

A vibrant park scene featuring a large, mature palm tree with orange-brown fronds on the right. To its left are several tall, green weeping willow trees. The ground is covered in green grass with long shadows cast by the trees. In the background, a green fence and a playground are visible. The sky is a clear, bright blue.

# **BROKEN HILL**

## **A BLUEPRINT FOR ADVOCATING FOR OUR FUTURE**



**“Broken Hill will be a national powerhouse of sustainable and technological innovation that values and shares the region’s unique natural and built environment with regional, national, and international visitors and is home to an active, vibrant residential population with services and facilities to support population growth to 25,000 by 2027.”**



For further information visit Broken Hill City Council website [www.brokenhill.nsw.gov.au](http://www.brokenhill.nsw.gov.au).

To receive this document in an alternative format please contact Council  
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## MAYOR'S FOREWORD

Welcome to Broken Hill's Advocacy Strategy – a blueprint for advocating for our city's future. The strategy embraces investment in capital infrastructure, innovation, and entrepreneurship to transform the economy of Australia's First Heritage Listed City to an economy that creates a liveable city for future generations.

The refreshed strategy builds on the noticeable energy uplift in the city created by the planning and delivery of major construction projects, the expansion of the mining industry into the critical minerals sector, events that are attracting national and international visitors, the success of major visitor marketing campaigns, and the number of small businesses opening in the Central Business District.

Broken Hill is poised to undergo an impressive and explosive period of growth, one that we must be ready to receive. There are an anticipated 2,200 new jobs in mining being created by 2027, and we are working towards building our population to 2025 by 2027.

This document guides 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 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.

Council will use a variety of methods and techniques to pursue Broken Hill's advocacy priorities and influence the liveability and economic sustainability of the city. This includes opportunistic and programmed activities such as membership of key influencing organisations and agencies, making submissions on behalf of the community, direct lobbying, delegations, face to face meetings, correspondence, media activities, attendance at conferences and delivering public campaigns.

Council will also leverage the relationships it has with other councils in Far West NSW, Regional Development Australia, the business community, industry, and service providers to demonstrate the collaborative approach our community has adopted to achieve social, cultural, and economic prosperity.

This document outlines Broken Hill City Council's vision for the town, encompassing all aspects from industry and economy to healthcare, education, and housing. Recognising the sheer amount of growth expected to come, housing and liveability has become a key priority – ensuring that we are able to attract new citizens, while giving current residents a town and identity they can be proud of. The sense of growth and excitement permeates the entire town, leading to an increase in both external and internal investment, and a curiosity as to what the future may hold.



## ADVOCACY FOR BROKEN HILL

Broken Hill City Council regularly advocates to the NSW and Australian Governments for funding for important programs and projects that will benefit the Broken Hill community and residents of Far West NSW. Our advocacy is ongoing with a particular emphasis placed on lobbying since 2018, when the first Advocacy Strategy was endorsed by Council.

### What does advocacy involve?

Our advocacy effort is focused on engaging with all tiers of government and key organisations in our community to gain support for Council and community priorities. It includes regular meetings and representations to ministers, members of parliament and key decision-makers as well as membership of advocacy agencies such as the Australian Mining Cities Alliance, the Regional Cities NSW, Regional Capitals Australia, and the Regional Australia Institute. Council takes an apolitical view to advocacy – it is important to speak to all side of politics to ensure our priorities are understood by current and potential decision makers.

### Advocacy success for Broken Hill

During the current election cycle - since the State and Federal elections in 2019 - Broken Hill City Council has been successful in advocating for more than \$25m from both levels of government to support infrastructure and community development projects and events. Major projects include:

#### Funded

- Major Road repair and reconstruction \$4m
- Lighting of Alma Oval and Norm Fox Soccer Ovals \$1m
- CBD Masterplan, Cultural Strategy and Wayfinding Project \$1m
- Queen Elizabeth Park Redevelopment \$796,950.00
- Patton Park Upgrade \$645,000
- Redevelopment Broken Hill Skate Park \$310,000

#### Part Funded - Ongoing Advocacy

- Broken Hill CBD Revitalisation Project including Library and Archives Stage 1 \$11.7m
- EP O'Neill Park Memorial Upgrade Stage One \$1.9m
- Upgrade Broken Hill Regional Airport - lighting and security upgrade funded \$2.4m

### Why is advocacy important?

Council and other leading agencies in Broken Hill and Far West NSW work together to ensure greater impact to achieve maximum investment in the city and region. By working together, we can leverage the outcome and deliver priority projects, programs, and infrastructure Broken Hill.

### Our priority projects

The Broken Hill community has identified a range of priority projects which we are directly advocating for to the NSW and Australian Governments. Projects include:

- Broken Hill Regional Airport Redevelopment
- CBD Revitalisation – including new Library and Archives
- Stage Two E.P. O'Neill Memorial Park Upgrade
- Opening of Imperial Lake Sustainability and Nature Park
- Land availability for industrial and residential expansion
- Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney
- Tourism transport road links
- Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.
- Water security and affordability
- Ongoing Broken Hill Lead Program funding



## 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 an 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.

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 total wealth extracted from these mines is worth over \$100 billion and continues to produce, allowing Australia to stand strong in the international community as a contributor of critical minerals. This identity continues to grow with the exploration of technological minerals such as cobalt, and industrial metals such as magnetite. These are critical to industries such as renewable energy and construction and allow Broken Hill to secure its future on the world stage.

Broken Hill is not known only for its mining history, but also its rich culture and diversity, unique among comparable cities. 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. The community also gathers for several annual events to celebrate this identity, drawing visitors from around the world.

The city sits beneath a vast sky (now being mined for renewable energy), atop a landscape famed for its natural, cultural, and industrial heritage. Receiving some of the largest quantities of solar radiation in the world, Broken Hill is uniquely positioned to achieve receiving 100% of its energy demand from renewable sources, and this opportunity is being taken advantage of with the exploration and installation of solar farms and energy storage facilities.

The impact of COVID-19 has demonstrated the feasibility of remote work and living outside of major cities, an effect Broken Hill can adopt and build upon.

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	
2021	17,661
2019	17,479
2014	18627

TOTAL WORKFORCE	
2021	7,575
2019	7,852
2014	7,315

INDUSTRY 2020/2021	\$M	Jobs
Mining, Construction, Manufacturing	441	2,211
Household Services*	106	2,924
Tourism**	99	317
Public Administration and Safety	52	490
Retail Trades	16	797

Between 2015/16 and 2020/21, the mining sector increased by 791 positions to 1,676. 50.8% (all industries) of workers were male and 49.2% female. As of the 2021 census, the unemployment rate was 5.5%. Mining has the largest total exports by industry, generating \$412m in 2020/21.

### STRATEGIC PROJECTS

- o Broken Hill Regional Airport Redevelopment
- o CBD Revitalisation – including new Library and Archives
- o Stage Two E.P. O'Neill Memorial Park Upgrade
- o Opening of Imperial Lake Sustainability and Nature Park
- o Land availability for industrial and residential expansion
- o Rail link from Broken Hill to Melbourne and second service from Broken Hill to Sydney
- o Achieve 100% renewable status for the City of Broken Hill by 2030 while reducing the cost of electricity to our residents and increasing service delivery ability.
- o Tax reform for residents of mining communities
- o Heritage City Promotion

### LIVEABILITY STRENGTHS

- o Skilled labour force
- o Strong potential for drivers of economic growth
- o International attention, especially in the areas of mining, technological manufacturing, and renewable energy
- o Access via road, rail, and air
- o Numerous sport and recreational facilities
- o New investment in key industries
- o Highly skilled workforce
- o Strong tourism, film arts and events sectors
- o Affordable housing – median house price - at Oct 2022, \$175,000\*
- o Abundant natural resources
- o History of technological innovation
- o Australia's First Heritage-listed city and heritage architecture

### CHALLENGES

- o Insufficient quality housing stock
- o Land locked - limited by the Native Title, Unincorporated Area, Western Land and mining and exploration leases impacting on industrial and residential development
- o Skill mismatch for key industries
- o Reliance on external expertise for major projects
- o Fluctuating commodity prices
- o Loss of young adults to employment and education opportunities elsewhere
- o Speed of connectivity
- o Ageing infrastructure
- o Risk of increasing FIFO workforce
- o Material costs for industry due to global uncertainty and transport costs
- o Increased pressure on future services including Local Government facilities, medical, education and childcare with population growth

\*realestate.com.au

\*Household Services refers to Accommodation and Food Services, Education and Training, Health Care and Social Assistance, Arts and Recreation Services and Other Services. In 2021, the Household services sector accounted for 38.6% of employment. The importance of this sector has decreased slightly over the last 10 years (39.3% in 2011).

\*\*In 2020/21, the total tourism and hospitality sales in Broken Hill City was \$99.4m, the total value added was \$32.4 million.



OPPORTUNITIES	
Tourism	<p>Australia's First Heritage Listed city branding</p> <p>Tourism governing body is established with representation from all stakeholders and a sustainable funding model</p> <p>Nature-based, eco and adventure tourism</p> <p>Silver to Sea Way Stage 2</p> <p>Opening of Imperial Lake Sustainability and Nature Park</p> <p>World Heritage Listing Broken Hill Trades Hall</p> <p>Events and conferences – we are viewed as a “bucket list” destination</p> <p>Cultural and Indigenous tourism</p>
Road	<p>Advocate for regular maintenance and sealing of popular regional tourist routes and roads</p>
Rail	<p>Increasing number of services from Sydney to Broken Hill and interstate services to South Australia for both passenger and freight</p> <p>Connection of line from Broken Hill to Melbourne</p>
Connectivity	<p>Improve telecommunications and access speed, opportunity for expansion of NBN to include fibre to the premises (FTTP) connection</p>
Industry	<p>Renewable energy (wind, solar)</p> <p>Council operating as an energy retailer</p> <p>Carpentaria Resources Hawson's Iron Ore Project</p> <p>Cobalt Blue Thackaringa Cobalt Project</p> <p>Lodestone Mines magnetite project</p> <p>Aerospace opportunities</p> <p>Hydrostor compressed gas energy storage facility</p>
Land Development	<p>Crown land available to be unlocked for industrial and residential development</p>
CBD Activation	<p>CBD revitalisation incorporating new library and archives centre</p> <p>Smart City technology – free Wi-Fi, CCTV, and lighting</p> <p>Line of Lode redevelopment</p> <p>E.P O'Neill Memorial Park sporting precinct development</p>
Airport Redevelopment	<p>Strengthen runway to future-proof opportunities for larger aircraft to land</p> <p>Improvements to taxiways and aprons</p> <p>Expand terminal to include improved security</p> <p>Sub-division to increase city's industrial land</p> <p>Grow commercial opportunities and capacity to attract carriers and aerospace industry</p> <p>Expand hangar access</p>

## KEY PRIORITY AREAS

During the development of our Community Strategic Plan 2040 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 influence our advocacy strategy for economic development and social change. The key priority areas are:



### Our Community

We are a connected and unique community and enjoy our safety and wellbeing. We aspire to create welcoming, accessible, and safe private and public places that foster good health and social interaction. We maintain an inclusive lifestyle as we come together to get things done



### Our Economy

We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.



### 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 human impact and climate change to ensure a sustainable 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



# SECTION 1 - OUR COMMUNITY



**We are a connected and unique community and enjoy our safety and wellbeing. We aspire to create welcoming, accessible, and safe private and public places that foster good health and social interaction. We maintain an inclusive lifestyle as we come together to get things done.**

## **ADVOCACY FOCUS**

- Promote the benefits of the Broken Hill lifestyle
- 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, childcare)
- Grow arts and culture and preserve the importance of our social capital, built heritage and history.

## **PROJECT FOCUS**

- Residential land and housing and services to support growing population
- Central Business District revitalisation incorporating new library & archives centre

## **OUR COMMUNITY PRIORITY - RESIDENTIAL LAND AND HOUSING**

### **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. It is anticipated that 2,200 new workers will be required for the two major mining projects by 2027 and there will be a requirement for 700 new dwellings.

### **BENEFITS**

- Increase in availability of 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 State Government to release land, including Crown land if required for housing development
- 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
- Ensure that appropriate community facilities are available to meet future growth needs.



## **OUR COMMUNITY PRIORITY – UPGRADE TO E.P O'NEILL MEMORIAL PARK SPORTING COMPLEX**

### **PROJECT FOCUS**

Council will continue to advocate for the funding for Stage Two of the E.P. O'Neill Memorial Park Sporting Complex upgrade with the vision to provide the residents and visitors to Broken Hill as state-of-the-art multi-use sporting precinct.

Starting in 2023, the \$3.2 million first stage of the redevelopment of the O'Neill Sporting Complex will involve the resurfacing of netball courts, installation of lighting at the netball courts and Norm Fox Oval, installation of accessible paths to link the various sporting facilities in the precinct, and improved roads and parking.

The project will be completed in two stages, with the first stage targeting playing surfaces, lighting, and walkways. Stage Two includes further upgrades to the cricket and soccer fields and facilities.

### **BENEFITS**

- Uplift of community spirit with users enjoying similar facilities to those provided in urban and city areas
- Complex can attract State and National competition
- Support and encouragement for an active community
- The precinct will be a multi-functional hub providing for a diversity of uses
- across the week and through the seasons
- The project provides Council with an understanding of how facilities and uses can interact optimising efficiency through shared use facilities.
- Lighting upgrades support the survival of summer sport and community events in an extremely hot and arid environment

### **ADVOCACY FOCUS**

- Continue to work with the State and Federal Government to secure the funding for Stage Two – estimated \$7m - \$10m.

## **OUR COMMUNITY PRIORITY - BROKEN HILL CENTRAL BUSINESS DISTRICT AND REVITALISATION AND LIBRARY & OUTBACK ARCHIVES CENTRE**

### **PROJECT FOCUS**

The vision for Broken Hill Central Business District and Revitalisation Project includes the construction of a new library and archives and aligns with the focus of reinvigorating the city's main street (Argent Street) as the city's number one urban precinct and meeting place.

Funded by Federal and State governments and Council, the \$12m, library and archives project forms the centrepiece of the revitalisation project and will provide a 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 archives, meeting and creative spaces and consolidate the potential of the co-location 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 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 by capitalising on the region's heritage, cultural, seasonal, and natural endowments
- Advocate for investment in the ongoing revitalisation of the CBD to all tiers of Government and private investors.



## **OUR COMMUNITY PRIORITY – DELIVERY OF THE BROKEN HILL ACTIVE TRANSPORT PLAN**

### **PROJECT FOCUS**

Improve the level and priority of pedestrian access and cycle networks, particularly in areas where the community congregates such as the Central Business District, shopping centres, schools, and health care facilities.

### **BENEFIT**

- Reduce pedestrian access and enhance safe and convenient crossing opportunities on major roads
- Improved opportunities on level of movement and safety with a focus on mobility impairments and the elderly
- Pedestrian facilities that are consistent and appropriate in New South Wales that ensure cycling facilities comply with relevant technical standards,
- Development and provision of safe and accessible amenities for the community via pedestrian and cycling network
- Fulfil Council's obligations under the Disability Inclusion Act 2014 in providing Disability Discrimination Act (DDA) compliant infrastructure
- Facilitate improvement in cycling safety, particularly in cycling to work and school
- Delivery of a 'bicycle network' as opposed to 'bicycle routes'
- Provision of a safe, coherent, and connected cycling network for use by all members of the community.

### **ADVOCACY FOCUS**

- Collaborate with State and Federal Government and key stakeholders to deliver appropriate infrastructure to promote a safe and active lifestyle and reduce the percentage of Broken Hill residents living a sedentary lifestyle
- Collaborate with State and Federal Government and business and industry to deliver the infrastructure to meet the vision of the Active Transport Plan – estimated cost \$45m.

## SECTION 2 - OUR ECONOMY



**We focus on our population as a key element in preserving and growing our economy and our future. By diversifying our economic interests, we will be resilient, agile and ensure our economic prosperity.**

### **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**

- Broken Hill Regional Airport Upgrade
- Central Business District Activation
- Industrial land development
- Encourage the expansion of or attraction of new childcare centres
- Promotion of Australia's First Heritage City and listing of the Broken Hill Trades Hall on the World Heritage List
- Connectivity.

## **OUR ECONOMY PRIORITY - BROKEN HILL REGIONAL AIRPORT UPGRADE**

### **PROJECT FOCUS**

Broken Hill Regional 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 larger budget carriers and 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. With the requirement for more industrial land, Council is also renewing its masterplan for development to include the potential for industrial land sites at the airport.

### **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 because 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
- Potential for sub-division to expand the city's industrial footprint.

### **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 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.



## **OUR ECONOMY PRIORITY - INDUSTRIAL LAND DEVELOPMENT PROJECT FOCUS**

### **PROJECT FOCUS**

Broken Hill is surrounded entirely by Unincorporated New South Wales which means expansion beyond the city boundaries is limited without intervention by State Government to free up Crown land.

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**

- Advocate for the State Government to identify suitable Crown Land for industrial development
- Advocate for a collaborative approach to work with traditional owners to identify potential parcels of land for industrial development
- 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.

## **OUR ECONOMY PRIORITY - CENTRAL BUSINESS DISTRICT ACTIVATION**

### **PROJECT FOCUS**

Linked to the development of the Central Business District Revitalisation project, the City Masterplan and the Interpretive Wayfinding Strategy, the focus includes several projects to activate key priorities previously identified as spin off strategies in the Broken Hill Cultural Framework and Synopsis Report. 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 also includes the activation of the Sturt, Patton, 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 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 CBD and Library & Archives Development to advocate for an holistic approach to city development.

## **OUR ECONOMY PRIORITY – EXPANSION OF CHILDCARE FACILITIES**

### **PROJECT FOCUS**

Broken Hill's access to 0-5 years childcare is impacting on the city's ability to attract essential workers and grow the economy and population. With more than 80 families on the one-two year waiting lists and evidence that potential workers have turned down an opportunity to move to Broken Hill to work once they discovered that Broken Hill is a "childcare desert", attracting investment in new facilities and supporting the expansion of existing facilities is a foundational piece in the city's ability to prepare for the potential new mining families being employed in the next three to five years and attract new residents and workers.

### **BENEFITS**

- Available childcare will support the city to attract and retain workers
- Increased access to childcare supports residents to engage in the workforce and/or opportunities to further education – contributing to 'growing our own' and minimising the impact of worker shortages in the city

### **ADVOCACY FOCUS**

- Collaborate with childcare providers and investors to attract or expand childcare facilities
- Work with the State Government to transfer Crown Land to freehold if identified as a suitable block for a childcare facility



## **OUR ECONOMY PRIORITY – EXPANDED TRANSPORT OPTIONS – RAIL LINKS FROM BROKEN HILL TO SYDNEY AND MELBOURNE**

### **PROJECT FOCUS**

In recent years, several new opportunities including those related to air and rail have presented themselves, generating interest from all tiers of Government and private investors, elevating the city's leverage of being a significant Australian regional centre.

The renewed contract with REX Airlines, introduction of QANTAS and interest from other air carriers in servicing Broken Hill has reinforced the importance of the expansion and redevelopment of the Broken Hill Regional Airport.

The increasing number of visitors to Far West NSW in recent years has also reinforced the previous advocacy work to introduce a second direct weekly rail service from Broken Hill to Sydney and the elevated the need for a rail link between Broken Hill and Melbourne to support passenger and freight services.

### **BENEFITS**

- Alternate and affordable transport options for residents and visitors between Broken Hill and Melbourne
- Improved rail freight options for Far West NSW producers
- Opportunity for a transport mode shift - to reduce carbon footprint by reducing number of road trains
- Opportunity for development of new Australian rail tourism experience

### **ADVOCACY FOCUS**

- State (NSW and Victorian) Governments and the Federal Government fund the construction of rail line from Broken Hill to Melbourne
- Second direct weekly rail service from Broken Hill to Sydney

## **OUR ECONOMY PRIORITY - PROMOTION OF AUSTRALIA'S FIRST HERITAGE LISTED CITY AND LISTING OF THE BROKEN HILL TRADES HALL ON THE WORLD HERITAGE LIST**

### **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.

A transnational serial nomination of workers' assembly halls is being prepared for the UNESCO World Heritage List, through an international effort led by Denmark. The city is currently working with the Broken Hill Trades Hall Trust to list the Hall on the World Heritage List.

### **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 the importance of collaborative asset management and marketing to Federal and State Governments, industry, and private benefactors.
- Attract State and Commonwealth support for the Trades Hall Trust to ensure the nomination for World Listing is successful.
- Promote Broken Hill as an essential Australian experience and as an asset of outstanding heritage value to the nation.



## SECTION 3 -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 human impact and climate change to ensure a sustainable healthy community.**

### **ADVOCACY FOCUS**

- Pursue economic development strategies focused on the sustainable economy, including renewable energies such as wind and solar, energy storage facilities such as Hydrostor and battery systems to offset night-time consumption, and eco-tourism
- Future-proof Broken Hill against the impacts of climate change including more extreme weather events through the advocacy of an extended green belt and dust cleaning initiatives
- Create partnerships and alliances with government and industry to create projects that promote and preserve the environment
- Create awareness and investigate opportunities to create sustainable economic growth for the city and region
- Advocate for the establishment of Council as an energy retailer

### **PROJECT FOCUS**

- Renewable Energy Action Plan (REAP) – Council to be energy independent
- Meet commitments in the City Power Partnership
- Renewable Energy Industry Project Investment
- Water Security and affordability
- Broken Hill Lead Funding Program

## **OUR ENVIRONMENT PRIORITY - RENEWABLE ENERGY ACTION PLAN**

### **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 include:

- Investment in renewable energy facilities
- Investigating opportunities for Council buildings and facilities to achieve 100% renewable status through carbon offsets by 2030
- Rolling out a city-wide energy efficient lighting and LED street lighting with smart controls, including hoods to reduce light pollution
- Renewing and improving cycling, walking and mobility connections to reduce carbon emissions and increase our city's liveability
- Ensuring Council fleet purchases meet greenhouse gas emission requirements and support the uptake of electric vehicles and supporting infrastructure
- Introduction of hybrid or electric vehicles to Council's fleet as part of fleet replacement
- Establishing city-level renewable energy or emissions reduction targets and sustainable energy policies to provide a common goal and shared expectation for residents and businesses.

### **BENEFITS**

- Increased annual uptake of renewables by the community and businesses
- Council and the community work in collaboration with other Councils 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 while reducing the cost of electricity to our residents and increasing service delivery ability.



## **OUR ENVIRONMENT PRIORITY - RENEWABLE ENERGY INDUSTRY**

### **PROJECT FOCUS**

Broken Hill and the surrounding region is a leader in the renewable energy sector in Australia – home to one of Australia's larger solar plants 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 also 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
- Construct a council owned solar farm
- 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 and the promotion of circular economy principles.

## **OUR ENVIRONMENT PRIORITY – WATER SECURITY AND AFFORDABILITY**

### **PROJECT FOCUS**

Broken Hill has experienced water security issues over many years. The 270-kilometre pipeline constructed from the River Murray to Broken Hill has secured a long-term water supply for Broken Hill. Council will continue to advocate that the current subsidy applied on water notices for the construction of the Wentworth to Broken Hill pipeline is made permanent in order for Council and the community to continue to afford to green the City's parks, ovals, streets, verges and private gardens.

### **BENEFITS**

- The greening of the city assists to reduce the community's blood lead levels.
- Secure the expansion of the mining industry in Far West NSW.
- Support for ongoing expansion of agricultural industry in far West NSW.

### **ADVOCACY FOCUS**

- Support for stability in price structure through the cross-subsidy to water service charges
- Highlighting the city's remote and arid location - The supply of water and disposal of sewerage in Broken Hill is subject to conditions and expenses not encountered by other localities in NSW.
- Low socio-economic status of many residents. The demographic information provided by the Bureau of Statistics indicates that increasing utility prices and the removal of subsidies would have a marked impact on community well-being.
- Potential hidden pricing increase that may impact customers should the Government cease subsidising the costs of transporting bulk water via the new Broken Hill pipeline and consequential works.
- Strategic importance of Broken Hill as the administrative and service centre for Far West NSW industry and agriculture.
- Economic importance of mining in the Broken Hill locality. The mines are still a substantial contributor to the national economy. Current exploration indicates that there will be substantial investment in local mining for the foreseeable future.
- Ongoing environmental lead management requirements and;
- Future regeneration work required because of damage to the City's green belt, during the construction of the Broken Hill pipeline.

## **OUR ENVIRONMENT PRIORITY – ONGOING FUNDING OF THE BROKEN HILL ENVIRONMENTAL LEAD PROGRAM**

### **PROJECT FOCUS**

Council is aware that Broken Hill receives a reduced level of government funding for lead remediation programs and blood lead level testing as compared to other mining cities in Australia, despite lead from mining practices continuing to be a concern to the health and wellbeing of our community.

Council is committed to advocating for the appropriate investment and resources to protect Broken Hill residents from the impact of lead, particularly children and secure ongoing funding for lead testing and remedial solutions to suppress lead dust in the environment.

To attract subsidies and rebates on water to ensure the continued Greenling of the Hill, maintenance of lawns, gardens, and appropriate dust mitigation measures can be afforded by the community.

### **BENEFITS**

- Lead poisoning can cause serious health and developmental problems in young children. Eliminating the source of lead and treating the child can improve their health and developmental outcomes.

### **ADVOCACY FOCUS**

To secure ongoing funding from the NSW Government for the Broken Hill Environmental Lead Program and that the community of Broken Hill should be afforded the same support, program funding and protection against lead that the rest of NSW receives.

## SECTION 4 - 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.**

### **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**

- Tax reform for residents of mining communities
- Smart and Sustainable Community
- Monitoring, evaluation, and review.



## **OUR LEADERSHIP PRIORITY- INVESTMENT IN COLLABORATIVE RELATIONSHIPS AT A STATE AND NATIONAL LEVEL TO LEVERAGE THE IMPACT OF A UNIFIED VOICE FROM REGIONAL AUSTRALIA**

### **PROJECT FOCUS**

Our Leadership actively pursues opportunities to work collaboratively at a regional, State and National level to promote the benefits of living in Broken Hill. Membership of, and collaboration with significant peak representative groups, increases Broken Hill's visibility with Government Ministers, regional leaders and change makers. Investment in collaborative relationships such as the Australian Mining Cities Alliance, the Regional Cities NSW, Regional Capitals Australia, and the Regional Australia Institute provide Broken Hill leaders with the opportunity to join delegations and meetings with Government, industry and other key stakeholders and participate in campaigns and marketing activity such as More Than Mining and Move To More.

### **BENEFITS**

- Access to State and Federal Governments and other significant change makers
- A platform to showcase Broken Hill in significant advocacy and marketing campaigns

### **ADVOCACY FOCUS**

- Broken Hill is a liveable regional city
- Tax incentives for residents living in mining communities
- Worker retention and attraction
- Address affordability and accessibility

## **SPECIAL PROJECT**

### **MORE THAN MINING**

## **NORMALISING LIVING COSTS IN REGIONAL MINING CITIES AND TOWNS**



Broken Hill City Council as is committed to being playing a leadership role in improving the liveability of mining communities across Australia and is part of an alliance of national Councils seeking to make life in regional mining communities more attractive and affordable.

The "More Than Mining" initiative promotes policy reform to offer 100% exemption from Fringe Benefits Tax for people seeking housing in regional and remote mining communities. The exemption would apply to rent, owner occupier housing purchase cost, and mortgage interest. The proposed policy reform will enable all regional and remote Australian residents to access the same allowances as mining employers.

Members of the alliance are united in the campaign to receive fair compensation for their contribution to the country's wealth and is actively pursuing representations to ministers, members of parliament and key decision-makers as well funding a major marketing campaign raise the profile of the issues facing mining communities.

The focus includes raising awareness that mining regions deliver a significant portion of country's wealth in GDP, but often suffer due to fluctuating commodity prices and other variables. A tax reduction in living expenses would make it more affordable to live in mining communities, attract prospective new buyers and renters, and help stabilise the housing market over time.

The More Than Mining partners comprise Broken Hill, City of Karratha, City of Kalgoorlie Boulder, Isaac Regional Council, and Mount Isa City Council with additional support from partnering remote mining LGAs including Shire of East Pilbara, Town of Port Hedland, Shire of Ashburton, Shire of Coolgardie, Shire of Leonora.

[www.morethanmining.com.au](http://www.morethanmining.com.au)

## **OUR LEADERSHIP PRIORITY- SUSTAINABLE AND SMART BROKEN HILL**

### **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 in smart technology projects during 2017-22 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.

## **OUR LEADERSHIP PRIORITY - MONITORING, EVALUATION AND REVIEW**

The activities in this strategy 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 the most recent Community Strategic Plan was released in 2022, planning for the future to 2040.