



**BROKEN HILL LOCAL
STRATEGIC PLANNING
STATEMENT (LSPS)
2020 - 2040**

BROKEN HILL
CITY COUNCIL

**AUSTRALIA'S FIRST
HERITAGE LISTED CITY**

QUALITY Control

KEY DIRECTION	Our Community		
OBJECTIVE	1.4 Our built environment supports our quality of life		
STRATEGY	1.4.1 Develop City Strategic Plan		
FILE REFERENCE No	19/75	EDRMS No	D20/19456
RESPONSIBLE OFFICER	Manager Planning Development & Compliance		
REVIEW DATE	2		
DATE	ACTION	MINUTE No	
24 June 2020	Public Exhibition	46281	
26 August 2020	Adoption	46333	
NOTES			
ASSOCIATED DOCUMENTS			

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the traditional owners of the land on which we live and work; and pay our respects to their elders - past, present and emerging.

WARNING: Aboriginal and Torres Strait Islander people are warned that this document may contain images of people who have died.

MAYORAL WELCOME

Broken Hill is Australia's longest-lived mining city and is renowned as 'The Silver City' and founding spring for BHP.

Despite a slowdown of mining in the past 20 years, Broken Hill is making a strong recovery largely due to its broadening economic base and renewed mining interests.

Broken Hill is reinventing itself to become a more resilient service centre for the Far West Region of NSW, with a strong focus on health and educational services, commercial activation, heritage, culture and tourism, industry and freight logistics, sustainable power generation and other infrastructure, as well as continued mining of high value ore bodies.

With the right planning and investments, Broken Hill will continue to be a cornerstone for NSW and major gateway to Victoria, South Australia and Queensland.

Given the potential for changes in population, business opportunities and in the environment, we need to plan now for growth and development. Broken Hill City Council welcomes the opportunities afforded under the Local Strategic Planning Statement process to prioritise the actions and initiatives that will drive the economy and generate jobs as well as lift standards in the environment, health, education, transport, housing, industry and tourism sectors.

Much of the work for the Local Strategic Planning Statement has already been documented in the Broken Hill Community Strategic Plan 2033 and Council's Advocacy Strategy for Broken Hill 2018. The Broken Hill Local Strategic Planning Statement focuses on the key land-use planning issues and actions required to be implemented into the future.



Contents

EXECUTIVE SUMMARY	6
1. WHAT THIS STRATEGY DOES	8
1.1. Introduction	8
1.2. State Policy Context	9
1.3. Regional Policy Context.....	9
1.4. Local Policy Context.....	10
1.5. Community participation in planning	11
2. WHERE WE ARE	12
2.1. Regional Snapshot.....	13
2.2. Broken Hill City	14
3. WHO WE ARE.....	15
3.1. Demographic Profile	16
3.1.1. Place of Birth.....	16
3.1.2. Population.....	16
3.1.3. Age Profile	17
3.1.4. Population Density and Household Size	17
3.1.5. Employment	18
4. OUR STRENGTHS	19
4.1. Mining	19
4.2. Industry	21
4.3. Land Transport and Freight Logistics	22
4.3.1. Roads.....	22
4.3.2. Rail	22
4.3.3. Freight Logistics	24
4.3.4. Airport Services and Facilities	25
4.4. Health	26
4.5. Education	27
4.6. Activating Commercial and Lifestyle Opportunities	28
4.7. Tourism.....	30
4.8. Heritage	32
4.9. Housing.....	34
4.10. Utilities and Connectivity.....	35
4.10.1. Water Supply	35
4.10.2. Sewerage.....	36
4.10.3. Telecommunications	36
4.10.4. Power.....	36
5. OUR VISION.....	37
5.1. Strategic Framework	37
5.1.1. Broken Hill Community Strategic Plan 2033	37
5.1.2. Broken Hill Advocacy Strategy 2018.....	37
5.1.3. Draft Broken Hill Community Strategic Plan 2040.....	37
5.1.4. Broken Hill LSPS	37
6. OUR FUTURE PROSPECTS	39
6.1. Population Analysis	39
6.1.1. ERP Population Projection.....	39

6.1.2.	Updated Local Data	39
6.1.3.	Unemployment Data.....	39
6.1.4.	Employment Data.....	39
6.1.5.	Workforce Development Data	40
6.1.6.	Construction Projects Data.....	40
6.1.7.	Passenger Flight Data.....	41
6.1.8.	Visitor Data.....	41
6.1.9.	Major Mine Proposals	41
6.1.10.	Other Employment Generating Industries	41
6.1.11.	Alternate (Local) Population Projection	42
6.1.12.	Industry Analysis Modelling	42
6.1.13.	FIFO / DIDO verses Local Employment.....	42
6.1.14.	Alternate Local Population Projection	43
6.1.15.	Use of ERP and Local Data Population Projections	43
6.1.16.	Key Issues for Projection Scenarios	44
6.1.17.	Focus on Development, Training and Flexibility	44
7.	PLANNING PRIORITIES	45
7.1.	Mining.....	45
7.2.	Industry	46
7.3.	Land Transport and Freight Logistics	48
7.4.	Airport Services and Facilities	49
7.5.	Health	50
7.6.	Education	52
7.7.	Activating Commercial and Lifestyle Opportunities	53
7.8.	Tourism.....	55
7.9.	Heritage	57
7.10.	Housing.....	59
7.11.	Utilities and Connectivity.....	61
8.	MONITORING PROGRESS	63
8.1.	Monitoring and Reporting.....	63
8.1.1.	Population Monitoring.....	63
8.1.2.	Funding and Investment	64
8.1.3.	Governance and Partnerships.....	64
9.	FURTHER READING AND REFERENCES.....	65
9.1.	Further Reading.....	65
9.2.	References.....	65

EXECUTIVE SUMMARY

All Councils in NSW are required to prepare a Local Strategic Planning Statement (LSPS) to provide a link between the priorities identified in their relevant Regional Plan, Community Strategic Plan, Local Environmental Plan and Development Control Plan. The Broken Hill LSPS takes into consideration the following:

- Far West Regional Plan 2036.
- Far West Regional Economic Development Strategy 2018-2022.
- Broken Hill Community Strategic Plan 2033 - *Your Hill. Your Home. Your Vision.*
- Broken Hill Local Environmental Plan 2013.
- Broken Hill Development Control Plan 2016.

The Broken Hill LSPS is required to translate the vision and priorities expressed in all these planning policies into specific land-use planning actions for the Local Government Area. The LSPS planning priorities and actions will provide the rationale for decisions about how we will use our land to achieve the community's broader goals.

The findings of investigations so far progressed under the Broken Hill LSPS suggest the following actions are a priority:

- Continued achievement of the recommendations of the Far West Regional Economic Development Strategy, Far West Regional Plan and Broken Hill Community Strategic Plan, including a focus on health, education and training, mining, transport and freight logistics, industry and agribusinesses, renewable energy, tourism, culture and heritage, water security and other important infrastructure.
- Establishment of new mining operations, industries and value-add facilities in and around Broken Hill, now that connection to the NBN is scheduled for completion and the Murray River water supply has been secured.
- Expansion of regional tourism and further refinement of visitor experiences at Broken Hill City.
- Further planning and development of the Broken Hill Central Business District, Broken Hill Airport, industrial precincts, major parklands and housing options to underpin Broken Hill's important service centre and tourist destination role.
- Building resilience to economic, social and climatic changes, through training, new information technology and increased levels of connectivity, new business models and products, entrepreneurship and self-employment.
- Review of local planning policies to ensure they are assisting all of the above.



1. WHAT THIS STRATEGY DOES

1.1. Introduction

The Broken Hill LSPS sets the framework for the economic, social and environmental land-use needs of Broken Hill over the next 20 years (2040).

The Broken Hill LSPS generally aims to:

- Create a 20 year land-use vision for land-use planning in Broken Hill.
- Identify and give effect to the directions of the Far West Regional Plan, Far West Regional Economic Development Strategy and the Broken Hill Community Strategic Plan.
- Establish a foundation for further strategic planning work, including the next round of Council's Integrated Planning and Reporting under a proposed new Broken Hill Community Strategic Plan (2040) - one that will likely focus on taking advantage of increasing levels of connectivity and access to global markets, new information technology, new business models and products, freight logistics, commercial activation, tourism, entrepreneurship and self-employment.
- Highlight the key projects being implemented by Broken Hill City Council to broaden the economic base.
- Document the key infrastructure projects, including rail, road and airport related developments and upgrades to support Broken Hill's important role as the main regional centre in Far West NSW.
- Document the main land-use planning actions required to optimally position Broken Hill for growth and employment, access to services, health and lifestyle.
- Ensure all residents of Broken Hill, regional residents and visitors have access to the many services available at Broken Hill City.

The Broken Hill LSPS has been prepared in the context of a much larger State framework, as illustrated in the diagram below:



1.2. State Policy Context

The Broken Hill LSPS has been prepared in accordance with Section 3.9 of the *NSW Environmental Planning and Assessment Act 1979*, which requires local strategic planning statements to include/identify the following:

- The basis for strategic planning in the area, having regard to economic, social and environmental matters.
- The planning priorities for the area, consistent with any strategic plan applying to the area and any applicable community strategic plan under Section 402 of the *NSW Local Government Act 1993*.
- The actions required for achieving those planning priorities.
- The basis on which Councils are to monitor and report on the implementation of those actions.

The Department of Planning, Industry and Environment has produced a Local Strategic Planning Statements - Guideline for Councils, which has been referenced in the development of the Broken Hill LSPS.

1.3. Regional Policy Context

The Far West Regional Plan 2036 sets out the strategic land-use planning direction for the region over the next 20 years. The vision is to create a diverse economy, supported by the right infrastructure, strong communities and a resilient natural environment. The following goals are set in the Plan to deliver this vision:

- A diverse economy with efficient transport and infrastructure networks.
- Exceptional semi-arid rangelands traversed by the Barwon-Darling River.
- Strong and connected communities.

The western area of the Far West Region comprises the Broken Hill and Central Darling local government areas and the Unincorporated Area. Broken Hill is the largest centre in the region and provides business, office and retail services, and complementary activities such as arts, culture, recreation and entertainment to support the social needs of the community.

The priorities for the western area of the region are to:

- Support Broken Hill as a service centre for the western area of the Far West.
- Capture economic benefits from mining.
- Grow renewable energy industries.
- Grow and diversify agribusiness and irrigated agricultural areas.
- Establish value-added manufacturing industries.
- Develop a regional tourism trail between Balranald, Wentworth, Mallee Cliffs, Mungo and the Yanga floodplains; between White Cliffs, Menindee, Tibooburra and Silverton; and a Far West Sculpture Trail encompassing sites at Broken Hill, Mutawintji, White Cliffs and Wilcannia.
- Respect, protect and conserve European and Aboriginal cultural heritage assets.
- Sustainably manage water resources, including the Darling River and Menindee Lakes.
- Build community resilience to population and demographic change.

- Resolve skilled worker shortages by addressing training options, employability skills and the delivery of education options.
- Build resilience to climate change and natural hazards.
- Capitalise on key freight corridors, including the Barrier, Silver City and Cobb highways and the Sydney to Adelaide rail route.

The economic priorities are to:

- Establish new mining operations in areas of mineral potential.
- Develop renewable energy industries, including solar.
- Expand tourism opportunities and experiences.
- Establish new businesses linked to improvements in telecommunication services.
- Establish new industries following improvements to water security from the Murray River to Broken Hill.

Other policies have been developed to support a regional planning approach, including the Western Regional Transport Plan 2013 and Far West Regional Economic Development Strategy 2018.

1.4. Local Policy Context

The Broken Hill 2033 Community Strategic Plan - *Your Hill. Your Home. Your Vision* was adopted by Broken Hill City Council in 2017 and sets out the community's vision for Broken Hill as follows:

'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.'

The Broken Hill community see that it is important that everyone knows:

'At Broken Hill we're for real. We believe in real experiences. Real places, real friendships and real values.'

Broken Hill has proven these values in its response to the recent decline in mining operations and associated employment. The community is acutely aware of the need to reinvent itself and is taking action to remain a strong regional centre and unique destination for regional, national and international visitors.

The highest priority issues identified in the Broken Hill Community Strategic Plan 2033 are as follows:

1. Sustainable Economy
2. Roads Maintenance
3. Health, Community and Recreation Facilities
4. Population Growth
5. Training and Education
6. Tourism
7. Sense of Community
8. Trees, Parks and Open Spaces
9. Airport Redevelopment
10. Transport

Broken Hill City Council has developed a strong economic activation program that combines a Smart Community Framework with an Urban Design Strategy to set the roadmap for future development, investment and growth. The Broken Hill – A Blueprint – Advocating For Our Future 2018 provides a succinct summary of the programs, projects and initiative being progressed by Council.

Broken Hill City Council has commenced a review of its Community Strategic Plan in line with its next round of its Integrated Planning and Reporting.

1.5. Community participation in planning

The Broken Hill Communication and Community Engagement Strategy 2019-2020 (CES) has been compiled by Broken Hill City Council to comply with the new engagement principles and timeframes required under the amended *Environmental Planning and Assessment Act 1979*.

As part of the CES requirements, the Broken Hill LSPS was publicly exhibited for a period 28 days, and the draft document as sent to the Local Aboriginal Land Council and the Barkandji Native Title Group during the exhibition period.

In previous community engagement processes, the Broken Hill community has stressed the importance of economic diversity to guarantee a sustainable future for the City. A sustainable economy was by far the largest priority identified through the 2013 community strategic planning processes that led to the adoption of the Broken Hill 2033 Community Strategic Plan - *Your Hill. Your Home. Your Vision*.

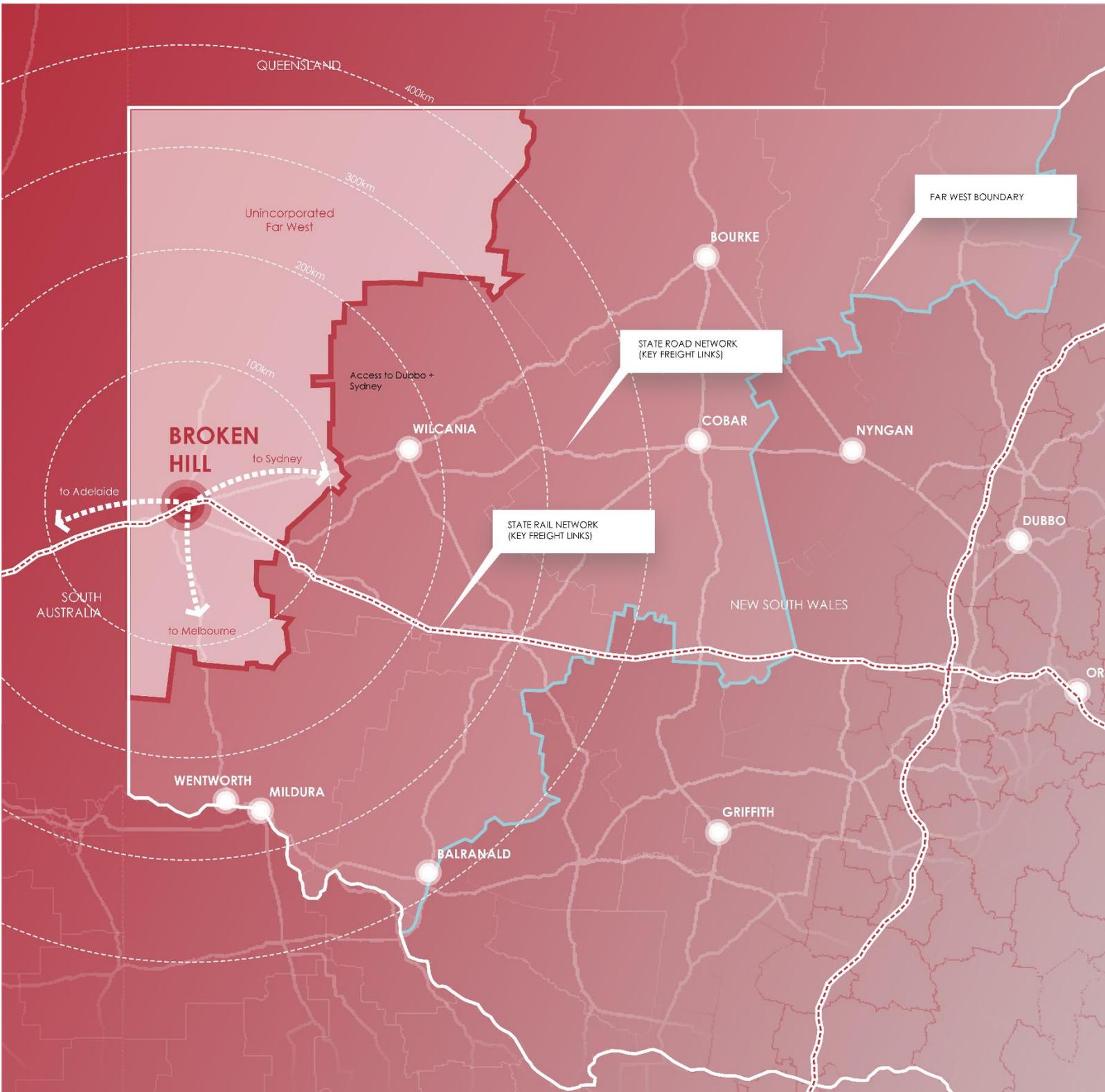
With dramatic changes in population (19,915 people in 2005 down to around 17,479 people in 2020) the community is expected to continue to place great emphasis and responsibility on Broken Hill City Council to focus on ways to create a more sustainable/stable economy in the longer term.

Broken Hill City Council has commenced a review of its Community Strategic Plan (CSP) in line with its next round of its Integrated Planning and Reporting. The Broken Hill LSPS will be used to assist with the CSP planning process as well as to provide the broad direction for the review of the Broken Hill Local Environmental Plan 2013, Broken Hill Development Control Plan 2016 and other associated planning policies.

Broken Hill City Council understands that strategic consultative processes are the 'key' to addressing challenges associated with the expansion and contraction of the mining industry.

2. WHERE WE ARE

The western area of the Far West Region of NSW has some of the most exceptional natural landscapes in Australia. A brief overview of Broken Hill's location in the wider region is provided in this section.



2.1. Regional Snapshot

The region consists of two local Government Areas, Broken Hill City and Central Darling Shire, and the Unincorporated Area of NSW and covers approx. 146,000 km². The region accommodates the Barwon–Darling River system, Menindee Lakes, Mungo National Park Plan and the Willandra Lakes World Heritage Area as well as large pastoral lease holdings and small settlements such as Wilcannia, Silverton, Tibooburra and Milparinka.

Broken Hill is the largest centre in the region and an important service centre for a number of smaller towns, remote communities, farms, mines and other remote businesses. The City is located approximately 1,100 kilometres west of Sydney and 500 kilometres east of Adelaide. It is the major administrative hub and provides health, aged cared, social services, education, policing and other essential services for the Far West Region and eastern part of South Australia.

Figure 15: Distribution of population, ABS 2019

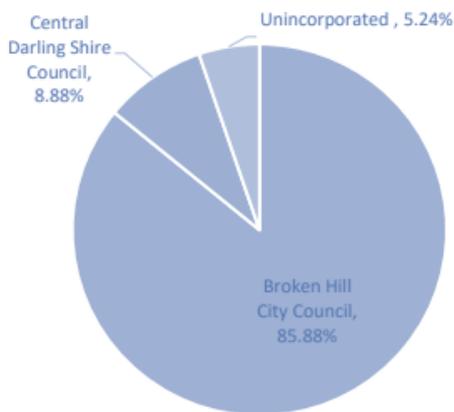


Figure 16: Distribution of respondents

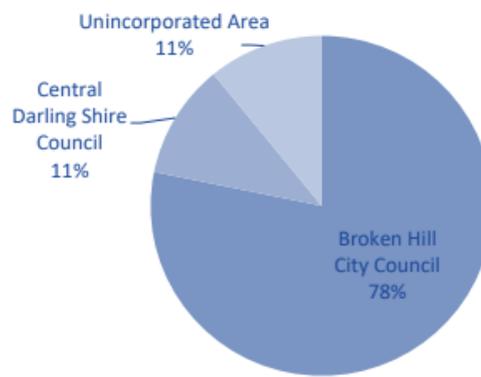


Figure 17: How long has your business been operating?

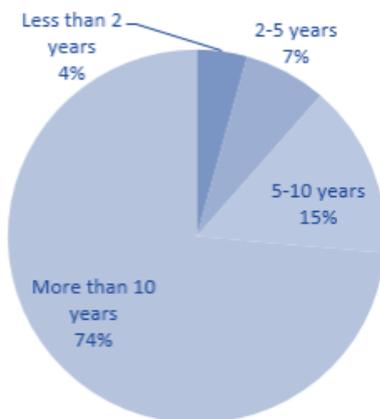
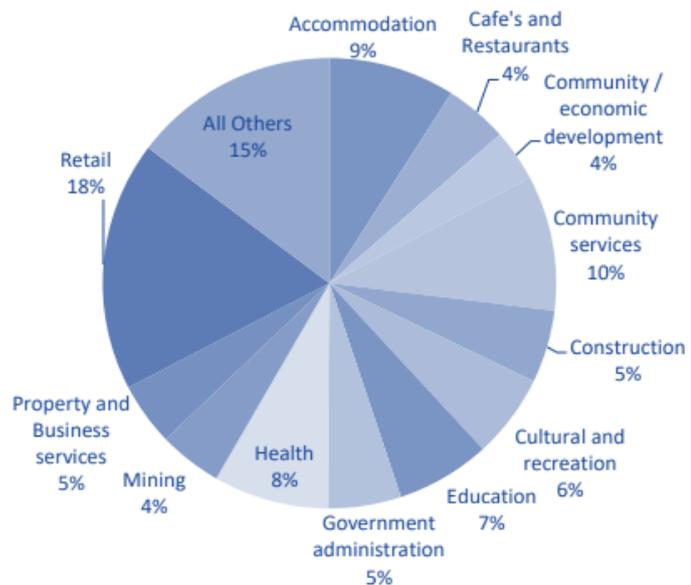


Figure 18: Industry breakdown of survey respondents



Source: RDA Far West 2019 Workforce Development Study

Broken Hill has a strong cross-regional relationship with South Australia and Victoria, and residents' access higher-order health, education, retail, commercial and transport services in Adelaide and Mildura. Broken Hill has strong connections to other regional communities such as Wilcannia, Tibooburra and Menindee, with Broken Hill being their main hub for healthcare, education, retail and business services.

The remoteness and sheer size of the Far West Region poses some of the biggest challenges for regional residents. Access to higher levels of health, education and social services continues to cause disadvantage for locals. Fortunately, Broken Hill has relatively good access to the Capital Cities of Sydney, Adelaide and Melbourne via daily air passenger services as well as daily bus services connecting to the Sydney XPT, weekly Indian Pacific passenger train services and good road transport linkages.

2.2. Broken Hill City

Broken Hill City encompasses a total land area of approximately 180 square kilometres and includes the urban area and surrounding rural areas. Mining, manufacturing, agriculture, tourism and social services are important industries for Broken Hill and the wider region, and a wide range of land-uses, services and employment generating developments are packed into the relatively small Broken Hill Local Government Area.

The Broken Hill Central Business District is the major business and civic centre for the City, with two smaller retail centres at Centro Westside and the Broken Hill Village. Tourism (Outback experience and urban based tourism) is supported by numerous businesses in the City, including service stations, restaurants, cafes, galleries, museums, information centres and accommodation places.

Broken Hill Base Hospital is a major rural referral centre and provides a range of inpatient and outpatient services, including emergency, general medical and surgical, mental health, maternity, gynaecology, paediatrics, renal dialysis, rehabilitation, critical care, diagnostic services, cancer care and palliative care. It also provides a wide range of primary and community health services.

Broken Hill Airport provides daily passenger and freight deliver services to the wider region. It is also the base for the Royal Flying Doctor Service and a number of private air-related transport businesses, including hanger, servicing and general parking facilities for aircraft. REX provides direct daily passenger services to Dubbo, Sydney, Mildura, Adelaide and Griffith from Broken Hill Airport.

Broken Hill is home to seven primary schools, two high schools, School of the Air, Broken Hill TAFE College, Robinson College, the Broken Hill University Department of Rural Health and a new Country University Centre.

3. WHO WE ARE

Broken Hill is recognised for its strong community spirit, the resilience of its people, its isolated location and dramatic landscape. The City has come to symbolise the challenges and remoteness of living in the Australian outback. This symbolism and the City's unique place in Australian society have drawn artists, writers, painters, poets and film makers to the centre. The unique combination of landscape and relict infrastructure in Broken Hill has become the backdrop for over 50 feature films and television productions, including Mission Impossible II, Mad Max II and The Adventures of Priscilla Queen of the Desert. The following section analyses in more detail the current demographic profile of Broken Hill.



3.1. Demographic Profile

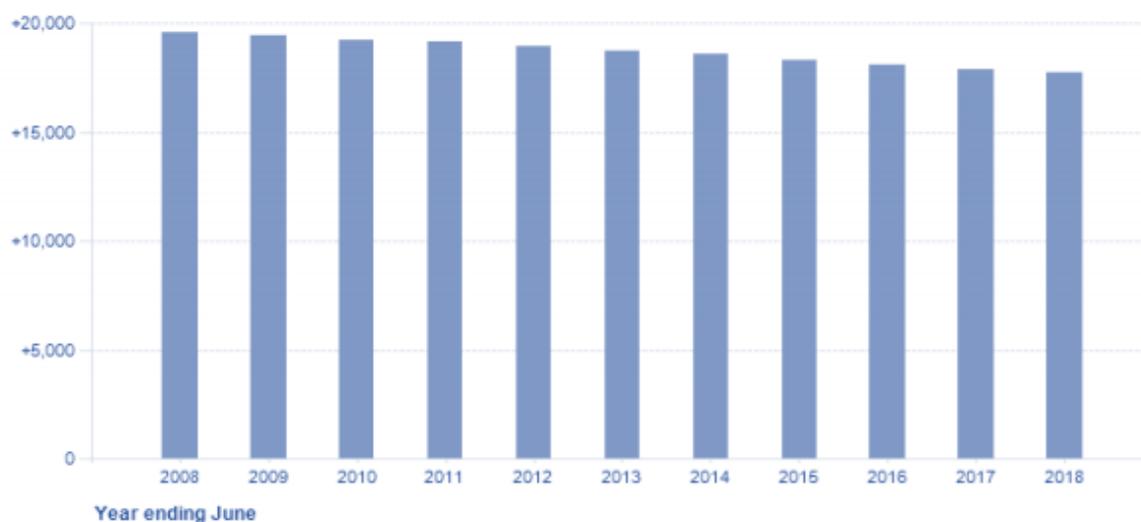
3.1.1. Place of Birth

According to the 2016 Australia Census, 88.3% of people living in the Broken Hill were born in Australia and 91.4% of these people speak English only. 8.5% of Broken Hill residents identify as Aboriginal or Torres Strait Islander, which is well above the national average of 3.3%.

3.1.2. Population

Broken Hill's population peaked at around 30,000 in the early 1960s and has shrunk to the current population of 17,479 people. Population figures from 2008 to 2018 are shown in the table below:

Table 1 – Broken Hill Estimated Resident Population 2008 - 2018



Source: Australian Bureau of Statistics

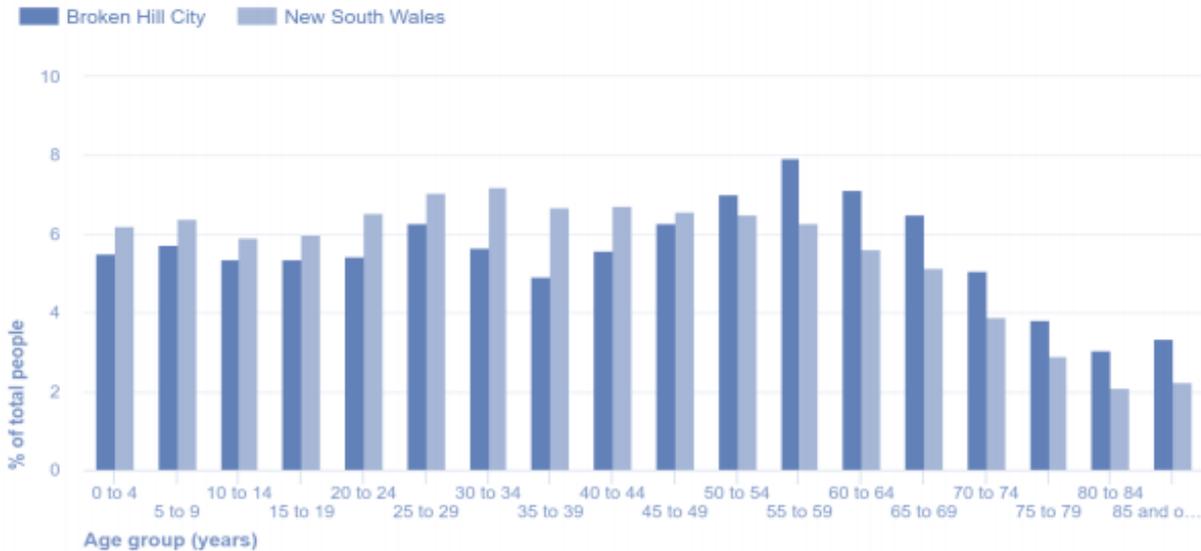
The cause of population decline has largely been attributed to more deaths than births and a decline in new mining job opportunities, with some people moving to other locations for work. Other factors contributing to local population decline are linked to improved technology in mining practices requiring less labour, pressures on local industries finding/keeping employees, young people moving away for education and work, and environmental factors such as drought.

Updated Estimate Residential Population (ERP) projections for Broken Hill were released by the State government in late 2019. These projections estimate that based on current trends, Broken Hill will have a population of 13,650 in the year 2041. The ERP projections however, do not take into account new employment generating developments in the region as well as temporary workers and visitors into the region, and the ERP projections may therefore underestimate service-level populations.

3.1.3. Age Profile

The age profile of Broken Hill LGA is shown in the table 2 below:

Table 2 – Broken Hill Age Structure 2016



Source: Australian Bureau of Statistics

A key factor contributing to Broken Hill's future population and composition is the ageing of its population. Analysis of the five year age groups of Broken Hill City in 2016 compared to NSW shows that there is a higher proportion of people in the older age groups (65+). This has implications for current and future workforce supply, particularly if demand for workers is changing with new mining and infrastructure investment. It also affects housing demand, with older populations more likely to live in single person and couple households, thereby generating demand for more houses compared to younger generations who are more likely to be living with children.

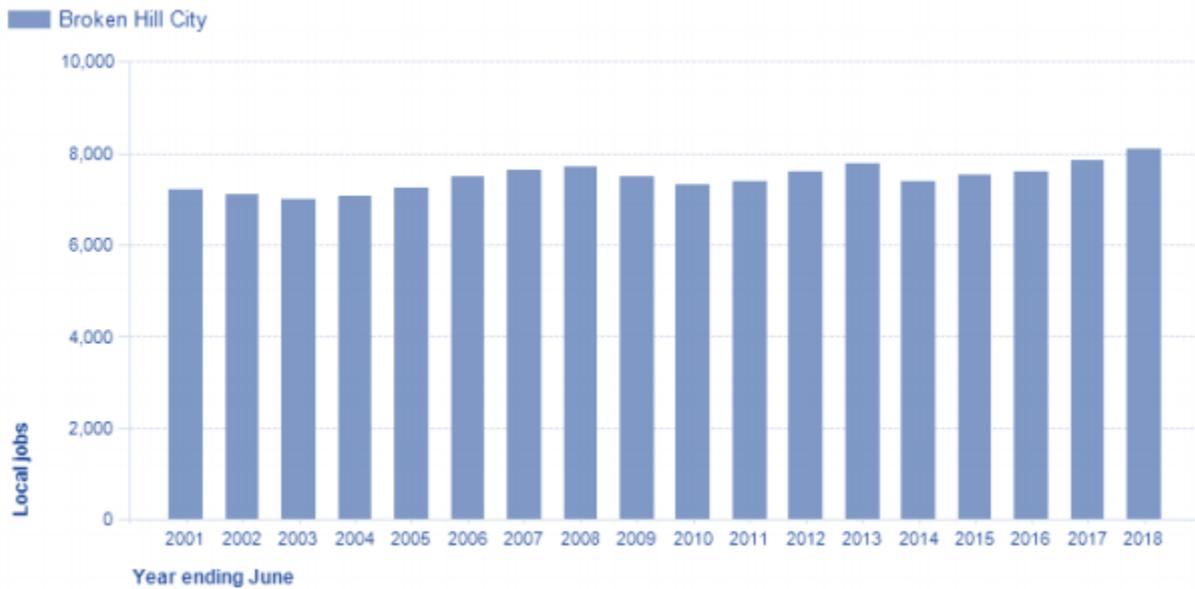
3.1.4. Population Density and Household Size

The population density of Broken Hill is 0.34 people per km², which is one of the least populated regional cities in NSW. Broken Hill has an average household size of 2.17, with 19% of households being couples with children. At the time of the 2016 Census, 20.6% of the 9,658 dwellings in Broken Hill were unoccupied. This rate of unoccupied dwellings in Broken Hill is significantly higher than the national average.

3.1.5. Employment

Employment levels from 2001 onwards for Broken Hill LGA are shown in the table 3. The year ending June 2018 saw more jobs in Broken Hill than in previous years.

Table 3 – Broken Hill Employment Levels 2001 to 2018



Source: RDA Far West 2019 Workforce Development Study

The main occupations of people living in Broken Hill are 15.7% technicians and trades workers, 14.8% professionals, 13.8% community and personal service workers, 11.6% clerical and administrative workers, 11.1% labourers, 10.9% managers, 10.9% machinery operators and drivers and 9.3% sales workers.

The main industries employing people in Broken Hill are 15.9% health care and social assistance, 12.9% retail trade, 10.2% mining, 9.7% accommodation and food services, 8.1% education and training, 7.6% public administration and safety, 5.6% construction, 3.8% transport, postal and warehousing and 3.7% in other services.

In the 2019 September quarter, the unemployment rate in Broken Hill City was 3.9%.

4. OUR STRENGTHS

The following section examines Broken Hill's key strengths and contribution to the wider region.

4.1. Mining

Broken Hill contains the largest ore seam of silver, lead and zinc ever discovered in the world. This exciting geological area is one of the world's great mineralogical rainforests, with approximately 300 minerals beneath the City.

Mining has historically been the dominant industry of Broken Hill's economy since the discovery of the ore body in 1883 by Charles Rasp. Mining revenues have not only been vital to the development of Broken Hill City, but also for the rest of Australia through mining revenue, taxes, royalties and wages into the economy totalling hundreds of millions of dollars. Broken Hill miners, engineers, chemists and scientists have also played an important role in the development of innovative mining practices and technology that have been adopted around the world. From Broken Hill, some of the world's largest mining companies, (BHP Billiton, Rio Tinto and Pasminco) have built world class companies.

The mining of silver, lead and zinc continues to be a major employer and the primary driver of the Broken Hill economy. Over 1,500 people work in mining, manufacturing and construction valued at \$276M annually. The two main mining operators, Perilya and CBH Resources, together currently employ more than 700 locals.

Recent advances in mining and processing technology have resulted in lower cost for mining ventures, which is leading to increased investment in existing mines and exploration of new resources in the area for products such as gold, mineral sands, iron ore, cobalt, zirconium and potentially uranium. Broken Hill and the surrounding region continue to be a potential 'mine field' of product that will ensure a long and sustainable future for the City and continued royalties for the State Government. Noteworthy projects include:

- **Carpentaria Resources Hawsons Iron Project** - located west of Broken Hill an iron ore body has been verified by independent analysts as the world's leading undeveloped high-quality iron ore concentrate and pellet feed project. Pre-feasibility studies have shown the project is capable of producing the world's highest-grade iron products, meeting the demand from steelmakers for higher grade ore and capable of curbing pollution and increasing productivity. The project was declared a 'State Significant Development' by the NSW government in 2012 and Major Project Status was granted by the Australian Government in April 2018. Hawsons is expected to create more than 1,200 jobs in construction and 500 jobs in steady-state production, generating important employment opportunities in what could become Broken Hill's next major mine with a potential life of 20 years. Operations are expected to start in 2021.
- **Cobalt Blue/Broken Hill Prospecting Thackaringa Cobalt Project** - located 25km south-west of Broken Hill and adjacent to the main transcontinental railway line, the project has potential to be a World Class source of cobalt, an essential metal for the production of the latest generation of high density Lithium-ion batteries. Construction is programmed to commence in 2023 and employ about 450 workers during the construction phase and approximately 265 employees when operations commence in 2025. The project is generating global interest in the Broken Hill region and several smaller mining companies are now hoping to replicate Cobalt Blue's success and turn the district into a premiere cobalt mining centre.

- **Olary Project** - Olary Magnetite Pty Ltd has acquired magnetite iron ore tenements and is progressing feasibility studies for large scale mining/processing of iron ore in the Braemar Iron Province of far western NSW and north-east South Australia. The joint venture partners plan is to finish feasibility studies/detailed design and to commence construction in the near future with a view to be operating the mining, processing and exporting infrastructure by late 2022. Broken Hill is proposed as the hub of administration, operations and logistics.

Mining jobs and associated employment is expected to increase as the iron and cobalt mining industries invest further into the region. There is currently an expectation that around 2,500 mining jobs could be created in and around Broken Hill in the near future.

The promise of new mining operations and continued investment in exploration projects confirms the importance of Broken Hill as a mining and service centre.



4.2. Industry

Industries in Broken Hill are generally positioned to service the long established mining sector. These same industries however, also provide services to pastoralists, small businesses and residents for a wide variety of services and solutions. To accommodate the future growth of industries in Broken Hill, suitable industrial land is required for a wide range of purposes.

Broken Hill's industrial area is located to the west of the City, with the majority of industry located within the Kanandah Road/Pinnacles Road Industrial Precinct. This area is currently zoned IN1 – General Industrial, with the zoning allowing for a wide range of industrial uses. A small area along Crystal Street is also zoned IN1, and a number of blocks in Rakow Street are zoned IN2 – Light Industrial.

These industrial areas are important to the local economy, offering major employment opportunities and supporting Broken Hill's primary industries of mining, manufacturing, transport and agriculture. Industries specialising in transport, heavy machinery equipment storage and servicing, construction, engineering, fabrication and various other contractor services are all possible growth areas for Broken Hill.

In the future, the availability of low cost industrial land/low cost labour when compared to other Metropolitan/regional centres may prove to be an attraction for start-up companies looking to relocate some or all of their business to more affordable locations. Broken Hill is certainly no longer isolated from the wider business sector, with instant internet connectivity, daily air passenger services/connections to all capital cities, road access to five capital cities within a day's drive and located on the transcontinental railway with access to a vast national rail network and freight logistics industry sector.

The region also has potential to develop industries around natural endowments, including solar and wind power generation and tourism and film production.

New industries such as Abattoirs and other meat processing facilities could be established at Broken Hill, including kangaroo, pig and goat meat processing, cold stores and packaging facilities.

The climate in the Far West allows for early harvest of produce, including stone and citrus fruits, olives, herbs, native bush foods and a large variety of flowers suitable for the floriculture industry. New industries could be established around storage, packaging and distribution of agribusiness products.

The dry warm climate lends itself to numerous storage and warehousing options, including motor vehicle, equipment and aircraft storage.

Broken Hill is no longer isolated from the wider business world, with instant internet connectivity, daily air passenger services and road transport options to capital cities and access to a vast national rail network and freight logistics sector.

4.3. Land Transport and Freight Logistics

The planning and development of the regional transport network continues to be guided by a State led strategic approach, mainly through the Far West Regional Plan 2036, Far West Regional Economic Development Strategy 2018 and the Western Regional Transport Plan 2013.

4.3.1. Roads

The western area of the Far West Region is connected to other regions by several main arterial roads. The Silver City Highway connects Broken Hill to the north and south, and the Barrier Highway connects to Adelaide in the south west and Wilcannia and the rest of central NSW in the east. The Cobb Highway via Wilcannia also connects the region to Hay and south-west NSW.

Distance poses significant challenges for economic development and road safety risks. Not only is the region far from other significant economies and institutions, but the townships and governance institutions of the region are spread thin within it. Exacerbating this issue is the number of unsealed roads that compound the maintenance and travel costs associated with driving large distances.

The Western Regional Transport Plan 2013 documents the State government's commitments to supporting good transport access to Broken Hill for goods and services. Road-based transport is forecasted to remain the primary mode for travel in the region. Sealing roads will make it cheaper and safer to travel, decreasing fuel expenses and the cost of maintenance on vehicles as they experience wear and tear on uneven surfaces. It will also decrease the region's vulnerability to climate change as unsealed roads become unnavigable during heavy rains or flood events.

Broken Hill City Council continues to maintain the local road network within the LGA to a suitable standard and is supportive of new regional road infrastructure projects that will help to drive the economy forward, such as a heavy vehicle haulage bypass of Broken Hill to improve travel efficiency for the mining, transport, agricultural and other industries.

4.3.2. Rail

The Broken Hill railway line is part of the transcontinental railway from Sydney to Perth.

Rail freight has been the traditional and major method of transporting mining exports from the region and a direct rail line connects Broken Hill with Port Pirie in South Australia and to the Inland Railway and the Parkes National Logistics Hub in Central West NSW. The railway line currently handles a significant freight task. According to the Bureau of Infrastructure, Transport and Regional Economics and Australasian Railway Association Report 2018, the railways from Broken Hill supported the following freight volumes:

- Broken Hill to Parkes supported 3.68 million tonnes.
- Broken Hill to Crystal Brook (SA) 4.05 million tonnes.

The NSW Freight and Ports Plan 2018-2023 advises the volume of freight is expected to significantly increase along the transcontinental railway. The development of the Inland Railway and Parkes National Logistics Hub is expected to deliver far greater tonnages of rail freight between the eastern, southern and western seabords of Australia, much of which will be via Broken Hill.

Broken Hill is connected by passenger train services to Sydney and Adelaide/Perth. The Indian Pacific is one of the few transcontinental train journeys linking Perth to Sydney via Broken Hill.



4.3.3. Freight Logistics

The Far West Regional Economic Development Strategy 2018 recognises the importance of coordination between businesses and other bodies that will make greater use of transport and freight corridors.

The development of the Inland Rail is the catalyst that will transform freight movement in Australia and create new investment opportunities along main freight routes. Broken Hill is ideally positioned on the Sydney to Perth railway to take advantage of improved rail freight investments.

Broken Hill has future potential for freight terminal and servicing yard facilities. Rail freight has been the traditional and major method of transporting mining exports from the region and a direct rail line connects Broken Hill with Port Pirie in South Australia and the Parkes National Logistics Hub and then on to all major sea ports on the eastern seaboard. New mining developments provide opportunities for freight terminal facilities at mine locations or alternatively at a centralised location for shared use. Toll Resources Management has committed to making Broken Hill its logistic centre, which places Broken Hill in a strong position to develop into a regional intermodal hub for the burgeoning iron ore, cobalt and other minerals mining sector in the region.

Broken Hill train operations and logistics could also be coordinated at Broken Hill, such as the marshalling of trains into longer train loads for transcontinental transport, temporary storage of goods, refuelling and servicing of locomotives and carriages as well as the transfer of train drivers along the transcontinental rail journey.

New industries such as Abattoirs and other meat processing facilities could be established at Broken Hill, including kangaroo, pig and goat meat processing, cold stores and packaging facilities.



4.3.4. Airport Services and Facilities

Broken Hill Airport is located on the southern outskirts of Broken Hill. The airport is a major transport hub for Broken Hill and the surrounding Far West Region, providing vital links to the rest of NSW and to South Australia and Victoria. The Far West Regional Plan acknowledges the strategic value of the Broken Hill Airport as a regional transport hub, and advocates for improved regional air connections between Broken Hill and other regional/metropolitan centres.

Commercial passenger flights are operated by Regional Express Airlines (REX), with daily flights to capital cities including Sydney, Melbourne and Adelaide and connections to the regional centres of Dubbo, Griffith and Mildura. The Broken Hill Airport is also serviced by charter flights, scenic tourist flights and other commercial flights and operations.

The Broken Hill Airport is managed by Broken Hill City Council and the majority of the land is owned by Council as freehold operational land. The airport terminal is the main base for the commercial flight operations and features a kiosk, departure and arrivals lounge, and car hire desks.

There are eight main aircraft hangars at the airport, with some being privately owned and others leased by Council to private businesses. The Broken Hill Airport is also the base for the Broken Hill Royal Flying Doctor Service (RFDS), which provides vital emergency aeromedical retrieval and patient transport services for rural Australia. The RFDS base at the Broken Hill Airport includes offices, hangars, and a visitor centre that ranks as the second most popular Broken Hill tourist attraction on the popular travel website TripAdvisor.

Broken Hill City Council received \$2.4 million in funding in 2019 from the State government to upgrade airport fencing and lighting to allow the airport to continue to operate safely. Further funding for runway, apron and taxiway upgrades is important to ensure that the airport remains a viable transport hub for the Far West and can support increased demand for services, including passenger flights, airfreight, RFDS, private aircraft and other airside/landside activities.

The airport is also home to other Council operations such as the Council airport operations building, flight services and communications equipment, a crematorium, companion animal and ranger services facility, fuel tanks and other storage facilities.

The land at the airport is freehold and classified as operational land under the *Local Government Act 1993*. There is over 13 hectares of vacant freehold operational land at the airport that is zoned SP1 Special Activities.

Broken Hill Airport has potential to be a major hub for expanded hanger facilities, pilot training, and emergency services, transport depots and light industry operations.

4.4. Health

The Broken Hill Hospital is located in Thomas Street and is part of the Far West Local Health District. The hospital provides numerous services to the Broken Hill community and surrounding Far West Region. Healthcare is a major employer in Broken Hill and is increasingly important as Broken Hill's population ages. For Broken Hill to continue to be a healthcare hub for the Far West Region, the provision of services such as MRI facilities, rehabilitation, and other medical services have been highlighted.

The Royal Flying Doctor Service (RFDS) provides a vital service for Broken Hill and the surrounding unincorporated area. The RFDS not only provides 24-hour emergency medical services for rural patients without access to medical services, but also medical appointments at the Clive Bishop Medical Centre, and patient transport services.

Maari Ma Health Corporation provides an important service in the region, providing a variety of health services and programs to Aboriginal people across Far West NSW. Maari Ma has a strong presence in Broken Hill and is located within the Argent Street precinct, providing accessible and important services to the Far West.

The Broken Hill Community Health Centre was a \$30 million project by the NSW Government, the Community Health Centre that opened in July 2018. The centre provides a wide range of health services such as child and family and community health services, an oral health facility, and administration offices. The Community Health Centre is a state-of-the-art facility that provides essential healthcare services to Broken Hill and employs over 80 staff in the Broken Hill CBD.

The need for aged care services in Broken Hill is increasing due to the aging population. It is important that Broken Hill's housing stock cater for 'aging in place', with low maintenance housing close to services. It is also important that the aged care facilities in Broken Hill meet the requirements of an aging population.

The Broken Hill YMCA was a \$3.9 million redevelopment project opened in early 2019. The existing gym was redeveloped into a state-of-the-art health facility, and includes allied health services and a café. There are also a number of allied health services, medical clinics, dental clinics and gyms in the city.

With healthcare and aged care services a major employer in the City, continued improvements and refinement of services is essential for health reasons as well as maintaining the local economy.

Healthcare is a major employer in Broken Hill and is increasingly important as Broken Hill's population ages.



4.5. Education

Broken Hill has established a reputation for excellent and innovative education and for having a highly skilled and motivated workforce across a range of sectors. With over 130 years of servicing the mining industry the region has developed significant skills in the manufacturing sector and there is a long history of training highly competent and professional tradespeople. The education sector at Broken Hill is multifaceted and is described below:

- **Preschools** - three preschools operate in Broken Hill: Alma Bugdlie Pre School, Happy Day Pre-School and Long Day Care and Rainbow Pre-School.
- **Primary** - seven primary schools operate in Broken Hill; Alma Public School, Broken Hill Public School, Burke Ward Public School, Morgan Street Public School, North Public School, Railwaytown Public School and Sacred Heart Parish Primary School.
- **School of the Air** - the famous School of the Air was established in 1956 at Broken Hill as a distance education centre. The school caters predominately for the geographically isolated students within a radius of approximately 300km from Broken Hill.
- **High school** - two High Schools are located in Broken Hill; Broken Hill High School (established 1920) and Willyama High School (established 1974).
- **Broken Hill TAFE** - is a local provider of tertiary education, with campuses in both Argent Street and Kaolin Street. Broken Hill TAFE currently offers over 20 courses in areas such as aged care, automotive, beauty, business, carpentry and joinery, ceramics, children services, community services, electrical, fine arts, fitting and machining, hairdressing, horticulture, human resources management, information technology, nursing, tourism and hospitality, welfare and welding.
- **Robinson College** - is a not for profit community organisation which provides Vocational Education and Training in Broken Hill and the wider remote region of Far West NSW.
- **The Broken Hill University Department of Rural Health** - aims to improve health care in far western NSW by providing high quality support, education and training for rural and remote health workers.
- **The Country Universities Centre (CUC)** - opened in May 2018 to provide a facility for students enrolled in tertiary education courses by distance. The CUC provides access to high speed internet, videoconferencing facilities, and other services such as tutoring, mentoring, and exam invigilation. Free for all Far West students enrolled in an online course through an Australian University, the CUC makes higher education more accessible to those living in the remote Far West who wish to undertake further education without having to relocate to do so.

All higher educational leaders in Broken Hill continue to collaborate under the Vocational Education and Training (VET) pathways to ensure students are being offered with relevant and valued skills that can provide them with opportunities to work in Broken Hill. Students are studying a variety of vocational pathways from a cross section of industries, including Primary Industries, Health, Engineering, Construction, Information Technology, Media, Retail and the Services sector.

Broken Hill is an education hub with a reputation for excellent and innovative teaching and training for a highly skilled and motivated workforce.

4.6. Activating Commercial and Lifestyle Opportunities

The Broken Hill Central Business District (CBD) is one of the most culturally significant areas of Broken Hill. The CBD is home to many culturally significant and iconic civic buildings, such as the post office, courthouse, police station, and TAFE building. Many government services operate from the CBD, alongside retail and food and beverage premises.

The City's Main-street, Argent Street, has numerous local and State heritage listed buildings and forms an important part of Broken Hill's National Heritage Listing. Local heritage protections include over 300 individually listed heritage items, in addition to the entire Argent Street precinct being part of the Argent Street Heritage Conservation Area.

Retail activity in Broken Hill CBD has declined over the years due to a combination of factors, including:

- Growing access to private motor vehicles and improvements to vehicle comfort continues to influence people's appetite to travel to access goods and services to larger centres such as Mildura, Adelaide and Sydney.
- Growing access to on-line shopping services such as EBAY and direct freight services from Australia Post and private couriers is offering cheaper and quicker retailing to customer front doors all over Australia.
- Shrinking market share to Westside Plaza and Broken Hill Village shopping centres located outside the walkable range of the Broken Hill CBD, which offer air-conditioned shopping comfort and ease of parking.
- Rising operating costs (rents, wages, electricity and other overhead costs).
- Reduced revenue base, as regular customers continue to limit discretionary spending in Broken Hill as they work through environmental and social conditions, such as drought and recent social distancing requirements.

The above factors (and maybe more) are leading to a reduced dependence on physical stores for many retail activities.

To maintain Broken Hill CBD as the heart of the City, Broken Hill City Council has been developing a CBD renewal strategy to lead reinvestment in the City. The Broken Hill Living Museum + Perfect Light Plan 2015, the Broken Hill Cultural Framework 2019 and a number of other strategic frameworks have been progressed around smart communities, heritage, strategic land-use and tourism development. Key projects include:

- **Broken Hill Lighting Project** - Silver Bullet Projects Pty Ltd have been engaged by Broken Hill City Council to design and install lighting to highlight several Council owned buildings within the central business district as well as lighting at Sturt Park and the Town Square. The objective of the lighting projects is to highlight and make more prominent key buildings, public spaces and feature trees in the central areas of Broken Hill. The lighting installations are to provide an attraction for locals and tourists and display the City's rich mining, social and cultural history.
- **Broken Hill Cultural Precinct and Library & Archives** - The role of libraries are changing and are progressively moving away from their conventional 'book borrowing services' use to an all-encompassing 'community support' approach. A similar approach is proposed under a new Community Facility (Cultural Precinct, Library and Archive) at Argent and Blende Streets, Broken Hill. The new development will reuse part of the existing Library, Town Hall façade and Police Station for a state-of-the-art library and cultural hub.

Council also intends to develop a CBD activation strategy and City way-finding project (funded by the Far West Joint Organisation) to further refine the planning and development of Main-street infrastructure in the Broken Hill CBD as well as Wayfinding and interpretation strategy for Queen Elizabeth Park and Patton Park.

Broken Hill CBD is one of the most culturally significant areas of Broken Hill.



4.7. Tourism

As Australia's First Heritage Listed City, Broken Hill's significance as a tourist destination cannot be understated. Broken Hill is recognised by government, businesses and tourists as being integral to the Outback NSW tourism region and is known for delivering a range of attractions and experiences, linked to mining, heritage, culture and the provision of authentic visitor accommodation.

Tourism plays an important role in the local economy. In 2018/19, 480 people were employed in this sector and the total tourism and hospitality sales in Broken Hill was \$82.2m, with the total value added being \$41.6m.

There are many tourist attractions both within and surrounding the Broken Hill Local Government Area.

- **Broken Hill CBD** - is significant for its unique mix of architecture and mining infrastructure, set in a vast arid landscape. The National Heritage Listing of Broken Hill in 2015 recognises the significance of over 130 years of continuous mining operations, its contribution to technical developments in the field of mining, its pioneering role in the development of occupational health and safety standards, and its early practice of regenerating the environment in and around mining operations.
- **The Line of Lode** - is an iconic tourist attraction in Broken Hill that dominates the Broken Hill skyline, separating north and south Broken Hill. The top of the Line of Lode features a landmark building and memorial. Managed by Crown Lands, the prominence of the Line of Lode makes it a natural tourist attraction, with opportunities to further develop the precinct and enhance its value as a tourist attraction.
- **The Living Desert** - is a unique 24 hectare flora and fauna reserve and tourist attraction which was established in 1992 by Broken Hill City Council. The Living Desert is nestled amongst the Barrier Ranges and is located 12 kilometres from the City. On top of the highest hill inside the reserve are the 12 sandstone sculptures created in 1993 by a group of international artists, which are now one of the top attractions in Outback NSW and a visual representation of Broken Hill's marriage of art and nature.
- **Art Studios and Galleries** - Broken Hill stands as an artistic and cultural beacon amongst the Australian outback. The birthplace of Pro Hart and home to the legendary Brushmen of the Bush, an artistic legacy continues to thrive. There are many art studios and dealerships offering quality artworks. The Broken Hill Regional Art Gallery located in Argent Street, is listed on the State Heritage Register and is home to the City's artwork chosen from many artists.
- **Broken Hill Railway Station** - The Indian Pacific stops at Broken Hill as part of its transcontinental journey from Sydney to Perth. The Broken Hill Railway Station provides opportunities for passengers to take a break from their journey at Broken Hill to enjoy the many City and outback experiences.
- **Silverton** - located 25 kilometres from Broken Hill, Silverton is an important attraction for visitors to the region. It is described as a picturesque cluster of buildings with a restored gaol, school, art galleries and artist's studios, Mad Max Museum and the Silverton Hotel. There are also a small, but growing number of tourism-related businesses in and around Silverton including Penrose Park and accommodation on a working station not far from town. Further out from Silverton is the Mundi Mundi Plains, an awesome desert landscape that can be viewed from a look-out and which evokes scenes from famous movies including Mad Max 2.

- **National Parks** - Broken Hill is situated in relatively close proximity to almost 728,000 hectares of National Parks, administered by the NSW National Parks and Wildlife Service. The Parks preserve and enhance unique landscapes including waterways, wildlife and indigenous experiences and provide the opportunity to increase 'hub and spoke' activity from Broken Hill. The bio-diverse Menindee Lakes system may be considered for Ramsar listing under *Environment Protection and Biodiversity Conservation Act 1999* and possible World Heritage Listing. This process is currently being supported by Regional Development Australia, Far West NSW.
- **Corner Country/Sturt's Steps** - Broken Hill connects the Corner Country area with NSW. A new tourist route is being developed/promoted along the route taken by explorer Charles Sturt in his Central Australian Expedition in 1844-1845. The touring route lies between Broken Hill and Cameron Corner, with Broken Hill providing the launch pad for touring groups and self-guided heritage tours.

Events such as the St Patrick's Races and the Broken Heel Festival attract thousands of tourists to Broken Hill annually. The Broken Heel Festival runs for four days and celebrates the theatrical anniversary of 'Priscilla Queen of the Desert' at her spiritual home, The Palace Hotel and the township of Broken Hill.

Broken Hill City Council has a strong history in advocacy and support of tourism as an industry sector that contributes significantly to the vibrancy of the community and the sustainability of its economy. Broken Hill is well-placed to further diversify its tourism offering into the emerging sectors of film, sustainable energies, culture and heritage.

Broken Hill is integral to the Outback NSW tourism region.



4.8. Heritage

The City of Broken Hill is of outstanding heritage value to the nation as a rare example of a long established mining City, with a long industrial history and strong union representation.

The National Heritage Listing of Broken Hill in 2015 recognises the significance of over 130 years of continuous mining operations, its contribution to technical developments in the field of mining, its pioneering role in the development of occupational health and safety standards, and its early practice of regenerating the environment in and around mining operations.

The Broken Hill CBD exhibits a rare and unusual mix of architecture, where historic government buildings reflect the NSW colonial government style of architecture, many residential buildings reflect those of South Australia and many commercial buildings displaying characteristics similar to Melbourne's late Victorian architectural period.

The Broken Hill City Council Heritage Strategy 2017-2020 focuses on the built heritage within the City and provides a number of strategies to increase awareness and appreciation of heritage in Broken Hill and to manage local and State heritage within Broken Hill in a positive manner.

Council continues to provide funding options and heritage advice to landowners to encourage restoration of properties and to raise community awareness and appreciation through education on heritage related issues.

Council is currently working on assessing the National Heritage Values of Broken Hill and developing guidelines and publications to identify, protect, enhance and manage those values through proposals, and projects that take place within the City. These guidelines and publications will articulate and set out how the National Heritage values of Broken Hill can be understood in the day-to-day development and planning of the City.

The Broken Hill Local Environmental Plan 2013 (the LEP) includes over 300 individually listed heritage items and a number of heritage conservation areas. The LEP is due for review and the current heritage listings and conservation areas will be included in land-use planning investigations.



4.9. Housing

The 2016 Census recorded 9,654 residential dwellings in Broken Hill. Approximately 95% of the dwellings in Broken Hill are separate houses, with comparatively few apartments, flats, or semi-detached houses. Average number of bedrooms per occupied dwelling was 2.9 and the average household size was 2.2 people, suggesting that larger dwellings with multiple bedrooms may not be as necessary to house the majority of residents in the future.

There is a high rate of unoccupied dwellings, with over 20% being unoccupied at the time of the 2016 Census. As a result housing in Broken Hill is very affordable, with a median house price of approximately \$100,000 and median mortgage repayments of around \$953 per month compared to the state average of \$1,986 per month. The majority of Broken Hill residents either own their home outright or with a mortgage, with fewer than 25% renting.

While the low house prices are attractive to new homeowners and investors, the current quality of the housing stock is an issue. Many houses are in need of repair/renovation, and some are at risk of becoming dilapidated.

There is no shortage of housing in Broken Hill, but there is a need for new housing that caters to a changing demographic and provides more lifestyle choices.

4.10. Utilities and Connectivity

4.10.1. Water Supply

Securing adequate supplies of water in Broken Hill's arid climate has been a major challenge for community, due to the lack of permanent water supplies and consumer competition between mining and other industries, residential and lifestyle interests. Augmentation projects to secure water for the City that were undertaken in 1952 and 2004 have proved inadequate for the City and wider region, and the Far West Regional Plan and Broken Hill Community Strategic Plan have highlighted the importance of sustainably managing water across the Far West.

In 2016, the NSW Government announced a \$500 million pipeline project to provide Broken Hill with a permanent water supply from the Murray River. A 270-kilometre water pipeline project was finalised in 2019 and Broken Hill is now supplied by a more sustainable water supply from the Murray River at Wentworth.

Broken Hill's reticulated water supply system continues to be managed by Essential Water, a division of the state-owned Essential Energy. Sustainable management of the water supply from the Murray River should provide an adequate supply of potable water to meet the needs of residents and businesses into the future. Research of water conservation techniques and recycling will be important into the future to ensure that water resources are used in an environmentally sustainable manner.

The availability of water from the Murray River will also help to limit extraction from water from the region's natural water sources, which are highly valued by Native Title holders of the region, the Barkandji.

Although there is little in the way of water intensive agriculture within the Broken Hill LGA, the unincorporated area is home to many pastoralists whose livelihoods depend on a reliable water supply.



4.10.2. Sewerage

Broken Hill's sewerage system is managed by Essential Water, a division of the state-owned Essential Energy. Research of water conservation techniques and recycling will be important into the future to maintain scarce water resources.

4.10.3. Telecommunications

Broken Hill City Council has adopted a Smart Community Framework. The adoption of the transformational opportunities offered by smart community initiatives and making investments in smart technologies will advance the strategy and corporate goals of Broken Hill and make the region an even better place to live, work, play and invest.

The National Broadband Network (NBN) currently being rolled-out throughout Australia is expected to be ready for roll out/service in Broken Hill in the near future. The roll out of the NBN is critical for Broken Hill and surrounding unincorporated area and enhancing access to telecommunications is identified as a major priority in the Far West Regional Plan. Many households and businesses in Broken Hill have a poor internet connection, and there are numerous telecommunications blackspots surrounding Broken Hill. Further improvements to internet connectivity and telecommunications infrastructure will be vital for growth and lifestyle in Broken Hill.

4.10.4. Power

Broken Hill is becoming a hub for renewable energy due to its arid climate lending itself to large scale solar and wind energy developments.

The AGL Broken Hill Solar Plant was completed in 2016 and is a 53 MW solar farm just outside the Broken Hill LGA and the AGL Silverton Wind Farm, commissioned in 2019, is located 25 kilometres north-west of Broken Hill in the unincorporated area. With 58 turbines, the Silverton Wind Farm is currently the second largest wind farm by capacity in NSW.

Centralised electricity infrastructure continues to be provided by Essential Energy.

Now that the NBN is on track and we have secured robust water supplies from the Murray River and an abundance of renewable energy, Broken Hill is ready to diversify its industry base.



5. OUR VISION

5.1. Strategic Framework

5.1.1. Broken Hill Community Strategic Plan 2033

The Broken Hill Community Strategic Plan 2033 adopted by Council in 2017 identifies a vision for the future of Broken Hill as follows:

'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'

The highest priority issues identified in the Broken Hill Community Strategic Plan 2033 are as follows:

1. Sustainable Economy
2. Roads Maintenance
3. Health, Community and Recreation Facilities
4. Population Growth
5. Training and Education
6. Tourism
7. Sense of Community
8. Trees, Parks and Open Spaces
9. Airport Redevelopment
10. Transport

5.1.2. Broken Hill Advocacy Strategy 2018

The Broken Hill – A Blueprint – Advocating For Our Future (Broken Hill Advocacy Strategy) 2018 is Council's latest roadmap 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.

5.1.3. Draft Broken Hill Community Strategic Plan 2040

Broken Hill City Council is embarking on the development of a new Community Strategic Plan with its community, in order to provide clear focus on the future directions and actions required to position Broken Hill as a sustainable regional centre in Far West NSW.

5.1.4. Broken Hill LSPS

Most of the objects for the achievement of the Broken Hill LSPS in accordance with the NSW *Environmental Planning and Assessment Act 1979* have already been achieved under the Broken Hill Community Strategic Plan 2033 and Broken Hill Advocacy Strategy 2018.

The Broken Hill LSPS translates the vision and priorities expressed in Council's Strategic Led Planning Framework into a succinct report on the land-use planning priorities for the LGA.



6. OUR FUTURE PROSPECTS

As discussed in Section 3 of this LSPS, Broken Hill's economy and population base has been in decline from its heydays at the turn of the century, largely due to a general slowdown in mining interests and more recently due to the ongoing drought. As a consequence, some people living in Broken Hill have moved to other locations for work and/or other reasons in recent years.

The latest Estimated Residential Population (ERP) projections undertaken the NSW Department of Planning, Industry and Environment in 2019 suggest that if current trends were to continue, Broken Hill will have a population of approximately 13,650 by the year 2040. This population is significantly less than the current population of around 17,479.

Unfortunately, the ERP projections do not take into account recent economic and employment data (post 2016 Census) as well as the potential employment generation from new mining/industry projects in the region.

The following section analyses current/local data and supports an alternate stabilized Broken Hill population at around current levels.

6.1. Population Analysis

6.1.1. ERP Population Projection

The NSW ERP population projections use a multi-regional cohort component model, whereby State, region and LGA assumptions are set from Census data, with LGAs constrained to the regional projection it sits within and regions constrained to State totals. The latest ERP population projections (2019) are based on 2016 Census data and further informed by the Commonwealth Government budget papers. Recent Federal government reductions in overseas migration (from 190,000 down to 160,000) and the current trend for immigration settlement in metropolitan areas is having the effect of producing very low ERP figures in regional NSW. The ERP projections also don't take into account the effects of new employment generation on resident populations post 2016 Census.

6.1.2. Updated Local Data

There is emerging evidence (post 2016 Census) that suggests improved economic conditions in Broken Hill and potential for even high levels of economic performance and confidence into the future. The following data is presented in support of improved local economic conditions:

6.1.3. Unemployment Data

The Broken Hill City Economic Profile shows 8.8% of the resident workforce of Broken Hill City was unemployed in 2011, compared to 6.3% in NSW. At the time of the 2016 Census, the unemployment rate in Broken Hill was 7.0%, compared to 5.0% in NSW. The current unemployment rate in Broken Hill City (based on 2019 September Quarter figures) is 3.9%, compared to 4.6% in NSW. The data shows there is considerably less unemployment of Broken Hill residents post 2016 Census.

6.1.4. Employment Data

At the time of the 2016 Census, the estimated number of employed residents in Broken Hill City was 7,768. The current employment rate in Broken Hill City (based on 2019 September figures) is 7,852. The data shows there are more Broken Hill residents in full time employment post 2016 Census.

6.1.5. Workforce Development Data

In 2016, Regional Development Australia Far West (RDA Far West) conducted the Far West Workforce Development Study. In partnership with other State government agencies, Central Darling Shire Council and Broken Hill City Council and Country Universities Centre Far West, RDA Far West has updated their research originally conducted in 2016 around the workforce development needs of the Far West NSW region. The findings of this work have been published in the 2019 RDA Workforce Development Study. It provides significant insights into the aspirations, requirements, workforce issues and needs across the region with more than 120 regional businesses participating, many of whom operate in the Broken Hill LGA.

There is important data provided in the 2019 RDA Workforce Development Study about businesses confidence, with 86% of responding business planning growth over the next 10 years indicating greater workforce demand. Whilst 14% of the businesses planning for growth were unsure of the extent of that growth, 10% indicated they were planning for significant growth and 56% were planning for moderate growth.

Equally important, the latest 2019 RDA Workforce Development Study analyses what has changed since their original survey findings in 2016 and their most recent survey in 2019, with the following changes being reported:

- Increased difficulties in filling positions.
- Significant increases in delays for production of service of goods.
- Greater missed opportunities.
- Additional operating expenses.
- Increase failures to meet deadlines.
- Increased negative impacts on credibility and viability.
- Slight increase in staff retention difficulties.

The results of the study indicate the majority of local employers are trying to overcome skill shortages, rather than a lack of work in the region. The RDA reporting suggests the challenge for the region is to attract and retain staff.

6.1.6. Construction Projects Data

Since 2016 there has been considerable volume of new construction projects in and around Broken Hill, as follows:

- 2016: \$5.2m Broken Hill Civic Centre Refurbishment.
- 2016: Hailstorm resulting in multiple building repairs in Broken Hill.
- 2017/18: \$450m Silverton Wind Farm.
- 2018: \$5m YMCA Integrated Wellness Centre Redevelopment.
- 2018: \$30 million Broken Hill Health Service Redevelopment.
- 2018/19: \$500m Wentworth to Broken Hill Water Pipeline.
- 2019/20: \$2.6m Jubilee Oval Redevelopment.
- 2020: \$3.2m Broken Hill Airport Upgrade (under development).

Anecdotal evidence (passenger flight records and discussions with construction companies) suggests a large proportion of the workforce for the above construction projects were residents of other areas of NSW, South Australia and Victoria. However, in addition to an increase in the temporary construction workforce, there has been a general increase in demand for a wide

range of local materials and services at Broken Hill such as building supplies, manufacturing, earthmoving, labor-hire, fuel and mechanical services, accommodation and food and beverage services. The data supports the assumption that there has been a strengthening of the local economy post 2016 Census.

6.1.7. Passenger Flight Data

The monthly Passenger Flight Figures compiled for Broken Hill Airport (2010 – 2020) show a strong correlation between the low economic activity experienced in Broken Hill (mid-2013 to end of 2016) and the improved economic conditions post 2016 Census. Increased passenger numbers are largely attributed to a general upturn in local economic conditions across a number of sectors, including construction and mining, health and other administrative services and tourism.

Broken Hill Airport Landing Data 2010 - 2020

2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20
63,041	64,306	65,259	59,610	56,391	52,930	56,691	66,506	67,358	5,144

The latest 2020 data is highly impacted by Covid 19 Pandemic restrictions.

6.1.8. Visitor Data

The Broken Hill Tourism Monitor has been collecting data on visitor numbers into the local government area since 1990. The latest National Visitor Survey (NVS) data indicates that over 229,000 domestic overnight visitors spent at least one night in Broken Hill during the year ending 2019. This is the highest visitor volume for any 12 month period since data collection commenced in 2005. The data suggests a stronger visitor economy for Broken Hill, along with all associated spin-off effects on local businesses.

6.1.9. Major Mine Proposals

Since 2016 there has been considerable renewed interest in mining exploration and planning in and around Broken Hill. Major projects include:

- **Cobalt Blue/Broken Hill Prospecting Thackaringa Cobalt Project** - proposed to commence construction in 2023 and employ 450 at construction phase for two years and 265 workers during operations.
- **Carpentaria Resources Hawson's Iron Project** - proposed to commence construction in 2021 and employ 1,200 at construction phase for two years and 500 workers during operations.
- **Olary Project** - proposed to commence construction in 2021 and employ 500 at construction phase and 200 workers during start-up operations and up to 1,000 to 2,000 under full operation.

With over 1,500 people currently working in mining, manufacturing and construction at Broken Hill, an additional 2,000 jobs could be expected to be created in the area in the near future.

6.1.10. Other Employment Generating Industries

Connection to the NBN and achievement of a secure/robust water supply from the Murray River and an abundance of renewable energy provides a solid foundation for Broken Hill to further develop and diversify its industry base. Investigations into new solar farming opportunities, abattoirs, value-add industries and freight logistics are showing promising signs of new development potential that could lead to additional jobs for Broken Hill and further stabilization of the resident population.

6.1.11. Alternate (Local) Population Projection

An alternate population projection has been offered in this LSPS that shows the stabilization of the Broken Hill population at around current levels (17,500 people). The alternate population projection for Broken Hill assumes the same rates of births and deaths as in the ERP projections but assumes higher levels of in-migration of workers and their families and less outmigration in the short to medium term, due to increased employment opportunities and other local conditions. Headline assumptions are detailed below:

6.1.12. Industry Analysis Modelling

To inform the local population projections, an economic/industry analysis has been undertaken to determine the multiplier effects of new jobs on the resident population.

The method for arriving at the multiplier effect uses the ABS Input-Output (I-O) model, based on the following steps:

1. Determine the current ratio of the number of persons employed to the total population (0.45).
2. Apply this ratio to the number of forecast jobs from the employment forecasts (2,000).

Based on the current population of Broken Hill (17,479) and the total number of persons employed at Broken Hill (7,852) a multiplier effect of 0.45 has been used. This implies that for every two new jobs created within Broken Hill LGA almost one other job will be created elsewhere in Broken Hill. Based on the current estimates for workers required in new mining/industry jobs (say 2,000) another 898 jobs could be created into the local economy.

6.1.13. FIFO/DIDO verses Local Employment

Broken Hill has served as the residential base for workers since mining began in the mid-1880s. This is due to the relative isolation of Broken Hill to other populations of potential employees. Historically, there has always been a strong correlation between the ratio of the number of persons employed in Broken Hill and the resident population of Broken Hill.

Improvements in transport and travel have allowed some companies, and in particular mining companies, to structure their workforces around fly-in fly-out (FIFO) or drive-in drive-out (DIDO) shifts. The FIFO/DIDO methods are generally used in remote areas by transporting workers temporarily to their work site instead of relocating employees permanently to mining camps and/or small settlements.

The use of FIFO/DIDO for existing mining companies at Broken Hill has not been used extensively. This is largely due to the skilled workforce available in Broken Hill, the availability of housing in Broken Hill and the high level of services and facilities available in the City. This is certainly the case for the two main mines currently operating at Broken Hill (Perilya and CBH Resources) whereby over 80% of their workforces reside permanently in Broken Hill. For Broken Hill, FIFO/DIDO has largely been limited to some construction workers and specialist professionals.

Discussions with potential new mining and construction companies (Cobalt Blue Holdings, Broken Hill Prospecting, Carpentaria Resources and Olary Magnetite) confirm their commitments to employ locally within the Broken Hill region, with FIFO/DIDO workers generally being limited to some areas of construction and to specialist professionals. No construction/mining camps are proposed to provide temporary accommodation for new workers.

Given the high level of services and housing available at Broken Hill, there would appear to be little warrant for FIFO/DIDO at Broken Hill.

A continued strong correlation between the number of persons employed and the resident population of Broken Hill has been factored into the local population projection.

6.1.14. Alternate Local Population Projection

Taking into account the baseline data from the NSW ERP projections as well as the local data and the predicted low incidence of FIFO/DIDO, it is predicted that the Broken Hill population will remain steady at 17,500 people by 2040.

This stable resident population of 17,500 may prove to be a conservative figure, depending on how new employment generating developments and other economic initiatives progress into the future. However, the methods used in arriving at the Local Population Projection assumes only positive change to the local economic profile and assumes many of all future jobs will need new people to move into the LGA. It assumes neither changes to the age profile, nor any change to labour force participation by those not in the labour force (particularly women). It assumes no catastrophic events (drought, recession or pandemic) that could place downward pressures on the economy. For these reasons, a higher population projection than the existing Broken Hill population has not been shown.

6.1.15. Use of ERP and Local Data Population Projections

The ERP and local data projections are not predictions or forecasts but are simply illustrations of the growth and change in population, which would occur if certain assumptions about future levels of fertility, mortality, overseas migration and internal migration were to prevail over the projection period.

For the purposes of this LSPS, it is proposed to use the NSW ERP Population Projection as a low projection scenario for Broken Hill LGA and the Local Population Projection as the high projection scenario for the City.

Future planning for new land-uses and zoning, roads and other infrastructure managed by Broken Hill City Council will therefore take into consideration two possible population projection scenarios as follows:

- Broken Hill LGA Low Projection Scenario - 13,650 in the year 2040.
- Broken Hill LGA Stable Projection Scenario - 17,500 people in the year 2040.

6.1.16. Key Issues for Projection Scenarios

Key issues for each projection scenario are summarised as follows:

Projection Scenario	Broken Hill Population	Planning Issue
Low	13,650	Decline in labour force. Decline in local economy conditions, particularly in education, child care, retail, construction and industry. Limited housing demand and potential downturn in real estate values. Potential decline in public transport options, depending on subsidisation. Increased demand for some health, aged care and tourism services. Small pockets of new employment generating industries likely to continue, with reliance on temporary FIFO/DIDO workers for construction of major projects.
Stable	17,500	Increase in labour force. Potential for new industries, business models and innovations, subject to addressing skill shortages and attracting and retaining staff. Demand for housing and industrial land increases, including potential for expanded airport and rail freight services. Maintenance of existing urban services and facilities. Increased demand for health, aged care, education and tourism services. Growth is cumulative so could still be shortages of workers during major construction projects or for particular skills.

6.1.17. Focus on Development, Training and Flexibility

Consideration of the future growth prospects of Broken Hill serves as an important reminder that the City must rely on its own actions to maintain a strong economy and resultant population base, with all the spin-off benefits for improvements in employment, health, education, shopping and lifestyle.

At the forefront of Broken Hill's vision for the future must be a continued focus on employment generation, based on the community's existing strengths as well as increased appetite for training, employing locally, women in employment, new business models, innovation and entrepreneurship as well as new mining projects, industries and other employment generating developments.

Training strategies will need to be more closely aligned to the industries that will grow the economy and population into the future. Greater focus is required on upskilling and/or reskilling the existing workforce and attracting new workers to the region.

Land-use planning should continue to be as flexible as practical in the Broken Hill context, with adequate supplies of employment lands being made available for future growth and development.

7. PLANNING PRIORITIES

A central objective of the Broken Hill LSPS is to support the existing industry base as well as emerging opportunities to grow and support Broken Hill City to become a more resilient regional centre. Improvements in mining technology, transport and business models are particularly promising for growing the diversity of businesses in Broken Hill. However, until new initiatives and projects become more certain it is important that the LSPS plays to Broken Hill's strengths. The following section examines the key focus areas for action under the Broken Hill LSPS.

7.1. Mining

The mining industry must be a key focus for Broken Hill into the short to medium term. There are too many people in Broken Hill dependent on mining and there has been too much investment in infrastructure and services to support the mining industry sector to prematurely turn our attention away from this important industry sector.

Mining jobs and associated employment are forecast to increase with the development of iron and cobalt ore reserves, with as many as 2,500 jobs being created in the near future. With the right financial conditions and support, Broken Hill and the surrounding region could continue to be a potential 'mine field' of new product in Far West NSW.

Future investments in projects that make mining generally cheaper and easier to perform at Broken Hill are important for the long-term sustainability of the City. Haulage roads and town bypasses, water and electricity supply augmentation projects and improvements in telecommunications can assist with the viability of mining projects.

Planning priorities for Mining		
Priority No.	Action	Timeframe
1	Continue to support existing/future mining operations in Broken Hill.	Ongoing
2	Continue to advocate for the employment of local residents in mining operations in and around Broken Hill.	Ongoing
3	Continue to advocate for a heavy vehicle bypass for Broken Hill that connects all State highways and regional roads and removes heavy vehicle haulage from residential areas and other sensitive land-uses.	Ongoing
4	Continue to support existing air passenger services through the provision of appropriate terminal facilities.	Short to medium term
5	Continue to investigate the needs of mining operations for services that can be provided at Broken Hill, including housing, training, emergency services and the like.	Short to long term

7.2. Industry

In recent years, the unimproved land values for properties zoned either IN1 General Industrial or IN2 Light Industrial have increased, indicating strong demand for industrial zoned land. The Far West Regional Economic Development Strategy, 2018 advises that industries that add value to agriculture and mining (the two largest exporting industries in the Region) are heavily constrained by the availability of industrial land within existing urban centres. This increase in demand for industrial land is also being reflected in local business feedback to Council requesting the development of additional industrial land reserves.

The existing Kanandah Road/Pinnacles Road Industrial Precinct is surrounded by vacant Crown Land, with most of the Crown Land in the area under Council management as Trust Manager of the Willyama Common. Part of the Willyama Common located along Pinnacles Road was zoned IN1 – General Industrial in the Broken Hill Local Environmental Plan 2013 to allow for an expansion of the industrial area. Expansion of the industrial area into the Willyama Common would appear to be a logical project. The land is serviced appropriately zoned for industrial development and is relatively constraints free.

At this stage however, the section of the Willyama Common already zoned for industrial purposes cannot be further developed due to an undetermined Aboriginal Land Claim under the *Aboriginal Land Rights Act 1983*. Other land options in the Broken Hill LGA for expansion of industrial land-use also face similar limitations. Most of the vacant land in the LGA is Crown land and subject to either an undetermined Aboriginal Land Claim or the Barkandji Native Title determination.

With approximately 30,000 undetermined Aboriginal Land Claims in NSW, the current rate of determination indicates that land claims in the Broken Hill LGA are unlikely to be determined in the short to medium term. It would appear necessary for Council to negotiate directly with the Local Aboriginal Land Council in the first instance and investigate expedited determination of undetermined Aboriginal Land Claims.

Along with the need to investigate new industrial land opportunities on both Crown and freehold land areas, there is a need to also investigate the servicing requirements of potential industrial land areas.

The feasibility of establishing new industries at Broken Hill, such as abattoirs, cold stores and packaging facilities for livestock and/or kangaroo, pig and goat meat, should also be investigated.

Planning priority for Industry		
Priority No.	Action	Timeframe
1	Investigate opportunities to further diversify Broken Hill's economy through new industries.	Ongoing
2	Investigate opportunities to further subdivide existing industrial zoned land, not subject to Aboriginal Land Claim, to meet future short term demands for industrial land/premises.	Short term
3	Undertake an Industrial Land Release Investigation to determine the future needs/locations for industrial land in Broken Hill as well as the land purchase/acquisition and infrastructure requirements for development of new industrial areas.	Medium term
4	Investigate options to expedite determination of undetermined Aboriginal Land Claims for purchase of new industrial areas.	Medium term
5	Undertake a Land Use Strategy to rezone identified land to a suitable industrial zone.	Medium term
6	Undertake detailed designs, costings and environmental assessments to progress industrial subdivisions for private sale.	Medium term
7	Investigate a heavy vehicle bypass for Broken Hill that connects all State highways and regional roads and removes heavy vehicle haulage from residential areas and other sensitive land-uses.	Medium term
8	Seek funding to purchase industrial land and augment infrastructure to new industrial areas in stages and as required.	Medium term

7.3. Land Transport and Freight Logistics

Roads continue to be a primary focus of Broken Hill City Council. Council continues to be challenged by the limited funding available from Federal, State and local sources to properly maintain the road network. Strategies to maintain/upgrade roads in and around Broken Hill are continually being refined by the State Government and Council as a means of driving greater efficiencies in the movement of freight, as well as to achieve local road safety, social equity and amenity improvements.

Providing suitable public transport options over long distances also continues to be a challenge for service providers and residents. There are limited cheap public transport options for residents to access major cities and other larger centres for shopping, medical services and employment.

The Far West Regional Plan 2036, the Western Regional Transport Plan 2013, the Broken Hill Community Strategic Plan 2033 and the Broken Hill Advocacy Strategy 2018 all recognise the strategic importance of providing a heavy vehicle haulage bypass of Broken Hill to improve travel efficiency for the mining and agricultural industries. Providing suitable rest areas for motorists travelling along main roads has also been highlighted as important for ensuring long term road safety objectives.

Active transport (walking and cycling) is a new transport planning focus, which helps improve health and wellbeing, social capital and economic development through tourism and events for visitors seeking active holidays.

Potential for Broken Hill to develop rail terminal facilities and/or intermodal facilities need further investigation to ensure that the City is positioned to take advantage of an expanding national rail freight task, new mining developments and linkages to other freight initiatives, such as the Parkes National Logistics Hub Special Activation Precinct located on the Parkes to Broken Hill Railway line.

The implications of all these transport issues need to be considered under a more holistic planning approach.

Planning priority for Land Transport and Logistics		
Priority No.	Action	Timeframe
1	Continue the program of bitumen sealing of all public roads within Broken Hill.	Ongoing
2	Advocate for continued maintenance/upgrades to main road routes, including the Barrier, Silver City and Cobb Highways.	Ongoing
3	Advocate for continued maintenance/upgrades of the Sydney to Adelaide railway.	Ongoing
4	Advocate for a Heavy Vehicle Bypass Strategy for Broken Hill that connects all State highways and regional roads to provide alternate heavy vehicle haulage routes from residential areas and other sensitive land-uses.	Ongoing
5	Undertake a review of the Active Transport Strategy for Broken Hill.	Short term
6	Advocate for the review of rest areas along main roads linking to Broken Hill.	Short term
7	Undertake an Approach Routes Strategy to enhance the main road approaches into Broken Hill, including upgrades to truck stop areas, landscaped treatments and signage along road approaches.	Short term
8	Investigate opportunities for improved rail terminal/intermodal facilities at Broken Hill.	Medium term

7.4. Airport Services and Facilities

The Broken Hill Airport and Terminal is critical infrastructure for the long term sustainability and development of Broken Hill City. It is important that the airport continues to develop to provide safe, efficient, cost effective and relevant air services to existing/future tenants, airlines, passengers and other businesses.

The Broken Hill Advocacy Strategy 2018 lists the upgrade of the Broken Hill Airport as a priority. Council is currently seeking funding to upgrade the airport and increase the capacity of the runway so that the airport can accommodate larger aircraft and to connect existing and future hanger space to taxiways. Currently, there are no vacant land parcels that can readily accessed from existing runway/taxiways. If taxiways were extended, this would provide opportunities for more land to be made available for hangars and other developments.

There are a number of lease arrangements with commercial operators to construct new hangars and other improvements on land leased from Council. However, many business operators have expressed their preference to purchase land as opposed to lease. The security of freehold ownership would likely encourage greater investment and development at the airport. Further subdivision of airport land would allow for the sale of land as opposed to lease.

In line with runway and taxiway upgrades, the existing airport terminal would require further upgrades to increase passenger comfort and provide for enhanced baggage and freight handling facilities.

Council has established part of its own business operations at Broken Hill Airport, including depot, companion animals and ranger facilities. There may be other opportunities to expand Council depot operations and/or services at the airport site, which should be investigated further.

Planning priority for Airport Services and Facilities		
Priority No.	Action	Timeframe
1	Continue the program of upgrades and maintenance of Broken Hill Airport.	Ongoing
2	Advocate for continued regular passenger services to and from Broken Hill.	Ongoing
3	Advocate for funding of upgrades to the main Broken Hill Airport Runway.	Short term
4	Review the Broken Hill Airport Master Plan 2008 to confirm the scope of runway/taxiway upgrades and to investigate the potential/requirements/constraints for the expansion of business activities (both Council and other government services and the private sector) at the airport site.	Short term
5	Investigate the potential for land at the airport to be used for light industry, transport depots, pilot training facilities and the like.	Short term
6	Investigate the merits of centralising more Council business operations at the Broken Hill Airport.	Short term
7	Include the Pro Hart Way in any Approach Routes Strategy to enhance this road corridor approach to Broken Hill from the Broken Hill Airport.	Short term
8	Undertake detailed designs, costings and environmental assessments to progress landside subdivisions for private sale/long term lease.	Short term
9	Investigate opportunities for improved rail terminal/intermodal facilities at Broken Hill.	Medium term

7.5. Health

It is important that Broken Hill maintains/enhances its current healthcare services to local and regional residents, including services administered by the Broken Hill Hospital, Maari Ma Health Corporation, Royal Flying Doctor Service, Broken Hill Community Health Centre, Far West Mental Health Recovery Centre, Broken Hill YMCA and numerous aged care providers and other medical services.

The Broken Hill community should aim to be generally self-sufficient in health care facilities and not rely on Adelaide or other larger centres for health services.

Planning priority for Health		
Priority No.	Action	Timeframe
1	Advocate for upgrades to health services to limit the burden on Broken Hill residents to travel long distances to access special medical services and treatments.	Ongoing
2	Advocate for aged care facilities in Broken Hill that meet the requirements of an aging population.	Ongoing
3	Investigate opportunities to further establish Broken Hill as a healthcare hub for Far West NSW.	Short to medium term
4	Investigate options to allow for 'aging in place', with low maintenance housing close to services. It is also important that the aged care facilities in Broken Hill meet the requirements of an aging population.	Short to medium term



7.6. Education

It is important that Broken Hill maintains/enhances its current education facilities. It will be important to make higher education more accessible to citizens in the Far West, including for students enrolled in tertiary education courses by distance.

Making higher education more accessible to citizens in the Far West is important for the future of Broken Hill. This will not only increase the tertiary education rate of Broken Hill (which is significantly lower than the national average) but also benefit local business and industry through increasingly qualified staff and help boost the local economy.

Without access to higher education, school leavers may choose to leave Broken Hill for tertiary education opportunities.

Planning priority for Education		
Priority No.	Action	Timeframe
1	Advocate for upgrades to primary and secondary education services to limit the burden on Broken Hill students to travel long distances and/or attend Boarding Schools to obtain their education.	Ongoing
2	Investigate opportunities to further establish Broken Hill as a higher education hub for Far West NSW.	Ongoing

7.7. Activating Commercial and Lifestyle Opportunities

The general decline in the need for physical retail stores is having a marked effect on the way commercial activity is being conducted in central business districts across Australia. There is increasing focus on urban renewal, place making, wayfinding and peripheral parking projects to improve the attraction, amenity and ease of access throughout centres to appeal to a growing visitor market.

The Broken Hill Central Business District (CBD) is literally 'streets ahead' of other town centres in marketing its wider appeal to new markets such as national and international tourists, visitors from nearby areas, people travelling through the region or visiting friends and family or to attend an event. Many of the buildings in Argent Street (the City's Main-street) date back to the early mining days and help tell the incredibly interesting storey of early settlement in the area. Combined with quality commercial and civic buildings, easy-to-negotiate roads, wide footpaths and easy parking, the overall attraction of Argent Street is attracting a much larger customer base.

The Broken Hill Advocacy Strategy 2018 embraces investment in capital infrastructure (transport and connectivity), innovation and entrepreneurialism in the Broken Hill CBD to help transform the local economy. The Strategy highlights the importance of the CBD as a major tourism drawcard to increase overnight visitation the Broken Hill. It focuses on the activation of key sites in the CBD, such as the proposed new Broken Hill Cultural Precinct and Library & Archives. A wide range of commercial and retail businesses should benefit from greater commercial activation and visitations into the CBD, such as shops selling food and drinks, clothing and shoes and other personable goods and services.

Greater focus on government policies that increase appetite for property owners and businesses to invest in building refurbishments and maintenance is also considered important in the current context. Council can play a particularly important role in encouraging property reinvestment, as the authority responsible for administering most of the regularly framework relating to planning, building regulation, heritage and footpath trading in the CBD.

Enhancement of parkland and other open spaces are important for maintaining health and social capital in Broken Hill City. Broken Hill City Council intends to prepare Plans of Management for all Crown Land under its control, including parks and reserves. Major upgrades to the main parks within Broken Hill City are also proposed.



Planning priority for Commercial/Lifestyle Activity		
Priority No.	Action	Timeframe
1	Continue the program of upgrades and maintenance of Broken Hill CBD.	Ongoing
2	Undertake the construction of the Broken Hill Cultural Precinct and Library & Archives as a key activation project for the Broken Hill CBD.	Short term
3	Undertake the installation of the Broken Hill Projection and Lighting Project as a key activation project for the Broken Hill CBD as well as Sturt Park.	Short term
4	Undertake the Broken Hill CBD Masterplan.	Short term
5	Undertake Plans of Management for all Crown Land under the care and control of Broken Hill City Council.	Short term
6	Undertake the Masterplans for all major parks (Sturt, Patton and Queen Elizabeth Parks).	Short term
7	Review the Broken Hill Local Environmental Plan 2013 and Broken Hill Development Control Plan 2016 to ensure controls and guidelines properly support existing/future business activity in the Broken Hill CBD.	Medium term
8	Undertake detailed designs, costings and environmental assessments to implement the Broken Hill CBD Masterplan once completed.	Medium term

7.8. Tourism

Broken Hill benefits from a wide range of visitors, including international and national tourists, overland travellers (touring groups and individuals), passengers from the Indian Pacific, visitors from other nearby areas, people visiting friends and relatives and people invited to attend events (races, concerts, sports, weddings).

Broken Hill is acknowledged as playing an important role in bringing domestic and international visitors to the Outback NSW region. Tourism provides a huge economic boost to Broken Hill. Local businesses benefit from Broken Hill's role as an important stopover and launch pad into the wider Outback NSW region. The 'grey nomad' and 'family' markets are important to the region and current marketing research and programs are focusing on the expansion of this audience.

There is a need to undertake regular reviews of tourist attractions, temporary accommodation and tourist services to ensure they are meeting customer demands/expectations, including a review of visitor centre facilities, art galleries, conference facilities, caravan parks, overnight RV parking, serviced apartments, motels and hotels.

The Far West Regional Economic Development Strategy 2018 supports tourism as a key growth industry for Broken Hill and highlights a number of initiatives to grow the visitor economy, including the film and television industry and capitalising on the areas heritage, cultural, seasonal and natural endowments like National Parks and famous film locations.

The Broken Hill Advocacy Strategy 2018 highlights the importance of the CBD as a major tourism drawcard to increase overnight visitation the Broken Hill. The Strategy also highlights the need to enhance the City's cultural offering including in creative arts and film and television as well as its natural endowments.

Broken Hill City Council will continue to work with key stakeholders to further develop a destination brand, manage Council's tourism assets and the visitor economy in the region.

Planning priority for Tourism		
Priority No.	Action	Timeframe
1	Promote the importance of collaborative asset management and marketing to Federal and State Governments, industry and private benefactors.	Ongoing
2	Continue the program of upgrade and maintenance of tourist assets owned/controlled by Council.	Ongoing
3	Continue to support the upgrade and maintenance of local tourist assets, local flagship events, festivals, and conventions.	Ongoing
4	Support the development of a Film School at Broken Hill.	Ongoing
5	Implement activation actions in the Broken Hill CBD, including the development of the Broken Hill CBD Masterplan, Broken Hill Cultural Precinct and Library & Archives Project and the Broken Hill Projection and Lighting Project.	Short term
6	Refurbish/revitalise visitor facilities and signage to Aboriginal, outback, mining and film and television heritage sites and attractions.	Short term



7.9. Heritage

The Broken Hill City Council Heritage Strategy 2017-2020 focuses on the built heritage within the City and provides a number of strategies to increase awareness and appreciation of heritage in Broken Hill and to manage local and State heritage within Broken Hill in a positive manner.

The Broken Hill Advocacy Strategy 2018 embraces investment in capital infrastructure, innovation and entrepreneurialism to transform the economy of Australia's First Heritage Listed City - Broken Hill.

Council can play a particularly important role in encouraging restoration and maintenance of heritage buildings, as the authority responsible for administering most of the regularly framework relating to heritage conservation and management in the CBD.

The Broken Hill Local Environmental Plan 2013 is intended to be reviewed to ensure that heritage listings and conservation areas remain relevant in the local context. Council will also continue to provide funding options to landowners to encourage the maintenance/restoration of properties.

Planning priority for Heritage		
Priority No.	Action	Timeframe
1	Promote Broken Hill as an asset of outstanding heritage value to the nation.	Ongoing
2	Continue the program of heritage incentive funding.	Ongoing
3	Review the Broken Hill Local Environmental Plan 2013 heritage listing and heritage conservation areas.	Medium term
4	Develop guidelines and publications to protect, enhance, and manage Broken Hill's National Heritage Values.	Medium term



7.10. Housing

The Broken Hill Advocacy Strategy 2018 highlights adequate housing and land as one of the pillars of sustainable development in Broken Hill. While Broken Hill has a long history of, and continues to offer affordable housing, the future success of industry growth requires residential housing stock to attract families to move to the City.

The quality of housing is important for both current residents and attracting new residents and investors. So far the housing stock in Broken Hill as a whole is being relatively well managed and there are no significant planning issues. To some extent however, this may be masked due to the maintenance and repair work still being completed on houses damaged in the November 2016 hailstorm.

It is also important that there is a mix of housing types to accommodate the requirements of the community. Broken Hill has an aging population, and the housing requirements of older citizens need to be considered when addressing future housing requirements. The need for housing that caters to 'seniors' independence and 'aging in place' is identified in the Far West Regional Plan. New housing with 1-2 bedrooms, smaller yards and close to essential services is ideal for residents who wish to maintain their independence. The area surrounding the city centre in Argent Street, local centres in Patton and Gypsum Street, the Westside Plaza, Broken Hill Village, and possibly nearby the hospital in Thomas Street might be suitable investigation areas.

The new residential houses in the Brown Street and Schlapp Street areas include larger residential lots which have proven popular. However, it is difficult for this area to expand further beyond the existing land available. In the 1920s a regeneration area was developed by renowned conservationist Albert Morris, planting a 'green belt' protecting the city from dust storms. This regeneration area not only has environmental significance but has heritage significance which is noted in Broken Hill's National Heritage Listing. The regeneration area is protected by E2 – Environmental Conservation zoning and residential development is prohibited. This means that residential development in Broken Hill, particularly in the Schlapp Street area, cannot expand further to accommodate demand for large residential blocks.

Rezoning of land on the edge of Broken Hill to allow for larger residential lots may be worthy of consideration. There may be merit in lifting the current land-use restrictions on horse stables in some areas of Broken Hill zoned R1 General Residential, such land around the Brookfield Avenue area. Review of Council owned operational land that could be made available for sale may also be required to address the limited supply of vacant residential land.

The growth of Bed and Breakfast (B&B) style accommodation and the 'sharing economy' is also important to consider. There are currently over 40 listings in Broken Hill on the AirBnB website, with prices ranging from \$40 per night to over \$300 per night. Many of the Air BnB accommodation types are historical heritage, capitalising on the City's heritage listing and creating a unique experience for tourists. Organisers of events such as Broken Heel have previously encouraged local homeowners to consider listing their home on AirBnB and similar sites, due to the shortage of tourist accommodation in Broken Hill during major events.

Depending on whether or not the trends in population decline continue in Broken Hill in the longer term, there could be potential for a decline in real estate values/rents to an extent that there is a lack of revenue for landowners to properly maintain building assets. At this stage, it is important to continue to monitor housing supply and demand and monitor the general condition of housing stocks in certain areas. Should conditions deteriorate, Council could consider implementing a number of programs aimed at assisting landowners, such as:

- Providing incentives and initiatives to encourage the maintenance/renovation of existing houses in need of repair.

- Household hard waste kerbside pickup schemes to remove unsightly materials/items from residential premises in order to improve the amenity of some streetscapes.
- Review of heritage conservation areas to ensure they only apply to dwellings of significant heritage values, thereby removing some of the 'red tape' for landowners to renovate, change or demolish dwellings that have low heritage value.
- Voluntary demolition of dilapidated houses by landowners, especially where the limited supply of vacant/serviced residential land parcels may present a viable return on investment to some landowners.
- Direct action on landowners where dilapidation or structural issues present as public safety or streetscape amenity concerns.

Planning priority for Housing		
Priority No.	Action	Timeframe
1	Investigate opportunities to work with social housing providers.	Short term
2	Investigate incentives to encourage renovation, redevelopment or removal of dilapidated housing stock.	Short term
3	Review the Broken Hill Local Environmental Plan 2013 heritage listing and heritage conservation areas.	Medium term
4	Investigate the need to liberalise land-use restrictions on land zoned R1 General Residential on the edge of Broken Hill to allow for keeping of horses.	Medium term

7.11. Utilities and Connectivity

To support existing communities and cater for future growth, continued investment in maintaining existing services and infrastructure is required as well as continued planning for new and improved facilities. Funding for new projects continue to be limited, so targeted planning is critical to ensure that new investments provide maximum benefits.

Further improving internet connectivity and telecommunications infrastructure is vital to the long-term survival of a remote city such as Broken Hill. Council will advocate for telecommunication services that allow businesses to connect to the world. Improvements in services will help local businesses to compete with regional, national and international markets.

Ensuring future growth is provided with appropriate infrastructure will be a collaborative effort with all levels of government. A coordinated sub-regional infrastructure strategy between Broken Hill City Council in collaboration with the relevant Federal, State and Local government authorities and other service authorities will assist in service delivery.

Broken Hill City Council intends to investigate whether the electricity grid capacity has further potential for renewable energy investment. Council will also encourage further industry research into options to supply more of the electricity supply needs of Broken Hill and surrounding region from solar power.

Planning priority for Utilities and Connectivity		
Priority No.	Action	Timeframe
1	Undertake a coordinated sub-regional infrastructure strategy for the western area of the Far West Region of NSW, involving collaboration between the relevant Federal, State and Local government authorities and other service authorities to assist in service delivery.	Medium term
2	Investigate opportunities for further renewable energy developments in the Broken Hill LGA and surrounding unincorporated area.	Short to medium term



8. MONITORING PROGRESS

The Broken Hill LSPS will be reviewed on a regular basis, to ensure any strategic plans are consistent with any updates to the Far West Regional Plan, Broken Hill Community Strategic Plan, and the Broken Hill Local Environmental Plan.

Implementing the priorities of the Broken Hill LSPS will require on-going review of progress and regular feedback to key stakeholders and the wider community. Council will monitor, review and report on its LSPS to ensure that its planning priorities are being achieved. The following provides the framework for monitoring of our progress against planning priorities:

8.1. Monitoring and Reporting

A key action of the Broken Hill LSPS is for Council to adopt a system to properly monitor population growth and employment generating developments and determine the appropriate release of urban land-uses and associated services.

Council will use the existing Integrated Planning and Reporting (4-Year Delivery Program) Framework under the *Local Government Act 1993* for the purpose of reporting on its monitoring of developments, population growth as well as progress on implementation key infrastructure and services.

Council will undertake regular reviews of the Broken Hill LSPS Planning Priorities to align with Council's overarching community strategic planning under the Integrated Planning and Reporting Framework.

Regular reviews will ensure that the Broken Hill LSPS reflects the vision the community has for future of Broken Hill and is aligned to the latest trends and information available about the environment and the community's social and economic needs.

8.1.1. Population Monitoring

Key indicators to monitor:

- Estimated resident population (monitor how it is changing, and how it compares to the population projection scenarios).
- Births and deaths (estimate of impact of natural change).
- Regional internal migration estimates (look at number of arrivals, departures and the net internal migration to give an indication of overall changes and the kind of demand likely to be placed on services for newly arrived persons).
- Regional overseas migration estimates (while the numbers are small, changes to the regional migration program could have an impact).
- Temporary population indicators, including visitor numbers, passenger arrivals and accommodation rates.

It is important to continue to monitor housing supply and demand and monitor the general condition of housing stocks in certain areas. Should conditions deteriorate Council may need to consider implementing a number of programs to address issues.

8.1.2. Funding and Investment

The Broken Hill LSPS will play an important role in Council's resourcing strategy, with preparation of strategies and studies required by this Plan, considered and agreed upon for implementation under Council's 4-Year Delivery Program and Annual Operational Plans.

8.1.3. Governance and Partnerships

The need to work effectively with Central Darling Shire Council, Far West Joint Organisation and other organisations in the region recognises the wider role that Council's strategic planning and decision-making plays in achieving the objectives of the Far West Regional Plan 2036. It also recognises the potential impact that strategically important decisions taken by Council regarding critical infrastructure, environmental issues, housing, investment and a range of other topics covered in the LSPS may have on the plans of neighbouring councils. These valued cross boundary partnerships will also support Council to realise its vision by driving efficiencies in accessing government funding, attracting inward investment and accessing a wider field of expertise.

The Broken Hill LSPS also provides a framework for the coordinated action of many other partners in delivery. Council will continue to work hard to establish effective partnerships with Federal and State government agencies and other organisations to support the realisation of the plan.

9. FURTHER READING AND REFERENCES

9.1. Further Reading

- Far West Regional Plan 2036
- Far West Region Economic Development Strategy 2018-2022
- Far West Regional Economic Development Strategy Supporting Industry Analysis 2018-2022
- Far West Workforce Development Study 2019
- Broken Hill Community Strategic Plan 2033
- Broken Hill – A Blueprint – Advocating For Our Future 2018
- The Broken Hill Communication and Community Engagement Strategy 2019-2020
- Broken Hill Heritage Strategy 2017
- Broken Hill Local Environmental Plan 2013
- Broken Hill Development Control Plan 2016
- Broken Hill Cultural Framework and Synopsis Report 2019

9.2. References

- Western Regional Transport Plan December 2013
- Far West Regional Economic Development Study 2018
- NSW Department of Industry, Eligibility Criteria to be Considered when Purchasing a Western Lands Lease in the Western Division
- Bureau of Infrastructure, Transport and Regional Economics and Australasian Railway Association Trainline 6 Statistical Report, 2018
- DIRD, 2017



www.brokenhill.nsw.gov.au