lights – which attracts artists, photographers and filmmakers.

In January 2015, Broken Hill was recognised as Australia's First National Heritage Listed City. International findings show that heritage listing 'sells' and can stimulate growth through the visitor economy and the attraction of investment and entrepreneurial opportunity. As part of a very elite club, there is potential to heighten the brand of Broken Hill to world status.



FACT FILE

POPULATION	
2019	17,479
2014	18,627
2009	19,267

TOTAL WORKFORCE	
2019	7,852
2014	7,315
2009	7,443

INDUSTRY 2018/2019	\$M	Jobs
Mining, Construction, Manufacturing	344	1,582
Household Services*	226	1,811
Tourism**	124	480
Retail Trades	50	936
Public Administration and Safety	61	600

Employment increased by 456 between 2013/14 and 2018/19. 50.3% (all industries) of workers were male and 49.6% female. In the 2019 September quarter, the unemployment rate was 3.9%. Mining was the most productive industry, generating \$267 million in 2018/19.

LIVEABILITY STRENGTHS	CHALLENGES
<ul style="list-style-type: none"> • Attractive built environment • Open landscape • Access via road, rail and air • Numerous sport and recreational facilities • Strong and growing mining and renewable energy sectors • Highly skilled workforce • Diverse employment opportunities • Affordable Housing – media house price - At June 2018, \$121,000* • Regional Hospital, many allied health services • Education – quality primary and secondary options • TAFE and Country University Centre • Proximity to Mildura and Adelaide 	<ul style="list-style-type: none"> • Slow declining population • Ageing Population • Minimal Housing Stock • Land lock impacting industrial and residential development • Size of skilled workforce for major infrastructure projects • Commodity Prices • Loss of young adults to employment and education opportunities elsewhere • Speed of Connectivity • Ageing Infrastructure • Inability of Broken Hill Airport to service larger aircraft

*realestate.com.au

STRATEGIC PROJECTS
CBD Activation – including CBD Cultural Precinct and Library and Archives Project Broken Hill Airport Redevelopment Heavy Vehicle Bypass Heritage City Promotion Smart and Sustainable Community Transition

*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services. In 2019, the Household services sector accounted for 41.4% of employment. The importance of this sector has increased over the last 10 years (38.0% in 2009).

**In 2018/19, the total tourism and hospitality sales in Broken Hill City was \$82.2m, the total value added was \$41.6 million.

OPPORTUNITIES	
Tourism	Australia's First Heritage Listed City Nature-based, eco and adventure tourism Events and Conferences Cultural and Indigenous Tourism
Road	Completion of sealing of Cobb and Silver City Highways
Rail	Increase number of services from Sydney to Broken Hill and interstate services to South Australia
Connectivity	Improve telecommunications and access speed
Industry	Renewable energy (wind, solar) Carpentaria Resources Hawson's Iron Ore Project Cobalt Blue Thackaringa Cobalt Project Lodestone Mines magnetite project National Recycling Precinct Aerospace
Land Development	Unlock Crown land for industrial and residential development
CBD Activation	Cultural Precinct and Library and Archives Project Projection and Lighting of significant buildings / areas Smart City technology – free Wi-Fi, CCTV and lighting Line of Lode redevelopment
Airport Redevelopment	Grow commercial opportunities and capacity of attract carriers and aerospace industry
City Bypass	Improve heavy vehicle movement from residential areas



KEY PRIORITY AREAS

During the development of our Community Strategic Plan 2033 our community told us how they see themselves and importantly how they would like Council to respond to their concerns. These directions set the foundation for change and also influence our Blueprint for economic development and social change. The key priority areas are:



Our Community

We are a connected community and enjoy our safety and wellbeing. We keep our heritage alive and relevant; it is the foundation for the way we unite to get things done and maintain our inclusive lifestyle. Our community told us that it is our people and how we work together that will ensure how we position ourselves to retain our sense of identity, our health, wellbeing, social inclusion and connectedness.



Our Economy

We are accustomed to tackling our problems for real; our willingness to create change and diversify makes us resilient, securing our long term economic prosperity and paving the way for other communities to follow. Our community told us that a sustainable economy is inclusive, equitable and diverse. It is an economy where businesses prosper and everyone stands to benefit. The performance of our economy directly impacts on the way we work, live and play and the mining peaks and troughs do provide a challenge.



Our Environment

We value our wide streetscapes, quality of life and stunning vistas; we are committed to conservation and preservation of the natural environment and greater reduction of the human impact to ensure a sustainable and healthy community. Our community told us that the conservation and preservation of the natural environment and architectural environment is important and that activities to reduce greater the human impact on the environment will create a sustainable and healthy community.



Our Leadership

We have strong civic and community leadership. We are inventive, inclusive and innovative; when we work together there is nothing we can't do and our achievements continue to write history. Our community told us that Local Government is the level of government closest to the people, the voice of the community and its strength of leadership directly impacts upon the wellbeing of people in Broken Hill.



Our Community

ADVOCACY FOCUS

- Promote the benefits of the Broken Hill lifestyle for families and older people.
- Promote Broken Hill as the centre of social, community and cultural services and facilities in Far West NSW including regional arts, libraries and tertiary education facilities.
- Access to facilities, services and information based on community needs including housing availability and service growth (education, health).
- Grow arts and culture and preserve the importance of our social capital, built heritage and history.

PROJECT FOCUS

- Promotion Australia's First Heritage City
- New Cultural Precinct and Library & Archives Centre
- Residential Land and Housing and services to support growing population.

PROJECT FOCUS

The vision for the new Broken Hill Cultural Precinct and Library and Archives aligns with the focus of reinvigorating the City's main street (Argent Street) as the City's number one urban precinct and meeting place.

Estimated at \$20m – \$25m, the library will form the centrepiece of the new Cultural Precinct and gateway to the Council's arts, leisure, recreation, information, administration and education services. Centred on the historic Town Hall Facade site, the building will maintain the existing façade as its entrance and will house the new library and Outback Archives, meeting and creative spaces and consolidate the potential of the colocation of Council services into a hub for visitor and customer services.

BENEFITS

- Main street activation that will create a place that runs from day to night with innovative and original experiences
- A central hub to provide a place of creativity, collaboration, connection, learning, convenience and culture
- A multi-purpose facility for residents and visitors
- Integrated technology throughout the facility
- A strong connection to our history and heritage
- Public art that will have a significant contribution to the facility's presence as a community hub.

ADVOCACY FOCUS

- Promote the importance of the precinct as a major tourism drawcard to increase overnight visitation the Broken Hill
- Enhance the City's cultural offering including in creative arts and film and television and television by capitalising on the Region's heritage, cultural, seasonal and natural endowments
- Advocate for investment to all tiers of Government and private investors.

PROJECT FOCUS

New South Wales has the unique opportunity to develop a global marketing package based on heritage and cultural tourism through the promotion of the nation's only Nationally Heritage Listed City.

The City of Broken Hill was recognised as 103rd place on the National Heritage list on 20 January 2015 and deemed to have outstanding heritage value to the nation.

BENEFITS

- Increased national and global awareness of Australia's Only National Heritage Listed City
- Increase visitation to Broken Hill and New South Wales
- Growth in visitor experiences, product and visitation

ADVOCACY FOCUS

- Promote Broken Hill as an essential Australian experience and as an asset of outstanding heritage value to the nation
- Promote the importance of collaborative asset management and marketing to Federal and State Governments, industry and private benefactors.

PROJECT FOCUS

One of pillars of sustainable development is access to adequate housing and land. While Broken Hill has a long history of, and continues to offer affordable housing, the future success of industry growth requires the availability of quality residential housing stock to attract families to move to the City.

Of note, are the mining investments in cobalt and iron ore which will create its own challenges in the housing and accommodation market and transport space. Hawson's Iron Ore project is anticipating 1,500 jobs during construction and 500 ongoing positions - accommodation in the City will be at a premium.

BENEFITS

- Increased attractive housing stock will attract families to live in the City
- Opportunity to attract investment in residential housing market
- Housing available for new workers and their families attracted to new ventures such as mining
- Increased economic activity with new building projects
- Increased employment and training opportunities in construction industry.

ADVOCACY FOCUS

- Collaborate with local commercial housing industry representatives to identify current available housing and land stock
- Liaise with industry and research the future need for housing and type of housing required
- Collaborate with State Government to release land, including Crown land if required for housing development
- Ensure that appropriate community facilities are available to meet future growth needs.



Our Economy

ADVOCACY FOCUS

- Investment in public infrastructure, creative industries, tourism marketing, renewable energy and technology related projects to enhance economic opportunity
- Improved accessible transport including air and rail services
- Improved regional road infrastructure
- Improved access to education and training services for human resource growth and improved workforce skills.

PROJECT FOCUS

- Central Business District Activation
- Broken Hill Airport Upgrade
- Heavy Vehicle Bypass
- Industrial land development
- Connectivity.

PROJECT FOCUS

Linked to the development of the Cultural Precinct and Library & Archives Project, the City Masterplan and Interpretive Wayfinding Strategy and installation will contain a number of projects to activate key priorities previously identified as spin off strategies in the Broken Hill Cultural Framework and Synopsis Report. This project is funded through the Far West Joint Organisation. Priorities include a focus on revitalising the City Centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and heritage and cultural precincts. It includes the activation of the Patton Park and Queen Elizabeth Park Precincts.

The spin-off strategies in the Broken Hill Cultural Framework and Synopsis Report include:

- The softening and greening of Argent street and the broader CBD through tree plantings, seating, shading.
- An inviting space that will encourage people when finished visiting the cultural precinct, to spill out onto Argent street, be able to shop, sit, relax in an environment that espouses liveability.
- The opportunity for pop up businesses, shops or eateries to operate.
- Integrated lighting and banner poles that will encourage advertising / marketing of upcoming events and complement the projection and lighting project.
- An environment that will actively support the growth of a twilight economy.
- Interpretive wayfinding and signage.

BENEFITS

The key priority of the Masterplan is a focus on revitalising the City Centre to stimulate economic activity and encourage residents and visitors to spend more time in the CBD and identified heritage and cultural precincts such as Patton Park Precinct in South Broken Hill and Queen Elizabeth Park in North Broken Hill. It should include (but is not limited to) spin off strategies identified in the Broken Hill Cultural Framework and Synopsis Report.

ADVOCACY FOCUS

- Incorporate Masterplan with advocacy for the Cultural Precinct and Library & Archives Development to advocate for an holistic approach to city development.

PROJECT FOCUS

Broken Hill is surrounded entirely by Unincorporated New South Wales.

It is landlocked and to capture the potential economic benefits from the growth in mining, manufacturing, agriculture and renewable energy industries, suitable industrial land needs to be unlocked.

The expansion of available industrial land will provide increased opportunities for industry to grow and investors to consider Broken Hill as a viable location for establishment. It sets the foundation for the City being able to embrace the advantages of new technology, production methods, new lifestyle preferences, and business and investor location decisions.

BENEFITS

- Ensure an adequate supply of industrial land with the capacity to enable development of specialised industry clusters and encourage co-location of related industries to decrease supply chain costs.
- Increased capacity to promote Broken Hill to industry and investment as a location for establishing new business

ADVOCACY FOCUS

- Facilitate industry growth through development of industrial land to grow economies of scale and sustainable energy generation and storage
- Monitor requests for industrial land to inform planning for water, wastewater, electricity, gas and telecommunications infrastructure to inform decisions about the requirements of industry.

PROJECT FOCUS

Broken Hill Airport is the gateway for the provision of most of the Local, State and Federal Government services provided to the Far West community.

It provides important air transport links to South Australia, New South Wales and Victoria and is the strategic entry point for a number of Far West NSW communities.

It supports Regular Public Transport (RPT) services, Royal Flying Doctor Service (RFDS), air charter operations and General Aviation (GA).

Council also receives regular requests for access to terminal space at the airport from the space industry.

Council is seeking to upgrade current airport infrastructure to grow regional flight capacity and overcome constraints presently preventing use of the airport by major budget carriers and larger private charters, particularly related to the mining, space and event industries. With an expected increase in demand for passenger services with the growth in the mining industry, the airport also requires capacity to link with major gateway airports.

Council was successful in attracting \$2.4m from the NSW Government to secure the safety of the airport with fencing and lighting improvements and continues to seek support for infrastructure upgrades to the aprons, taxiways, runways, and potentially, security and terminal upgrades.

BENEFITS

- Long-term sustainability of the Airport secured to meet the needs of existing users and future demand
- Cater for and service of larger jet aircraft typically used by major budget carriers
- Drive tourism as a result of affordable and competitive transport and increase tourist passenger traffic at the airport
- Facilitate the continued presence of a Royal Flying Doctor Service Base
- Facilitate additional business and commercial (including non-aviation) development.

ADVOCACY FOCUS

- Broken Hill Airport is a regional airport servicing Broken Hill, Central Darling Shire and Unincorporated NSW
- Air transport underpins the growth of industry and development in Far West NSW
- Remove barriers that prevent larger budget carriers from Broken Hill
- Provide infrastructure for emerging industries such as space to locate in Far West NSW
- Support growth in agriculture, mining, space and tourism by developing regional connectivity and transport logistics to better access markets.

EMERGING INDUSTRY - PILOT TRAINING

Council is keen to continue the national conversation about facilities for pilot training. The Airport facilities and City's educational spaces are well-placed to support the future development of pilot training with the support of private and public investment. The Airport has significant space for expansion and because of its location, its desert climate and limited rainfall (235mm annual average), the location provides opportunity to use the space with few natural impediments.

PROJECT FOCUS

Broken Hill is a strategic regional transport hub on the junction of a major east-west road transport corridor (the Barrier Highway) and north-south corridor (the Silver City Highway). It experiences 24-hour traffic movement.

Over a period of many years, Council has identified numerous problems caused by the 24-hour movement of heavy vehicles through the city.

Many of the region's mines are based in and around Broken Hill and current roads struggle to support large vehicles, such as oversize and/or over-mass. A bypass would expedite this movement, while providing numerous health, safety and amenity benefits to Broken Hill residents and businesses.

In 2012, the Commonwealth, NSW Government and Perilya committed \$6m to the project but Council, at that time, was unable to commit to the capital investment of the remaining \$3.7m. Construction of the bypass, however, continues to be a major priority for industry, business and Council to deliver a range of economic and social benefits to the Broken Hill and the surrounding region.

BENEFITS

- Capitalise on key freight corridors, including the Barrier, Silver City and Cobb Highways and the Sydney to Adelaide rail route
- Connect local State highways and regional roads to reduce heavy vehicle movement through residential areas
- Enhanced regional transport links between the Silver City and Barrier Highways
- Increased transport efficiencies with reduced travel time and fuel consumption through Broken Hill
- An economical road route between raw material supplies and treatment facilities on opposite sides of heavily built up areas of Broken Hill
- Reduce traffic generated dust and noise (this is a priority health issue in Broken Hill given high lead levels in some parts of the community)
- Enhanced road safety for all users in built up areas of Broken Hill.

ADVOCACY FOCUS

- Promote the City as a regional transport hub
- Promote the numerous health, safety and amenity benefits to Broken Hill residents and businesses
- Improved interstate and intrastate transport routes.

PROJECT FOCUS

Council has invested almost \$1m in smart technology projects since 2017-2018 and is committed to working with State and Federal Governments to continue to grow a smart community. Council will continue to invest in technology projects and lobby on behalf of community to ensure major connectivity infrastructure is built and maintained to improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy.

There continues to be internet black spots at properties in the City and phone black spots on a number of the highways and main roads leading into the City.

Seen as a key competitive advantage for our region, enabling Broken Hill to become a smarter community by using smart, integrated technologies will promote synergies and growth across the region, with the aim of making Broken Hill an even more attractive place to grow a business, expand skills, raise a family and lead a productive, fulfilling life.

BENEFITS

- Enhance economic development through fast, global connectivity to create more and better jobs, increase regional output and foster innovation and prosperity
- Ensure internet access is available to all premises in Broken Hill
- Increase quality of life and wellbeing through access to a healthy, safe, engaged and clean lifestyle
- Enable the responsible and efficient use of natural, human and economic resources
- Increase safety of self-drive visitor market through Black Spot minimisation.

ADVOCACY FOCUS

- Investment in enabling technology and its infrastructure
- Internet access to all properties in Broken Hill
- Increased opportunity for industry to grow into global markets



Our Environment

ADVOCACY FOCUS

- Pursue economic development strategies focused around the sustainable economy, including renewable energies such as wind and solar, food security initiatives and eco-tourism.
- Future-proof Broken Hill against the impacts of climate change including more extreme weather events.
- Create partnerships and alliances with Government and Industry to create projects that promote and preserve the environment.
- Create awareness and investigate opportunities to create a sustainable economic growth for the City and region

PROJECT FOCUS

- Meet commitments in the City Power Partnership
- Renewable Energy Industry Project Investment
- Southern Lights Project - joint initiative between REROC, RAMJO, Central NSW JO and CBRR
- Renewable energy powered waste processing facility.

PROJECT FOCUS

As the Local Government Authority, Council has a leadership role to ensure that the City remains vibrant and healthy for future generations. We have an obligation to treat the natural environment with care and minimise the impact we have today. Many of the environmental challenges our community faces are similar to those experienced around the world and as such sustainability must be given a greater focus to ensure our region's future for generations following us. The renewable Energy Action Plan includes a number of priorities which are also linked to the Cities Power Partnership which includes:

- Install renewable energy (solar PV and battery storage) on council buildings.
- Investigate opportunities for Council buildings and facilities to achieve 100% renewable status
- Roll out city-wide energy efficient lighting and LED street lighting with smart controls.
- Support cycling through provision of adequate cycle lanes, bike parking and end-of-ride facilities.
- Renew and improve cycling, walking and mobility connections to reduce carbon emissions and increase our city's liveability.
- Ensure Council fleet purchases meet strict greenhouse gas emissions requirements and support the uptake of electric vehicles.
- Introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement.
- Set city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectation for local residents and businesses.

BENEFITS

- Continue the City's reputation as an Australian leader in environmental management.
- Increased annual uptake of renewables by the community and businesses.
- This partnership provides Council and the community to work in collaboration with other Council's and stakeholders to investigate best practice, share opportunities and knowledge and ensure that a national asset is protected for generations to come.

ADVOCACY FOCUS

- Achieve 100% renewable status for the City of Broken Hill by 2030.

PROJECT FOCUS

Broken Hill and the surrounding region is a leader in the renewable energy sector in Australia – home to Australia's second largest Solar Plant that feeds enough energy into the grid each year to power the city's residential power needs more than two and a half times over.

The Silverton Wind Farm has bolstered the region's renewable industry by generating up to six times the amount of electricity that the Broken Hill Solar Plant produces.

Council is keen to work with multiple partners to grow knowledge and demonstrate the region's suitability for renewable energy projects that will reduce the impact of the human footprint including a reduction in greenhouse gas emissions through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.

BENEFITS

- Consolidate Broken Hill's reputation as a renewable energy leader
- Opportunity to embrace national demonstration projects
- Enhance economic development to create more and better jobs, increase regional output and foster innovation and prosperity
- Enable the responsible and efficient use of natural, human and economic resources
- Diversify exiting industry base
- Grow skilled workforce

ADVOCACY FOCUS

- Act as a regional advocate to secure government and industry investment to grow the region's renewable energy industry
- Lobby for industry incentives to support renewable energy project investment
- Increase the capacity of transmission grids to extend the renewable opportunities for Broken Hill
- Work with multiple partners to create an Australian Centre for renewable energy through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.

PROJECT FOCUS

Broken Hill City Council is involved in the Southern Lights Project which is a joint initiative between The Riverina Eastern Regional Organisation of Councils (REROC), Riverina and Murray Joint Organisation (RAMJO), Central NSW Joint Organisation (CNSWJO) and Canberra Region Joint Organisation (CBRJO).

Southern Lights is local government driven project whereby Councils work in cooperation with Essential Energy to change the way that street lighting is delivered across Southern NSW.

Southern Lights aims to replace over 75,500 streetlights with state-of-the-art LED lighting and smart controls technology across 41 Local Government Areas.

Broken Hill will replace more than 2,000 mercury vapour and high-pressure sodium streetlights to LED.

The total project cost is approximately \$60m with an estimated cost to Broken Hill of \$900,000 with a payback period of 3.5 years.

BENEFITS

- LED streetlight uses less energy, does not contain hazardous materials such as toxic mercury and helps reduce CO2 emissions.
- Smart controls support the deployment of other smart technologies across our City.
- LED streetlights and smart controls offer a unique opportunity for Broken Hill to enhance its street lighting, save energy, improve community safety and mitigate the environmental impacts of our current street lighting.

ADVOCACY FOCUS

- Council is pursuing a collaborative approach to work with like-minded organisations to focus better outcomes for local residents.
- Council will be seeking to attract government funding for this project to increase Council's capacity to invest savings generated by the LED deployment into service instead of paying down debt.

PROJECT FOCUS

Broken Hill offers a number of unique opportunities to contribute to a national onshore waste processing solution and generate regional development in NSW.

The environment, strategic transport routes, skill base and educational and training facilities provide a real foundation for the investigation of this project.

Building a renewable energy powered waste processing facility in Broken Hill provides an opportunity to manage waste onshore, reprocess and value-add to waste, change the regime of importing recycled material from countries made from Australian waste and create a global demonstration project that will promote Australia's reputation as leaders in environmental management.

BENEFITS

- Increase regional Gross Domestic Product
- Develop reputation as Australian and global leader in waste management
- Diversify exiting industry base
- Grow skilled workforce through industry development and skills training
- Increase capacity of freight hub

ADVOCACY FOCUS

- Act as a regional advocate to secure government and industry investment to grow the region's renewable energy industry
- Lobby for industry incentives to support renewable energy project investment
- Increase the capacity of transmission grids to extend the renewable opportunities for Broken Hill
- Work with multiple partners to create an Australian Centre for renewable energy through the development of energy efficient infrastructure projects, the continued minimisation of waste, the reuse and recycling of resources and through educational programs to bring residents with us on the journey.



Our Leadership

ADVOCACY FOCUS

- Ensure economic development strategies are responsive to local issues, such as population fluctuations due to mining and seasonal work
- Advocate for infrastructure, skills and resources for local economic development to drive economic performance
- Advocate for incentives to encourage people to live and do business in Broken Hill, including taxation policies such as remote living allowances
- Advocate on behalf of the broader region for improved transport services including road connections, and information and communication technologies
- Generate interest in Broken Hill as a City to invest.

PROJECT FOCUS

- Smart and Sustainable Community
- Monitoring, evaluation and review.

Project Focus

Seen as a key competitive advantage for our region, enabling Broken Hill to become a smarter community by using smart, integrated technologies will promote synergies and growth across the region, with the aim of making Broken Hill an even more attractive place to grow a business, expand skills, raise a family and lead a productive, fulfilling life.

Council, in partnership with the NSW and Federal Governments has invested almost \$1m in smart technology projects during 2017-20 and is committed to working with State and Federal Governments to continue to grow a smart community.

Future projects include expanding the city's smarter city lighting, CCTV, projection and lighting on City buildings, smart bins and parking projects.

Benefits

- Build community resilience to population and demographic change
- Improve economic and social resilience by delivering telecommunications infrastructure to empower businesses and residents through improved connectivity in the digital economy
- Increasing quality of life and wellbeing through access to a healthy, safe, engaged and clean lifestyle
- Enhancing economic development to create more and better jobs, increase regional output, and foster innovation and prosperity
- Enabling the responsible and efficient use of natural, human and economic resources

Advocacy Focus

- Address gaps in infrastructure, transport connections and communications technologies that restrict economic development
- Minimise the impact of population fluctuation due to seasonal work through diversification.

The activities in this Blueprint will be measured against the Integrated Planning and Reporting Framework and reported in Council's Annual Report. Progressive reports will be made to the community through Council's Community Engagement processes and at the Monthly Meeting of Council as required.

In 2009, the NSW Government introduced new legislation in the form of the Local Government Amendment (Planning and reporting) Act 2009 to improve strategic planning in NSW councils.

The Integrated Planning and Reporting Framework requires councils to develop a Community Strategic Plan, which outlines the Vision, Goals and Strategies. The plan is not limited to the responsibilities of any one government or organisation.

Under the Framework, Broken Hill City Council uses the Community Strategic Plan to determine which goals and strategies can be implemented at a local government level. These goals and strategies are included in a four-year Council Delivery Program. To ensure that Council has the required resources to achieve the goals and strategies set out in the Delivery Program, a Resourcing Strategy is prepared to address long term asset management, financial management and workforce planning. The Operational Plan is a plan which focuses on the short term. It provides a one-year detailed plan of which activities and projects from the Delivery Program will be implemented.

Each year, our success in achieving the goals and strategies set out in these plans will be reported through Council's Annual Report. Although considered long term, our Community Strategic Plan and Delivery Program will remain current through a four-yearly review in line with Local Government Elections. The first Community Strategic Plan for Broken Hill was endorsed in 2010 and subsequently reviewed after a significant community engagement exercise in 2013 and further reviews in 2014 and 2017.